

Strategic Action Plan Update Drew Park CRA

February 2021



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Drew Park CRA Strategic Action Plan Update

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1. Executive Summary

1.1 Summary of this Strategic Action Plan (SAP) Update

The purpose of this plan is to set a predictable course for the investment of public resources to improve the quality of life within the Drew Park Community Redevelopment Area (CRA). This Strategic Action Plan Update (SAPU) refreshes previous baseline planning assessments and calibrates the redevelopment actions within the CRA for the years 2020-2025. The SAPU builds upon the many past successes achieved to date through the collaborative efforts of the City of Tampa (City), the Drew Park Community Advisory Committee (CAC), private sector development, and the community as a whole.

In May 2004, the City and the Drew Park community developed a 30-year Community Redevelopment Plan (CRP) that set forth a redevelopment vision for Drew Park. Since that time, the CRA’s annual work program has implemented budgets and actions to support redevelopment measures. The City follows a “Pay-As-You-Go” financial scenario in which collected redevelopment Tax Increment Finance (TIF) funds within the CRA are re-invested to complete capital improvements. Currently, the CRA is generating approximately \$1.6M in TIF funds annually. It is estimated that rising property values and a low-moderate private redevelopment activity may correlate with a recent annualized increase of \$115K/Year compounded for the next 5 years (2025). This means that an estimated \$9.2M may be available for programming, plus any non-TIF resources that might be obtained.

The City of Tampa, Community Redevelopment Agency Board, and the Drew Park Community Advisory Committee collectively agree on the funding prioritization of the SAP. This work plan will be revisited annually and adjusted to account for changing TIF projections, potential TIF financing opportunities, and improving market conditions. identified general revitalization initiatives.

1.2 SAP Update Key Strategies

The following table summarizes the key recommendations included from the project’s engagement and planning assessments.

Figure 1.A: Key Recommendations from Drew Park CRA SAP Update Table

Strategy 1	Invest in infrastructure to encourage increased community investment and improve the quality of life.
	<i>Drew Park’s context is dominated by light industrial uses with a large amount of open storage, rural streets with open stormwater ditches, missing pedestrian sidewalks, and routine business use of public r/w’s.</i>
	A. Street r/w improvements are needed to control and organize the use of public r/w’s.
	B. Increased area stormwater accommodation to reduce the threat of flooding in localized areas.

	C. Increased pedestrian mobility and a beautified public realm are needed.
Strategy 2	Continue to improve the appearance and investment appeal of highly visible gateways and major corridors.
	<i>Drew Park's street network has a range of existing conditions that impede active and attractive community and business activities.</i>
	A. The Streetscape & Beautification Master Plan identifies needed corridor and gateway improvements that will add to the CRA's business and community appeal.
Strategy 3	Provide incentives to support strategic and catalytic projects.
	<i>Local government incentives may be utilized to support redevelopment interest in the Area. Different types of incentives should be explored to support the varying land use needs.</i>
	Commercial / Industrial Properties:
	<ul style="list-style-type: none"> A. Commercial building interior and tenant reimbursement improvement grants that remedy degraded building systems and extend the economic viability of buildings. B. Façade grants to provide exterior enhancements and upgrades. C. Opportunity Zone
	Residential Properties:
	<ul style="list-style-type: none"> A. Affordable housing redevelopment loans to support new development, B. Rehabilitation assistance grants to help existing homeowners to correct code violations and address deficiencies, C. Façade grants to provide owner-occupied single-family home upgrades.
Strategy 4	Improve Housing Conditions
	<i>Drew Park's existing housing is concentrated in the southwest corner of the CRA bordered by N. Lois Ave., W. Dr. Martin Luther King Jr. Blvd., and W. Woodlawn Ave. The existing pre-dominantly single-family pattern has a Residential 20 Future Land Use designation that provides density flexibility for redevelopment.</i>
	<ul style="list-style-type: none"> A. Strengthen existing single-family neighborhoods within the Area. B. Increase the availability of housing options that serve a diverse range of household types and individuals over a longer lifespan. C. Increase the stock of quality housing by offering possible builder incentives such as expedited permitting, reduced infrastructure costs, land assembly, disposition, land cost write-down, stormwater assistance, density bonuses, design assistance, and other similar means. D. Utilize a variety of tools and mechanisms such as (though not limited to) Housing and Urban Development (HUD), Habitat for Humanity, loans, and down payment assistance to assist with homeownership.

2. Drew Park Background

2.1 Drew Park's Context

Drew Park is approximately 829-acres of land located in western Tampa. It is generally situated between Tampa International Airport and Raymond James Stadium and bordered by West Hillsborough Avenue, Air Cargo Road, North Dale Mabry Highway, and Tampa Bay Boulevard Corridor. The neighborhood can be traced back to 1928 when its namesake Drew Field Municipal Airport was officially opened.

The neighborhood surrounding Drew Field, now Drew Park, served many military uses during World War II. Since then, it has been the site of residential, industrial, commercial, educational, and other institutional uses. It is conveniently located at the junction of several major roads. These include Interstate 275, Dale Mabry Highway, Hillsborough Avenue, and the Courtney Campbell Causeway which provides easy access to northern Pinellas County. It is also adjacent to the Tampa International Airport, the largest and most heavily used airport in the region. The boundaries of Drew Park can be seen in the map displayed in Figure 2.B on the following page.

Drew Park is a neighborhood of diversity, not only of its uses of land but also its residents. Its population is more diverse than the city and region as a whole. According to the 2018, American Community Survey Five-Year Estimate, the Drew Park area has a population of approximately 1,141 persons. The population is estimated to be approximately 65% Hispanic or Latino, as can be seen in Figure 2.A. This population is primarily Cuban, with Puerto Rican, Mexican, and other Hispanic or Latino descents being common as well. The next largest demographic is White, at 24%, and then Black, at 11%.

Figure 2.A: Drew Park Demographics; Race and Ethnicity

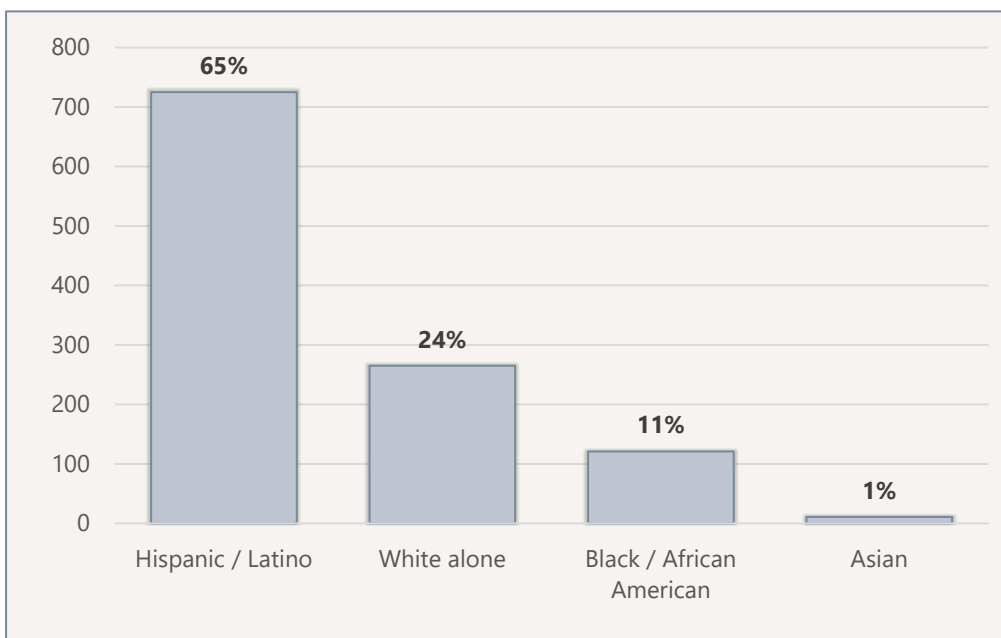
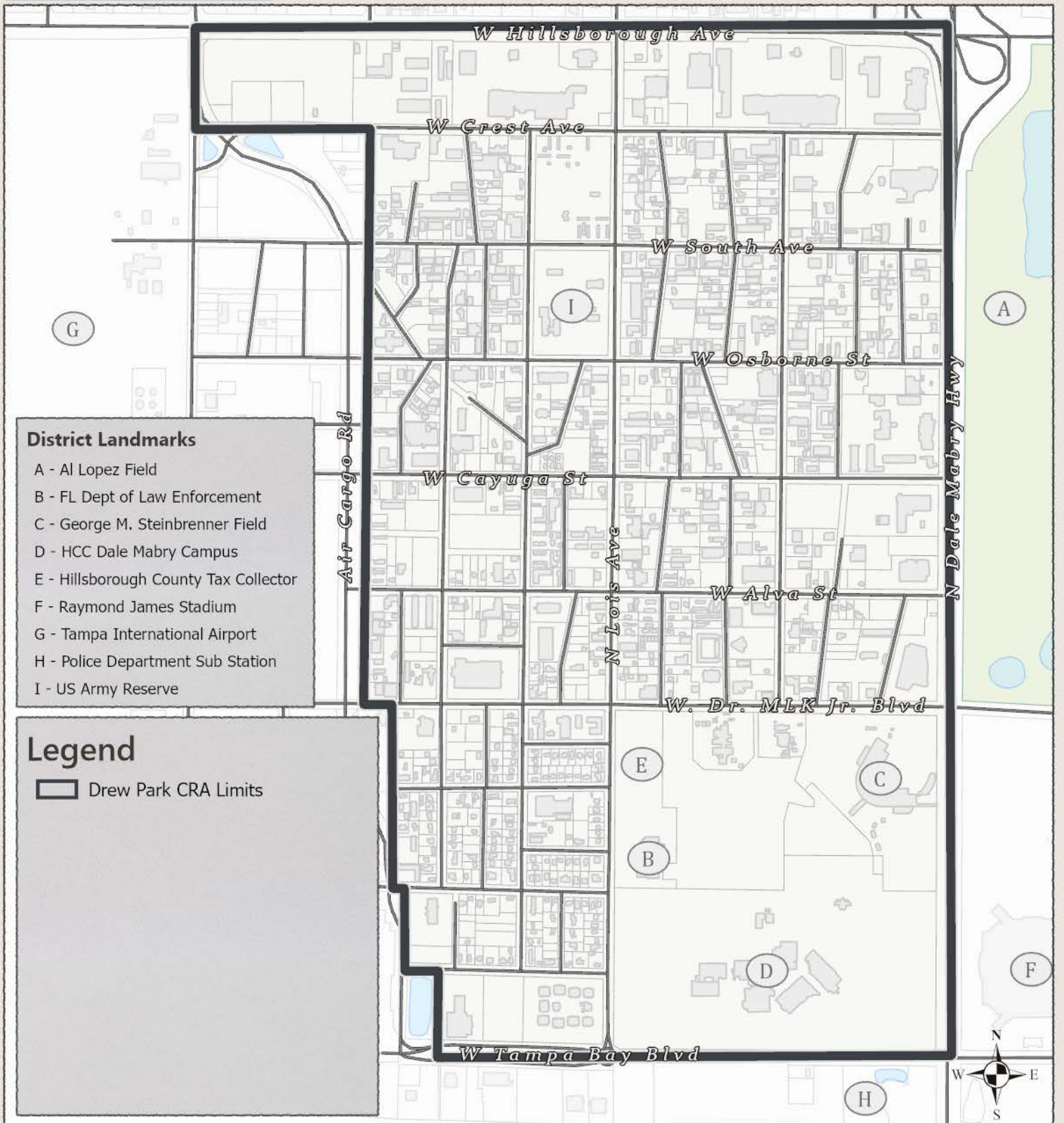


Figure 2.B: CRA Boundaries



District Landmarks

- A - Al Lopez Field
- B - FL Dept of Law Enforcement
- C - George M. Steinbrenner Field
- D - HCC Dale Mabry Campus
- E - Hillsborough County Tax Collector
- F - Raymond James Stadium
- G - Tampa International Airport
- H - Police Department Sub Station
- I - US Army Reserve

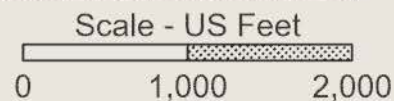
Legend

-  Drew Park CRA Limits

Drew Park Boundaries

Drew Park Community Redevelopment Area Strategic Action Plan Update

November 2020



2.2 Community Redevelopment Area (CRA) Designation

The State of Florida regulates the creation of and the ongoing implementation of Community Redevelopment Areas (CRAs) through provisions of the Florida Community Redevelopment Act of 1969 (Chapter 163, Part III, Florida Statutes). The Drew Park CRA is a City of Tampa and Hillsborough County designation, consistent with Florida Statutes, intended to guide future development to eliminate existing conditions of blight, and to create an improved condition for continued private reinvestment. The Tampa City Council sitting as the Community Redevelopment Agency of the City of Tampa oversees the implementation of multiple CRAs within Tampa.

When established in 2004, the City adopted the Drew Park Community Redevelopment Plan (CRP). This is a guidance document for the implementation of CRA activities. Establishment of the CRA permitted the City to create a companion Tax Increment Finance (TIF) trust fund that collects increment ad valorem taxes, which are then available for annual budgeting and use within the CRA for activities that are consistent with the CRP.

2.3 Drew Park Community Redevelopment Plan (CRP)

The Drew Park Community Redevelopment Plan (CRP) was completed in 2004. The Plan provided a historical context for Drew Park, described the legal boundaries of the CRA and provided a description of the neighborhood as an area that contains many healthy businesses and residential areas, but also a large number of deteriorated structures, inadequate and aging infrastructure, obsolete street system, and several code compliance issues. The plan also documented the public participation process that occurred between 2001 through 2004 to provide the basis for the plan creation.

The CRP identified a series of strategies and recommendations to improve the quality of life for neighborhood residents, property and business owners, and visitors to Drew Park. A key concept in these strategies was to preserve and enhance the residential core south of Martin Luther King Jr. Boulevard and attracting the development of modern office, commercial, and light industrial north of Martin Luther King Jr. Boulevard.

The strategies were organized into three sections. The first was to increase levels of building and zoning code enforcement to enhance the state of deterioration, physical appearance, and structural safety of the area. The second was to make targeted infrastructure improvements, including Gateway improvements, street lighting, sidewalks, and stormwater systems. The third was to recommend a broad range of development incentives and to market the neighborhood in a way that stimulated private sector investment and promoted its public image.

2.4 Drew Park Strategic Action Plan

The Drew Park Strategic Action Plan (SAP) was completed in March 2007. Its purpose was to ensure the implementation of the Redevelopment Plan by providing specific action items the community can pursue. The primary goals of these actions were to guide the redevelopment of the area in a positive neighborhood and to attract increased private investment. Similar to the CRP, it identified public investment needs, required regulatory actions, and potential development incentives. The SAP

recommended that the TIF dollars generated in the initial years of the CRA program go primarily towards funding immediately necessary infrastructure repairs. An overview of the recommendations given in the SAP is provided in the following table.

Figure 2.C: Key Recommendations from 2007 Drew Park CRA SAP

Category	Recommendation(s)	Action(s)
Future Land Use	Limit the supply of industrial land and increase incorporate more mixed-use categories, like CMU-35	Land use changes not supported by community and City Council in the final public hearing process.
Zoning	Insulate residential areas from industrial areas with Commercial General zoning	Not implemented to date.
Zoning	Research and incorporate the adoption of form-based codes for regulating scale and form of new development	Not implemented to date.
Transportation: Roadways	Significant roadway and right-of-way improvements and major repairs are recommended to occur along grid-system roadways	Completion of the Drew Park Streetscape & Beautification Master Plan; redesign and construction of Lois Avenue; completion of street repaving in multiple areas.
Transportation: Sidewalks/ Landscaping	Incorporate pedestrian improvements along the residential areas and grid-system streets	Completion of sidewalk construction and landscaping in multiple locations.
Transportation: Lighting	Place aesthetically pleasing light poles throughout the neighborhood	Installation of enhanced lighting along Lois Avenue.
Water	Implementation of an Infrastructure Redevelopment Improvement Program	Not implemented to date.
Stormwater	Implement the Stormwater Department strategy to prevent future flooding, via the restoration of a functioning stormwater system	Construction of increased stormwater retention and conveyance; identification of Stormwater Advisory List mapping of increased flood risks.
Solid Waste	Increase code enforcement in the right-of-way regarding liter and dumping	Ongoing.
Parks and Recreation	Acquisition of land adequate for two neighborhood parks, and the funding of necessary park equipment costs	No site acquisition has occurred. Completion of neighborhood park within Tampa Bay Blvd. median.
Power	Construction of an additional substation is recommended by TECO	Not implemented to date.
Police / Crime	Establish positive community relations and promote a high quality of life within the CRA as a crime reduction strategy	Ongoing.
Housing	Adopt a series of five housing developer incentives	Citywide plan.
Housing	Adopt a buyer incentive of a first-time homeowner down payment assistance (income qualified)	Citywide plan.

Redevelopment Incentives	Develop and retain several redevelopment incentives including Affordable Housing Assistance, Enterprise Zone, Environmental/Brownfield Assistance, Stormwater Retention Waiver, Community Development Block Grant Program, Urban Job Tax Credit, and Proximity to a Foreign Trade Zone	Citywide plan.
Economic Development	The assemblage of parcels and City partnership with individual developers to help facilitate project-specific incentives	Not implemented.
Community Improvement	Crime Reduction Program to reduce crime and the perception of crime	Ongoing.
Community Improvement	Code Enforcement/Solid Waste Coordination Program to reduce trash and debris in the right-of-way and to improve appearance and safety of structures	Ongoing.
Community Improvement	Clean City Beautification (full-time litter control and environmental cleanup)	Not implemented.
Community Improvement	Adult Use Compliance Program to increase monitoring and ensure no illegal activities are taking place	Ongoing.

2.5 Drew Park Streetscape and Beautification Master Plan

The Drew Park Streetscape and Beautification Master Plan, adopted in 2011, builds off of the 2007 SAP and serves as the approved conceptual design for planned streetscape improvements. It was based on an extensive community engagement process that is described in the CRP document.

The design recommendation objectives of the Master Plan include:

- Establish a walkable community
- Enable greater bicycle access to and throughout the CRA
- Encourage Low Impact Development (LID) practices
- Introduce public art
- Reflect on the past

The streetscape improvement recommendations were targeted for Lois Avenue, Grady Avenue, Tampa Bay Boulevard, Dr. Martin Luther King Jr. Boulevard, and generally for business connector streets, local business streets, and local residential streets.

The third section of the Master Plan recommends a series of strategies to enhance community identity throughout the neighborhood. These include the provisions of gateways, which provide an entry monument and create a sense of place at the entrance to Drew Park. It also recommended a

series of community identifier signs throughout the neighborhood. It then provided a concept for a new park and open space development.

The last major section of the Master Plan is the Community Design Standards, which provides a consistent set of standards for new development throughout the neighborhood. These include guidelines related to:

- Hardscape materials for sidewalks, crosswalks, and curbing
- Furnishing such as benches, bike racks, planters, and trash receptacles
- Plant materials for both trees and shrubs
- Lighting for both street and pedestrian lighting

The Master Plan identifies some of these strategies as needing further study and funding and others as those that are ready to be built when funds are available. These were taken into consideration in this SAP Update.

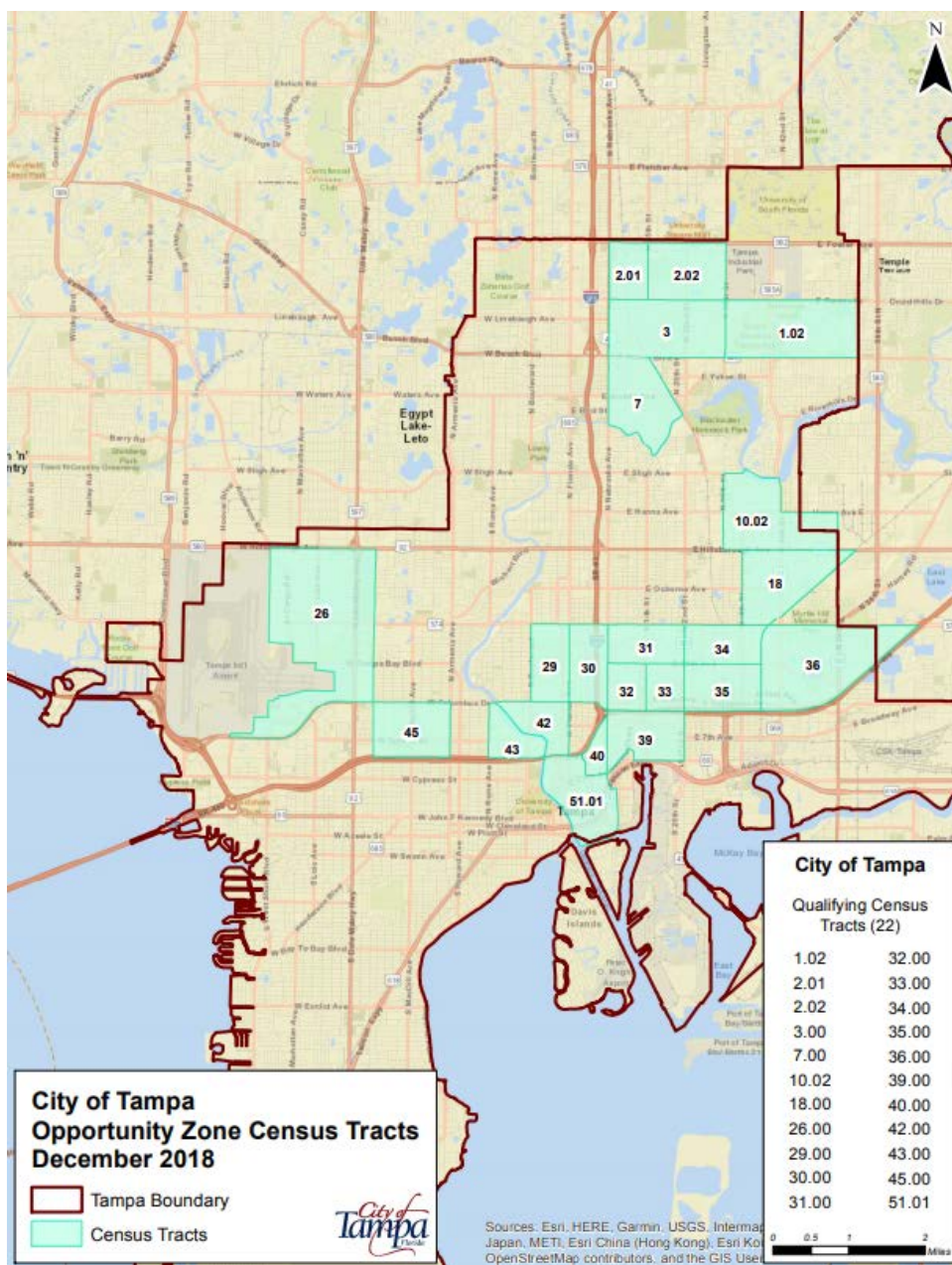
Figure 2.D: 2011 Drew Park Streetscape & Beautification Master Plan Cover



2.6 Opportunity Zone Designation

As part of the U.S. Federal Government’s 2017 Tax Cuts and Jobs Act federal initiative, the U.S. Census Tracts including the entirety of the Drew Park CRA (see Census Tract 26 in the following figure) was established as a qualified Opportunity Zone (OZ) designation. This federal initiative allows private investors to create and invest in privately controlled opportunity funds that in turn, invest capital resources into designated OZ’s. Private investors may defer their taxes on realized gains and reduce tax liabilities by allocating capital into designated economically distressed areas. These zones are intended to be an economic development tool to spur economic development in distressed communities.

Figure 2.E: City of Tampa Designated Opportunity Zones (OZ) Map



The City is interested in optimizing reinvestment within the OZ's and is working with private investors to identify locations and supportive investment programs that promote community redevelopment within the zones. Ongoing economic development marketing of the program and specific locations needs to occur to educate and identify investors.

2.7 Public Land Ownership

There is a large percentage of publicly owned lands located within the Drew Park CRA. By Florida Statute (F.S.), publicly owned properties are excluded from Tax Increment Fund (TIF) ad valorem tax collection. Approximately 25.8 percent of the gross CRA parcel acreage is publicly owned, including Florida Department of Law Enforcement, Hillsborough Community College, Hillsborough County Tax Collector, Tampa International Airport, George Steinbrenner Field, and US Army Reserve properties. See following Figure 2.F and 2.G for acreage chart and map.

All of these uses provide the City with strong economic, land use, and community benefits. However, as the F.S. CRA TIF provisions are collected from non-public ownership property owners, the overall effect to the CRA is that it takes a longer period to collect funds for use in alleviating the original Finding of Necessity slum and blight conditions. The CRA should continue to seek projects within the City's annual capital improvement budgeting process and augment enhancements to support the CRA initiatives.

