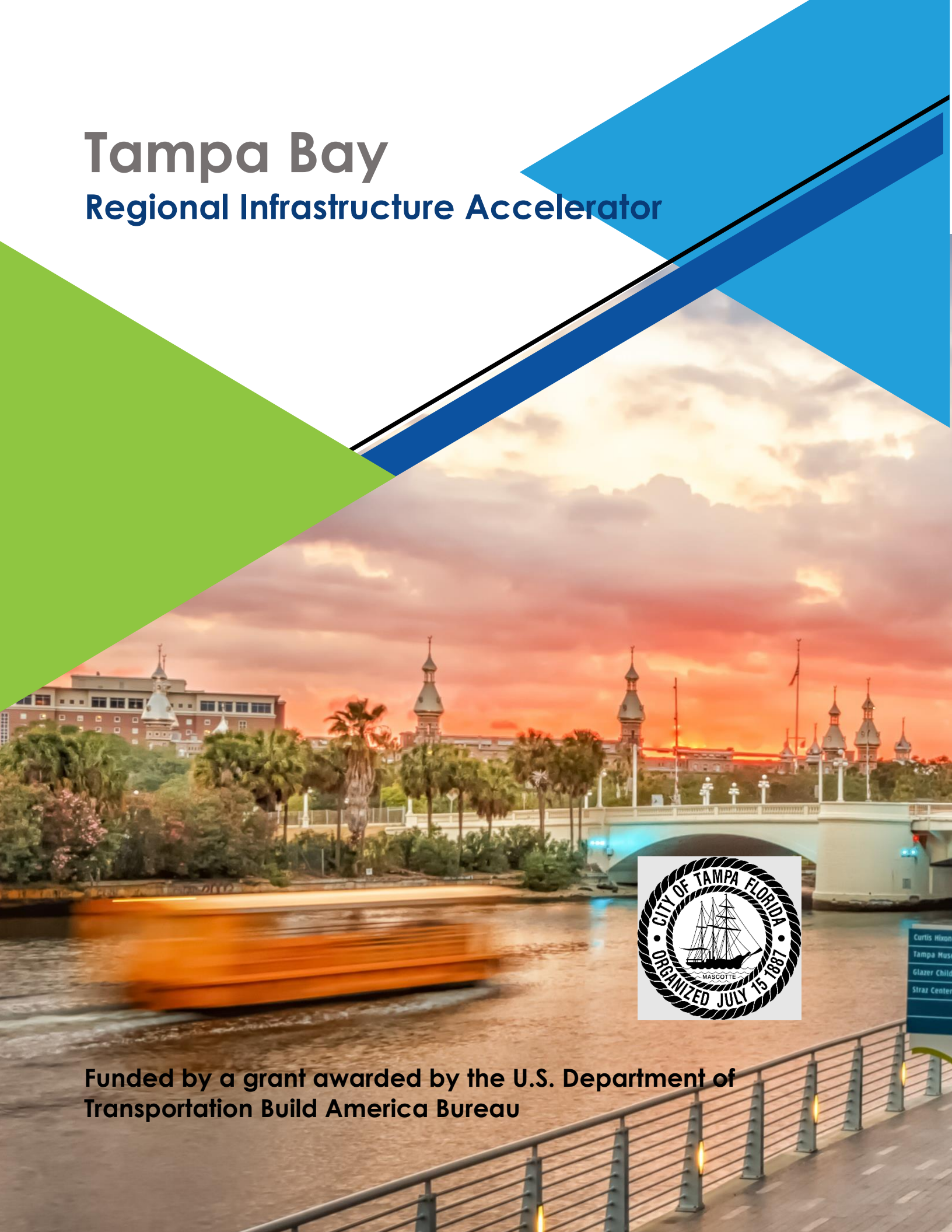


Tampa Bay

Regional Infrastructure Accelerator



Funded by a grant awarded by the U.S. Department of
Transportation Build America Bureau

Tampa Bay Regional Infrastructure Accelerator



- ▶ The Tampa Bay Regional Infrastructure Accelerator (RIA) will bring together regional agencies and stakeholders to create a shared transportation vision and assist in developing financing packages for major transportation infrastructure projects.
- ▶ The RIA will deliver innovative financing solutions for multimodal projects that connect to and leverage redevelopment opportunities of assets owned by partner agencies. The RIA will serve agencies from across the Tampa Bay region.
- ▶ The RIA will have the capability to provide services for concurrent projects as determined by local government agencies within the region.
- ▶ Financing solutions include TIFIA loans, private activity bonds, public-private partnerships, and value-capture through special districts. Funding may be used to finance local matches of state & federal grants.
- ▶ The RIA is funded by a \$1,750,000 USDOT grant that was awarded thanks to the participation of the following agencies: Hillsborough Transportation Planning Organization (TPO), Hillsborough Area Regional Transit Authority, Tampa Hillsborough

Expressway Authority, Florida Department of Transportation District 7, Hillsborough County, Hillsborough County Planning Commission, Brightline Holdings, Tampa Bay Partnership, Port Tampa Bay, and the north Tampa Housing Development Corporation.

- ▶ As part of the City's grant application, the following pipeline of projects were included in the scope to be assessed by the RIA office for potential funding through USDOT programs:
 - Streetcar Extension
 - Downtown to Airport Premium Transit
 - Downtown to USF Arterial Bus Rapid Transit
 - Brightline Station Multimodal Center/Connections
 - CSX South Tampa Multimodal Corridor
 - Connected Citywide Bike Network

- ▶ The next step in establishing the RIA office is to create a governance structure. The City of Tampa has identified consultants who have worked on creating successful RIA offices in other jurisdictions.

- ▶ Following discussions with the Build America Bureau and RIAs from across the country, the City of Tampa has determined that this new office will have a stronger impact if it is housed within a regional organization.

2023

TAMPA RIA



PREPARED FOR
Build America Bureau

PREPARED BY
City of Tampa

CATEGORY OF DESIGNATION
Urban or Metropolitan Planning
Organization (MPO)

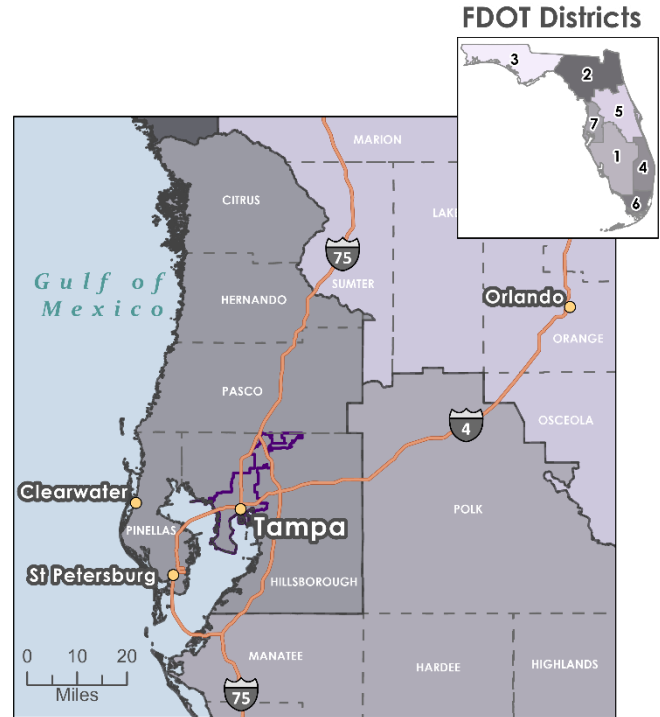
RIA BUDGET - \$4M

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Section 1: Applicant

The Tampa Bay Region (“Region”) is located on the west coast of Florida, along the Gulf of Mexico. The region includes parts of Hillsborough County and Pinellas County, as well as the major cities of Tampa, St. Petersburg, Clearwater, and several smaller communities. The region is a densely populated metropolitan area; with 3.1 million people, it is the second largest after Miami and the third fastest-growing in Florida. The population is expected to grow in the coming years as well, with recent projections indicating Hillsborough County population could grow up to 30% by 2040.



With low unemployment rates, a stable per capita median income, a world-class airport, and prominent business, education, technology, and health corridors, the region is an attractive metropolitan area for all generations. As the economic hub of west central Florida, the City of Tampa's ("City" or "Tampa") economy is founded on a diverse base that includes tourism, health care, finance, insurance, technology, construction, and maritime industry based out of Port Tampa Bay, Florida's largest port. Its natural beauty, diversified economy, regional assets, and desirable location for residents and tourists alike make it an attractive location for business investment and job creation.