Figure 2.F: Drew Park's Tax Increment Fund Contributing / Non-Contributing Property Acreage Chart

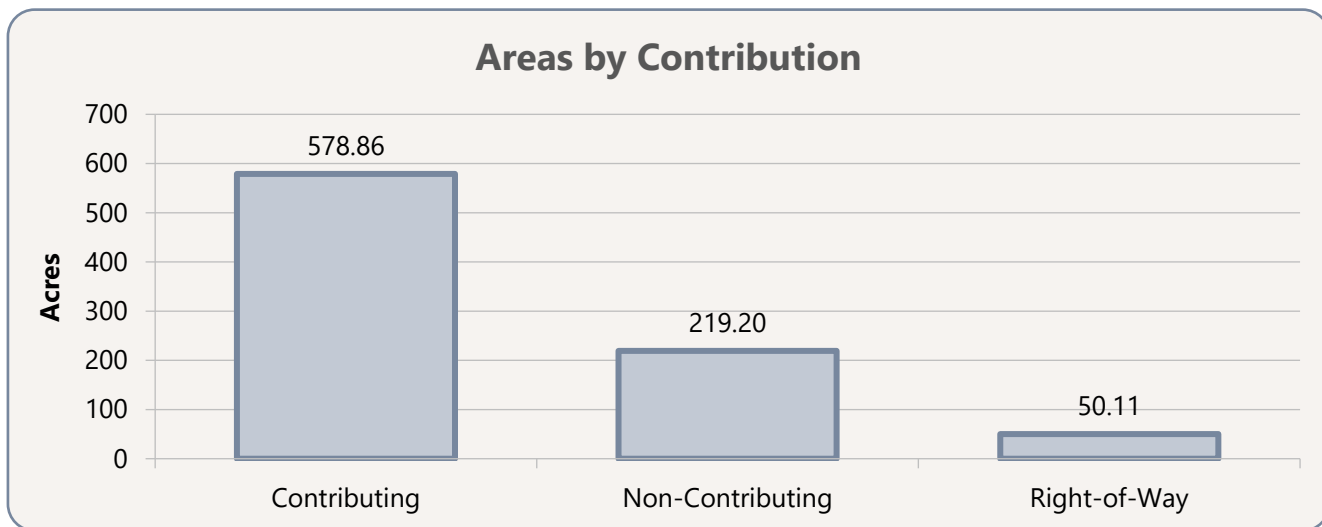
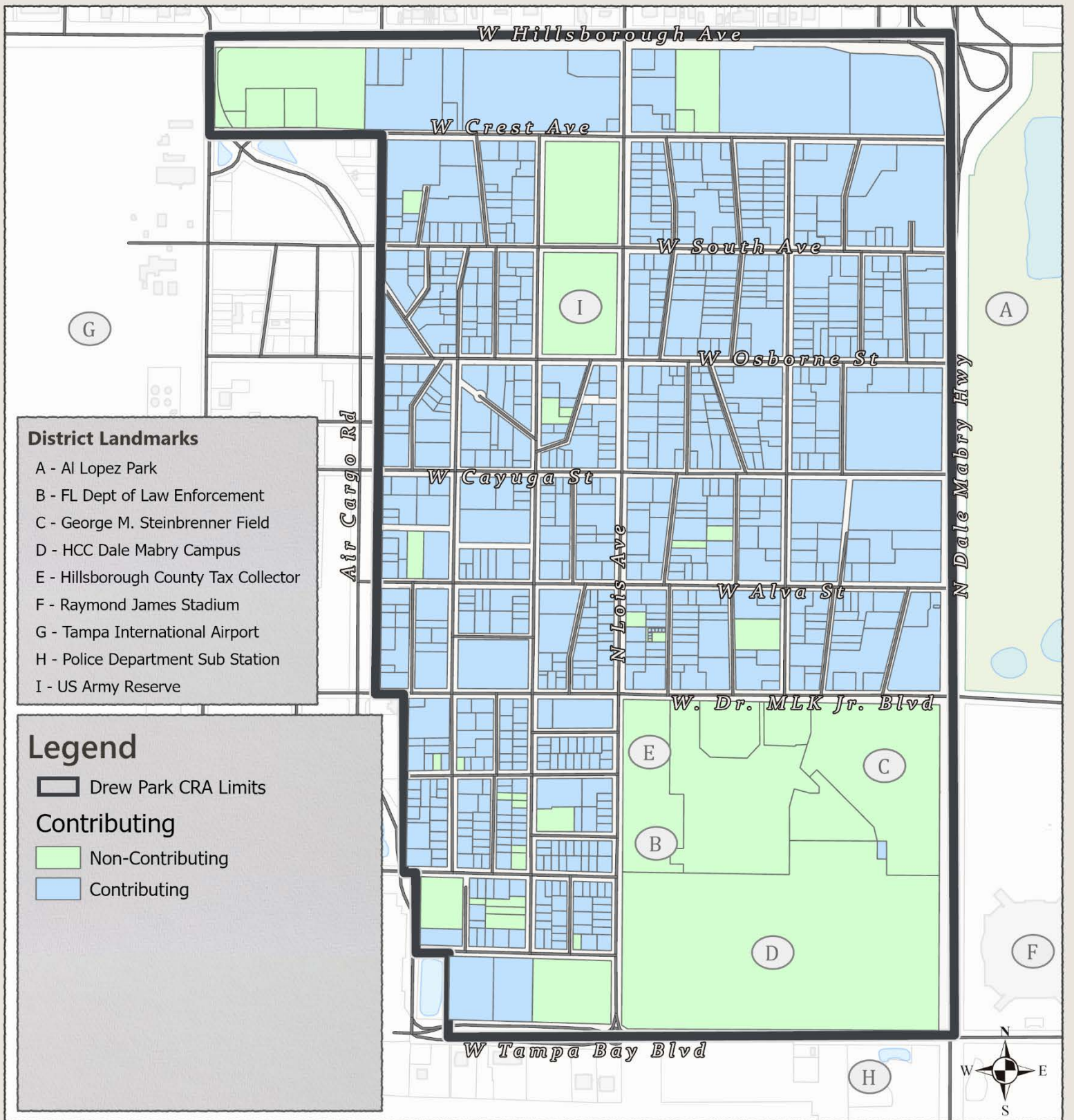


Figure 2.G: Contributing / Non-Contributing Parcels



Contributing Parcels

Drew Park Community Redevelopment Area Strategic Action Plan Update

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3. Public Engagement and Outreach

Throughout the SAP Update Report planning process, public engagement has been designed and conducted using innovative ways to reinforce resident, business, and community organizations through topic education and informal communications. The engagement process was impacted by the Covid-19 pandemic. To not put residents and other parties involved at risk, the primary method of engagement during this effort was virtual. A variety of methods were used to encourage a robust involvement of the community in this planning effort. This included a mailing to property owners and tenants, City emailing mailing lists, outreach to community organizations, and advertisement on the City's website.

3.1 Stakeholder Organizations

Outreach communications to stakeholder organizations included appointed boards, standing sub-committees, homeowners' associations, and informal events for topic area involvement discussions.

3.1.1 Drew Park Community Advisory Committee

The Drew Park Community Advisory Committee (CAC) members were individually interviewed to collect their insights into the neighborhood and its needs. The members represent a wide range of stakeholders, property owners, ex officio members, and viewpoints of the community. Their insights reflect their diversity of roles within Drew Park and the varying needs of different stakeholder groups. Many of the conversations reflected support and the need for crime reduction strategies. Crime within Drew Park is seen as a major safety factor to residents, businesses, employees, and customers in the neighborhood. It is also seen to affect the ability of businesses to attract customers and in attracting new residents.

Other consensus topics included the need for the creation of additional on-street parking, installation of street lighting fixtures, street, sidewalk, and stormwater improvements, increased business owner involvement, and marketing the CRA to attract new investment.

3.1.3 Property Owner Mailing

At the onset of the project, a letter was sent to all property owners and physical addresses for properties within the Drew Park CRA limits listed by the Hillsborough County Property Appraiser's Office. This letter described the project, the importance of the recipient's input, instructions on how to join the meeting, routinely participate, and the City project manager DrewParkUpdate@TampaGov.net and consultant contact information. The letters also provided the address link to the City's dedicated project website to provide ways to stay involved and keep up to date throughout the project.

A copy of one of these letters is included in the appendix of this report.

3.2 Digital Outreach

To best ensure the safety of residents and other stakeholders during the COVID-19 pandemic, the community outreach for the project primarily occurred virtually. The team sought broader involvement responses through online digital information.

3.2.1 Project Website

A page on the City’s website was dedicated to disseminating information about the SAP Update project. This page included a description of the project and its purpose, a timeline, links to join and advertising the Community Workshops, and all project documents. The page was used as a central hub for the public to receive updates and stay informed as the project progressed. The website can be accessed at the following address: <https://www.tampagov.net/CRAs/drew-park/sap-update>.

3.2.2 Community Survey

An online community survey was created using MetroQuest™ survey software. This software allows for the development of interactive, user-friendly surveys that are specifically tailored for individual planning projects. To provide accessibility to the neighborhood’s diverse population, both English and Spanish versions of the survey were offered.

The survey included five interactive screens; a welcome screen that described the project, a priority ranking screen, a funding allocation screen, a map marker screen, and a wrap-up screen that collected demographic and contact information. The priority ranking screen asked survey respondents to rank eight community improvement themes in order of importance. The themes were walkability and bikeability, crime reduction, property improvements, street conditions, bus and transit service, affordable housing, code enforcement, and stormwater systems. Respondents also had the opportunity to comment on each of these and to suggest additional themes.

Figure 3.A: Community Survey Ranking Screen



The funding allocation screen allowed respondents to assign 150 hypothetical coins to the community improvement areas presented in the previous screen. This screen provided the respondent to share how they would like to see the CRA’s TIF funds be spent. It illustrates that there is a limited amount of funding and priorities must be made between funding different items.

On the map marker screen, respondents were able to leave comments on specific areas of the neighborhood. There were a series of pins that the respondent was asked to drag and drop onto the interactive map to indicate where they saw problems in the neighborhood. This ranged from areas of high crime, infrastructure improvements, and code compliance issues. This moves the survey from the general and abstract in the first screen to the specific improvements the community wants to see.

3.2.2.1 Survey Results

The survey ran from October 7, 2020, through January 15th, 2020. There were 46 respondents throughout this time.

The priority ranking screen identified Street Conditions, Crime Reduction, and Walkability / Bikeability as the top three priorities of the community. Code Enforcement was seen as the lowest priority. However, even the lower-ranked items were still listed as a priority by a significant proportion of the survey respondents.

Figure 3.B: Community Survey Funding Screen

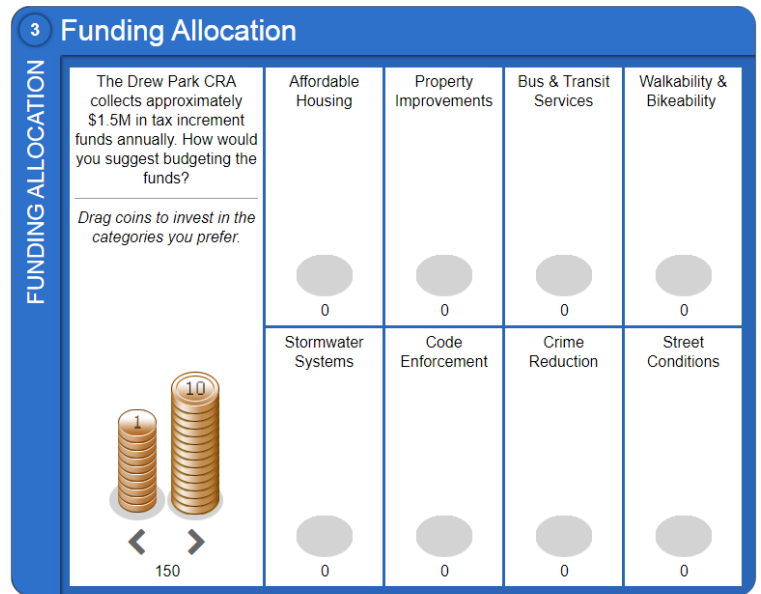


Figure 3.C: Community Survey Map Marker Screen

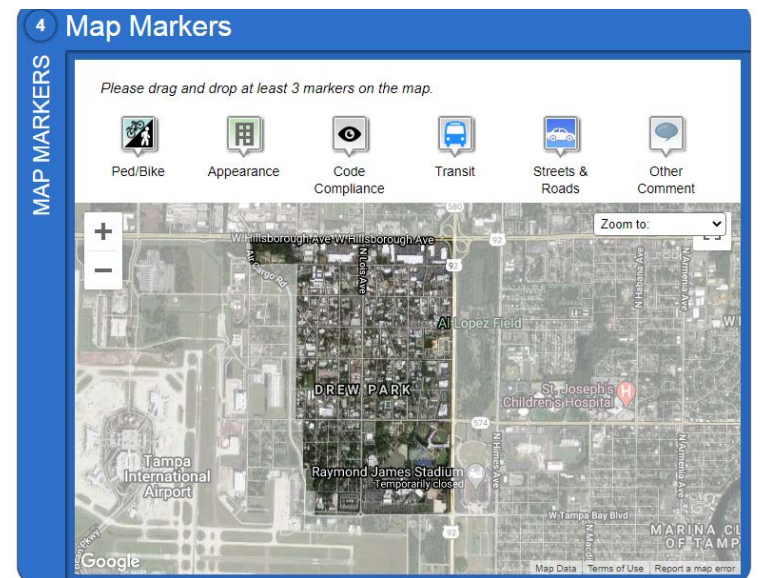
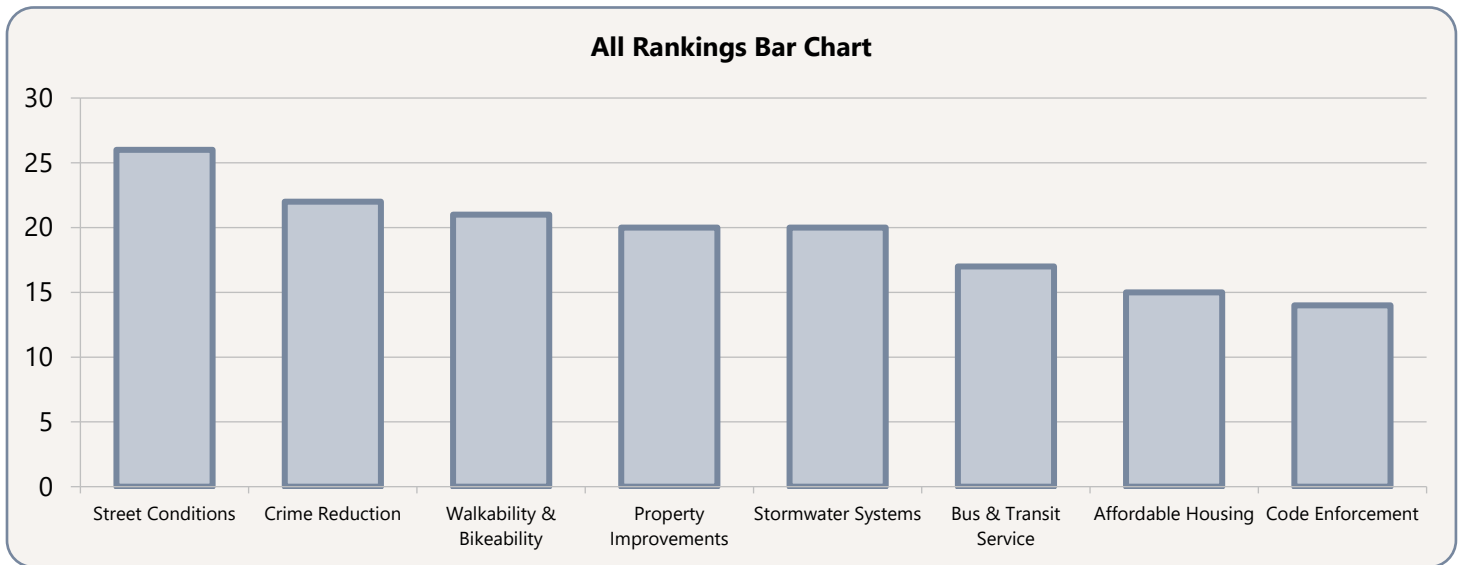
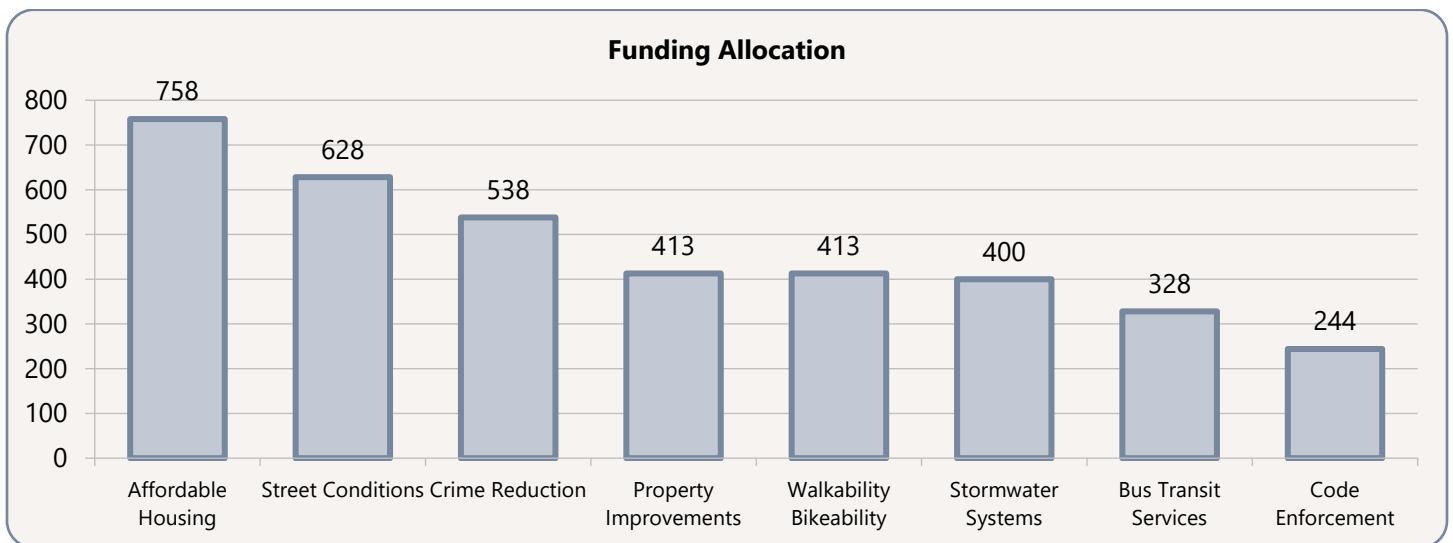


Figure 3.D: Community Survey Ranking Results Chart



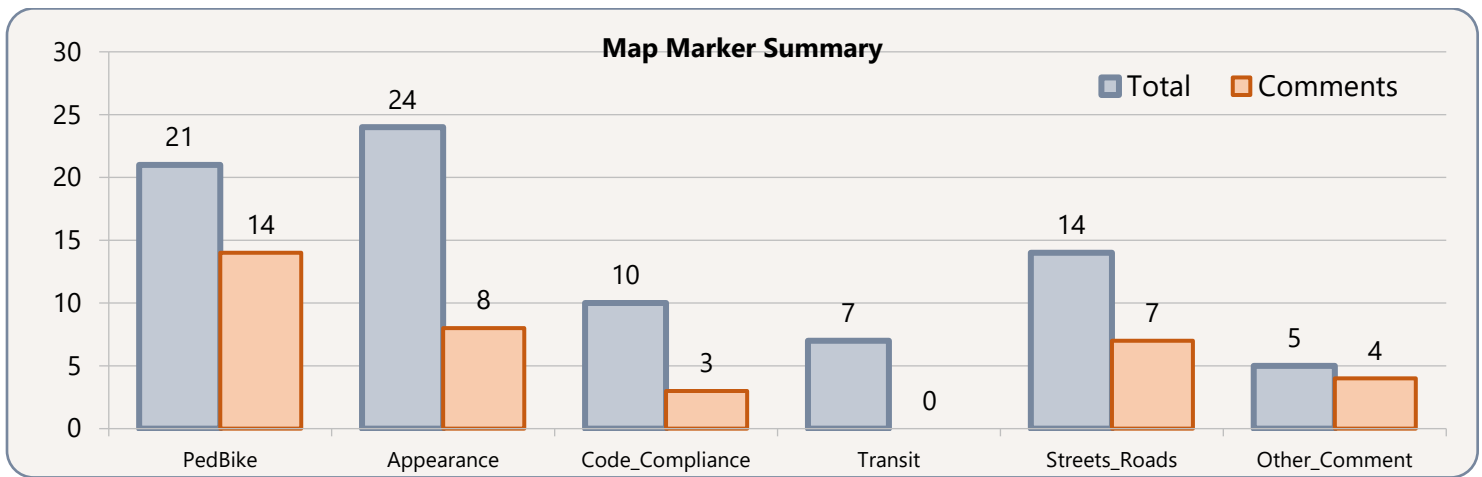
The funding allocation screen allowed respondents to allocate hypothetical CRA TIF funds to the different improvement areas. Affordable Housing, Street Conditions, and Crime Reduction were the top three areas. Affordable Housing received significantly more funds than other improvement areas, despite it being ranked towards the bottom on the previous priority ranking screen. Street conditions and crime reduction again ranked towards the top. Code Enforcement was once again ranked the lowest.

Figure 3.E: Community Survey Funding Allocation Chart



The Map Marker screen received 81 unique pin locations with 36 comments attached. Most of these markers were located along throughways or other roadways indicating locations where pedestrian crossings, sidewalk extensions, or road maintenance is necessary. Other markers flag locations where there are perceived code violations, poor property maintenance, or areas where crime occurs. These markers are available for viewing on the interactive map at the following link: <https://arcg.is/1i5KfW0>.

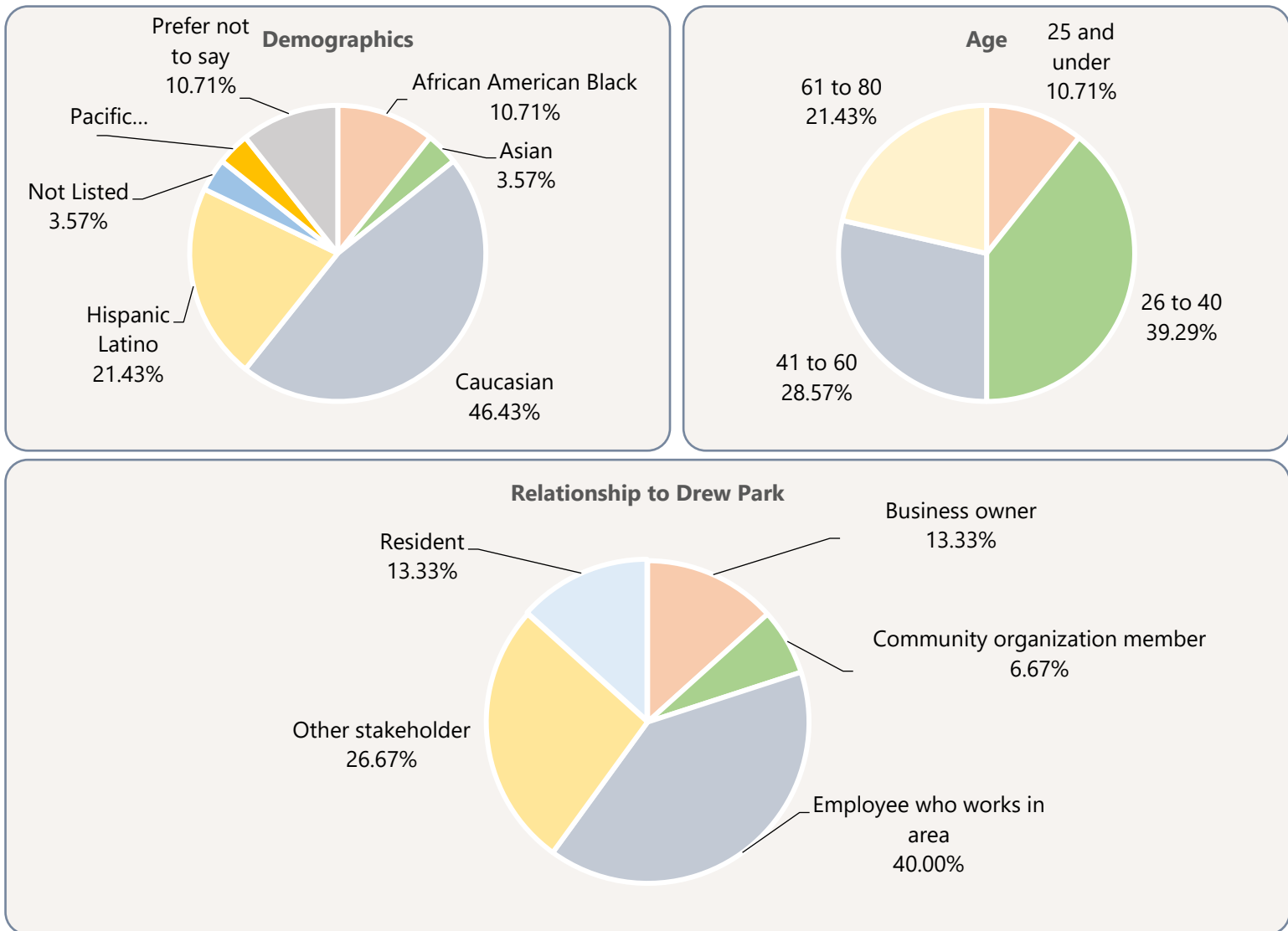
Figure 3.F: Community Survey Map Marker Summary Chart



3.2.2.2 Survey Demographics

The following three pie charts display the demographic information of the survey respondents who decided to provide information on the last screen. Regarding race and ethnicity, approximately 46% of respondents were Caucasian, 21% were Hispanic, and 11% were Black. While this does show there was some level of diversity in the responses, it was not completely reflective of the community. This should be kept in mind when making decisions based on the survey data. The survey also asked for data regarding age and relationship to Drew Park. There was a wide range of ages and relationships to the community in the respondents as well. Another consideration must be that actual residents of the neighborhood made up a relatively small percentage of the responses. This is likely due to fact that many businesses distributed the survey to their employees who do not live in the neighborhood.

Figure 3.G: Community Survey Demographic Charts



3.3 Community Workshops

A series of three Community Meetings were held throughout the planning process. The meetings were held virtually and were attended by a mixture of neighborhood residents, business owners, employees, and other stakeholders.

Virtual Meeting #1: Needs and Opportunities

Thursday, August 27th @ 5:30 p.m.

Virtual Meeting #2: Alternatives

Monday, October 12th @ 5:30 p.m.

Community Meeting #3: Recommendations

Tuesday, December 2nd @ 5:30 p.m. @ HCC Dale Mabry

3.3.1 Community Workshop #1

The first of the community workshops took place on Thursday, August 27th at 5:30 PM. The meeting was held on the City's virtual platform "GoToMeeting." The meeting consisted of an introduction and description of the project, a brief discussion of previous planning efforts, and then a discussion of current conditions and a market assessment of the neighborhood.

The meeting concluded with an interactive exercise that utilized the online Poll Everywhere™ (PollEV) software. Meeting participants were invited to respond to several questions in which they were asked to identify strengths, weaknesses, and opportunities they see within Drew Park. The responses were shown in real-time on the presentation screen where a discussion was facilitated about the frequent responses. Participants also had an opportunity to ask a specific question to the presenters, which led to a brief discussion about crime reduction, infrastructure, and business attraction. The following word cloud images represent the topics. Larger texts represent higher response rates.

Question 1: What Are Drew Park's Strengths As A District:



Question 2: What Are Drew Park's Challenges As A District:



Note: "Yes" was a participant response to the virtual meeting discussions and access to the PolLEV system. It is not a specific "challenge".

Question 3: How Do You Envision Drew Park In The Future:



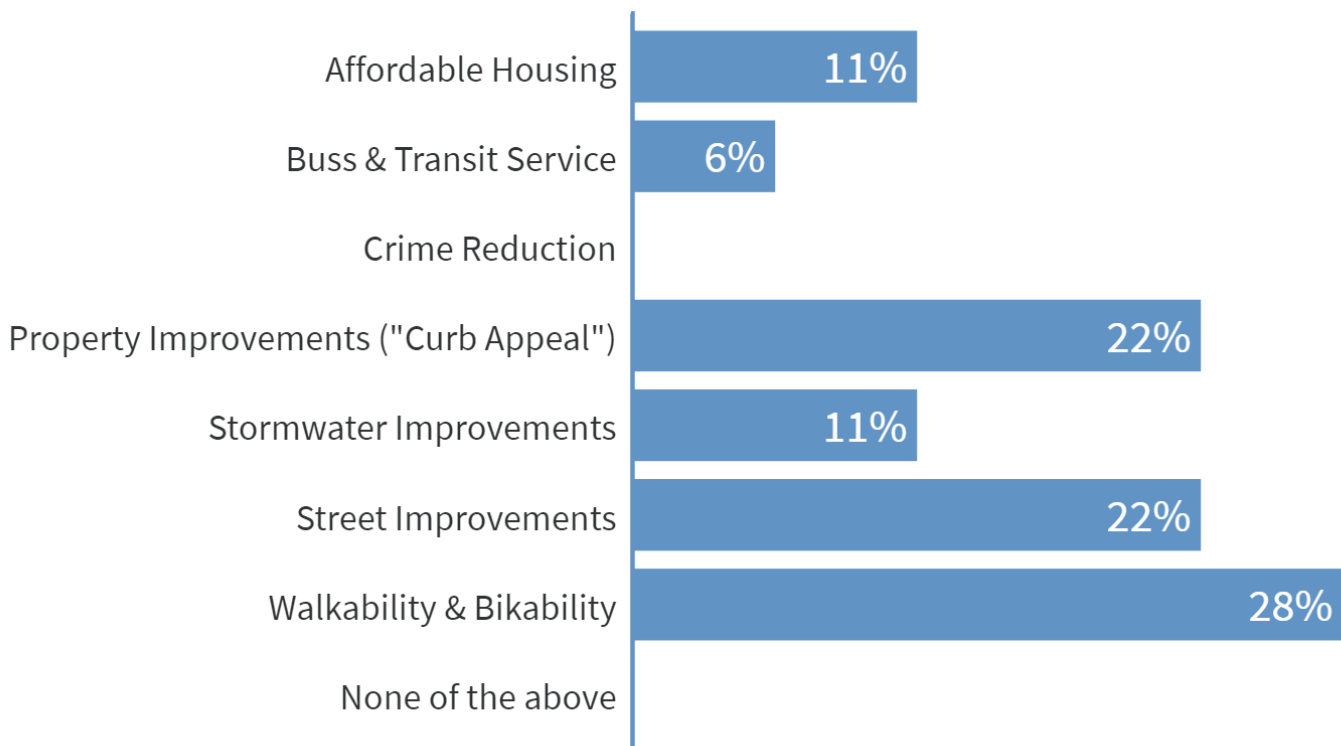
The slide presentation from this workshop is included in the Appendix of this report.

3.3.2 Community Workshop #2

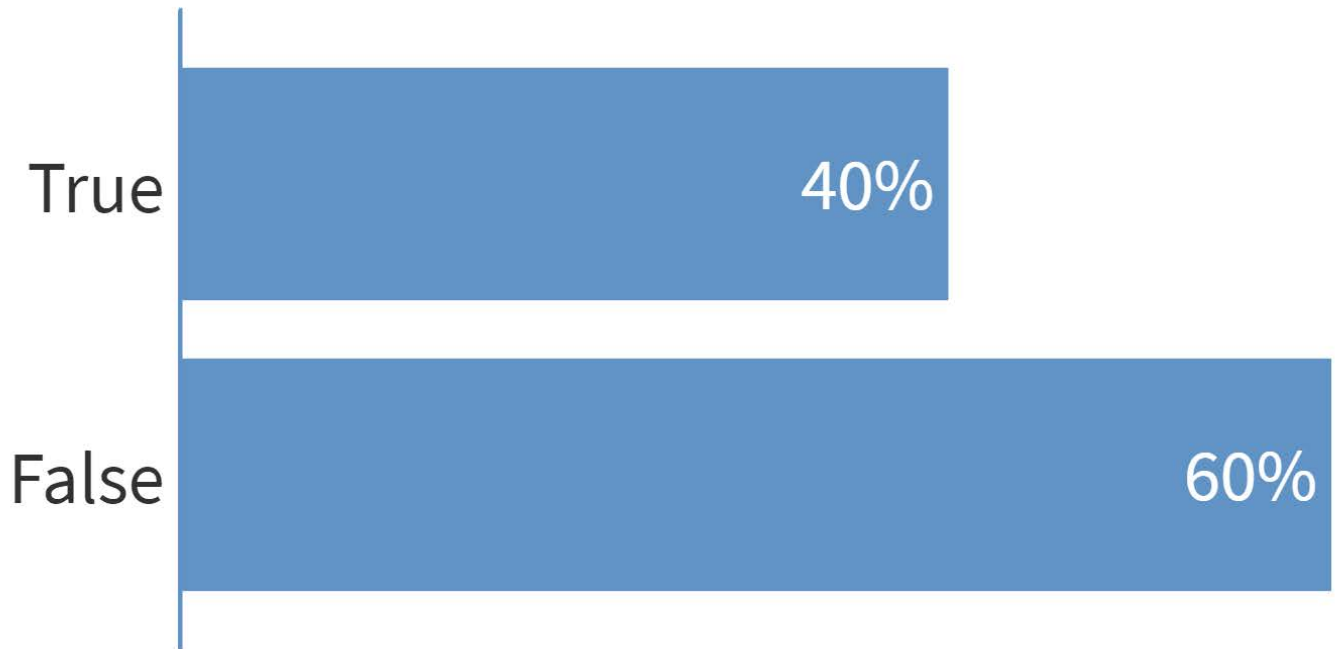
The second of the community workshops took place on Monday, October 12th. This virtual meeting included a summary and validation of what was shared during the first workshop, a discussion of the strategies the SAP Update can use to address the concerns and build on existing strengths, and a prioritization of short-term and long-term initiatives for action, policy, regulatory changes, and public investment.

A similar PolLEV interactive exercise took place at the end of this meeting. This exercise asked the attendees how they felt about community improvement topics that have been raised in prior conversations. While there was a mixture of results, the majority of these topics were validated by the attendees. The conclusion of the workshop also invited the attendees to take the online survey. The following bar chart images represent the topics and percentages of acceptance responses.

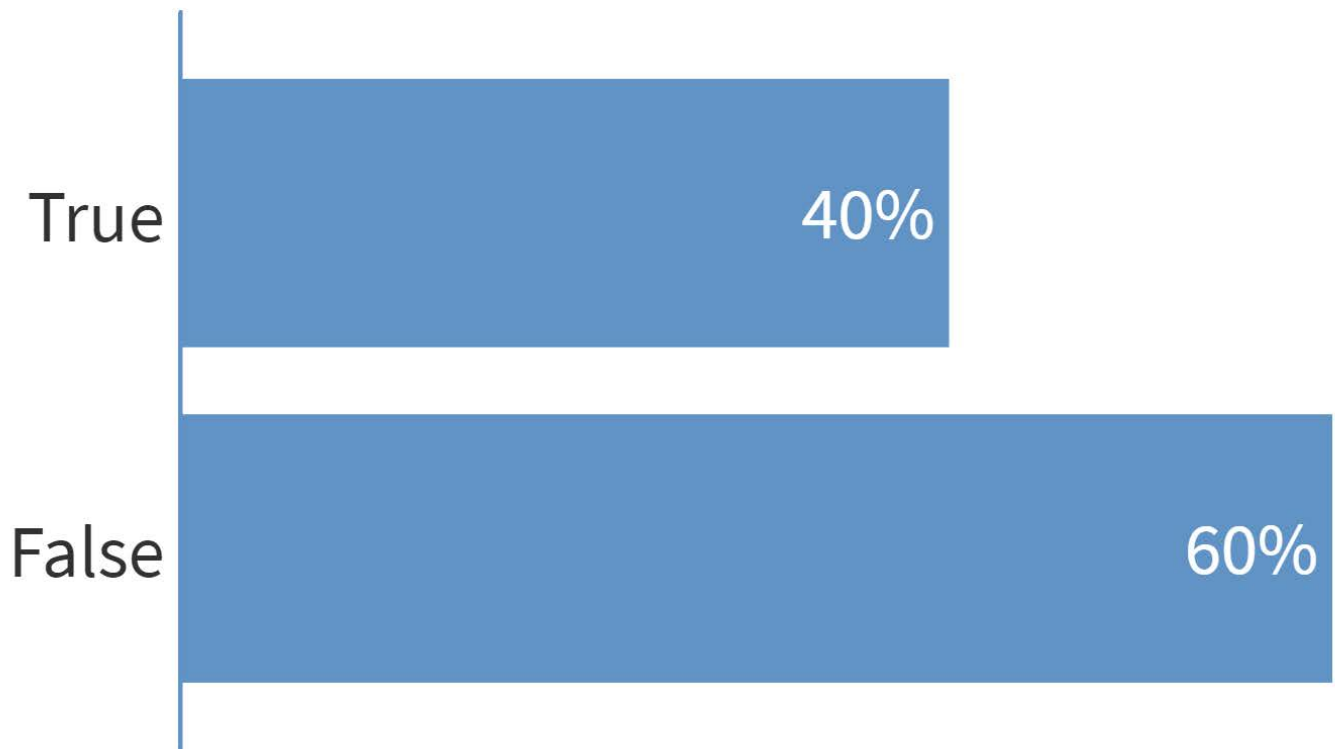
Question 1 - Identify Your Top 3 Concerns:



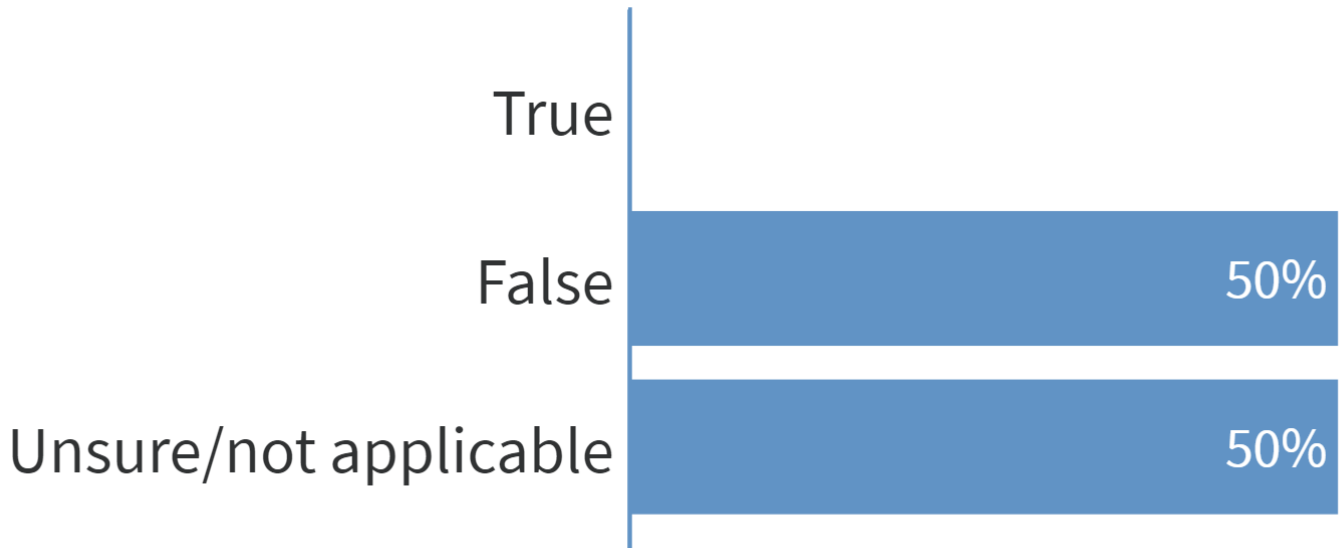
Question 2 - The Streets Are Well Maintained, Safe, And Convenient In Drew Park:



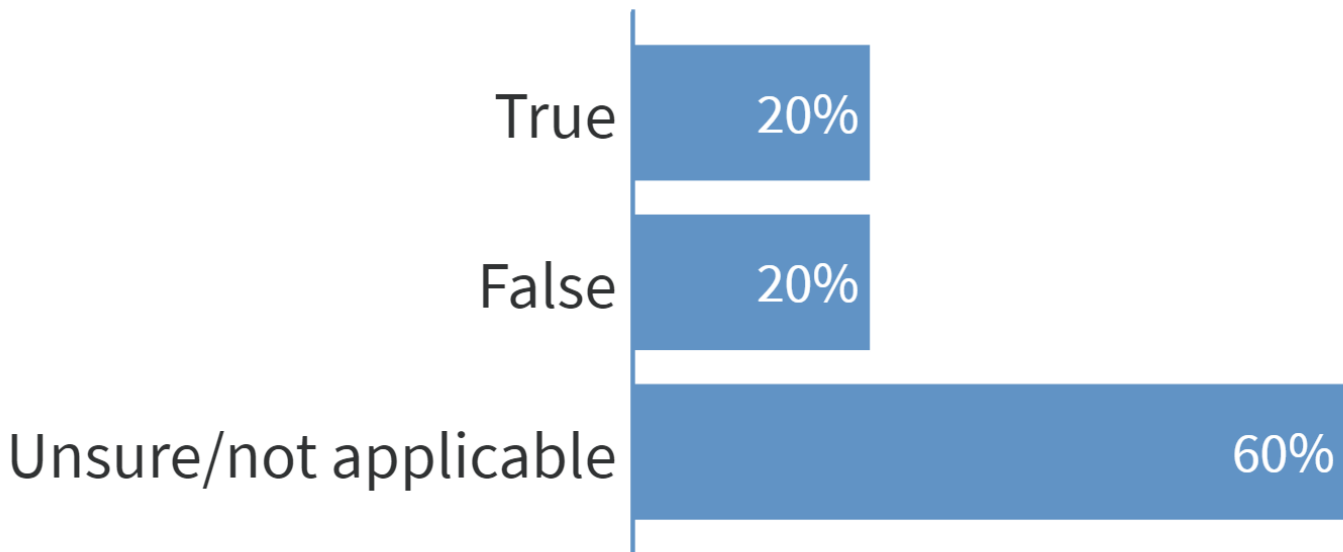
Question 3 - I Feel Safe Walking And Biking In Drew Park:



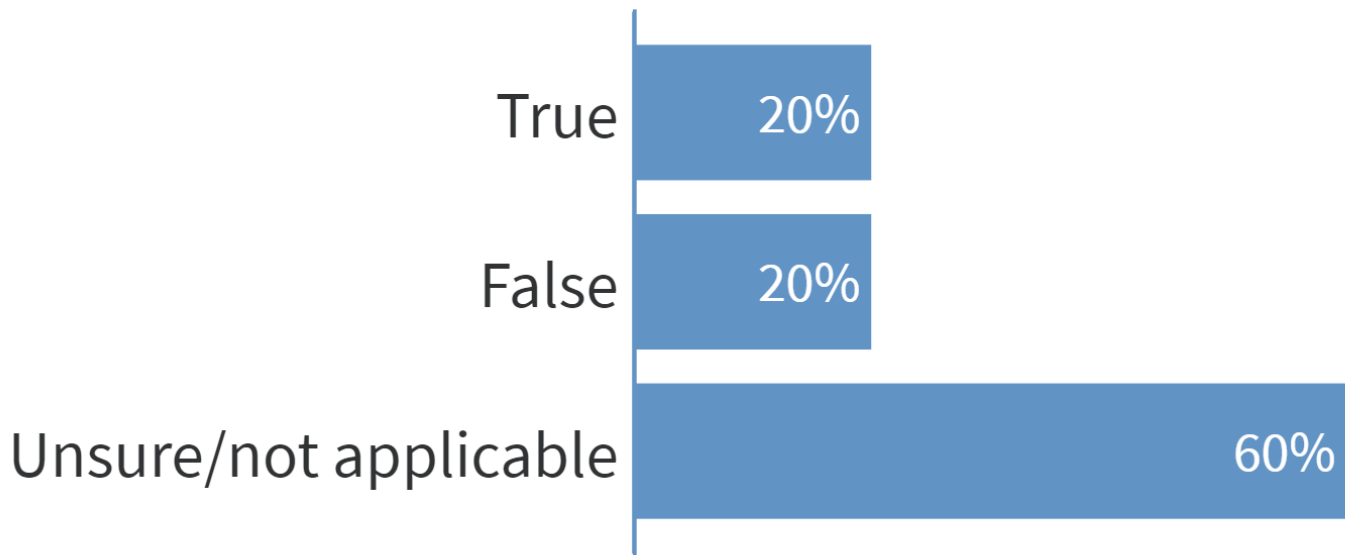
Question 4 - It Is Convenient To Travel Between Drew Park And Other Parts Of The City Using Public Transit:



Question 5 - The Appearance of Neighboring Properties Stops me From Improving The Appearance Of My Property:



Question 6 - I Can meet Most Of My Daily Needs (Housing, Employment, Food, Community, Recreation, Etc.) Within Drew Park:



The slide presentation from this workshop is included in the Appendix of this report.

3.3.3 Community Workshop #3

The third community workshop occurred on December 2, 2020. The format of this event differed from the previous two in that it was conducted both in-person and was streamed online. The in-person component was intended to provide an opportunity for attendees who are unable to attend the virtual events to have an opportunity to provide their input. It was also required due to the November 2020 expiration of Governor DeSantis' Executive Order allowing official public meetings to be held solely online.

The workshop presentation went over the remaining timeline of the project, a summary of existing engagement and survey results, a discussion of identified opportunities, and an overview of potential recommendations. It concluded with questions and comments from the public and CAC members.

The slide presentation from this workshop is included in the Appendix of this report.

4. Conditions Assessment

4.1 Streets and Transit

4.1.1 Road Conditions

Drew Park’s transportation system includes approximately 17-miles of local streets, state roadways, interstate, rail, bike, and pedestrian facilities that provide local and regional access. However, some missing linkages or conditions affect increased mobility. The team utilized local and state transportation agency data to identify the local network and limited field reviews to define conditions in the CRA.

A visual condition survey was conducted to determine the status of the roads. There is a wide range of road conditions, from the recently improved complete streets of N. Lois and N. Grady Avenues to short segments of unpaved roads. The roadway hierarchy is shown in Figure 4.C.

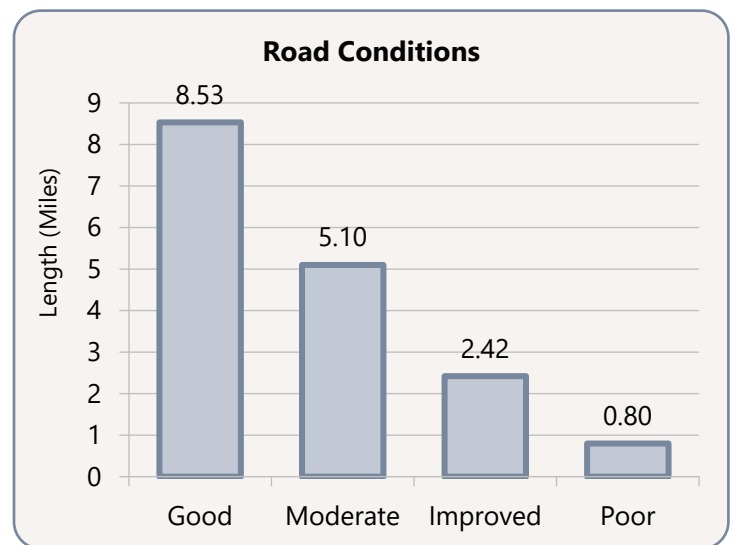
- Good Condition – road segments that have few potholes or pavement fractures, a clear edge between the roadway and adjacent use, and lack of visible standing water.
- Moderate Condition – road segments that have a higher level of potholes and instances of the roadway fading into the adjacent use, often creating areas of standing water.
- Poor Condition – road segments that vary from unpaved dirt roads, poorly paved roads, and roads where an abutting use has contributed to the deterioration of the road condition.

During the planning process, participants identified the desire for improved transportation facilities, including local street, transit, and bicycle/pedestrian system connections to surrounding neighborhoods. Most of these suggestions were to improve bike and pedestrian mobility to and through the CRA. Opportunities for reduced injuries and more complete streets design solutions in the future is desired.

Figure 4.A: Image of Poor Road Condition



Figure 4.B: Road Condition Chart



4.1.2 Road Hierarchy and LOS

Drew Park is in part defined by the major roadways that it borders W Hillsborough Avenue to the north and N Dale Mabry Highway to the east. These are major six-lane throughways with a high traffic count. To the west and south, Drew Park is abutted by the collector roads N/S Cargo Road and Tampa Bay Boulevard. It is also intersected by collector roads N Lois Avenue and W Dr. MLK Jr. Boulevard. The following table defines current traffic conditions for the City of Tampa, State of Florida, and Tampa International Airport jurisdictions.