Tampa is experiencing unprecedented growth in both development and population. Outpacing the nation in job growth, the City saw a 6% increase in job postings between 2015 and 2020. In addition, as the county seat and largest city in Hillsborough County, Tampa is the third-most populous city in Florida. Approximately one-third of Hillsborough County's population resides within or in proximity to Tampa.

The City of Tampa qualifies as an eligible recipient of funding through the Regional Infrastructure Accelerators (RIA) under Section C.1 of the program criteria.

Organizational Structure of the Tampa RIA Partners

The City of Tampa has close working relationships with the project partners for this grant application:

- The **Hillsborough Transportation Planning Organization (TPO)** is a transportation policy-making board mandated by federal and state law. The Hillsborough TPO is directly responsible for making sure federal and state dollars spent on existing and future transportation projects and programs are based on a continuing, cooperative, and comprehensive transportation planning process. Committed to meaningful public engagement throughout this process, the TPO is responsible for establishing priorities to meet short-term (next 5 years) and long-term (20+ years) multi-modal transportation needs for Tampa and unincorporated Hillsborough County.
- **Hillsborough Area Regional Transit Authority (HART)** was established in 1979 to plan, finance, acquire, construct, operate, and maintain mass transit facilities and supply transportation assistance in Hillsborough County. The agency is governed by a 15-member Board of Directors composed of elected officials and their appointees.
- The **Tampa Hillsborough Expressway Authority (THEA)** is an independent agency of the state and owns, maintains, and operates four facilities within Hillsborough County. All revenues collected on the Selmon Expressway, the primary toll facility within the City's limits, are reinvested back into the community. THEA is also a key landholder in downtown Tampa and is currently leading a real estate evaluation to determine the highest and best uses for their available holdings.
- The **Florida Department of Transportation (FDOT)** District 7 includes five contiguous counties with the City of Tampa as the largest city within the district. Much of the City's historic funding for transportation capital projects has come from FDOT grant funding, including funding to keep the TECO Streetcar fare-free and funding for the project development phase, design, and construction for the City's Streetcar Extension and Modernization project which is currently in the Federal Transit Administration's (FTA) Small Starts process.

Additionally, the City of Tampa consistently works closely with other partners to successfully deliver capital improvement projects, and letters indicating their support are attached hereto.

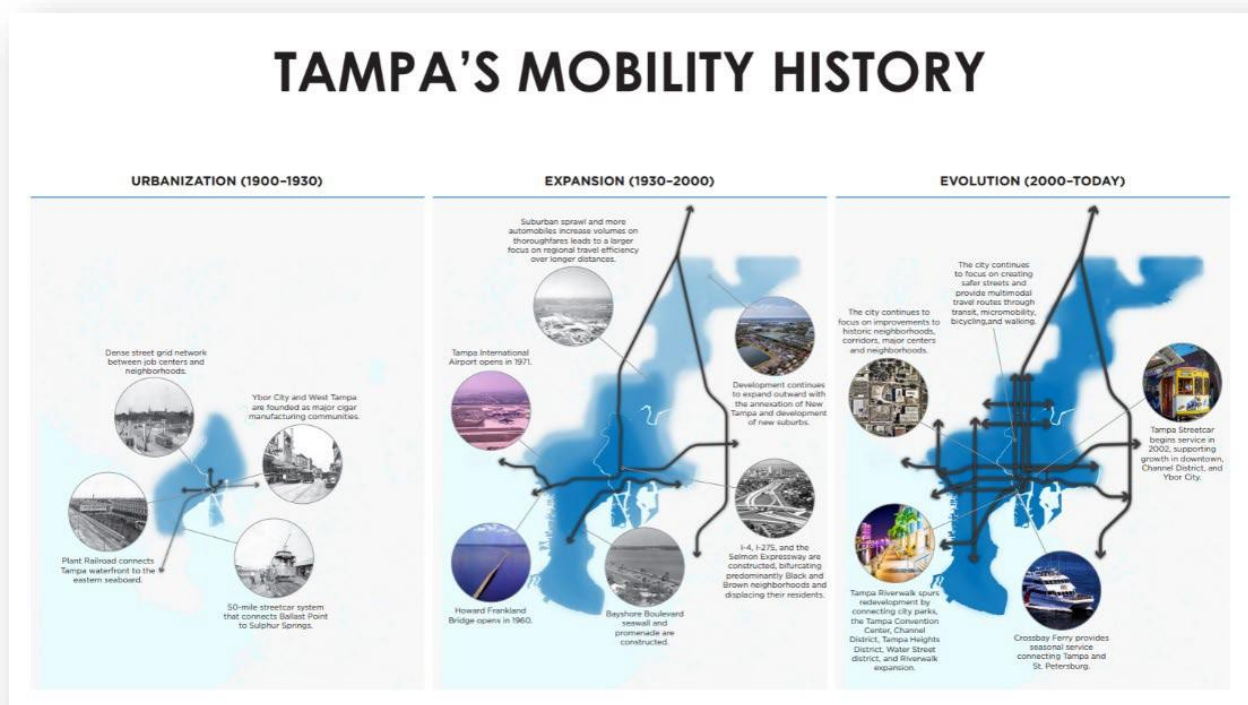
- | | |
|---|---|
| • Hillsborough County | • Tampa Bay Partnership |
| • Hillsborough County Planning Commission | • Port Tampa Bay |
| • Brightline Holdings | • North Tampa Housing Development Corporation |

About the City of Tampa

Organization's History

Incorporated in 1887, the City of Tampa has long been at the forefront of transportation innovation and investment in multimodal mobility. In the late 19th century, Henry B. Plant's railroad connected Tampa to the rest of the United States. A maritime and rail-based transportation system helped Tampa grow into an economic center in the late nineteenth century. Highway construction in the mid-twentieth century divided neighborhoods, disconnected communities, and created health, safety, and economic disparities between Tampanians.

Tampa's transportation history mirrors other American cities with roots before the Second World War. Over the past century, Tampa has seen intense periods of population growth and economic activity defined by transportation systems and infrastructure investments. Tampa's mobility history can be categorized into three time periods. These periods are characterized by unique technological and sociodemographic changes that had a dramatic impact on how we move around the city today: Urbanization (1900-1930), Expansion (1930-2000), Evolution (2000-Today).



Upon taking office, Mayor Jane Castor established five advisory teams focusing on key issues facing our city to Transform Tampa's Tomorrow (T3): Transportation, Development Services, Workforce Development, Housing Affordability, and Sustainability and Resilience. The Transportation recommendations focused on

transforming the transit system, reimagining greenways and trails, embracing Vision Zero, and collaborating with the community.

This is more than a transportation vision. This is our vision for how we can harness the growth we are experiencing and guide it to the outcomes we would like to see so the benefits spread to all Tampa residents.

Experience of Key Individuals

The following City of Tampa staff members are expected to work on Tampa RIA:

Vik Bhide has over 20 years of research, consulting, and local government experience in urban mobility. As Director of the Mobility Department, his duties include oversight of the City's transportation, parking, and stormwater portfolios with ongoing capital programs totaling over \$500 million. Vik worked on behalf of the City of Tampa to partner with FDOT and University of South Florida's (USF) Center for Urban Transportation and Research to form the Tampa Bay Smart Cities Alliance, a public-private-academic alliance to pilot and grow transportation technology initiatives.

Mike Perry is the City's Chief Budget Officer and has more than 35 years of experience working in the public sector. Mike provides strategic, long-term financial planning advice to ensure the City's financial sustainability. Mike is responsible for developing and implementing creative financial solutions to sustain City operations and allow for the reinvestment in the City's infrastructure. Mike leads a team of financial professionals responsible for the development of the City's \$1.3 billion annual operating and capital budgets.

Alis Drumgo is the City's Deputy Administrator of Development and Economic Opportunity. He has 20 years of public service experience and is responsible for City Planning, Community Redevelopment, Convention Center and Tourism Services, Economic Development, and Real Estate. He is an Air Force Veteran having served multiple tours in the Middle East, Teach for America Alumni, active mentor for Big Brothers Big Sisters of Tampa Bay and a member of Alpha Phi Alpha Fraternity Incorporated. He holds a Masters degree in City and Regional Planning and Public Policy from Rutgers University and is a certified Florida Redevelopment Association Professional.