Figure 4.C: 2015 Roadway Level of Service In Proximity to Drew Park Table

Street / Section / Jurisdiction	Lanes	Length	Posted Speed	Standard LOS	Local Functional Class	AADT	Level of Service			
							Highway	Pedestrian	Bike	Transit
W Hillsborough Ave: (Hoover Blvd to Florida Ave) – STATE	6 / D	4.55	45	D	PA	61,294	F	D	C	D
N Lois Ave: (Tampa Bay Blvd to W Hillsborough Ave) – TAMPA	2 / U	1.52	25	D	C	5,337	D	B	B	D
Tampa Bay Blvd: (N/S Cargo Blvd to N Dale Mabry Hwy) - TAMPA	4 / D	0.82	35	D	-	8,074	B	C	D	F
N/S Cargo Rd: (Tampa Bay Blvd to W Hillsborough Ave) – TIA	4 / D	1.64	25	D	-	17,254	C	C	A	F
N Dale Mabry Hwy: (Columbus Dr to W Hillsborough Ave) – STATE	6 / D	2.00	45	D	PA	71,461	F	D	C	F
Dr. M L King Blvd: (N/S Cargo Rd to N Dale Mabry Hwy) – TAMPA	2 / U	0.90	35	D	C	6,772	D	C	D	F

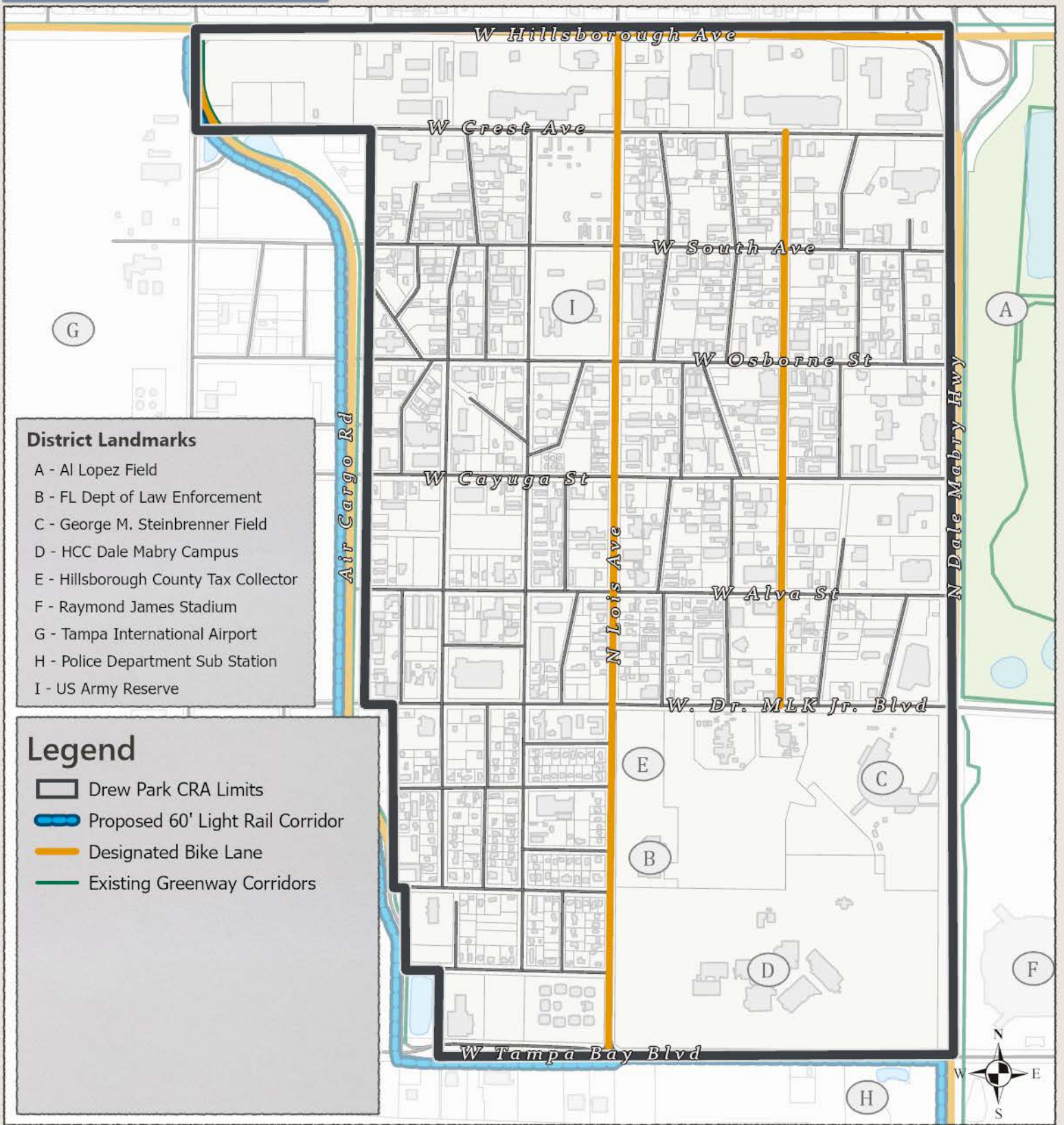
Source: City of Tampa, 2015 Level of Service Report, Hillsborough MPO

Levels of Service (LOS) are qualitative measures describing operational conditions of highways. Six LOS are defined for each facility type and are given designations ranging from "A" (the best) to "F" (the worst). LOS indicates the quality of flow measured by a scale of user/driver satisfaction. Current Levels of Service indicate the following:

- Highway – the W. Hillsborough Ave and N Dale Mabry Hwy state roadways accommodate the highest levels of trip traffic and are shown to be failing. The LOS F standard describes a breakdown in vehicular flow, where queues form quickly, and where vehicles typically operate at low speeds in these conditions and are often required to come to a complete stop. Project participants identified that speeding occurs through the CRA. This may be in part due to avoidance of other major roadway congestion.

- Pedestrian – generally all roadway segments are operating at or better than acceptable LOS. Project participants identified that specific locations and conditions are not adequately providing safe and convenient connections.
- Bike - generally all roadway segments are operating at or better than acceptable LOS. Project participants identified that specific locations and conditions are not adequately providing safe and convenient connections.
- Transit – Most of the roadway segments are shown to be failing. W. Hillsborough Ave and N. Lois Ave are meeting the minimum standard. Project participants identified that specific locations and conditions are not adequately providing safe and convenient connections.

Figure 4.D: Transportation Routes



District Landmarks

- A - Al Lopez Field
- B - FL Dept of Law Enforcement
- C - George M. Steinbrenner Field
- D - HCC Dale Mabry Campus
- E - Hillsborough County Tax Collector
- F - Raymond James Stadium
- G - Tampa International Airport
- H - Police Department Sub Station
- I - US Army Reserve

Legend

- Drew Park CRA Limits
- Proposed 60' Light Rail Corridor
- Designated Bike Lane
- Existing Greenway Corridors

Transportation Routes

Drew Park Community Redevelopment Area
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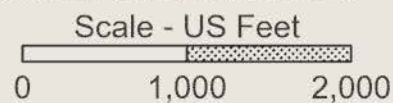
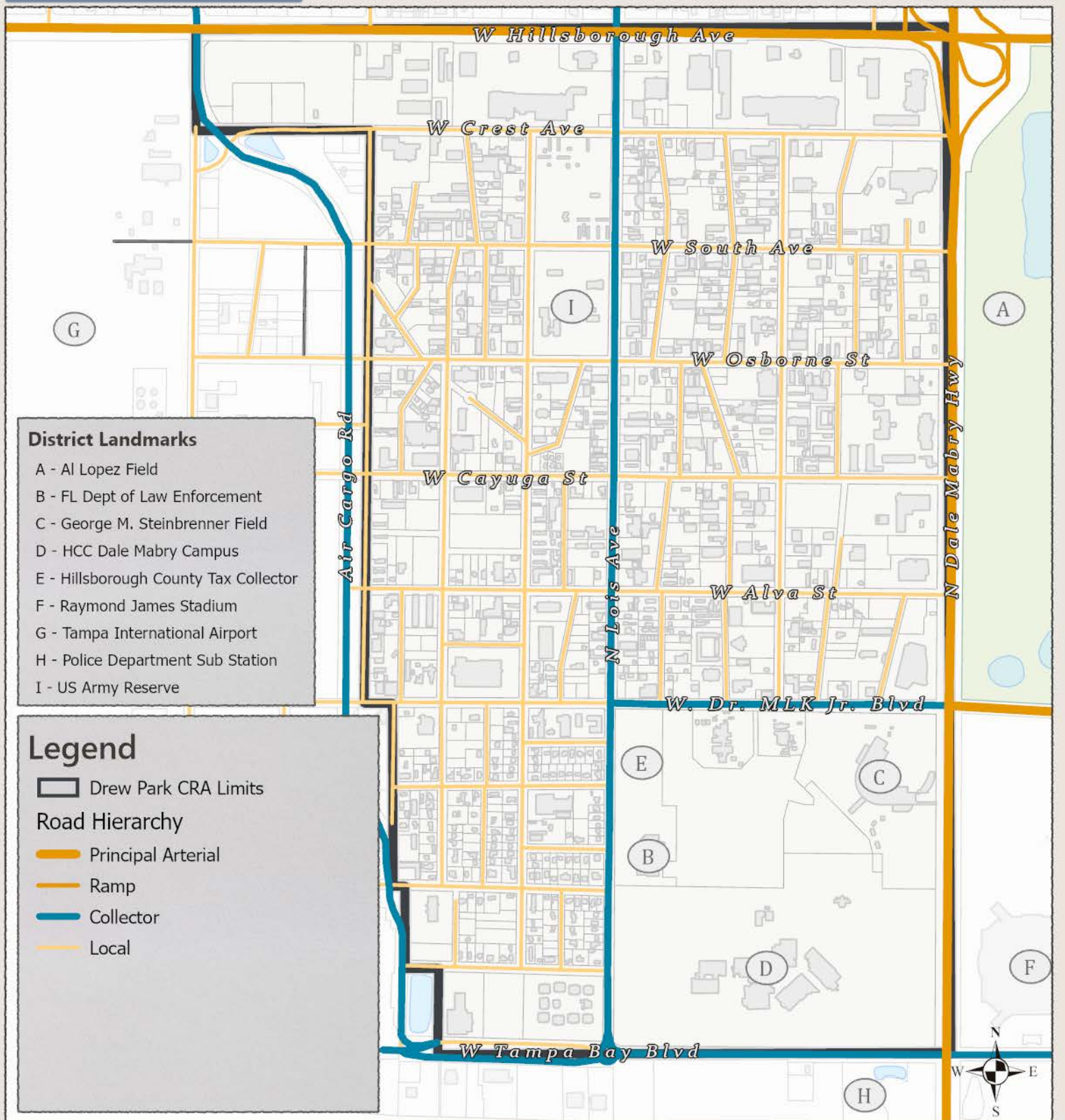


Figure 4.E: Roadway Hierarchy



Roadway Hierarchy

Drew Park Community Redevelopment Area Strategic Action Plan Update

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4.2 Utility Infrastructure

4.2.1 Parking

Public parking arose as a frequent topic in most of the community engagement conversations. Desktop and field reviews identified that the industrial land use, parcellation pattern, and age of development contributes to the lack of dedicated public parking in the CRA. Originally, the CRA's land uses did not require parking exceeding what could be provided on individual properties.

As industrial lands with access to high traffic roadway corridors have become increasingly scarce, reuse and expansion of the existing businesses have been maximized and this contributes to the need for additional employee parking and service access that has occurred in the public street r/w.

Drew Park has a shortage of designated on-street parking spaces, causing many vehicles to park on the right of way or in informally designated spaces. These results in a cluttered appearance, the deterioration of grass and landscaping, and an increase in standing water in some locations.

Recently, the City has installed designated spaces in new road projects which have been positively received by the community. The continued addition of these spaces should be pursued as streetscapes are redeveloped. This must also be balanced with the need for flexibility that industrial businesses have for trucks and other large vehicles.

The opportunity exists to provide designated on-street parking in the CRA. While a uniform application is not possible, there appear to be several locations where business use may be supported and retrofitted conditions providing defined parking and stormwater improvements.

Figure 4.F: Images of Vehicular Uses in R/W



The following figures depict potential r/w redevelopment concepts for on-street parking and stormwater accommodation techniques. These are concepts only and subject to change. Further site development analysis is required.

Figure 4.G: Section With Parallel Parking Both Sides Concept



Figure 4.H: Section With Angled Parking On One Side Concept



Figure 4.I: Section With Underground Drainage Concept



4.2.2 Stormwater Infrastructure

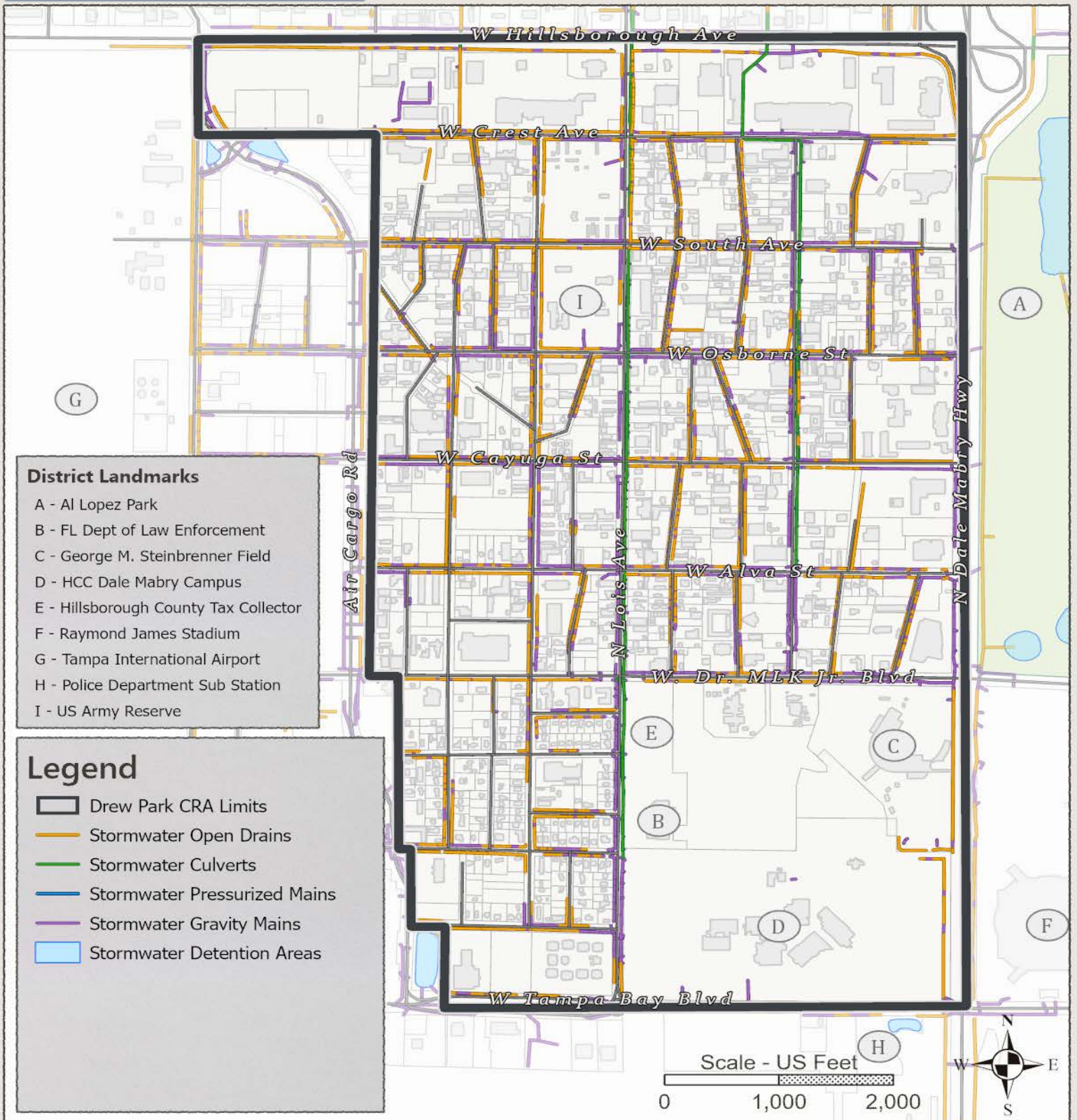
The City of Tampa maintains an interconnected system of piping and open drainage swales within the CRA. The stormwater infrastructure system is intended to take rainwater that flows from public and private properties to the public street right-of-way's, and then ultimately discharge those collected waters into larger waterway conveyances. The following exhibit inventories the existing stormwater infrastructure:

- Open Drains – open drainage system that uses swales and open channels to convey stormwater. Due to the age of its original development, Drew Park has an extensive open drainage system that utilizes street swales that were created as an inexpensive and easy way to collect and channel rainwater away from private property. Gravity makes rainwater flow to lower-lying locations in the CRA.
- Culverts – a closed drainage piping system that allows water conveyance under a surface, street, or access driveway. Drew Park has retrofitted the Lois Ave and Grady Ave streets and included a parallel subsurface culvert under the grassed r/w back of the sidewalk area to collect rainwater in inlets and convey to detention areas.
- Pressurized Mains – a closed drainage piping system that uses a pump to force water from a lower point to a higher elevation. Drew Park's natural elevation is lower than its surroundings
- Gravity Mains – a closed drainage piping system that uses natural gravity to convey water from a high point to a lower elevation.
- Detention Areas – an open drainage system that collects water from multiple locations and detains it for natural evaporation, and/or staged discharge into larger waterway conveyances.

The presence of open drainage in Drew Park aids in the continued unregulated use of the public r/w by adjacent owners. Owners utilize the r/w for vehicular uses that routinely are required to occur on private properties by existing land development regulations. There are routine examples of parking, garbage dumpsters, etc. occupying street r/w's and causing temporary interruption and permanent destruction. Street signing and City code enforcement have had limited success.

Comments received during the project indicate a desire to better control these public locations. However, any replacement of open drainage with a closed drainage system is challenging and possibly expensive. The individual roadway segments will require further engineering analysis to define and design closed drainage systems that use pipes, culverts, and manholes to convey stormwater to a detention basin or centralized infiltration areas.

Figure 4.J: Stormwater Infrastructure



Stormwater Infrastructure

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4.2.3 Stormwater Basins

There are five stormwater basins located within the Drew Park CRA limits, including Osbourne @ Westshore; Lois (Henry Ditch); Coolidge (Henry Ditch); Hale (Henry Ditch); and Lois St @ Boy Scout sub-basins. See the following figure for basins. The Hillsborough County Water Atlas identifies that the majority of the CRA drains northward towards the Henry Street Canal.

This canal is located north of W. Hillsborough Avenue and it runs from east to west with an outfall at Sweetwater Creek. The creek then flows downstream to Upper Tampa Bay near Rocky Point Golf Course. Urban development occupies all of the basin areas and channelizes stormwater outfalls through open and closed drainage systems.

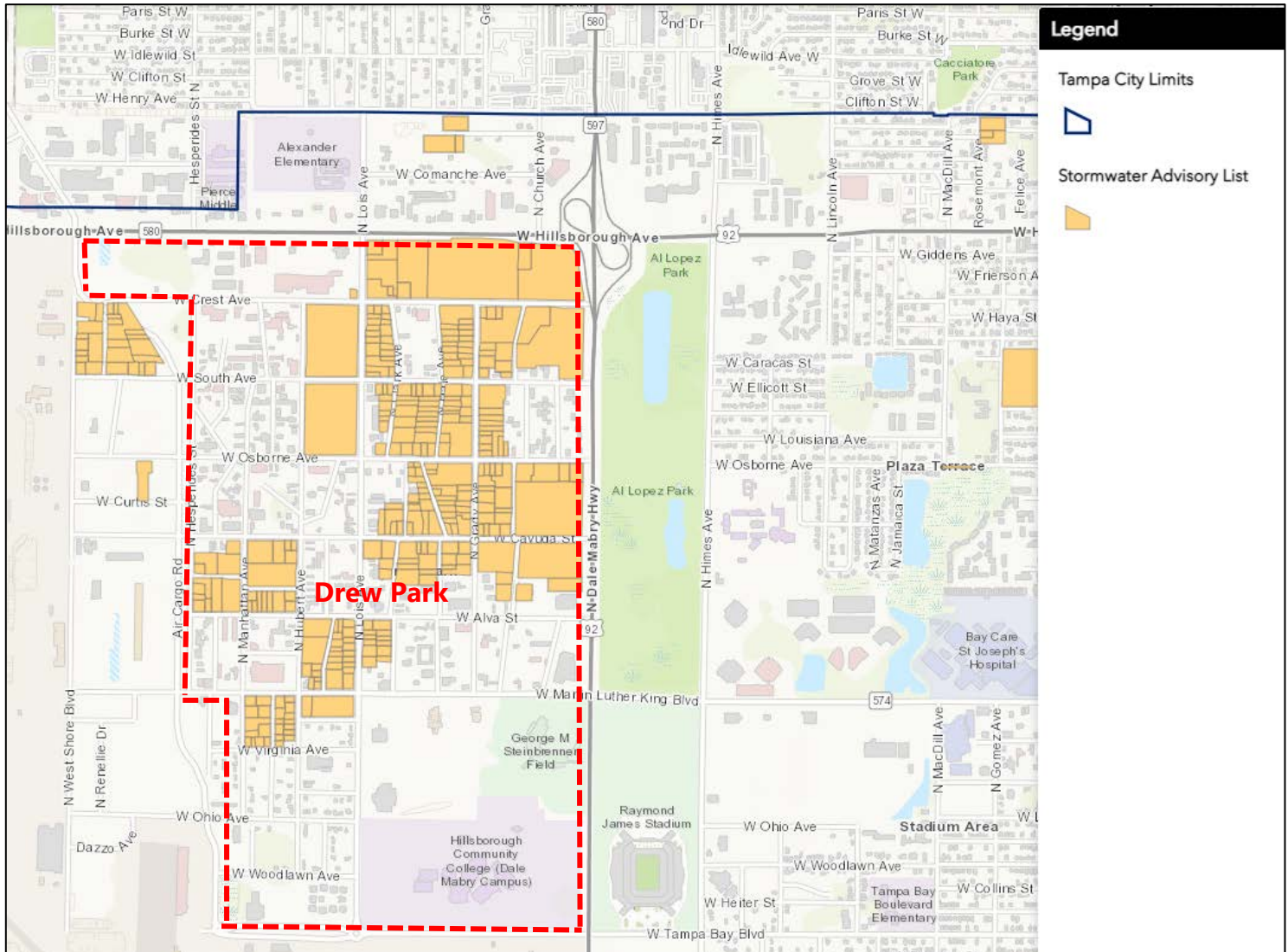
4.2.4 Flooding

Due to the age of development and low-lying elevations, Drew Park has a history of flooding. The City manages its floodplains and participates in the national Community Rating Service that allows homeowners a substantial discount on flood insurance policies. The City maintains a stormwater advisory database that identifies properties that experience or may reasonably expect to experience frequent localized flooding problems, or which may have other problems or requirements associated with stormwater management. The following database mapping identifies:

- 280 parcels in the CRA where property flooding has previously occurred. Most of the parcels are located in the NE quadrant and bounded by north of W. Alva Street and east of N. Hubert Avenue.
- 28.71 feet elevation is a low point in the NE corner of the CRA, near W. Hillsborough Avenue and N. Dale Mabry Highway intersection.
- 29.91 feet elevation is a low point located in the SW corner of the CRA, near the W. Virginia Avenue and N. Manhattan Avenue intersection.

If any of these parcels are fully redeveloped back to grade condition, then the City requires the new development stormwater design meet an increased 5/25-year / 24-hour duration events. This design criteria will require additional storage volume area on the parcels to increase percolation before system outfall.

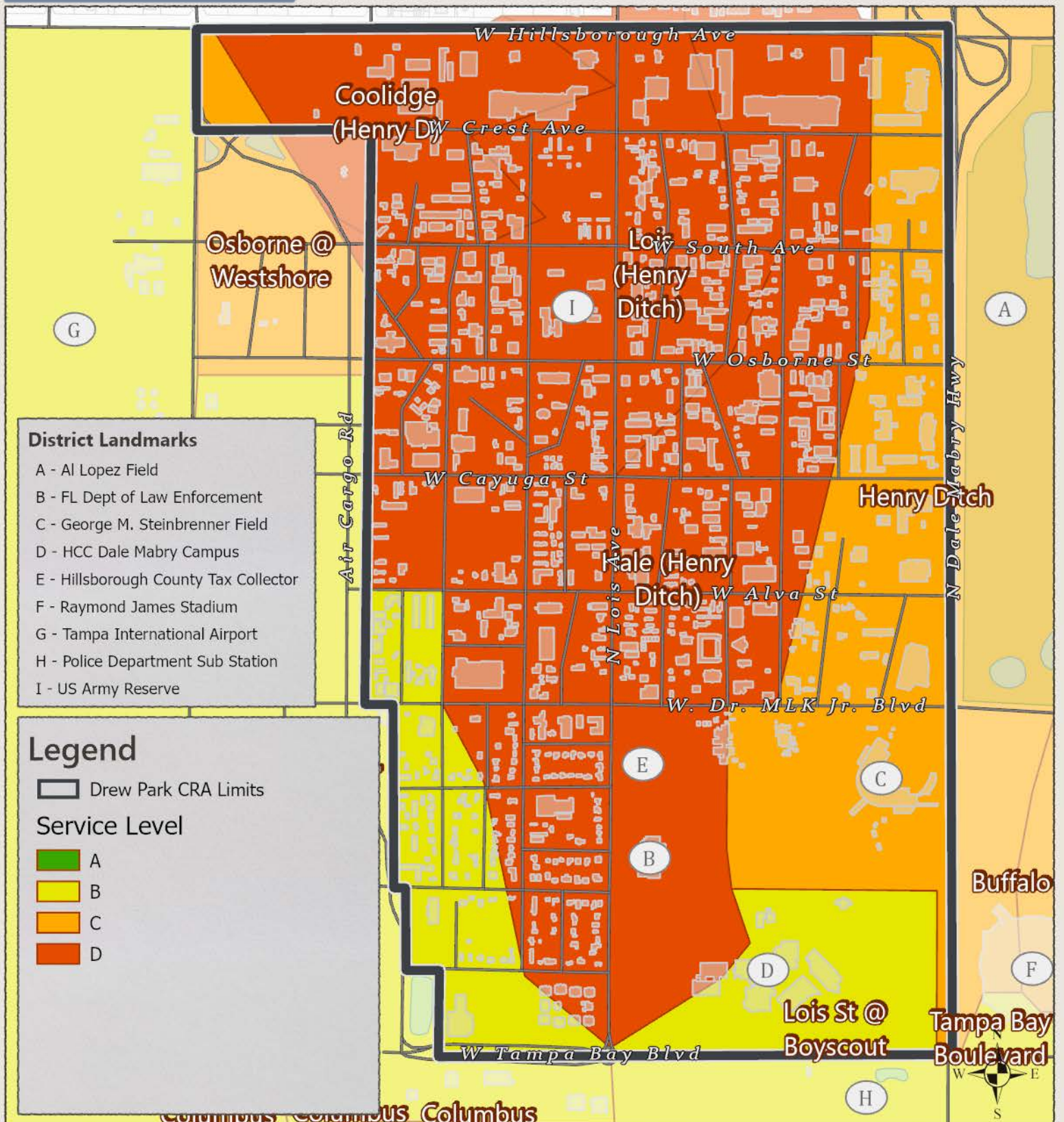
Figure 4.K: Parcels Included On Stormwater Advisory List



Private property redevelopment is inhibited by the need to meet more stringent land development regulations that dictate onsite stormwater accommodation. As most properties in the CRA were established before stormwater requirements, any redevelopment may substantially affect the existing site layouts, building placements, and vehicular use areas. This may relate to a higher cost to owners for full removal of existing site improvements and total redesign of the property.

Continuing to identify and implement varied solutions that alleviate localized flooding occurrence is an important strategic action to spur redevelopment in the CRA.

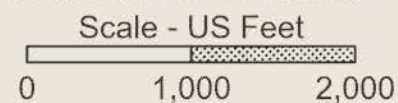
Figure 4.L: Stormwater Basins



Stormwater Basins

Drew Park Community Redevelopment Area
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4.2.5 Wastewater

Tampa provides the wastewater collection service for the CRA. The following figure depicts the wastewater main locations throughout the local street network. Future wastewater improvements are annually evaluated for citywide conditions and during private development project permitting. The City maintains a 20-year CIP atlas depicting locations for future improvements. The City's goals are to maintain and improve the gravity and force main sewer lines, manholes and air release valves throughout the City that meet or exceed the National Pollutant Elimination System (NPDES) federal requirements as budgeting and programming permits.

The City has recently begun placing a high level of interest in upgrading and replacing antiquated potable water and wastewater systems. The following figure depicts heat mapping of 1,967 total wastewater cave-ins since July 2017, and a total of 181 Wastewater Cave-ins have occurred since May 2019. While the highest concentration of breaks occurs elsewhere in the City, Drew Park mapping depicts a concentration along W. Osbourne Avenue and other smaller locations.

Figure 4.M: Wastewater Cave-Ins Map

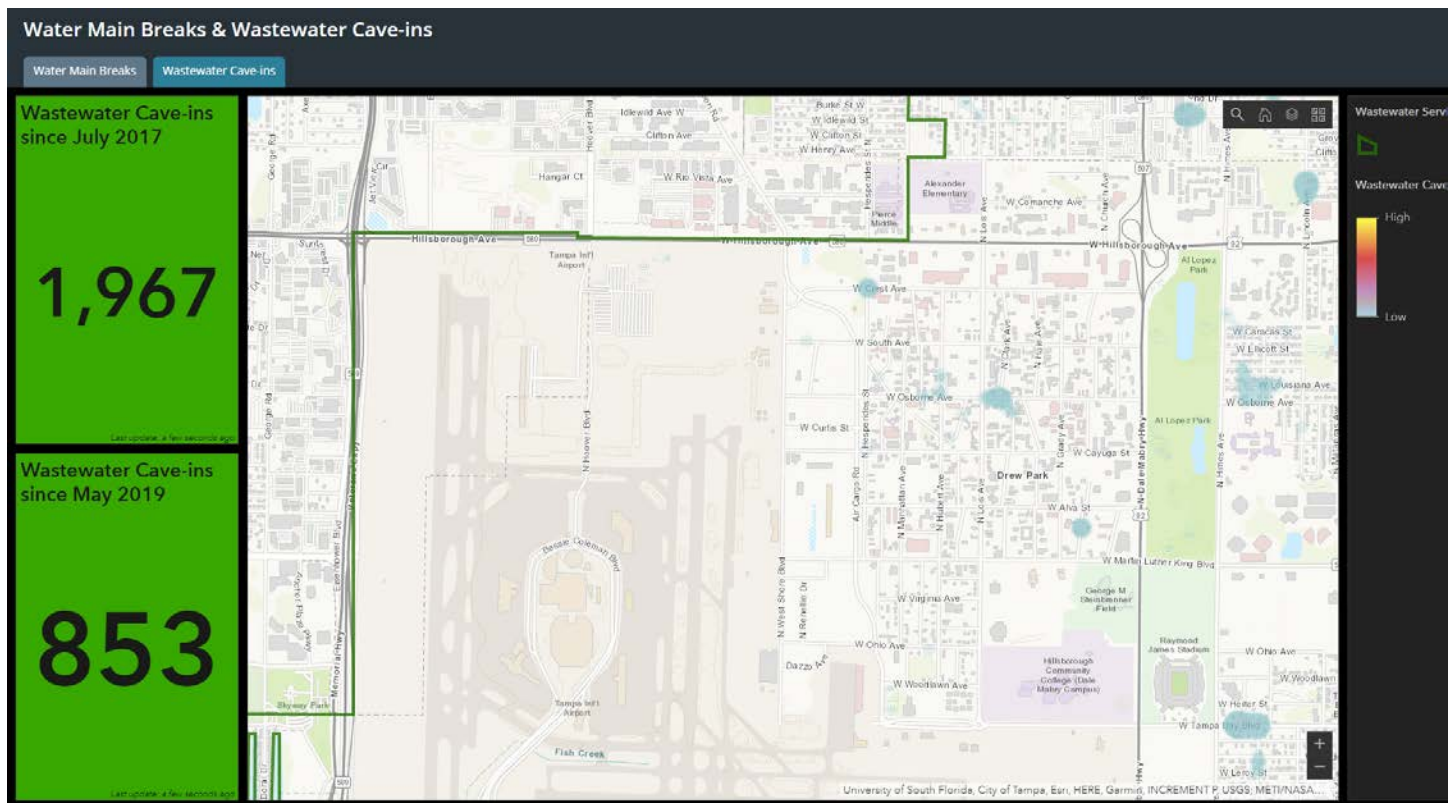
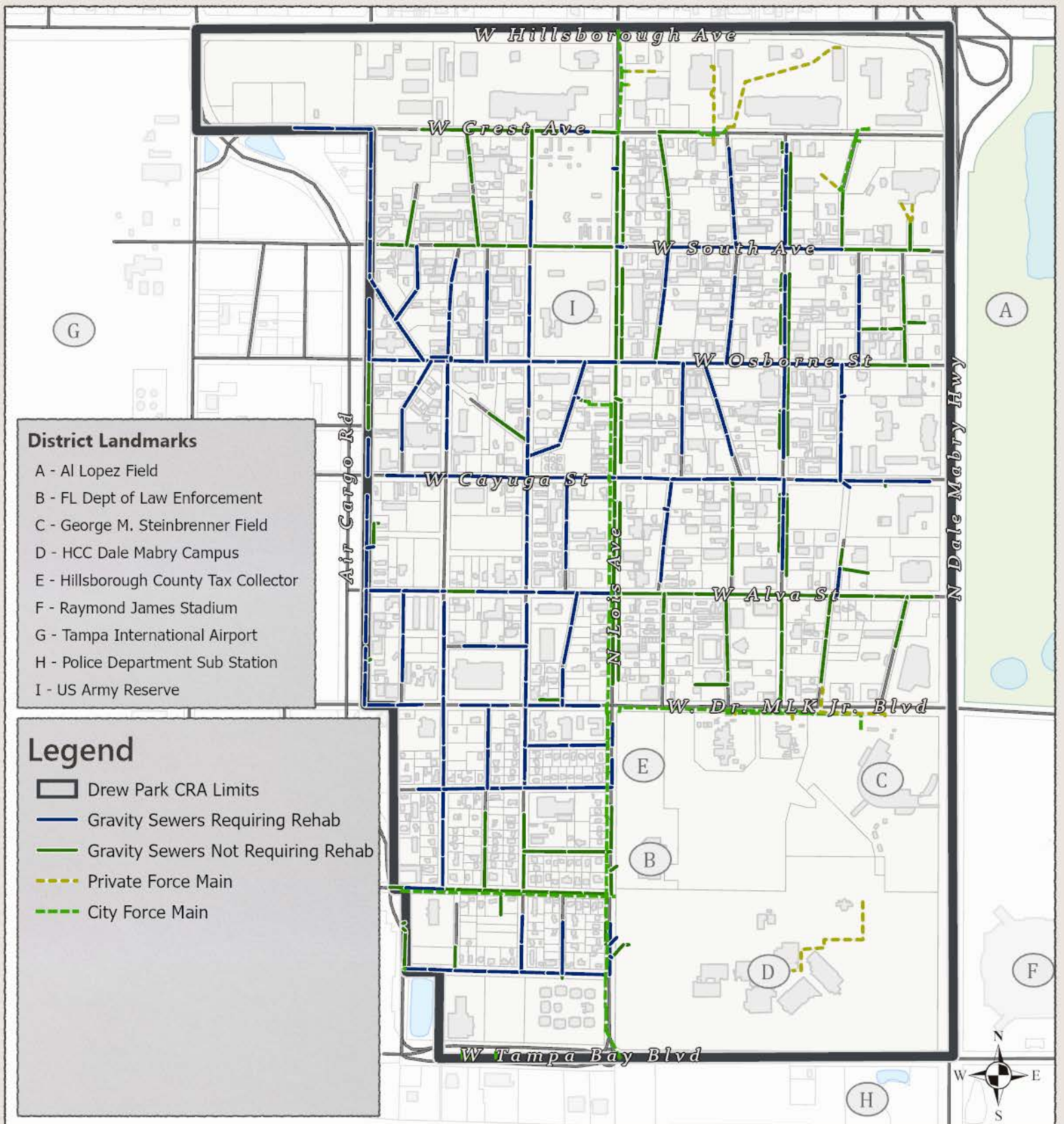


Figure 4.N: Wastewater Infrastructure Map



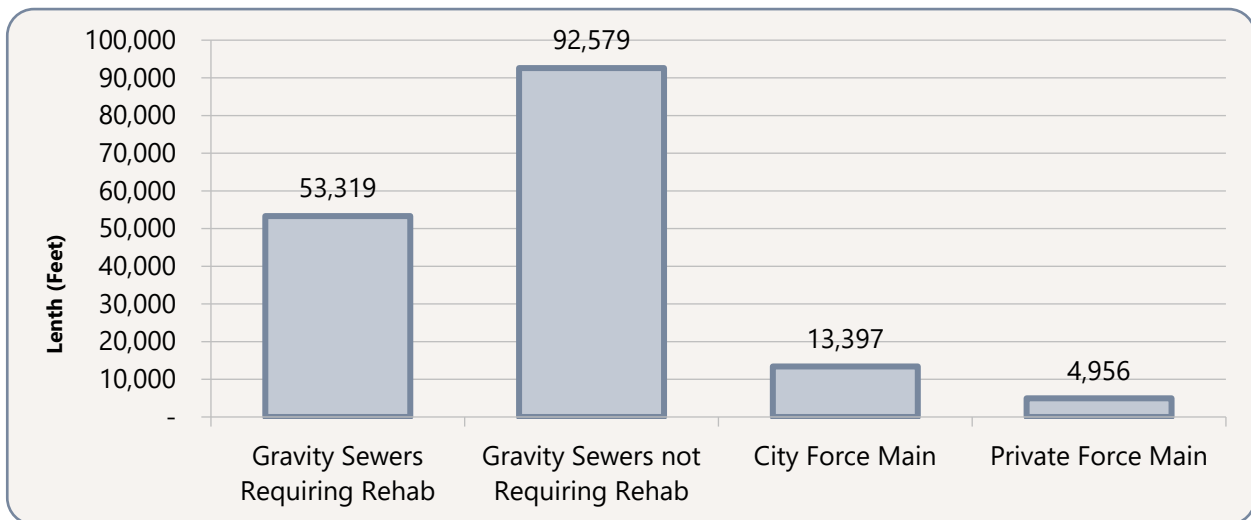
Wastewater Infrastructure

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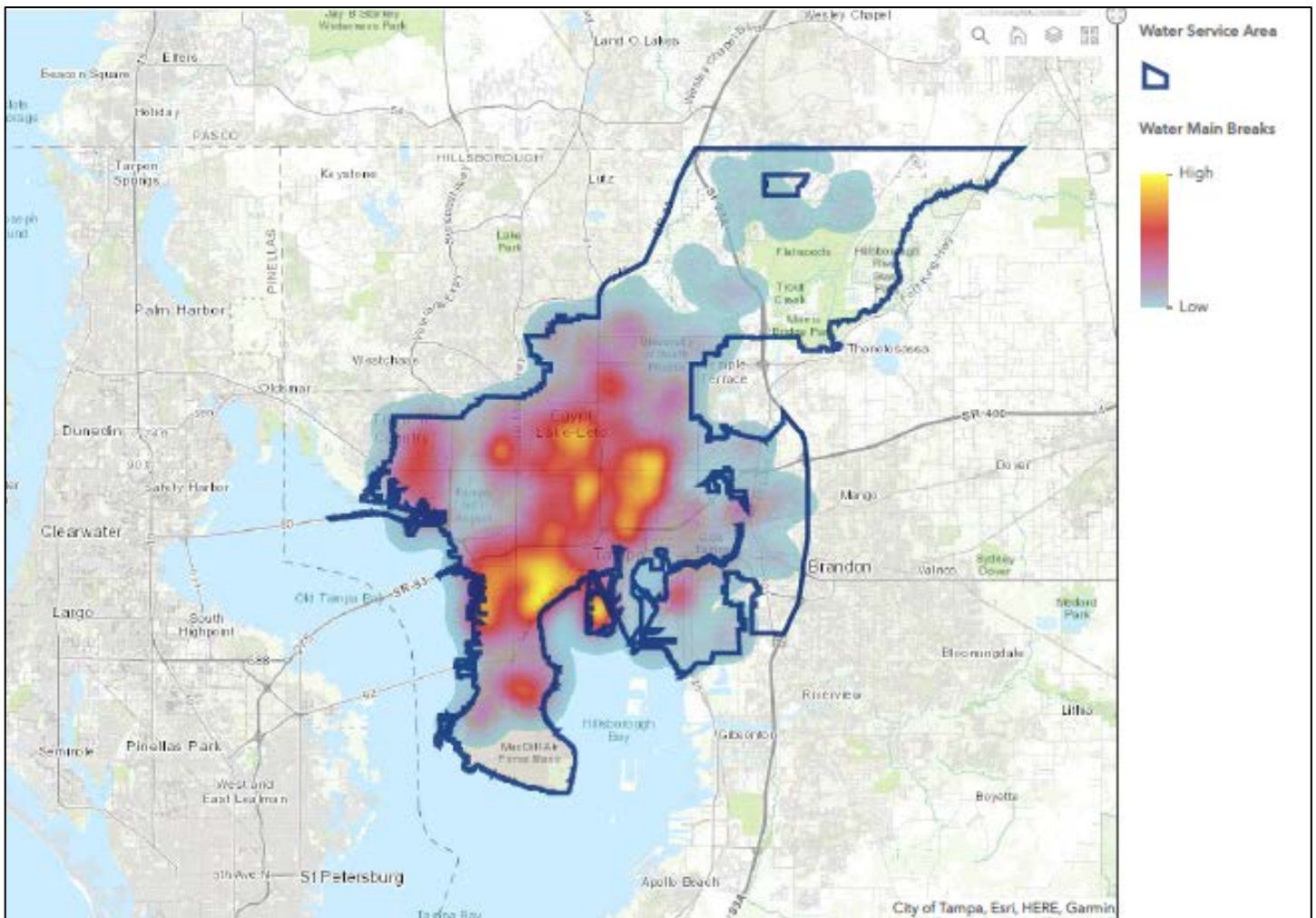
Figure 4.O: Wastewater Infrastructure Condition Chart



4.2.4 Potable and Reclaimed Water

Tampa provides the potable water service for the CRA through an interlocal agreement with Tampa Bay Water. The following figure depicts the water main locations throughout the local street network. Future water improvements are annually evaluated for citywide conditions and during private development project permitting. The City maintains a 20-year CIP atlas depicting locations for improvements. The City's goals are to improve water pressure, enhance water quality, improve fire protection through residential areas, and replace aging water infrastructure with new pipes and valves as budgeting and programming permits. The following figure depicts a 2019 heat map of citywide water main breaks. Drew Park and Tampa International Airport have a relatively low condition in comparison to other portions of the City.

Figure 4.P: Water Main Break Heat Map



The City has recently begun placing a high level of interest in upgrading and replacing antiquated potable water and wastewater systems. The following figure depicts heat mapping of 4,205 total water main breaks since July 2017, and a total of 1,923 water main breaks since May 2019 in the general area. While the highest concentration of breaks occurs elsewhere in the City, Drew Park mapping depicts concentrations along W. Osbourne Avenue and W. Crest Drive corridors, as well as other locations.

4.2.6 Sidewalks

There are approximately 12 miles of existing sidewalks within Drew Park. These sidewalks exist primarily in the residential areas of the neighborhood and along arterial streets. There significant gaps in the sidewalk network as well. There are approximately 21 miles of missing sidewalks. Many of these gaps exist along with industrial properties with heavy truck use. However, gaps are also present in residential and public use portions of the neighborhood. There is also a lack of a complete east-west sidewalk connection between Tampa Bay Boulevard and Hillsborough Avenue. There is one segment of sidewalk on N Hesperides Street that is currently planned.

Figure 4.Q: Sidewalks by Status

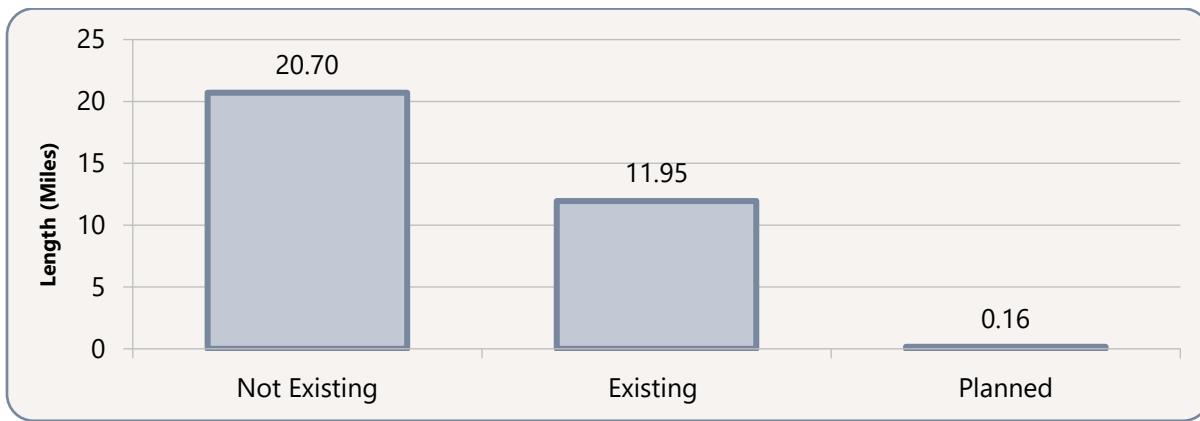
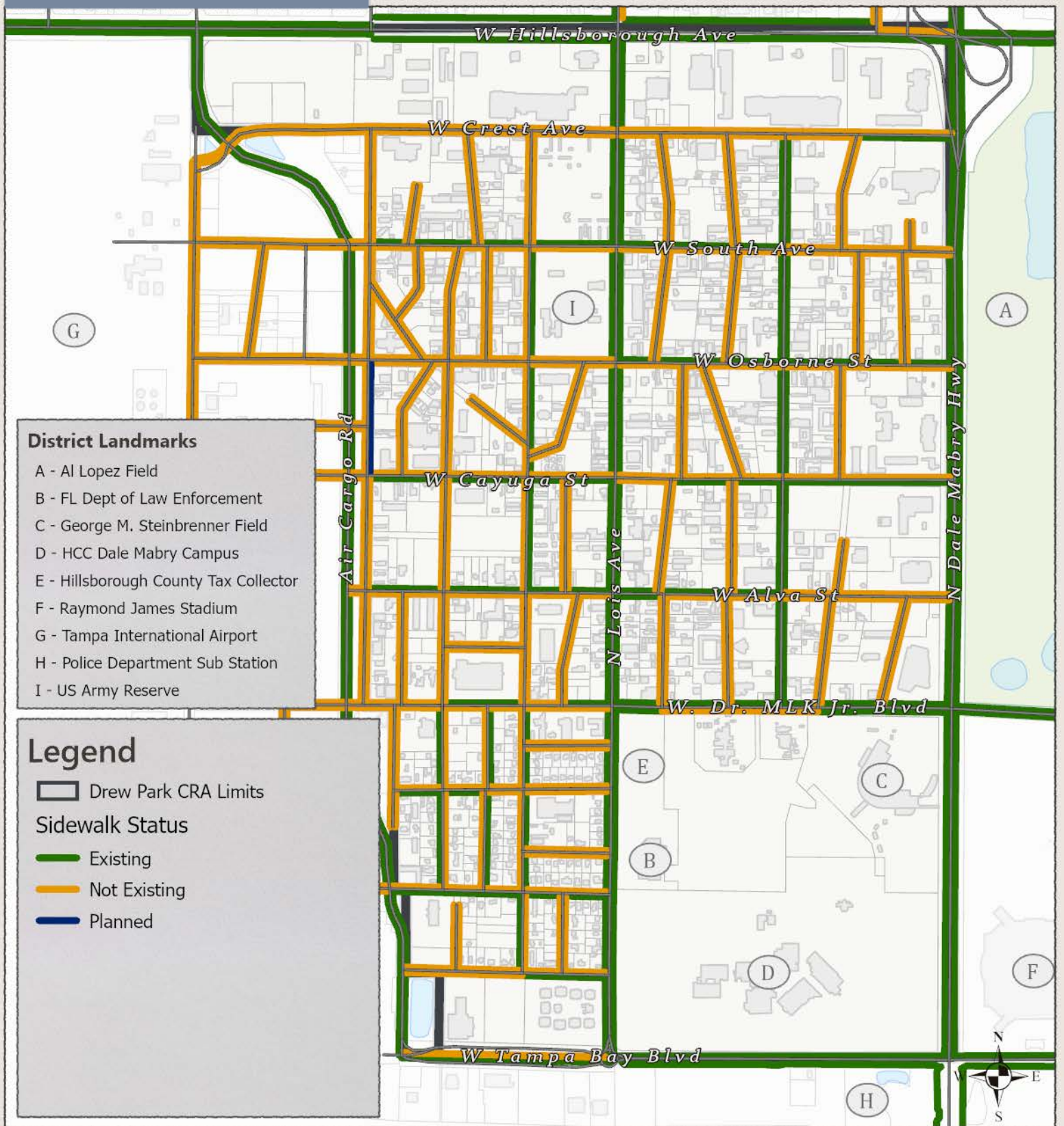


Figure 4.R: Images of Sidewalk Conditions



Figure 4.S: Sidewalk Connectivity Map



Sidewalk Connectivity

Drew Park Community Redevelopment Area
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4.2.7 Parks and Recreational Facilities

There are currently no programmed park and recreational facilities located within the boundaries of the Drew Park CRA. Recently, the Drew Park CRA completed enhancements to the Tampa Bay Boulevard Linear Park. This boulevard median enhancement was previously identified with the Streetscape & Beautification Master Plan and currently includes passive open space.