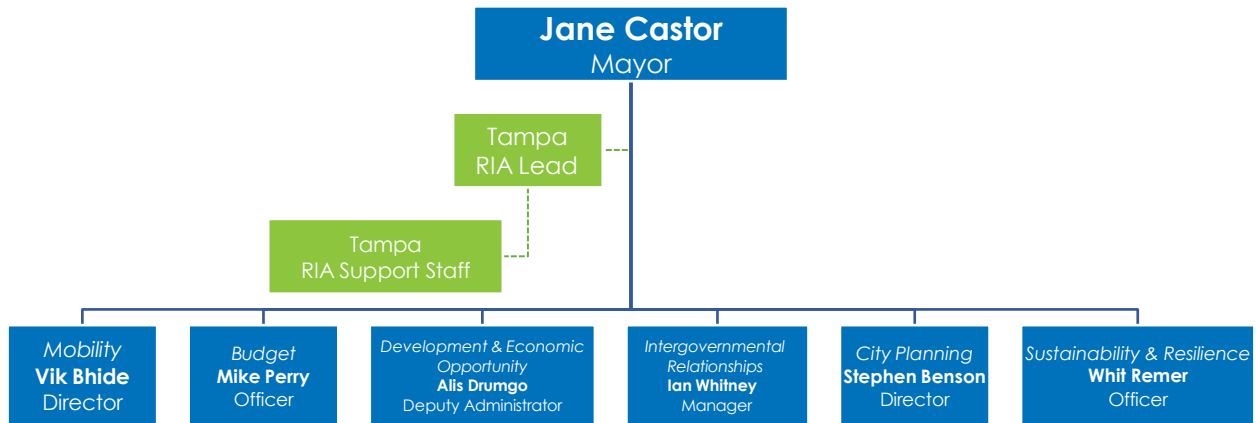
Ian Whitney the City of Tampa's Associate Director of Government Affairs in the Office of the Mayor. His experience includes 13 years of work in both public and private sector government affairs. He manages the City of Tampa's lobbying teams in D.C. and Tallahassee, and serves as Mayor

Castor's liaison to the boards on which she serves including Port Tampa Bay, the Hillsborough Aviation Authority and the Tampa Hillsborough Expressway Authority.

Stephen Benson has over a decade of experience in urban planning, transportation planning, and funding. He previously managed the Surface Transportation Block Grant program for the Florida Department of Transportation District 7. He currently serves as the City Planning Director where he oversees long-range planning and policy initiatives related to land use, transit-oriented development, natural resources, urban design, and housing.

Whit Remer is the City's Sustainability and Resilience Officer. Whit has over 10 years of experience in environmental law, environmental justice, and climate adaptation, and land use policy. He received his Juris Doctor and Certificate in Land Use and Environmental Law from Loyola University, a Master of Urban and Regional Planning from the University of New Orleans, and a Bachelor of Science in Geography and Political Science from Florida State University. He is currently a Member in Good Standing with the Florida Bar Association Section on Environment and Water. He is certified as an Envision Sustainability Professional from the Institute for Sustainable Infrastructure and certified planner by the American Institute of Certified Planners (AICP).

Additional staff from planning, finance, contract administration, government relations, legal, development and economic opportunity, and engineering departments are poised to support the Tampa RIA. Additionally, the City has a suite of on-call planning, engineering, and financial services firms available which all have extensive local knowledge as well as nationwide expertise in their fields.



Relevant Project Experience

In 2019, Mayor Castor and the Transportation Advisory Team released five strategic recommendations to address several mobility related issues facing the City of Tampa. These recommendations include:

- Implement strategic transit projects
- Focus on trails and greenways as transportation options
- Adopt Vision Zero as a Citywide policy
- Reinvent urban parking and mobility
- Enhance neighborhood engagement

Tampa M.O.V.E.S. (Mobility, Opportunity, Vision, Equity, and Safety) is the City of Tampa's transportation plan to address these recommendations. The plan is based on extensive public input to define the City's mobility goals. Tampa M.O.V.E.S outlines transportation objectives and initiatives for the next 30 years, with an emphasis on memorializing the City's strategic vision. The plan provides policy and program recommendations to prioritize capital transportation improvements to result in a healthier, safer, and more connected city.

The Hillsborough Area Regional Transit Authority (HART), in partnership with the City, was awarded with a **Transit Oriented Development (TOD) Planning grant** from the Federal Transit Administration in 2018. The study focused on the future of communities along the planned routes for HART's Arterial Bus Rapid Transit (BRT) project and the City's Streetcar Extension project. Community design charrettes were held to guide station access improvements and land use and zoning changes to support dense, walkable, pedestrian-oriented development that works seamlessly with premium transit service. Since completion of the study, the City has worked with the surrounding neighborhoods and the private sector to entitle almost 2,000 multi-family units in mixed-use transit-oriented development along the corridor, with an estimated 200 affordable units for households earning below 120% of the area median income.

The City of Tampa has a proven history of planning, designing, and constructing award-winning federally funded projects such as the **Tampa Riverwalk**. In 2012, the City received a \$12 million TIGER grant, and today, the 2.6-mile Riverwalk which hugs the east side of the Hillsborough River is one of



the top-ranked in the country.¹ In 2020, the City was awarded a \$24 million BUILD grant to bring the success from the east to west side of the river with a 5-mile-long project which will result in a 12.2-mile contiguous multiuse pathway.

Section 2: Description of Proposed Geographic/Jurisdictional Region

The City of Tampa is best categorized under “b. Urban or Metropolitan Planning Organization (MPO)” under Section A.2 of the RIA criteria.

The City of Tampa is the largest city in Hillsborough County and is the third most populous city in Florida with 393,264 residents. Tampa anchors one end of the Florida High Tech Corridor, connecting Tampa with Orlando and Gainesville, which connects three of the state’s largest universities and infuses the city with over 22,000 technology companies. As the skyline and street views have developed in Tampa over the last decade, the job market has rapidly grown rapidly alongside. Tampa is one of the fastest growing job markets in the country. According to the Bureau of Labor statistics, employment growth for Tampa is projected to be 3.1% per year through 2024; higher than the 2.6% expected across Florida and 2.9% expected nationally. There are several factors that are driving job growth in Tampa including a strong economy, low unemployment, and a growing population. The Tampa Bay area is projected to grow by 25% over the next twenty years with more than 3.8 million people living in the metropolitan area by 2040, including an increase in demand for housing and infrastructure development.

Section 3: Accelerator Proposal

Tampa RIA Establishment

The Tampa RIA will harness the power of the City of Tampa as the heart of the region; its staff and resources to act as a catalyst for transformative regional transportation and redevelopment projects. The RIA will provide structure and funding to support and accelerate implementation of these regional projects using innovative project delivery financing methods and technical support from the Build America Bureau. The RIA will convene agency partners and form Public-Private Partnerships to design and deliver regional transit and multimodal projects that can be expedited through the Build America Bureau Financing Programs. These projects will deliver needed regional transportation connections, linking to essential housing, TOD, and school-related developments.

Tampa RIA Mission Statement: The Tampa RIA will deliver innovative financing solutions for multimodal transportation infrastructure projects which connect to

¹ “Tampa Riverwalk voted No. 2 in the nation as expansion looms”
<https://www.bizjournals.com/tampabay/news/2023/02/17/tampa-riverwalk-usa-today-readers.html>

and leverage redevelopment opportunities of assets owned by the City and partner agencies.

Tampa RIA Scope of Work

The Tampa RIA scope of work will include five primary tasks which are described in detail below:

Task 1: Tampa RIA Management & Coordination

- Mobilize organization of dedicated RIA staff & consultant support.
 - Procure a consultant team to assist with this effort.
- Formalize Tampa RIA partnerships through adoption of mission statement, formalized roles and responsibilities, and commitment to schedule and milestones, documented in a Memorandum of Understanding (MOU).

Task 2: Pipeline of Projects Assessment

- Consolidate and integrate prior and current planning efforts which have been conducted throughout the RIA boundary.
- Conduct detailed assessments of the pipeline of projects including feasibility, opportunities and constraints, planning-level cost estimates, constructability considerations, and preliminary cultural resource and environmental considerations.
- Complete market and financial analyses, including potential local, federal, and private fund opportunities, including project bundling opportunities.

Task 3: Financial Planning & Business Model

- Conduct a regional financial scenario planning to support management of risk and resilience.
- Within the context of specific projects, develop strategies for innovative financing and delivery alternatives.