Figure 4.T: Tampa Bay Boulevard Linear Park Image



The City of Tampa’s Al Lopez Park is located adjacent to the CRA, but there is a lack of defined connections between the CRA and the busy and hard-to-cross Dale Mabry Highway.

Both the lack of facilities and the lack of easy connection to Al Lopez park were identified as Key Issues in the 2007 SAP. However, there has not been visible progress made and CIP funds have not been identified for parks and recreation within the CRA boundaries.

4.3 Land Use Transitions

There has been limited land-use change in Drew Park since the 2007 SAP. During the 2007 plan's approval process, community stakeholders strongly resisted the draft SAP proposed recommendation to modify portions of the CRA's Light Industrial to Community Mixed-Use 35 designation. This was envisioned to replace portions of the Lois Avenue corridor with a mixed-use development pattern overtime. Since there was opposition to this recommendation, the City removed that recommendation from consideration.

There has been recent land-use change in the surrounding context area that may affect the CRA in the future. In particular, Tampa International Airport processed a Comprehensive Plan Amendment in 2015 for its Eastside Development Area and changed a patchwork of numerous parcels from Light Industrial to Public/Semi-Public. The purpose of this amendment was to remove land use inconsistencies in acquired parcels and assist in the implementation of the TIA Master Plan that envisions aviation-related businesses to the eastern part of the airport campus.

Figure 4.U: Image of Planned CAE USA Headquarters



TIA has recently announced that CAE USA plans to build its new U.S headquarters facility along the Air Cargo Road, between W. Osbourne Avenue and W. Crest Avenues. CAE USA is a leading training and simulation company in the defense market. The new 250,000 SF facility is anticipated to open in 2022 and will be home to more than 600 Tampa-based CAE USA employees. Opening of this new development with high paying jobs and regular activity may attract additional redevelopment activity within the CRA. Future supportive private development activity in the CRA may continue to be limited by land assemblage, stormwater requirements, and future land use.

4.4 Regulatory Analysis

4.4.1 Existing Comprehensive Plan Policies

Drew Park consists of four Future Land Use (FLU) categories. The largest of these are **Light-Industrial** (LI), covering 408-acres of the neighborhood. The industrial lands of the neighborhood span from the northern boundary at Hillsborough Avenue south to Dr. MLK Jr. Boulevard and the western boundary at Air Cargo Road west to Cortez Avenue. There are smaller pockets in the SW corner of the neighborhood adjacent to the R-20 zoning district. The primary purpose of this land use category is general and intensive commercial, research/corporate parks, and light industrial. New residential uses are prohibited.

The City Comprehensive Plan seeks to protect industrial uses. Industrial land availability is limited within the City and its supply diminishing. The City addresses this long term need in Land Use Objective 8.9 that contains policies that seek to maintain industrial lands where possible and ensure compatibility to surrounded uses.

The next largest is **Public/Semi-Public (P/SP)** at 229-acres. The majority of this acreage is in the southeast corner of the neighborhood, including Hillsborough Community College, Florida Department of Law Enforcement, Hillsborough County Tax Collector, and George M. Steinbrenner Field. There are also two P/SP lots in the northern portion of the neighborhood including the US Army Reserve and the Hillsborough School District's Transportation Office. The primary purpose of this land use category includes airports, universities, schools, hospitals, and major public infrastructure facilities.

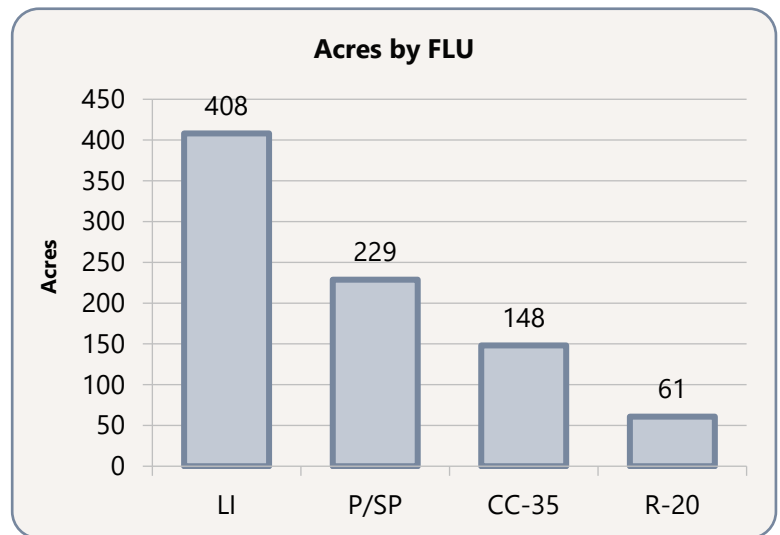
The next is **Community Commercial-35 (CC-35)** at 148-acres. These areas are primarily along the Dale Mabry and Hillsborough Avenue corridors, with a smaller strip of CC-35 along the Dr. MLK Jr. Boulevard, separating the main residential portion of the neighborhood from most of the industrial uses. CC-35 is intended to promote a development pattern with moderate lot coverage, limited side yard setbacks, and buildings sited up to the corridor to create a consistent street wall. The primary purpose of CC-35 is Residential, low to medium-high intensity offices, general and intensive commercial uses.

The smallest of these categories is **Residential-20 (R-20)** at 61-acres. The majority of the neighborhood's housing is situated in this land use category, located between Dr. MLK Jr. Boulevard and Tampa Bay Boulevard. However, there are several housing units north of Dr. MLK Jr. Boulevard in the LI portion of the neighborhood. The primary purpose of R-20 is single-family residential areas and other residential development, such as two-family and small-scale multi-family development.

Figure 4.V Future Land Use Table

Future Land Use Density	Intensity
Light Industrial-1.5 (LI-1.5)	1.5 FAR
Public/Semi-Public (P/SP)	N/A
Community Commercial 35 (CC-35)	0-30.0 DUs / gross acre 0-35.0 DUs / gross acre with performance standards 0.5-1 FAR 1.0-2.0 FAR with performance standards met
Low Medium Density Residential Residential-20 (R-20)	0-18.0 DUs / gross acre 0-20.0 DUs / gross acre with performance standards met 0.5 FAR

Figure 4.W: Future Land Use Acres



4.4.2 Existing Land Development Regulations

The zoning districts in Drew Park consist primarily of Industrial General (IG), Commercial Intensive (CI), and Residential Multi-Family (RM-16). There are small portions of the neighborhood zoned Commercial Neighborhood (CN) and Planned Development (PD). These zoning districts are largely consistent with the future land use map.

Figure 4.X: Acres by Zoning District

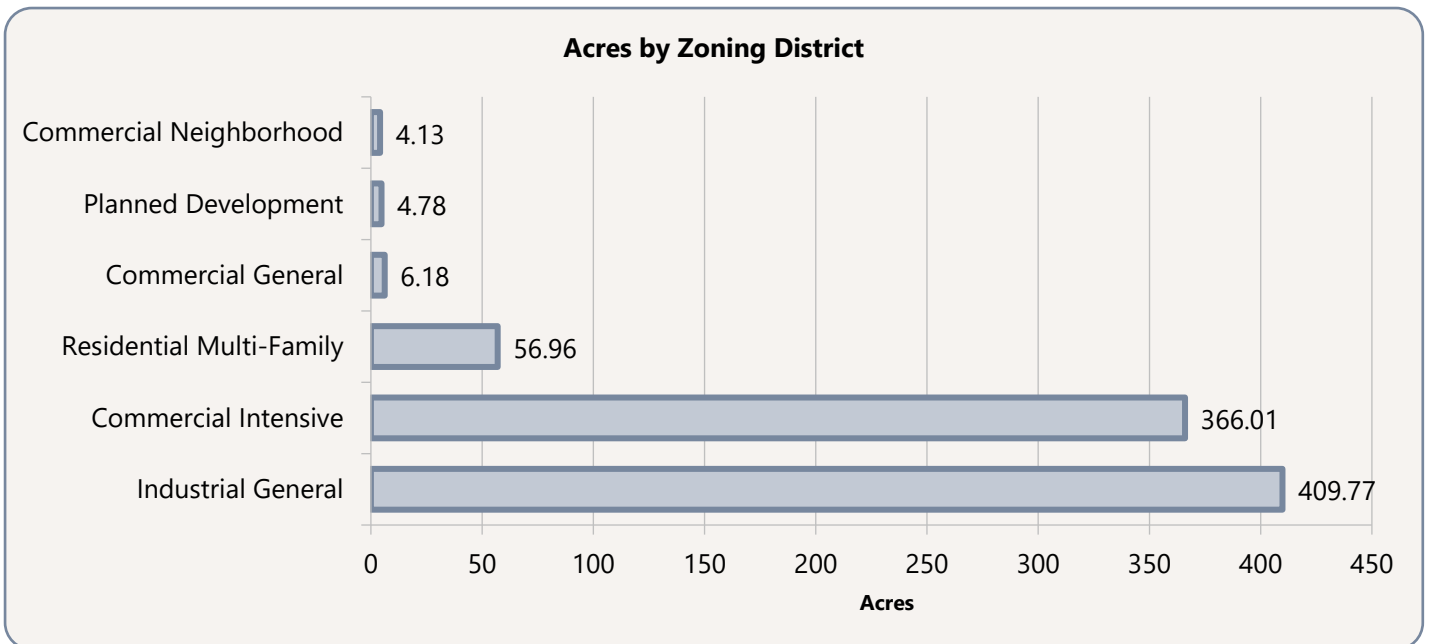
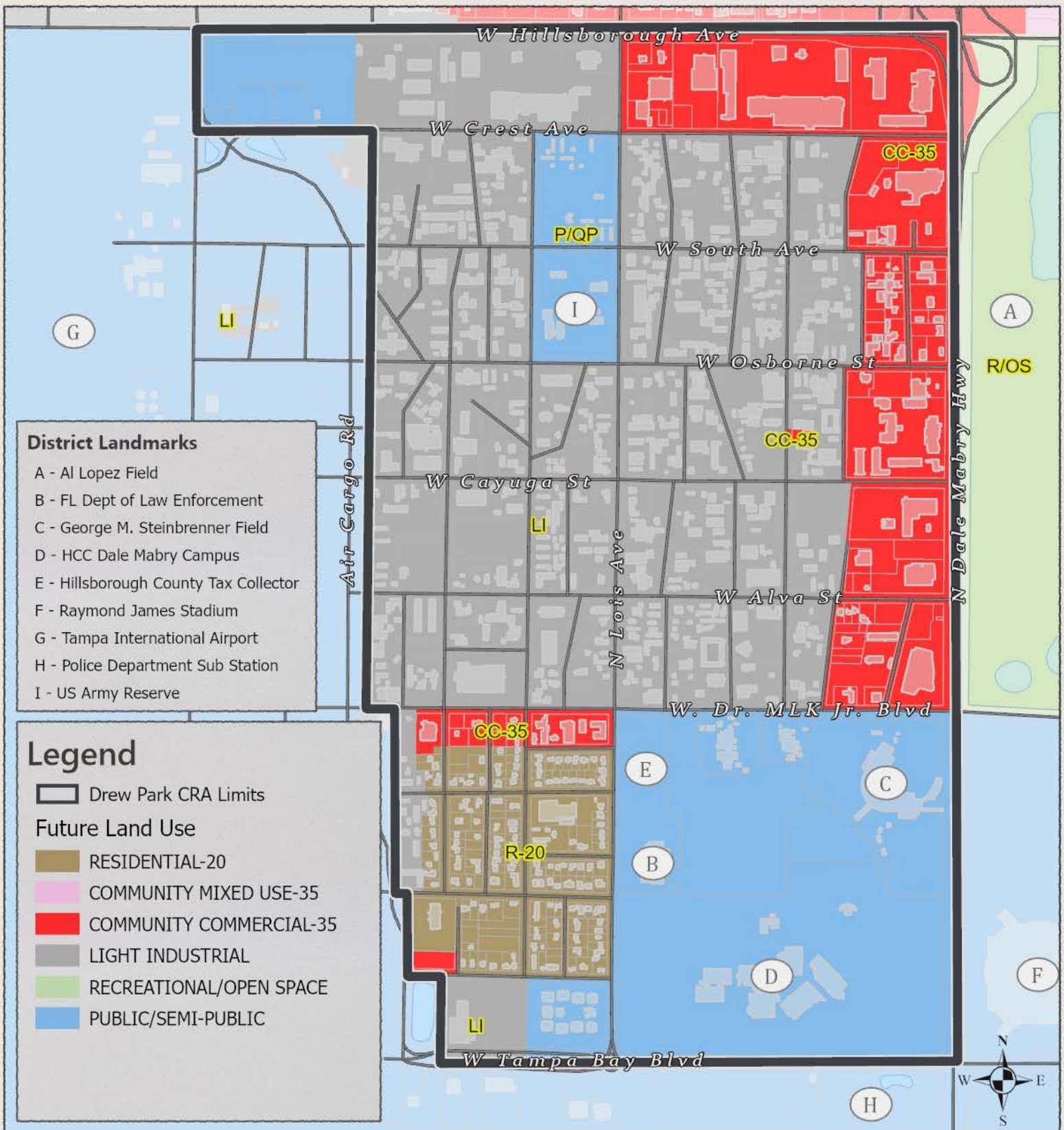


Figure 4.Y: Future Land Use Map



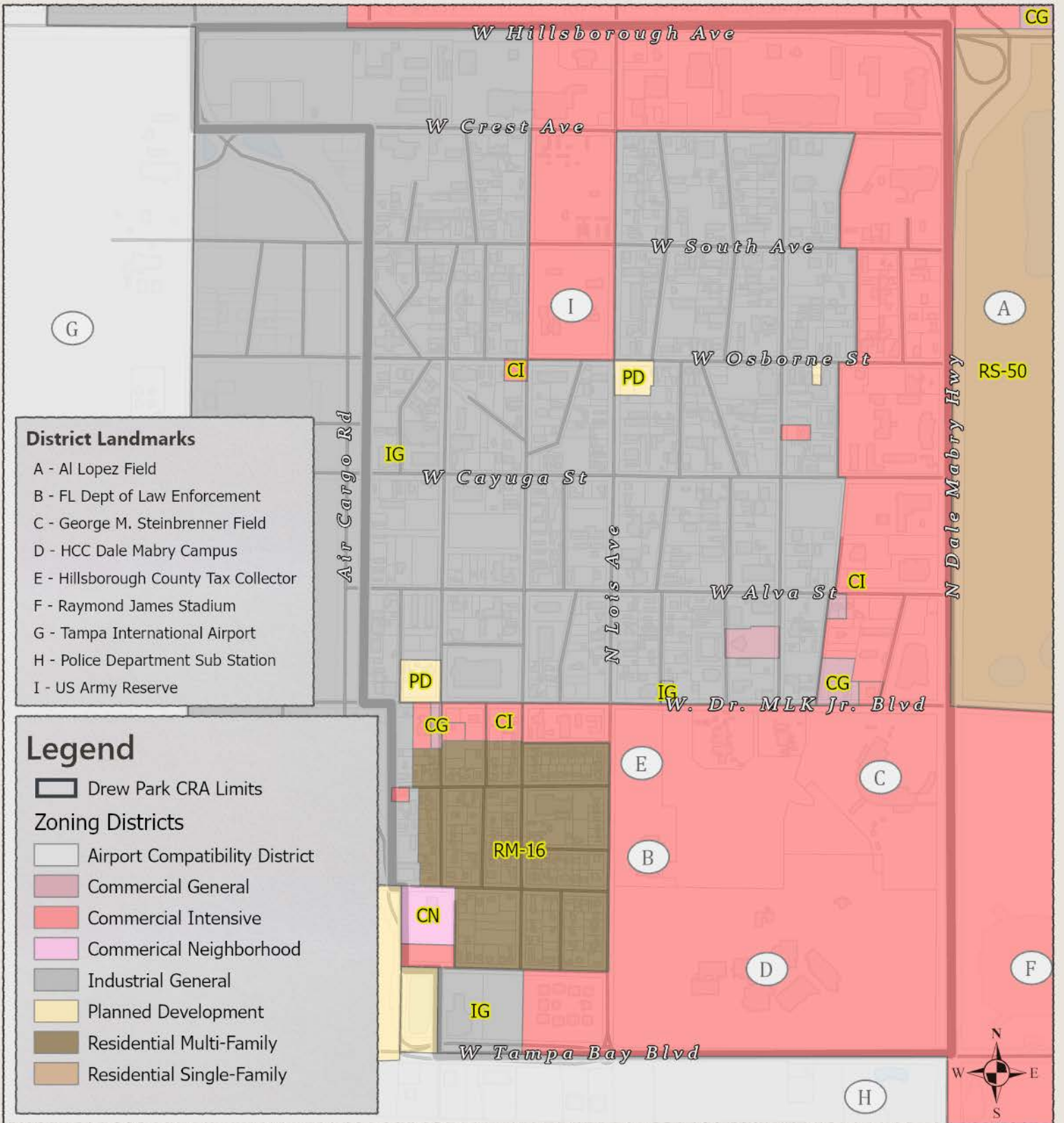
Future Land Use

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Figure 4.Z: Zoning District Map



Zoning Districts

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4.5 Economic and Market Analysis

The Drew Park Community Redevelopment Area Economic and Market Analysis was prepared by Florida Economic Advisors in June 2020. The analysis investigates the market opportunities for redevelopment of the Drew Park CRA. The principal objectives of this study are to address the following issues:

- The market profile residential housing, given local area demographics and existing development trends within the subject property’s principal trade area.
- On-site supportability of regional and professional office uses, given current conditions and growth potential within the subject property’s principal trade area(s) of influence.
- On-site supportability of industrial uses, given current market conditions and growth potential within the subject property’s principal trade area(s) of influence.
- On-site supportability of commercial/retail and restaurant uses, given local area demographics and existing employment nodes within the subject property’s principal trade area(s) of influence.

The summary findings of the Drew Park CRA economic and market analysis are presented in the following matrix.

Figure 4.AA: Market Analysis Matrix Table

Land Use	Market Opportunity	Explanation
Single-Family Residential	Neutral	Recent trade area development trends have shifted to MF; CRA is more conducive to MF development. Small affordable SF would work best if developed at all.
Multifamily Residential	Favorable	Recent trade area development trends have shifted to MF; CRA is more conducive to MF development, has lagged behind trade area in delivery. Development should focus on larger units.
Office	Favorable	Professional office has considerable onsite potential, due to trade area capture and latent demand; regional office would require redevelopment and redesign of CRA
Industrial	Neutral to Favorable	Countywide industrial demand is lessening, but CRA has onsite potential, due to trade area capture shares and latent demand; modest delivery of new space possible.
Retail	Neutral	Highly competitive, oversupplied market. Essential for project design to be flexible for top-flight tenants. CRA retail growth will result in the decline of retail within other trade area locations.

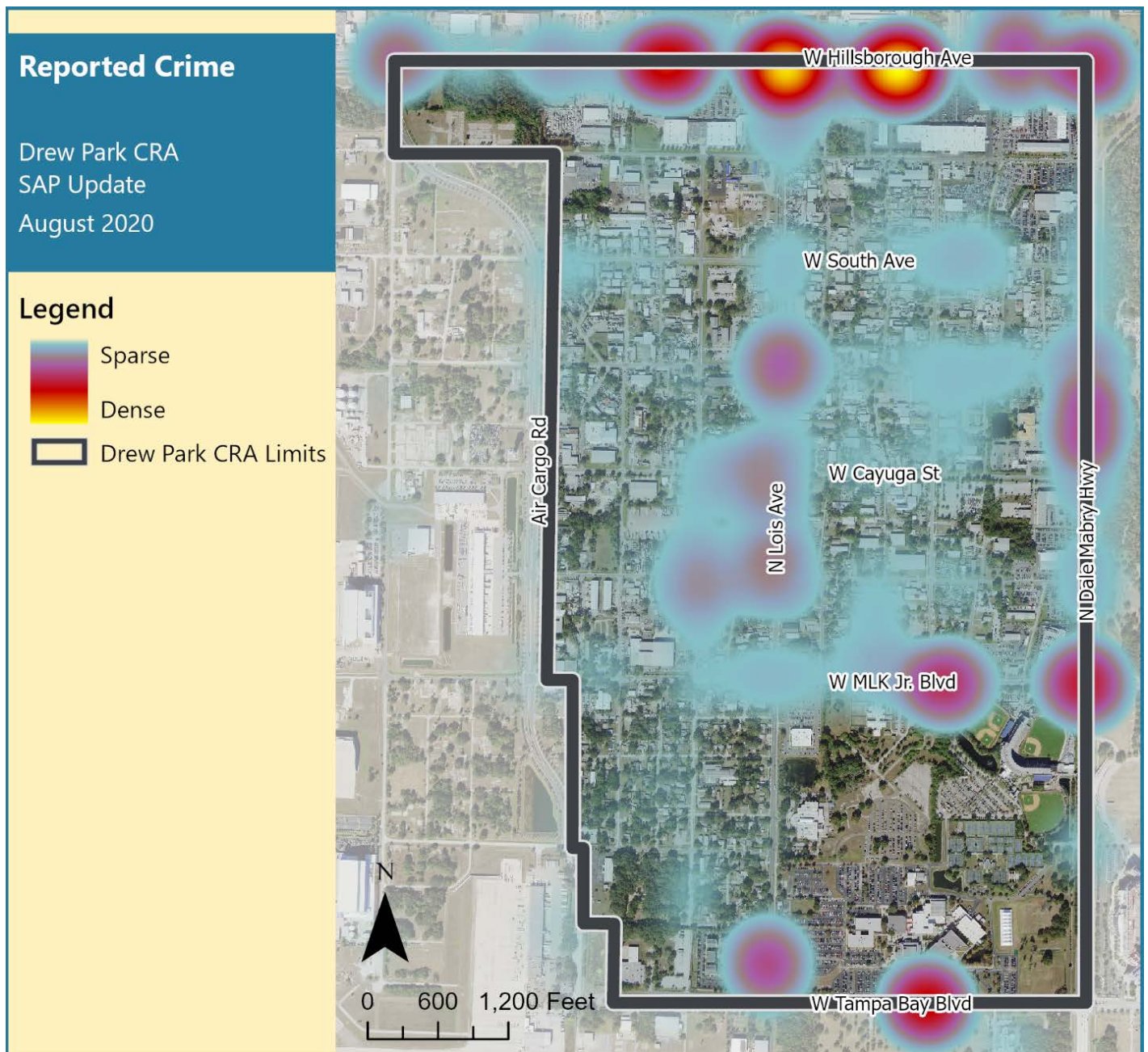
The entirety of this analysis, findings, and methodology can be found within the Appendix of this report.

4.6 Law Enforcement Activity

The first community meeting identified crime as a concern that needs to be addressed. Excluding traffic offenses, Drew Park has seen an average of 187 crime violations a year since 2005. The rate of reported crime has been declining slightly, reflective of national and local trends. Trespassing, Drugs, and Assault are the most common crime types.

The following figure depicts a heat mapping of high incident locations in the CRA. Commercial uses along W. Hillsborough Ave have the most incidents. Other commercial use locations along N. Dale Mabry Hwy and at the HCC campus are identified. Stakeholders identified the desire for increased security in the CRA, with local business hot spots contributing to the increased frequency of funding.