Task 4: Public Benefit Documentation

- Identify short- and long-term benefits to the public, including through the lens of other national successful case studies for large-scale, federally supported transit and multimodal investments.
- Develop strategic marketing and communications plan for public consumption.

Task 5: Final Report & Evaluation

- Memorialize the efforts and findings of the RIA for the work completed as part of Tasks 1 – 4.

Task	Months														
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
1 Tampa RIA Management & Coordination	█	█	█	█											
2 Pipeline of Projects Assessment			█	█	█	█	█								
3 Financial Planning & Business Model								█	█	█	█	█	█		
4 Public Benefit Documentation												█	█		
5 Final Report & Evaluation														█	█

Tampa RIA Pipeline of Projects

The following pipeline of projects are proposed to be assistance under the purview of the Tampa RIA.

Airport to Downtown Premium Transit

- This project includes the development, delivery, and operation of a predominantly at-grade premium transit system in a dedicated guideway connecting Tampa International Airport, the Westshore Business District, Downtown, East Tampa, and neighborhoods in between.
- Project sponsor: City of Tampa
- Potential funding: TIFIA, RRIF, PAB
- RIA support activities: project development, financial modeling & strategy
- Project costs: \$800 million design-build cost, \$17 million per year Operations and Maintenance (O&M) cost. Assumes 12 vehicles, 8.25-mile alignment, 18 stations, maintenance facility for vehicles, and no material ROW acquisition
- Project timeline: 6 years



Downtown to USF Arterial Bus Rapid Transit

- In 2022, HART completed the BRT Arterial Study ² which identified a primarily exclusive guideway transit solution for one of HART's busiest and most popular local bus routes. The preferred alternative will connect the USF to Downtown Tampa via two FDOT-owned corridors. In 2021, FDOT received an \$18 million RAISE grant for the initial phase of the BRT infrastructure improvements. HART, in collaboration with the City and FDOT, is poised to enter the design phase of the BRT project.
- Project sponsor: HART
- Potential funding: TIFIA, RRIF
- RIA support activities: financial modeling & strategy, overall coordination
- Project costs: \$50 million construction cost, \$8 million per year O&M cost
- Project timeline: 2 years



InVision Streetcar Extension & Modernization

- The existing Tampa Historic Streetcar System is a 2.7-mile-long streetcar transportation network that provides a unique connection from downtown Tampa and the Channelside District to the Ybor City historic district. The City has been conducting a public transportation feasibility study and project development activities to expand and modernize the Tampa Streetcar system ³ in partnership with FDOT and HART. The current TECO streetcar system is projected to achieve 1.6 million riders in FY 2024, one of the highest in the nation for its service type. The locally preferred alternative (LPA) has been established from the current system terminus at the Ft. Brooke parking garage north to Palm



²HART Arterial BRT Study, <https://gohart.org/Pages/brt-arterial.aspx>

³InVision Streetcar Extension & Modernization, www.tampa.gov/mobility/transportation/projects/streetcar

Avenue along Tampa and Florida one-way pairs. The project is currently in the project development & environment (PD&E) phase and is in the Small Starts program with FTA and New Starts with FDOT. The City has been unable to identify a local fund source for the remaining 25% of the construction costs required to progress this project.

- Project sponsor: City of Tampa
- Potential funding: TIFIA, RRIF, Small Starts, FDOT New Starts, Non-Ad Valorem Tax Assessment
- RIA support activities: financial modeling & strategy, overall coordination
- Project costs: \$250 million construction cost, \$12 million per year O&M cost
- Project timeline: 4 years

Brightline Station Multimodal Connections

- Brightline recently debuted their new station in Orlando with service slated to begin later this year. Their next stop – Tampa, Florida. Last year, Brightline received a \$15.9 million Consolidated Rail Infrastructure and Safety Improvements (CRISI) grant toward the preliminary design efforts for the Tampa-Orlando connection. The Tampa RIA will prioritize transforming the neighborhood around Brightline’s Tampa station into an urban, walkable neighborhood which can be easily, comfortably, and safely accessed by people who walk, bike, use micromobility devices, and utilize transit.



- Project sponsor: City of Tampa
- Potential funding: Non-Ad Valorem Tax Assessment
- RIA support activities: financial modeling & strategy, overall coordination
- Project costs: \$25 million construction cost
- Project timeline: 3 years

CSX South Tampa Multimodal Corridor

- The existing CSX Port Tampa Spur connects Tampa's Downtown to the southwestern-most area of Tampa's peninsula. Currently, only one train per day uses this route, and the sole CSX customer is slated to relocate in the near future. This corridor has long been identified by various agencies including Hillsborough County, FDOT, the City of Tampa, and the TPO as a prime opportunity for fixed-guideway transit and trails.
- Project sponsor: City of Tampa
- Potential funding: Non-Ad Valorem Tax Assessment, TIFIA
- RIA support activities: financial modeling & strategy, overall coordination

- Project costs: \$25 million Right of Way (ROW) acquisition (based on SunRail ROW acquisition), \$150 million+ construction
- Project timeline: 6 years



Connected Citywide Bike Network

- To help prioritize future planning and funding efforts, the MOVES plan identified a vision for Tampa's bicycle network based on existing street conditions and public input. This low-stress bike network will appropriately separate bicycles from vehicles and help Tampa offer safe and equitable access to all riders. Streets that are on the City's "High Injury Network,"⁴ the network of roads where the majority of Tampa's deadly and life-altering injury crashes occur, will be prioritized for restorative improvements.
- Project sponsor: City of Tampa
- Potential funding: TIFIA
- RIA support activities: financial modeling & strategy, overall coordination
- Project costs: \$500 million construction
- Project timeline: 15 years



⁴ City of Tampa Vision Zero Action Plan, <https://www.tampa.gov/visionzero/action-plan>

Section 4: Budget, Sources, and Uses for Full Accelerator Funds

The City of Tampa is requesting \$4 million in RIA Grant funds to accelerate projects that will benefit the Tampa Bay Region as a whole, along with the Florida Megaregion. No non-federal matching funds are included in this cost proposal. The tables below breakdowns the RIA costs by task.

Budget Tasks	Federal Request
1 Tampa RIA Management & Coordination	\$150,000
2 Pipeline of Projects Assessment	\$600,000
3 Financial Planning & Business Model	\$600,000
4 Public Benefit Documentation	\$200,000
5 Final Report & Evaluation	\$200,000
Total	\$1,750,000

The following summarizes the projected capital costs for the Tampa RIA pipeline of projects.

Pipeline Project	Estimated Cost
Airport to Downtown Premium Transit	\$800 million
Downtown to USF Arterial Bus Rapid Transit	\$50 million
InVision Streetcar Extension & Modernization	\$250 million
Brightline Station Multimodal Connections	\$25 million
CSX South Tampa Multimodal Corridor	\$175 million
Connected Citywide Bike Network	\$500 million
Total	\$1.8 billion

A model of self-sustainability will be developed and is anticipated through the partnerships, programs, and projects to be implemented into the region. All partners are committed to developing a financing pipeline to develop and deliver the proposed projects for the region. Value added propositions are identified within the Self Certification section of this application.

Section 5: Selection Criteria

Experience/Qualifications

Tampa's Strong Credit Rating

Innovative financing methods rely on a strong credit rating. Even though the City has no General Obligation (GO) debt, Moody's, Standard & Poor's, and Fitch

have assigned issuer credit ratings of Aa1, AAA, and AA+, respectively. These issuer credit ratings serve as a benchmark for comparing the City's overall credit profile to other governmental entities throughout the country. These ratings reflect the strong economy, liquidity, and management practices of the City of Tampa.

In the City of Tampa, water, wastewater, Community Investment Tax, Stormwater Improvement Assessment, and Non-Ad Valorem revenues have been pledged as a method of repayment of outstanding revenue bonds. Since April 2011, Moody's, Standard & Poor's, and Fitch have upgraded the City's various credit ratings fourteen times, from which twelve upgrades were assigned to its outstanding bonds and two upgrades to the City's issuer credit rating. These upgrades are the result of a strong local economy, liquidity, financial performance, moderate debt position, and management practices.

Innovative Financing Experience

While the City has not previously received TIFIA or RRIF funds, the City utilizes innovative financial instruments such as debt financing. The City has utilized a broad range of financing instruments and assets with a focus on results-based financing.