Figure 4.AB: Crime Location Heat Map

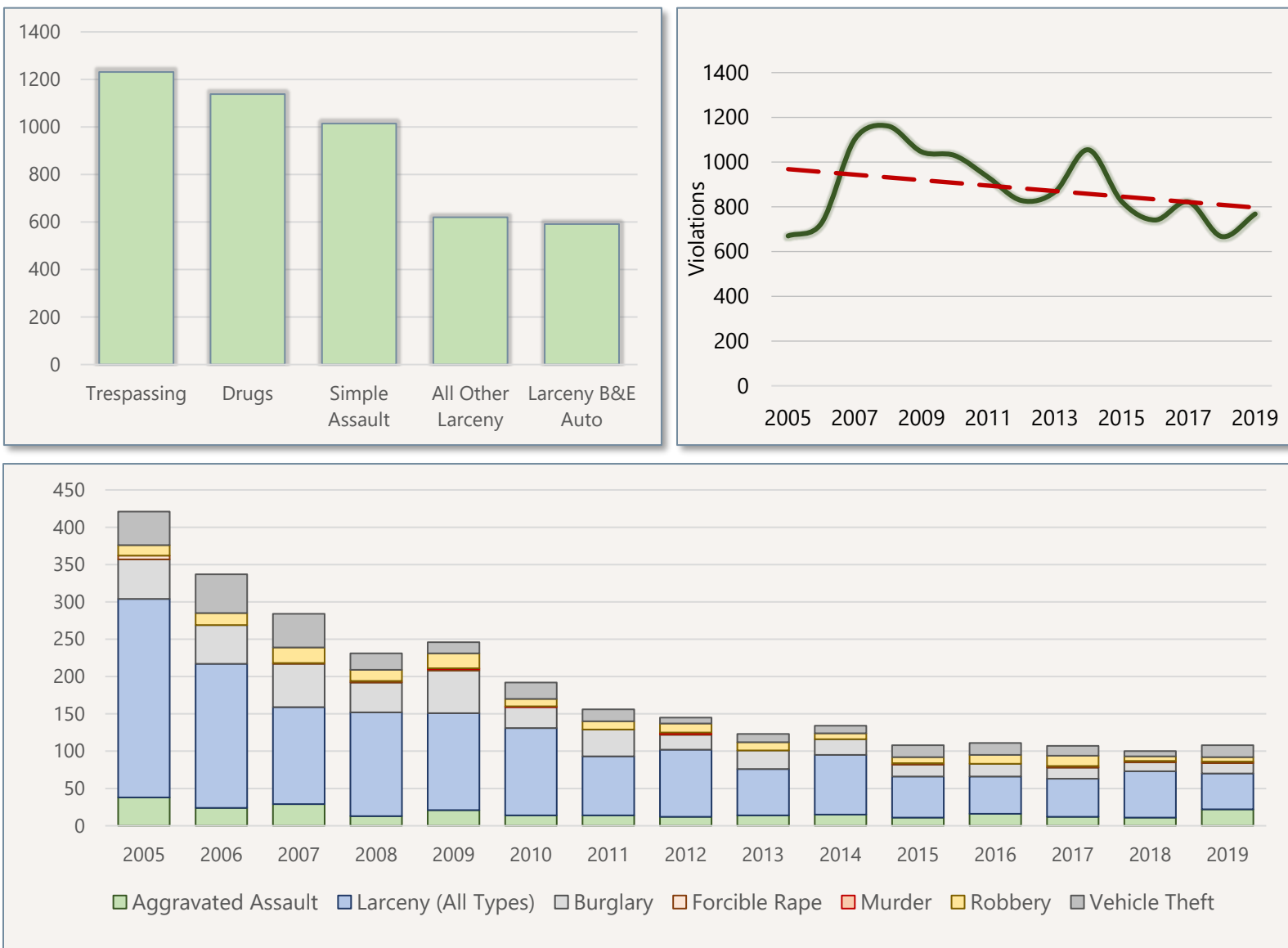


The Team coordinated with the City of Tampa’s Police Department to obtain incident data from 2015 through August 2020. As can be seen in the following figures, the top three violation types were:

1. Trespassing
2. Drugs
3. Simple Assault

Public engagement, both throughout this process and previous planning efforts, a primary concern has been both crime reduction and security. Notably, that the overall crime trend has been reducing from 2007 to 2019, with a peak in 2008 and 2014.

Figure 4.AC: Crime Reporting Charts



4.7 Code Violations

The Team coordinated with the City of Tampa’s Neighborhood Enhancement Division to obtain code violation data from 2015 through August 2020. As can be seen in the following figures, the top five code compliance violation types were:

1. Specialty Review
2. Rental Certificate Program
3. Accumulations
4. Overgrowth
5. Building Permits Required

Public engagement, both throughout this process and previous planning efforts, a primary concern has been both Accumulation and Overgrowth violations. Notably, that property use violations have been more frequently cited during the previous five years. The following figures depict the change in violations over the years, with a peak in 2018 and a decrease in 2019 and 2020.

Figure 4.AD: Violations by Type 2014-2020 (>3) Chart

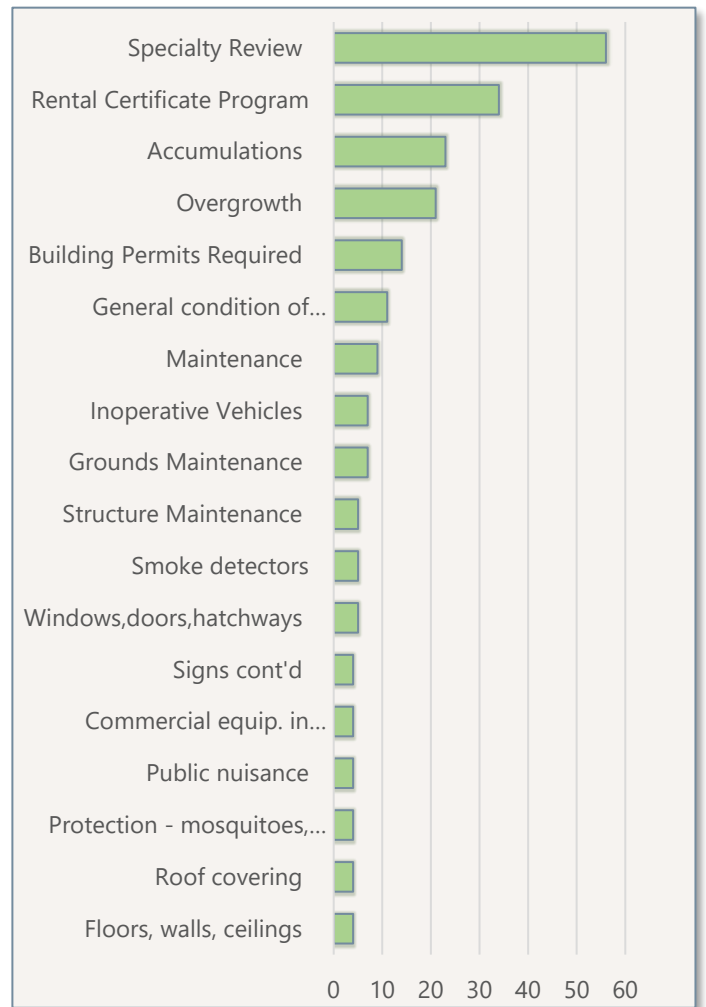
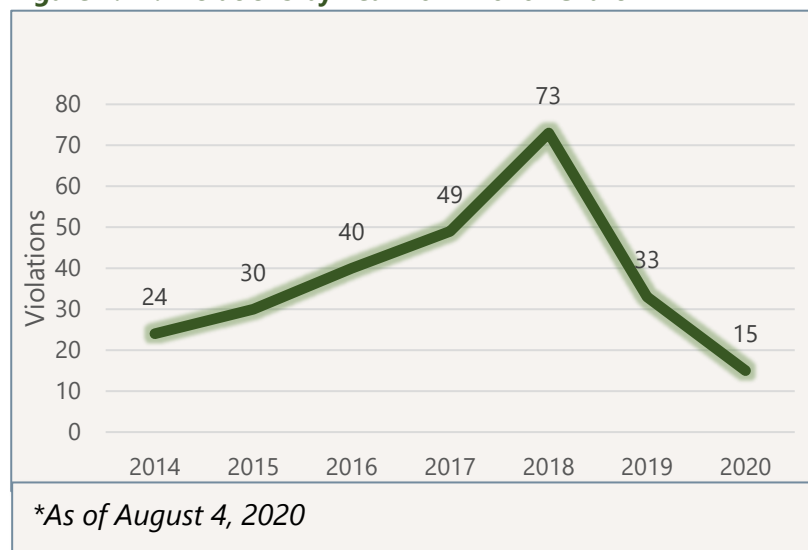
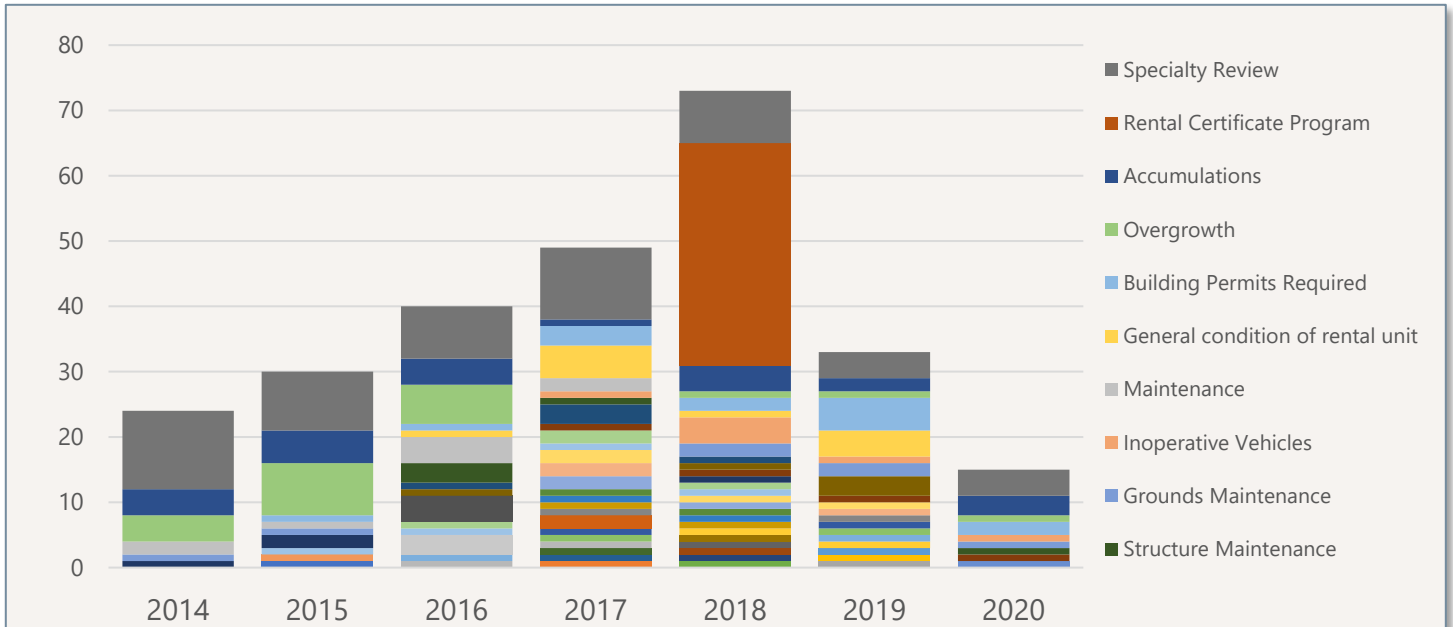


Figure 4.AE: Violations by Year 2014-2020* Chart



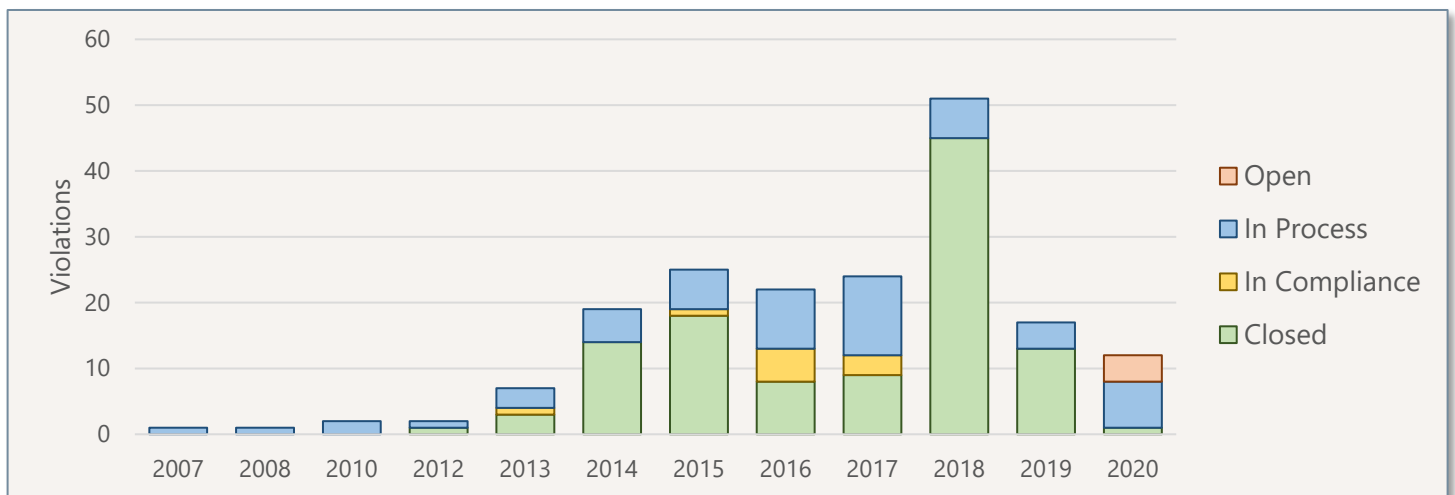
The peak in the number of violation citations in 2018 can be explained in the chart below. There was a large amount of Rental Certificate Program violations, which likely occurred at an individual residential property. This chart also shows that the number of Accumulation and Overgrowth citations have decreased in recent years from 2014-2016.

Figure 4.AF: Violations by Year and Category Chart



The following chart illustrates that the majority of cases from the past decade are either closed or in the process of being closed. A small amount was found to comply, and a small amount from 2020 remain open. This illustrates that violations are effectively followed up upon after initial citation and that enforcement efforts should focus on getting perceived existing violations into the case system, where they will likely be resolved.

Figure 4.AG: Violation Case Progress Chart



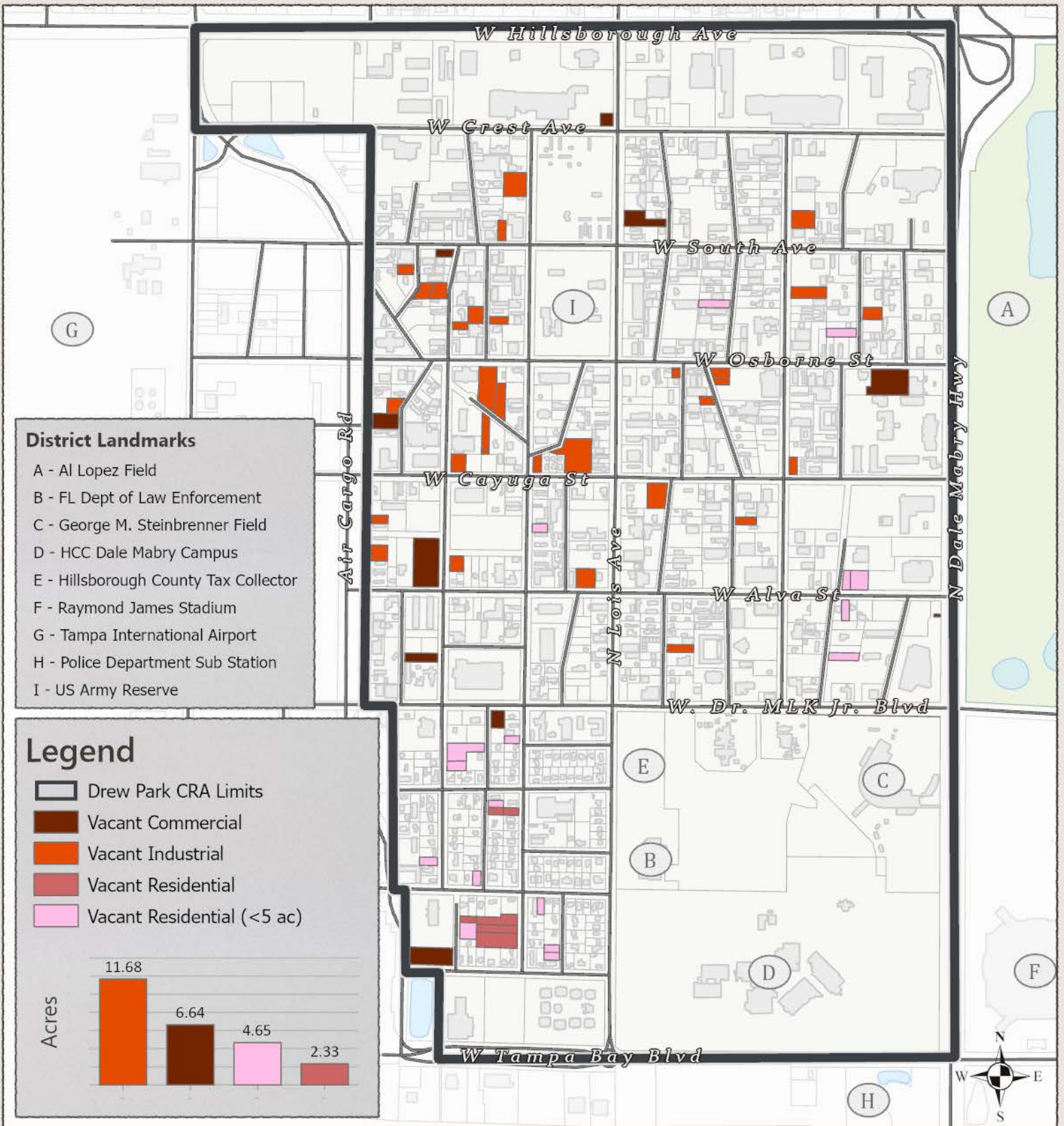
4.8 Vacant and Underused Sites

Approximately 25-acres within Drew Park are considered vacant according to Hillsborough County Property Appraiser data. These vacant parcels are spread geographically among the neighborhood in both the residential, industrial, and commercial areas. The vacant parcel acreage is distributed between industrial use (11.68-ac), commercial use (6.64-ac), and remaining residential uses. See the following figures for locations and use type mapping.

Vacant lots can contribute to unattractive conditions, crime and perception of crime, illegal dumping, and litter, and as a signal of lack of investment in an area. However, vacant sites also present an opportunity for landowners to invest in their land, improve the community, and contribute to future tax increment funds to be reinvested in the CRA.

Another assessment reviewed the current Building to Land Values in the CRA. The mapping shows parcels where tax collector assessments differentiate between the structural and land values. This is an important real estate factor that identifies properties that may have a higher potential for redevelopment. The following mapping depicts in dark blue the properties where no buildings exist. Comparison between the two-map series provides a broader understanding of properties susceptible for increased development to spur economic development in the CRA.

Figure 4.AH: Vacant Parcels Map



Vacant Uses

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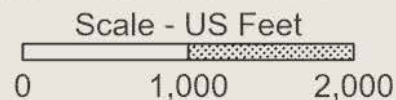
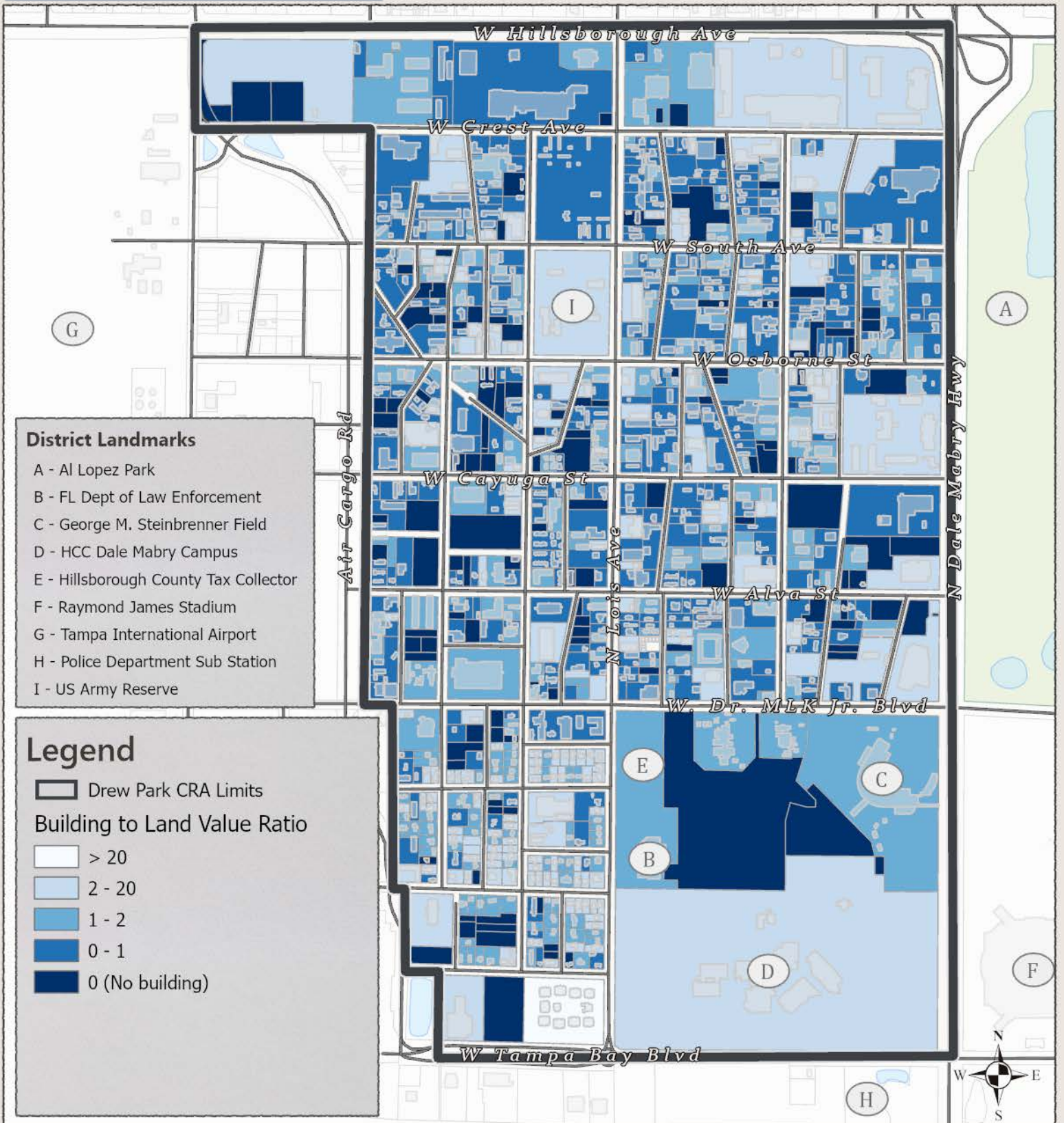


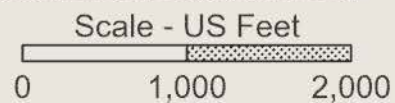
Figure 4.A1: Building to Land Value Map



Building to Land Value

Drew Park Community Redevelopment Area Strategic Action Plan Update

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4.8.2 Public Property Redevelopment Opportunities

An infill development strategy is appropriate in Drew Park due to the dispersed nature of the available vacant sites and relative parcel sizes. Allowing and incentivizing development to occur incrementally supports neighborhood enhancement, reduces the CRA's Finding of Necessity "slum" and "blight" conditions, while minimizing impacts to existing residents and preserving positive aspects of the neighborhood's existing character.

The City has acquired three clusters of vacant parcels within the residential portion of Drew Park. These residentially zoned parcels could be considered for permitting the construction of a mixture of market-rate and attainable homes that would advance several planning aspirations of both the City and Drew Park. These housing units will increase the supply of housing within the city, maintain the residential land use framework of this neighborhood, and improve the physical condition in a neighborhood in need of investment.

The following figures depict one potential residential redevelopment concept that featured townhome products. These are concepts only and subject to change. Further site development analysis is required.