The City has long and vast experience using the State Revolving Fund (SRF) which previously funded major enhancements to the advanced wastewater treatment facility and water and wastewater pipelines systems. This experience using SRF financing is very similar to TIFIA and RIFF.

The City of Tampa utilizes the Public Resources Advisory Group (PRAG) as a financial advisor. PRAG has assisted numerous municipalities in receiving TIFIA, RIFF, and WIFIA financing, and this experience will be leveraged in support of the Tampa RIA. PRAG has assisted several clients in negotiating TIFIA loans for (i) the New York State Thruway Authority's Mario Cuomo Bridge project (\$1.6 billion, late 2016); (ii) Georgia DOT's Northwest Corridor HOT Lanes Project (\$275 million, 2013); (iii) New Hampshire Turnpike's Route 93 Widening Project (\$200 million, 2016); (iv) Denver Union Station Project (\$300 million, 2010); and (v) Port of Long Beach's Gerald Desmond Bridge Project (\$325 million, 2014). In each case, we provided quantitative analyses and negotiated deal points, including the term, structure, and amortization of these loans. The Denver Union Station TIFIA transaction was the first to combine both TIFIA and the RRIF programs.

Commitment to Transparency

The "Sunshine State" isn't just a nickname for Florida; Florida's Government in the Sunshine law provides a right of access to governmental proceedings at both the state and local levels. It applies to any gathering of two or more members of the same board to discuss some matter which will foresee ably come before that

board for action. There is also a constitutionally guaranteed right of access. Aside from being legally required to do so, the City of Tampa and our partner agencies are committed to a culture of transparency with one another and with the public.

The Tampa RIA will publicly notice meetings, share agendas, and stream meetings through Tampa's CCTV live ⁵ whenever possible.

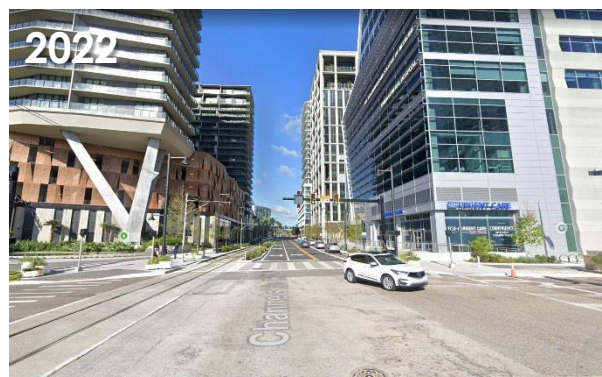
Project Development & Bundling Experience

The City of Tampa's Progressive Infrastructure Planning to Ensure Sustainability (PIPES) capital program is a \$2.9 billion pipeline of water and wastewater improvements. Like many cities, Tampa's aging pipes had long been neglected. In 2019, after nearly 10 years without a utility rate increase, Tampa City Council approved the funding for the PIPES program which is a combination of debt and cash over a 20-year period.



In 2015, City Council increased the stormwater service assessment from \$36 to \$82 per equivalent stormwater unit. The combination of debt and improvement assessment funding is approximately \$244M from FY2016-FY2029.

Water Street Tampa, a development project led by Strategic Property Partners, LLC, and Jeff Vinik, owner of the Tampa Bay Lightning, in partnership with Cascade Investments, will transform 53-acres in downtown Tampa into a mixed-use vibrant, diverse, walkable neighborhood. Construction of the master infrastructure improvements was funded by property tax increment revenues in a joint venture of the City, County, and developer.



The City understands that TIFIA loans provide low interest rates, interest does not accrue until proceeds are drawn, there is flexible amortization, and there is no

⁵ City of Tampa CCTV, <https://www.tampa.gov/cable-communication/programs/webcast>

pre-payment penalties. The TIFIA loan would assist the City in leveraging substantial private co-investment through supplemental, subordinate investments in critical improvements to the City of Tampa and regions transportation system. The City also understands RRIF provides similar programs and can support our intermodal rail facilities, track, yards, as well as transit-oriented development and new intermodal and rail facilities.

Partnerships

The City of Tampa has forged strong relationships with the Tampa RIA partners as discussed in Section 1 of this application. These partners, along with other partners and stakeholders, have provided letters of support toward the establishment of the Tampa RIA and catalyzing much-needed transportation investment.

While the City of Tampa has formed strong relationships throughout Tampa Bay, there is still an incredible opportunity to unite regional voices into focused transportation priorities. Because of the historically fragmented transportation voice, Tampa Bay has continually ranked last compared with the largest 20 metropolitan areas in the United States for transit supply. Out of the top 100 metropolitan areas in the United States, Tampa Bay ranks 77th in terms of access to jobs by transit.

The historic disinvestment in transportation and infrastructure is apparent. In 2018, Hillsborough County voters overwhelmingly voted, with 57% voter approval, to self-impose a one-cent sales tax to directly fund transportation investments inclusive of transit, safety improvements, multimodal projects, and infrastructure needs. While the Florida State Supreme Court invalidated the surtax, the latent demand for real change still exists.

The bumpy road – an invalidated surtax, a defunct Tampa Bay Area Regional Transit Authority (TBARTA), turmoil at HART – has led to strengthened relationships between the City of Tampa and agency and advocacy partners, demonstrating the resilience of Tampa.

Business Model

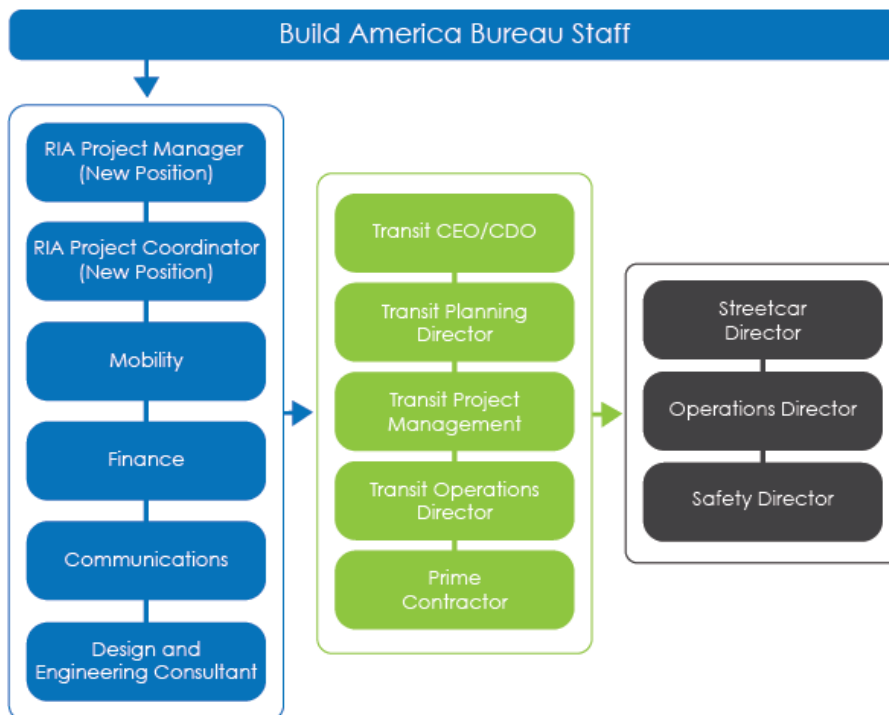
The City of Tampa and its project partners have a significant record of federalized project delivery in the Tampa Bay Area. The City of Tampa has delivered several infrastructure grants through the TIGER and BUILD, and the City is currently working on several projects funded by SS4A and Reconnecting Communities grants.

As described in the scope of services, the Tampa RIA will utilize three primary phases to implement the business model: Establish the RIA, Commence Operations, and Deliver Project-Specific Operations.