Figure 4.AJ: Coolidge Avenue Concept Plan

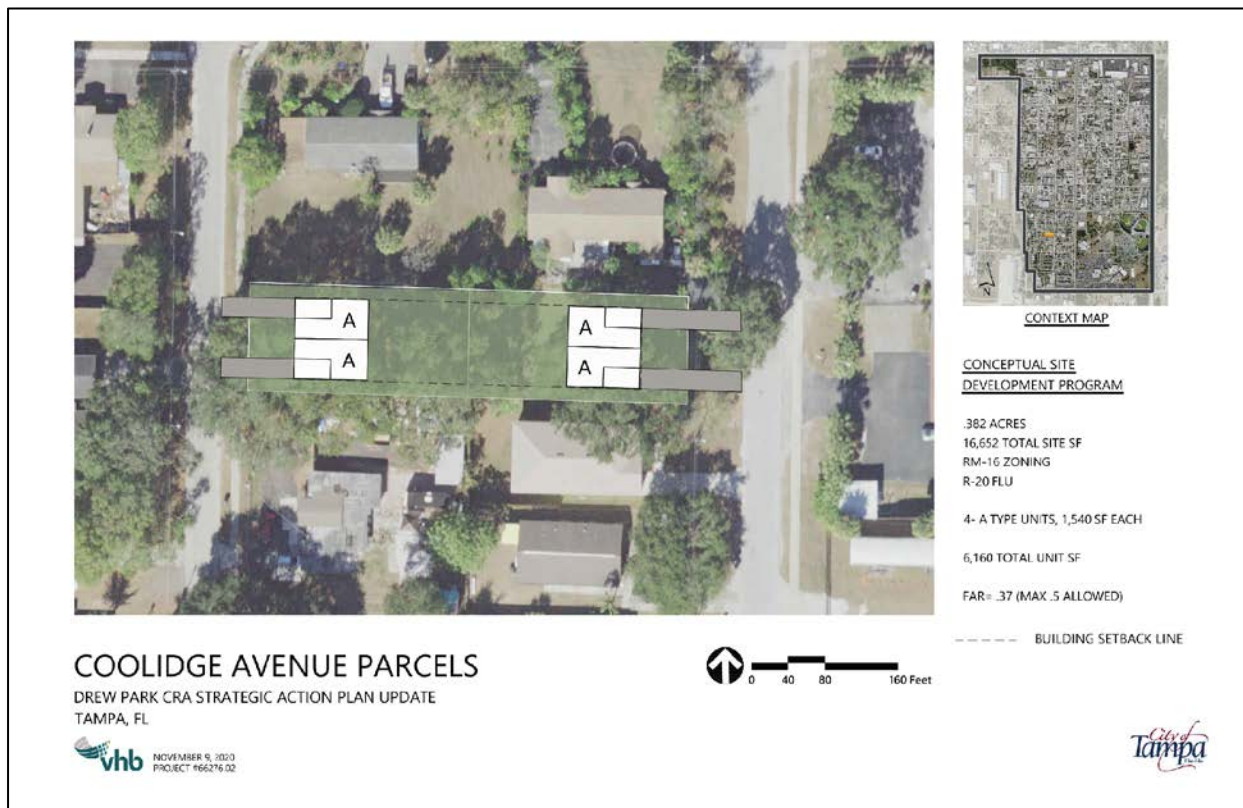


Figure 4.AK: Hubert Avenue Concept Plan

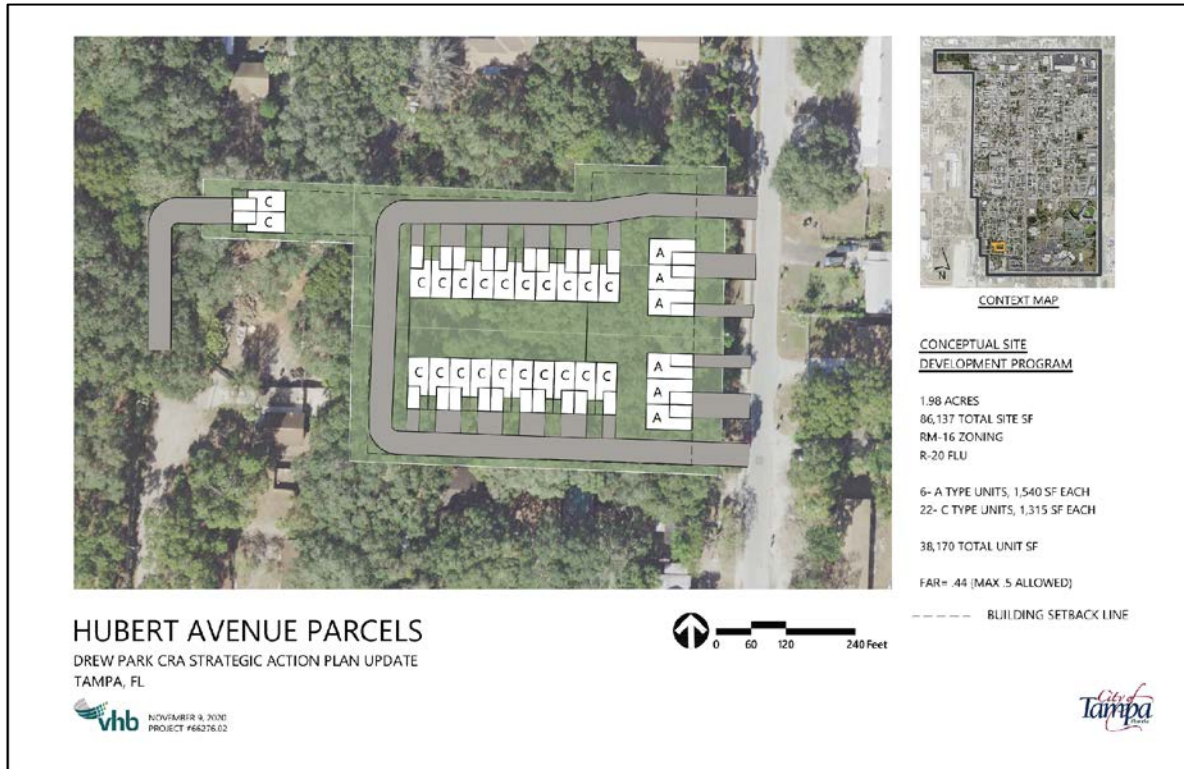


Figure 4.AL: Manhattan Avenue Concept Plan

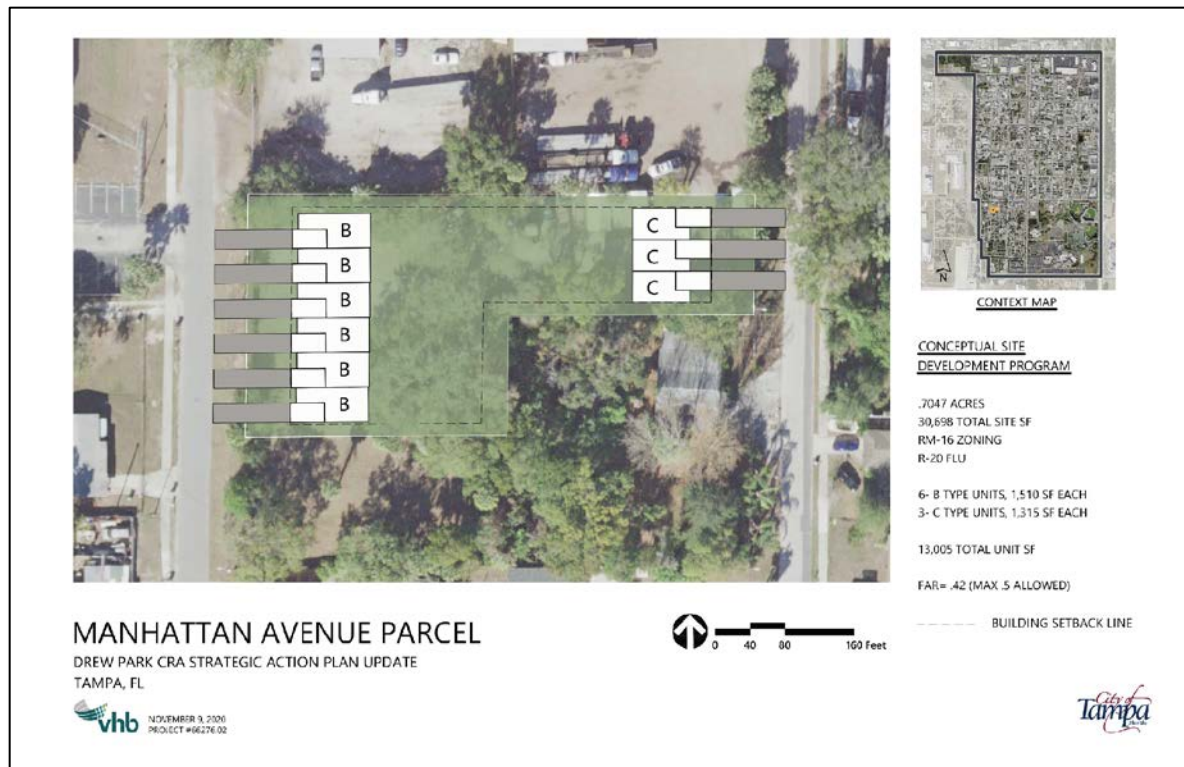
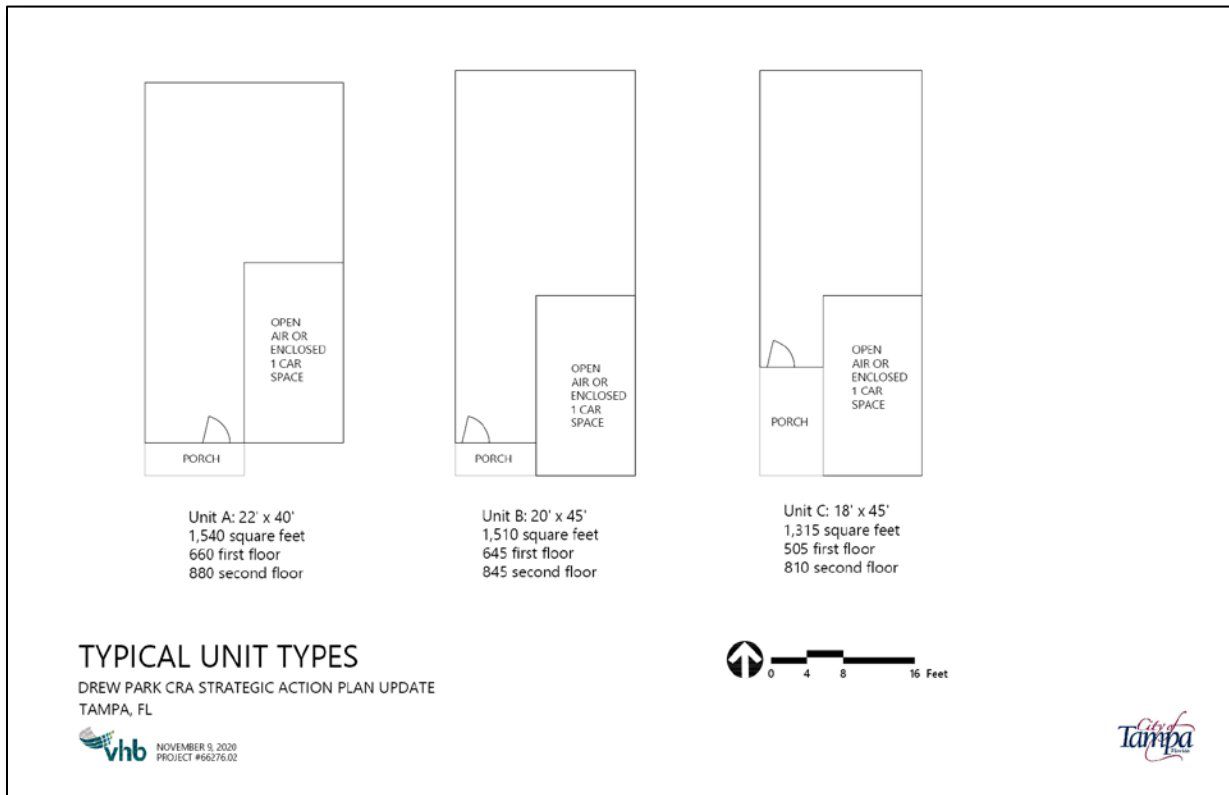


Figure 4.AM: Conceptual Townhome Prototypes



4.9 Tax Increment Finance (TIF) Redevelopment Priorities

4.9.1 Previous TIF Expenditures

The Drew Park CRA collects and budgets TIF monies through an annualized budgeting process. City staff develops the annual budget that is reviewed and approved by the Community Advisory Committee, and the Tampa Community Redevelopment Agency approves the proposed budget.

The Drew Park CRA base year is 2003. Its base year taxable value assessment was \$168,033,380. In 2019, the current taxable value was \$313,147,103. This is a \$145,113,723 rise in valuation representing a 46.4 percent increase in 16 years. Drew Park's Fiscal 2020 TIF Revenue is \$1,503,662.

The following figure identifies the recent taxable value change from 2018 to 2019. The data represents a 9.5 percent increase. Improved Commercial uses are the largest contributor with Improved Industrial second. The importance of the commercial use frontage along W. Hillsborough Avenue and N. Dale Mabry Hwy corridor locations is substantial. The Stadium Center Project is under construction along N. Dale Mabry Hwy. When finished will include a new Radisson Country Inn and Suites (147 rooms), Econolodge (121 rooms), TyVy pet hotel and veterinary clinic, and 28,700 SF of retail commercial uses.

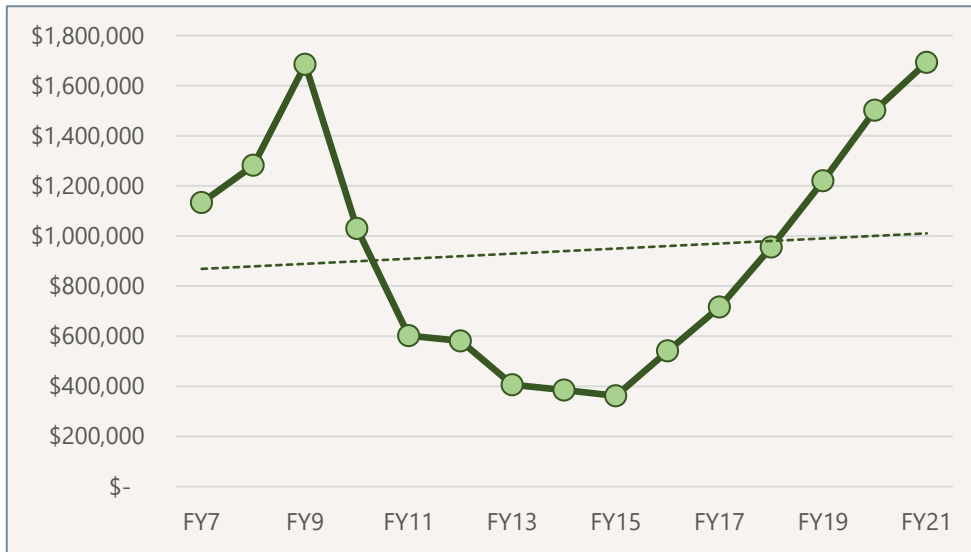
Figure 4.AN: Taxable Values (\$) 2018-19

Land Uses	June 2018	June 2019	Difference
Single Family Residential	11,908,100	13,492,145	1,584,045
Multi-Family	11,951,110	13,937,131	1,986,021
Condos/Co-ops	429,369	468,353	38,984
Improved Commercial	161,997,528	176,308,982	14,311,454
Improved Industrial	89,518,637	98,379,492	8,860,855
Institutional/Gov't/Agri.	1,502,582	1,652,840	150,258
Miscellaneous¹	2,102,351	2,312,426	210,075
Vacant	6,317,140	6,595,734	278,594
	\$285,726,817	\$313,147,103	\$27,420,286

¹ Mobile Homes, Retirement Homes, Misc. Residential, Leasehold Interests, Non-Agri. Acreage, Other

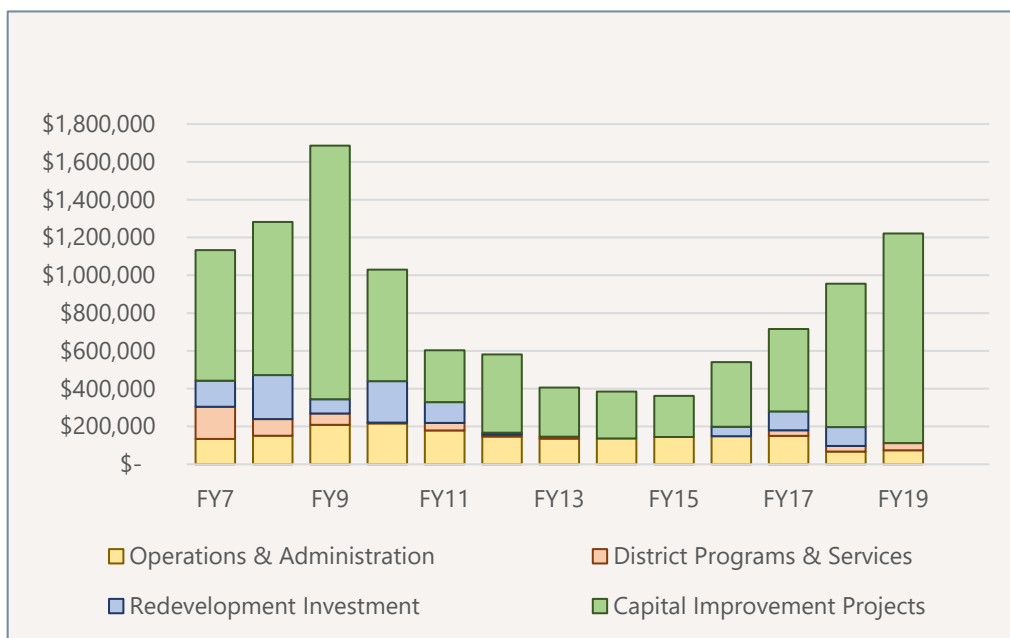
The Drew Park CRA has passed its planned 30-year (2003-2030) trust fund midpoint and appears to be gaining expanded growth in taxable value that will translate to increased annual revenue projections in the future. The following budget projection shows that the CRA’s financial outlook appears to be strengthening. It is noted that this data is before the COVID-19 pandemic whose effect will begin to be seen in 2021 revenues.

Figure 4.AO: TIF Revenue Projections (2007-2021)



Florida Statutes controls how TIF revenues may be spent in alleviating the Finding of Necessity “slum” and “blight” conditions in any CRA. The following figure shows how the CRA’s TIF revenues have been budgeted in the past and the cyclical nature of capital improvement budgeting, where high and low years of expenditures are needed to fund improvements.

Figure 4.AP: Budget Allocation 2007 - 2019



The CRA's TIF revenue projections are anticipated to increase with the taxable value increases and budgeting in similar allocations. An emphasis in future TIF revenues will be used for the construction of improvements provided within the Streetscape & Beautification Master Plan, including but not limited to, sidewalks, street lighting, street paving, landscaping, and green space, decorative streetscape elements, gateway corridor markers, beautification and other infrastructure improvements through annualized budgeting.

5. Strategic Action Plan Update Recommendations

Throughout the Drew Park CRA Strategic Action Plan Update process, public engagement has been designed and conducted using innovative ways to query resident, business, and community stakeholders through topic education and communications. The engagement process was formulated to use virtual meeting events to solicit and update knowledge leaders, in addition to soliciting broader involvement responses through online digital information. The following recommendations are gleaned for this input and its relationship to local market and development conditions.

In the 2007 Strategic Action Plan, an initial recommendation was made to change much of the Light Industrial land use in the neighborhood into Community Mixed-Use 35. However, after the plan was adopted, there was significant community input stating that this would not be in the best interest of the community. In 2008, the SAP Addendum was adopted and the decision to change the land use was reversed. The SAP Update is not making a recommendation for major changes in the land-use patterns. The industrial land in Drew Park provides valuable employment and a diversity of industry services in the City.

The existing land use pattern accommodates industrial and residential uses, with residential use south of Dr. MLK Jr. Boulevard and industrial uses to the north. However, a substantial proportion of the neighborhood's residential units are located north of this boundary. According to property appraiser data, 394 of Drew Park's 950 residential units (about 41%) are located in this area. These units are grandfathered in and would not be permitted if proposed today. This proximity can cause disruptions to both the residential quality of life and the business operation of the industrial use. However, these units present a substantial stock of naturally occurring affordable housing. While these residential parcels may eventually be displaced by expanding or new industrial businesses, it is not a priority of this plan. There are approximately 5-acres of vacant land in this residential area that can be used to expand the affordable and market-rate housing stock. Appropriately scaled residential development should be encouraged in this area to replace housing units that will eventually be lost to industrial uses.

The following are high-level summary items from the project.

A. Land Use Recommendations:

- Preserve the existing land use framework, protect existing residential and industrial uses, and provide opportunity for new residential units where compatible.
- Promote infill housing development within the designated residential portion of Drew Park.
- Enhance fencing, natural, and other forms of screening between industrial uses and adjacent grandfathered residential uses.
- Promote attractive and appropriate development in CC-35 lands, with compatible industrial and residential portions of the neighborhood.

B. Transportation Recommendations:

- Expand the sidewalk network in priority areas including the southwest residential neighborhood and east-west connectors such as Dr. MLK Jr. Boulevard, Cayuga Street, Osborn Street, and South Avenue.
- Continue to utilize the Streetscape and Beautification Master Plan for conceptual guidance on street projects.
- Implement vision zero/safety improvements to address vehicular speeding and support pedestrian walkability.

C. CRA Enhancement

- Utilize the Drew Park Community Advisory Board to surface CRA issues, identify and implement effective resolution measures. Consider the establishment of targeted sub-committees that focus upon critical issues.
- Enforce existing regulations regarding solid waste and vehicular use in public r/ws. Enforce existing City building codes, including payment of fines, enjoinder of illegal construction work.
- Identify and implement legal ways to reduce crime in the CRA.
- Identify and support additional redevelopment incentives for vacant and underutilized properties (e.g., Site Improvement Grants, Building Interior and Tenant Improvement, Commercial Revitalization Program, etc.) using matching grant awards.
- Identify and support additional housing based redevelopment incentives for both single-family homeownership and the development of multi-family residential (e.g., Affordable Single-Family Homeownership Program, Affordable Single-Family Facade Improvement Grant Program, Rebates for Residential Rehab Program, etc.).

Figure 5.A: Drew Park CRA SAP Update PrioritiesTable

No.	Key Strategies	Lead Dept / Agency	Priority (H-M-L)	Status
Strategy 1	Invest TIF in infrastructure to encourage increased community investment and improve the quality of life.			
<i>Objective</i>	<i>Drew Park’s context is dominated by light industrial uses with a large amount of open storage, rural street x-sections with open stormwater ditches, missing pedestrian sidewalks, and routine business use of public r/w’s.</i>	DPCAC; Other CRAs		
1.1	Sidewalks – Support and supplement installation of missing sidewalk segments.	M; CRD	High	Ongoing
1.2	Street Repaving – Coordinate, identify, prioritize, and fund repaving of streets with on-street parking.	M; CRD	Medium	TBD
1.3	Stormwater – Coordinate, identify, prioritize, fund stormwater improvements.	M; CRD	Medium	TBD
Strategy 2	Continue to improve the appearance and investment appeal of highly visible gateways and major corridors			
<i>Objective</i>	<i>Drew Park’s street network has a range of existing conditions that impede active and attractive community and business activities.</i>	DPCAC; Other CRAs		
2.1	Streetscape & Beautification Master Plan – prioritize and fund needed corridor and gateway improvements that will add to the CRA’s business and community appeal.	M; CRD	High	Ongoing
2.2	Crime Reduction – Evaluate and create an enhanced security business outreach, communications, and educational plan with TPD.	TPD; CRD	High	TBD
2.3	Lighting – Evaluate and create an enhanced lighting plan with TECO for key areas.	TECO; CRD	Medium	TBD
Strategy 3	Provide grant incentives to support public strategic and private catalytic projects.			
<i>Objective</i>	<i>Local government incentives may be utilized to support redevelopment interest in the Area. Different types of incentives should be explored to support the varying land use needs.</i>	DPCAC; Other CRAs		
3.1	Marketing – Create and implement a plan that highlights brand messaging, provides digital information, and defines economic development opportunities.	M&C; CRD	Medium	TBD
3.2	Non-Residential Grants – Evaluate and identify grant programs for increased business improvements to support existing business clusters.	CRD	High	Ongoing

3.3	Citywide Initiatives – Participate in economic development initiatives, including Opportunity Zones and Workforce Housing, that target redevelopment investments.	EOD	High	Ongoing
Strategy 4	Improve housing conditions and reinvestment.			
<i>Objective</i>	<i>Drew Park’s existing housing is a predominantly single-family pattern that has a Residential 20 Future Land Use designation that provides density flexibility for redevelopment.</i>	DPCAC; Other CRAs		
4.1	Residential Grants – Evaluate and identify grant programs for increased housing improvements.	H; CRD	High	Ongoing
4.2	Housing Initiatives – Coordinate with other CRAs, provide public owned lands for future housing, and other strategies including: <ul style="list-style-type: none"> • Strengthen existing single-family neighborhoods within the CRA. • Increase the availability of housing options that serve a diverse range of household types and individuals over a longer lifespan. • Increase the stock of quality housing by offering possible builder incentives such as expedited permitting, reduced infrastructure costs, land assembly, disposition, land cost write-down, stormwater assistance, density bonuses, design assistance, and other similar means. • Utilize a variety of tools and mechanisms such as (though not limited to) Housing and Urban Development (HUD), Habitat for Humanity, loans, and down payment assistance to assist with homeownership. 	H; CRD	High	Ongoing

Abbreviations: DPCAC – Drew Park Community Advisory Committee; DPW – City of Tampa Department of Public Works; CRD – Community Redevelopment Department; DEO – City of Tampa Department of Economic Opportunity; DCE – City of Tampa Department of Code Enforcement; GMDS – City of Tampa Growth Management and Development Services Department; P&R – City of Tampa Parks & Recreation; H – City of Tampa Housing Development; M – City of Tampa Mobility Department; TPD – Tampa Police Department; FDOT – Florida Department of Transportation; HART – Hillsborough Regional Transit Authority; TECO – Tampa Electric Company; MPO – Hillsborough County Metropolitan Planning Organization; D – Preliminary planning/engineering design evaluation estimated costs; C – Final design and construction estimated costs.

6. Appendices

- A. Economic and Market Analysis Report
- B. Workshop #1 Presentation
- C. Workshop #2 Presentation
- D. Workshop #3 Presentation
- E. Project Announcement and Workshop #1 Notice Letter
- F. Workshop #2 Notice Letter