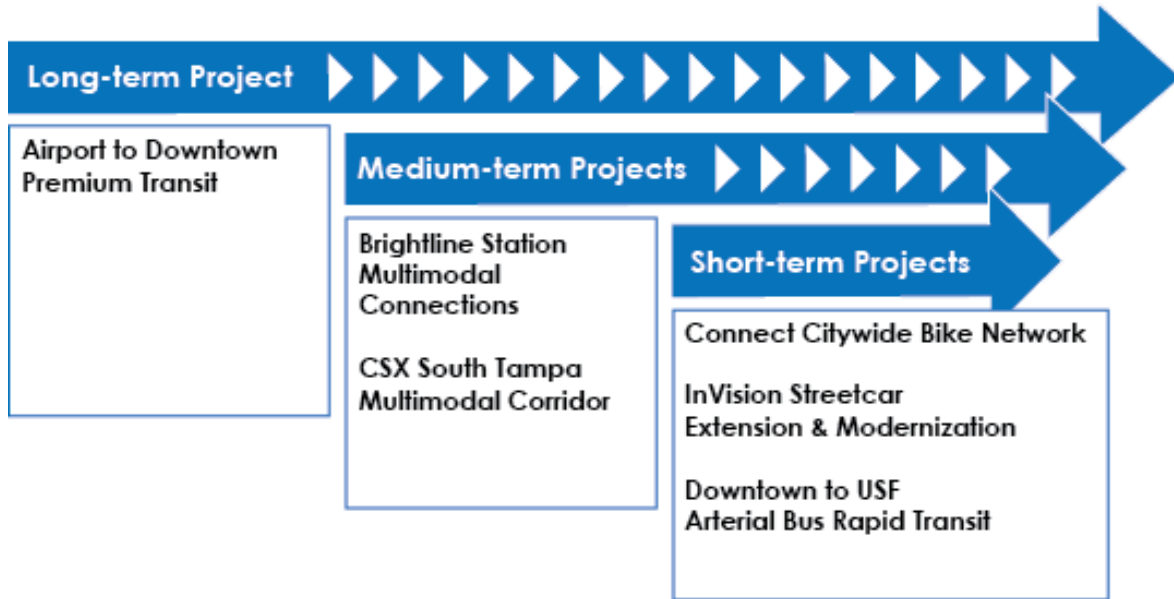
The Tampa RIA Business Model will advance the list of pipeline projects with the organizational framework shown below. Once the organizational process is established, the City of Tampa, HART, and additional RIA partners will identify opportunities for improved efficiencies and collaboration by utilizing staff resources from various disciplines throughout the respective agencies and additional stakeholders. The various staff will include contributions from planning, mobility, engineering, communications, accounting, finance, and contracting. A specific timeline will be developed as an early deliverable of the project team.

Preliminary Project Organization Chart



Timeline

The Tampa RIA will establish and finalize the initial pipeline of projects that include short, medium, and long-term projects which will benefit all Tampanians. The RIA, in partnership with Build America Bureau, will establish an approach to attract new projects into the RIA pipeline of projects, including monitoring the development of these new projects.



Resources

Consensus-building and coordination efforts have been ongoing in Tampa for years; this theme will continue as part of the Tampa RIA. FDOT has been integral on funding both the Tampa Arterial BRT Study and the InVision Streetcar Extension and Modernization, and will be vital to make those projects successful through implementation.

The City and HART will use their staff and offices to conduct all business to implement the project pipeline. The primary component of this overall RIA assistance will be developing an innovative financial plan to fund the capital improvements necessary to deliver the projects and identify and further develop sustainable funding sources for operations into the future. The RIA funding will fund two positions for the City of Tampa's Project Manager and Project Coordinator, two newly created positions after the successful award. The collective experience of both City and HART staffs and experienced project managers will utilize established Program and Project Management Plans and Design Criteria to complete project design and progress projects shovel-ready for construction funding and implementation through the organizational process shown.

Pipeline

See Section 3: Accelerator Proposal - Tampa RIA Pipeline of Projects.

Readiness

The City of Tampa and RIA partners will complete an initial plan to develop a combination of projects which will serve as the Regional Infrastructure Accelerator serving the Tampa Metropolitan Statistical Area.

The City of Tampa is a local government subdivision of the State of Florida. The City can enact its own resolutions, enter into contractual agreements, and seek financing autonomously.

The City of Tampa and RIA partners will ensure the governance structure, workspaces, and facilities are available for the RIA team. The City of Tampa will work with the RIA team to review the current form of governance and any potential changes to ensure success of the collaborative.

The City of Tampa and proposed partners have an extensive history of working together to complete construction projects for the region.

Underserved Communities

The City of Tampa is home to a continually expanding and diverse population. As of the last Census, the racial makeup of Tampa is 61% White, 23% Black, 7% identifying as two or more races, 4% Asian, and 4% identifying as some other race. The city's poverty rate is 12.7% with a median household income of \$55,634. Over 20% of Tampanians do not have access to a vehicle. Additionally, 46% of Tampa is within a disadvantaged community according to the US Department of Transportation (USDOT), totaling over 245k people⁶. These communities include East Tampa, West Tampa, Ybor City, and Sulphur Springs amongst others. All projects within the initial pipeline contain some portion within the Justice40 areas.

Over the past two years, the City has developed a data-driven, equitable approach to how we identify, plan for, and implement projects to distribute our limited resources based on the greatest need and ensure that all Tampa residents have safe and convenient mobility options. The Citywide Mobility Plan, called TAMPA: MOVES includes a set of Guiding Principles which guide how we prioritize projects: (M)obility: for All; (O)ppportunity: Promote economic vitality by improving the reliability and efficiency of the transportation system; (V)ision: Strengthen all neighborhoods throughout the city by providing health, sustainable, and resilient transportation solutions; (E)quity: Remove barriers and provide transportation options to the people who need it most; (S)afety: Enhance the safety and security

⁶ USDOT Justice Screening Tool:

<https://experience.arcgis.com/experience/0920984aa80a4362b8778d779b090723/page/ETC-Explorer---National-Results/>

of transportation for people of all ages and abilities. This same thoughtful approach will be utilized in the Accelerator in the selection of projects.

Self-Sustainability

The City of Tampa understands the RIA grant program is an important steppingstone to accessing financing for our infrastructure needs. The City and partners have the financial capacity to manage financing.

As part of the RIA project implementation, a model of self-sustainability will be developed. All partners are committed to developing a financing pipeline to develop and deliver the proposed projects for the region.

The pipeline of projects included in this study is intended to be self-sustainable through a combination of sources that will be explored by the RIA. Projects include expanding transit connections through a number of key corridors, including a fixed guideway corridor service from Downtown Tampa to Tampa International Airport/Westshore Intermodal Center, BRT from Downtown Tampa to USF, an extension of the Tampa Historic Streetcar System (the "TECO Line"), and multimodal connections to Brightline's new Tampa station, in addition to the trail connections for bikes and pedestrians citywide. The services identified in the above scope of work will support identification of revenue-generating opportunities to support the ultimate construction, operation, and maintenance of the services. The following strategies will be evaluated to develop a self-sustaining suite of accelerated and impactful transportation projects:

1. **Value Capture:** High-frequency transit and trail networks are proven assets which increase the value of adjacent real estate. This additional value will be captured in a variety of ways, such as with the increased property tax revenues in the area where the infrastructure is being developed or through the creation of a special tax district in the area immediately around the stations and streets that will be served by the new or expanded transit service. The anticipated increase in the assessed value of the surrounding properties can generate funding for these new projects through tax increment financing (TIF), in which funding is recouped through the issuance of bonds that are backed by a percentage of the increased tax revenues on the transit or trail corridor or around the transit station. The use of special tax districts is an established mechanism which has been used by the City and its partners. Additionally, in partnership with the Planning Commission and working with City Council, the RIA will identify opportunities to increase the zoned capacity parcels, allowing for more dense, mixed-use infill housing development, increasing the value of developable parcels and resulting in increased tax revenues.

2. **Local Tax Measures:** The RIA will evaluate the appetite for a local sales tax measure to support the development of the Tampa RIA projects. The successful “Penny for Pinellas” one-cent sales tax measure was approved by Tampa’s neighboring county - Pinellas County. Voters in 2017 supported the development and rehabilitation of public infrastructure including roads, intersections, bridges, and trails. The projected revenue collected from the tax measure is \$2 billion and 1/3 of the of the tax is paid by visitors and tourists to the region. In 2018, Tampanians resoundingly supported the concept of self-taxation to fund mobility improvements, demonstrating that the will of the community is there.
3. **Sponsorships:** Another example of a way for an agency to generate funds to develop and maintain transit services is to secure a corporate or institutional partnership for the naming rights of the new expanded service. For example, in San Diego, CA, the Metropolitan Transit System and University of California, San Diego (UCSD) entered into a 30-year agreement for \$30 million to rename one of the region’s light rail lines that was extended to the UCSD campus in 2021. The UC San Diego Blue Line has multiple stations on campus, and the University continues to capitalize on this major national public transit investment by building and acquiring properties throughout the corridor that are now directly served by the light rail line. In the case of the Tampa RIA grant, the Downtown to USF BRT service offers a similar opportunity for this large, public research university that educates over 35,000 undergraduate and 10,000 graduate students annually. The timing of a future BRT connection to USF will align with the estimated 2026 opening of the future on-campus football stadium that is currently under development.
4. **Private Development:** Brightline’s business model is grounded in the concept of developing TOD nodes with high-quality transit connections between each. The City is the preliminary stages of partnering with Brightline to develop a mixed-use project adjacent to the intended station location. TOD projects are eligible for significant federal funding in the form of low-interest TIFIA loans. The Tampa RIA will look to successful agencies from around the country such as Transbay Transit Center in San Francisco, CA, Denver Union Station in Denver, CO, and the Moynihan Train Hall in New York, NY which all leveraged this TOD-related funding to build lasting public infrastructure with mutual benefits for the development industry.
5. **Concessions:** The additional infrastructure that would be built as a part of the Tampa RIA pipeline of projects will establish opportunities for vendors to promote their brands and sell products. For the stations and infrastructure that are proposed to be built in the Tampa RIA grant, many companies would be interested in leasing commercial space for retail and hospitality

uses. This includes coffee shops, newsstands, convenience stores, restaurants, and clothing stores. Airports generate significant revenue and have a high demand from businesses to occupy these commercial units, and the benefits of an improved transportation hub, especially in the case of the Brightline connection to Tampa, would offer a similar opportunity to collect significant revenue through tenant space.

6. **Fares:** A small amount of revenue collected in the Tampa RIA pipeline of projects would come from transit fares, but these are generally used to support the operations and maintenance of the services on the system.

Risk

There is risk with a potential pipeline of nearly \$1.8 billion in regional infrastructure projects. However, there is a proven market for transportation services and facilities in Tampa, and the benefits with this scale of improvement program will be transformative to the Tampa Bay Area. There are also risks related to various project phases, but risk mitigation is part of every project that the City of Tampa approaches, large or small.

Alignment with Department Priorities

The Department's priorities outlined in the NOFO align with Tampa's vision – evidenced through Transforming Tampa's Tomorrow (T3) ⁷ and Tampa MOVES ⁸.



Safety

The Tampa Bay Metropolitan Area consistently ranks as one of the most dangerous places to walk and bike in the nation. In response to this trend, the City of Tampa is committed to reaching the goal of zero deaths and serious injuries on roads in Tampa, and to reversing the auto-centric transportation and land-use decisions that have contributed to an unsafe built environment for those walking and biking. This commitment was solidified when Mayor Jane Castor took office and publicly committed to Vision Zero in 2019. The City has further cemented its commitment through Vision Zero by joining the Vision Zero Network, creating a dedicated Vision Zero team within the City's Mobility Department, and by developing the City's first Vision Zero Action Plan. The Vision Zero Action Plan serves as the roadmap for how the City will reach its goal of zero fatalities and serious injuries on our public roadways by laying out specific strategies and actions to undertake.



⁷ Transforming Tampa's Tomorrow, www.tampagov.net/T3

⁸ Tampa MOVES, www.tpamoves.org

Expanding the city's transit network is one of the specific strategies laid out in the Vision Zero Action Plan. The projects outlined in the project pipeline will support this goal by creating premium transit connections between major activity centers, replacing auto-mobile trips on many of the city's High-Injury-Network corridors with transit trips. A study by the American Public Transportation Association⁹ found that transit is 10 times safer per mile than traveling by car and that metro areas can cut their traffic fatality rates 10-40% by prioritizing transit.

The Vision Zero Action Plan also prioritizes expanding the city's multi-modal network through the construction of low-stress bicycle facilities including multi-use trails, and neighborhood shared streets. The projects outlined in the project pipeline will significantly expand Tampa's network of low-stress bicycle routes. Repurposing the CSX rail line running from South Tampa to Downtown will provide a quality connection between two major activity centers while also providing a safe and low-stress alternative to roadways on the City's High-Injury-Network such as Bayshore Blvd. The pipeline also includes projects to transform many of Tampa's streets into low-stress neighborhood bikeways, controlling speeds and improving safety on residential streets. Projects like the River to Bay Bikeway along Gray Street also provide parallel routes to roadways on the City's High-Injury-Network like Kennedy Boulevard, while providing safe and protected crossing opportunities as intersecting roadways.

Environmental Sustainability

The City of Tampa is committed to building a more resilient and less carbon-focused transportation system that is accessible and equitable for all. The City's Tampa M.O.V.E.S. and Resilient Tampa¹⁰ plans reinforce this commitment by setting aggressive aspirational goals for the City to drastically increase mode share for walking, biking, and transit while reducing overall vehicle trips. By 2050 the City aims to have half of its commute trips taken by walking, biking, or transit and to have record low vehicle miles traveled (VMT) on our roadways. These goals are reinforced by the City's Climate Action and Equity Plan, which recommends reducing VMT, expanding transit, and promoting transit-oriented land use decisions as major transportation related strategies. To achieve these goals, the City will need to partner with various local and regional partners to invest in a more robust transit system and walk/bike network.

The projects proposed in the project pipeline were selected for their potential to kick-start the paradigm shift that will be required to meet the City's ambitious goals and transition our transportation system to a more climate-friendly, less

⁹"Public Transit: An Undervalued, Effective Vision Zero Strategy" <https://visionzeronetwork.org/public-transit-an-undervalued-effective-vision-zero-strategy/>

¹⁰Resilient Tampa, www.tampa.gov/green-tampa/resilience

carbon-intensive model. The proposed transit projects provide connections between major job-centers and residential areas with TOD potential. These projects would provide an immediate benefit by providing quality transit service that mirror existing commuting patterns, while also encouraging sustainable new development along transit lines to facilitate continued mode shift. The improvements to the low-stress bicycle network would similarly support mode-shift and VMT reduction goals by building quality connections between neighborhoods and essential services, making short trips by bicycle more safe, comfortable, and convenient.

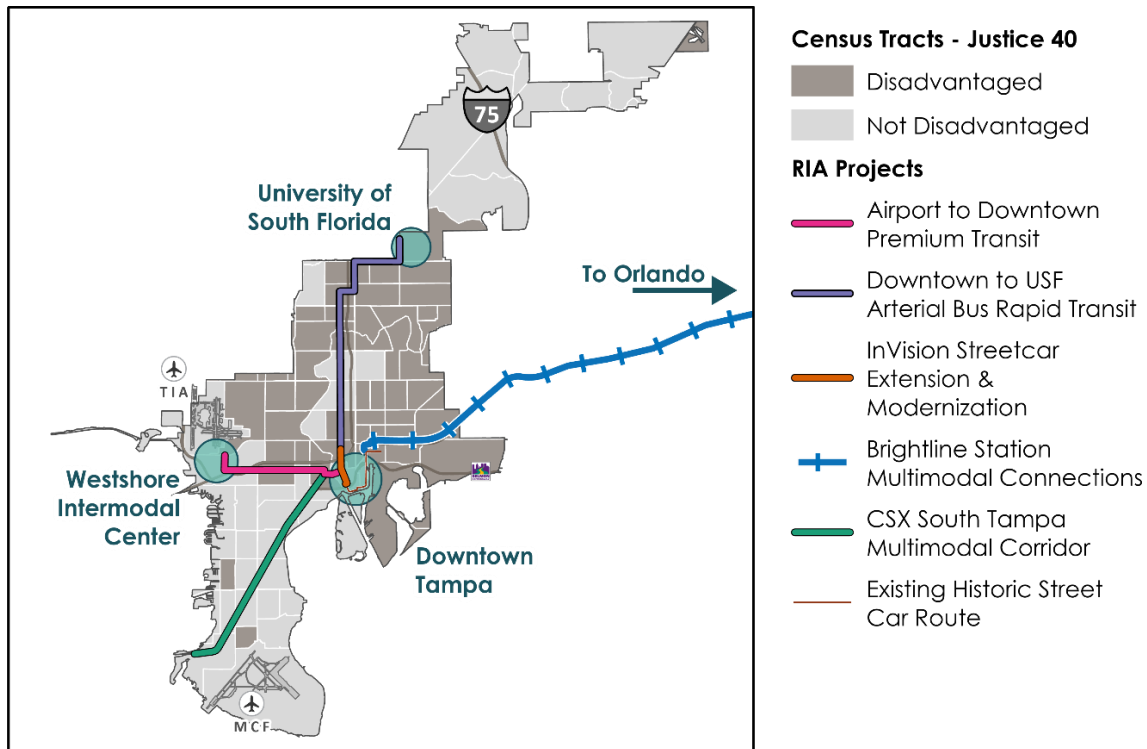
Equity and Accessibility

Expanding access to affordable transportation options is central to Tampa's vision for a more equitable transportation system. On average, Tampa residents spend 21% of their income on transportation costs, well above the national average. A major contributing factor to high transportation costs is the lack of affordable transportation options. Many residents lack access to quality transit service or comfortable walking and biking facilities. These impacts are felt the most in historically disadvantaged communities where residents are more likely to rely on transit, walking, or biking as their primary means of transportation. Increasing the quality of and improving access to transit was one of the key recommendations of a countywide equity assessment¹¹ completed by Hillsborough County in 2022.

The projects presented in the pipeline will start to address this need by creating premium transit connections between historically disadvantaged communities and major job centers. The Airport to Downtown transit project will provide an affordable and convenient connection from the historically disadvantaged community of West Tampa to over 97,000 jobs in the Westshore District and Downtown Tampa. The Downtown to USF BRT project will similarly connect the historically disadvantaged Tampa Heights, Sulphur Springs, and University area communities to two of the region's largest job centers.

The projects in the pipeline will also bolster Tampa's walk/bike network by creating low-stress routes connecting historically disadvantaged neighborhoods to jobs and essential services. These projects will also help to divert bicycle and pedestrian traffic off-of high-speed, high-crash roadways where people from historically disadvantaged communities are disproportionately involved in fatal and life altering crashes. These projects will help to remove the barriers of unsafe roadway conditions and ensure that those in historically disadvantaged communities are able to safely access jobs and services.

¹¹ Hillsborough County Equity Assessment, www.hillsboroughcounty.org/library/hillsborough/media-center/documents/bocc/community-equity-profile.pdf



Innovative Technology

The City of Tampa has a proven track record of incorporating safety innovations into its projects. The City and many of our regional partners were some of the first in the nation to embrace the widespread use of Rectangular Rapid Flashing Beacons (RRFBs) to enhance pedestrian safety at uncontrolled crosswalks, now recognized by FHWA as a proven safety countermeasure. The City continues to experiment with different innovative safety practices through both technology (connected vehicle/pedestrian detection technology, intersection conflict monitoring, etc.) and design (protected intersections, left-turn calming, etc.).

The City is also actively implementing innovative practices to enhance the regions' resiliency and sustainability. The city recently completed a solar sidewalk pilot project that uses solar panels embedded in the sidewalk to power a nearby traffic signal, improving the signal system's resiliency in the event of a major storm. The City also recently issued a \$36.6 million certified green bond for innovative stormwater and resilience projects including rain gardens, permeable pavement, and bioswales. Through this process, the City would work with partners to identify and incorporate these and other innovations into the projects in the pipeline.

The City also has experience implementing transformative projects using innovative project delivery methods. The city has leveraged progressive and traditional design-build project delivery to expedite the delivery of major projects including the federally funded \$24 million West River BUILD project. The City has

also developed an innovative quick-build program that leverages its strong in-house team to rapidly deploy safety projects using cost-effective materials. Through the process outlined in this application, the City will work with regional partners to identify innovative ways to deliver projects in the pipeline ahead of schedule and under budget.

The City is also committed to exploring every innovative financing opportunity available to deliver the projects identified in the pipeline. With limited infrastructure funding available, the City has a demonstrated history of resilience through continually exploring new and creative sources of revenue to fund needed improvements. This includes implementing assessments to fund stormwater needs, issuing bonds to fund sustainability and resiliency projects, partnering with local businesses and non-profits to fund safety improvements, and partnering with the State, County, and TPO to leverage outside funding for mobility projects. The regional collaboration proposed as part of this process will help facilitate the identification of creative and innovative financing methods to deliver the critical pipeline projects.

State of Good Repair

This proposed pipeline of projects is consistent with the Department's strategic objective to maintain and upgrade existing transportation systems. The current state of transportation and transit in Tampa is our region's Achilles Heel, and innovative funding is desperately needed to prolong the life of existing infrastructure.

1. The project is consistent with plans to maintain transportation facilities in a state of good repair and address projected vulnerabilities. The program of projects will enhance transit services in the region and reduce greenhouse gasses associated with mode shift from single-occupancy vehicles to less energy-intensive travel modes.
2. The City owns and maintains 2,800 lane miles of streets, and 40% of these streets are in poor or failing condition. The pipeline projects will reduce congestion and traffic on busy roadways while increasing bike boulevards, micro-mobility infrastructure, and the trail network. As we focus on addressing the High Injury Network, those roads will be resurfaced to pave the way for safer streets.
3. If left unimproved, both the transit assets and roadway infrastructure would be more vulnerable to significant increases in the cost to repair, maintain, and reconstruct projects. This threatens the overall network efficiency, movement of goods and people, and can limit economic growth that may

be associated with a lack of adequate transportation infrastructures to support the region's growth.

4. Part of the technical assistance being requested is to establish an innovative funding source to appropriately capitalize both transit and transportation infrastructures. Tampa's projected traffic growth volumes and the impact to the network operational level of service, will impact the public financing to maintain an acceptable level of service.
5. The assistance will also determine how sustainable existing funding sources such as the local gas tax revenue, HART Ad Valorem, and Streetcar Special Assessment funds are for operations and maintenance of transit into the future for operating the proposed program of projects.
6. Given the level of existing service on the proposed corridors, there is high confidence that existing resources can support a majority of the operations and maintenance and provide a sustainable baseline to build through RIA technical assistance. This plan will deliver a path to ensuring all projects included in the RIA are positioned for long-term viability and support the economic growth of the region.

Transit Oriented Development

HART was awarded an FTA TOD Planning grant in 2018, and the project focused on the future of communities along the planned routes for HART's Arterial BRT project and the City of Tampa's Streetcar Extension project. The study focused on opportunities for urban infill, incremental infill & adaptive reuse, suburban retrofit, and neighborhood intensification & conservation.

As a result of the study, the City has the tools and strategies to promote TOD and provide the foundation for planning along future guideway transit corridors in the City of Tampa and Hillsborough County. Recommendations from the study were based on context assessment and community engagement and included general guidance for potential fixed guideway corridors, specific corridor guidance, and station area recommendations. The City can utilize these tools for the pipeline of projects submitted in this application.

Since completion of the study¹², the City has worked with the surrounding neighborhoods and the private sector to entitle almost 2,000 multi-family units in mixed-use transit-oriented development along the corridor, with an estimated 200 affordable units for households earning below 120% of the area median

¹² HART TOD Planning Pilot <https://www.tampa.gov/city-planning/tod>

income. The City is focused on further implementing TOD through these pipeline projects.

1. All proposed transit projects align with or intersect corridors studied for TOD and are actively being advanced to implement policies that support TOD. There are many potential joint development opportunities with Brightline Trains and other local developers and investors into the Tampa Bay region.
2. Project Types: The proposed transit and transportation projects are also essential to advance safety through lane repurposing, road diets, and complete streets policies consistent with the City of Tampa Vision Zero program. Creating more desirable and faster transit projects also will help reduce reliance on carbon-intensive single passenger automobile trips, improve environmental sustainability, provide more equitable transit and transportation infrastructure, and provide more development opportunities including mixed-use.
3. Transportation Access: The program of projects will all increase accessibility for existing transit users to additional fixed-guideway transit (Arterial BRT, Streetcar Extension and Modernization, and Fixed-Guideway from Downtown/Ybor to Airport), potential future intermodal center for Brightline, existing Marion Transit Center with adjacent regional bus service, and potential Westshore Intermodal Center.

The Tampa RIA's and USDOT's strategic vision and priorities are aligned. The pipeline of projects includes TOD projects that will support safety, environmental-sustainability, equity, and accessibility for a mix of uses through improvements to and expansion of fixed guideway transit systems, intercity bus connections, and intermodal facilities. The City is committed to enhancing “economic vitality by connecting people to jobs, efficiently moving people and goods, and improving system condition, capacity, and reliability.” Objectives that support this goal include:

1. Investing in existing assets and funding needed maintenance projects and programs.
2. Improving multimodal surface transportation connections and intermodal terminals for passengers and freight.
3. **We believe that this pipeline of transformative projects will warrant a strong rating** given the nature of the projects, the attention to TOD, and the action taken collaboratively to advance TOD policies locally.