

YBOR CITY VISION PLAN



PREPARED FOR THE YBOR CITY DEVELOPMENT CORPORATION
TAMPA, FLORIDA

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provided background information, base maps, and completed the 2004 Ybor City Economic Market Analysis, from which this report draws considerable data.

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Historic Ybor Neighborhood Civic Association
Hillsborough Community College

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Ybor City is at a pivotal point, in a prime position to take advantage of its potential. It has almost all the pieces of a traditional neighborhood, many of which remain from its thriving 19th and early 20th century history. Yet after nearly a half century of neglect, followed by narrowly focused attempts at revitalization, numerous significant changes and investments still need to be made to bring in the people, uses, and quality of life services necessary for a fully functioning community.

During the last fifteen or so years, the City of Tampa made allowances to encourage business development in Ybor City. To attract tourists and visitors, Ybor City was given the moniker of an “entertainment district” and a relaxation of zoning laws was permitted to allow nighttime uses such as bars and clubs to act as a stimulant for economic development.

However, what seemed at the time to be a remedy has since become a hindrance. Marketing Ybor as an “entertainment district” has defined it as a single use area. The public perception is that of a place for drinking, rowdiness and roaming young people, an image that is reinforced by the “drinking mall” atmosphere created by the weekend night closure of 7th Avenue. This reputation, as well as actual crime problems, keep many potential visitors away. It has become clear to the City of Tampa that Ybor cannot succeed based on nighttime entertainment alone. At present, there is very limited daytime activity, and the bars contribute to a ghost town appearance until they open at night.

Fortunately, interest in owning a business, working, and living in Ybor City has recently grown. This change is evident in new restaurants, the TECO streetcar line, revitalization of historic buildings, and not least, a significant amount of new housing north and south of the historic core. With its momentum building, Ybor City can soon be at a point of transition to a healthy community with a mix of uses and a spectrum of age groups. What will be required is attention to the recommendations in this report and great effort on the part of all the groups involved.



A revitalized Seventh Avenue at dusk



Infill development on Eighth Avenue

Existing Conditions (Section II)

Current Market Conditions

In the spring of 2004, the Hillsborough County City-County Planning Commission released a report with a complete economic and market assessment for Ybor City. A detailed analysis of this report is discussed in Section II. Several of the summary points include:

- A projected population increase from 2032 people in 2000 to 4300 people by 2025.
- A projected employment increase from 8780 to 16,000 by 2025.
- Almost 900,000 residents living within fifteen miles of Ybor City, with a median household income of approximately \$43,000 per year.
- An increase in residential infill development.
- A strong warehouse and light industrial market.
- A growing office market, particularly in small historic buildings.
- A weak retail market.
- Projected growth of Hillsborough County and the Tampa Bay region.
- Recent development in downtown Tampa.
- Continued growth of the Port of Tampa.

Regulatory Environment

To enable the kind of development and quality of life that is desired by the community, various existing ordinances need to be reviewed by the city and amended. These include:

- Wet Zoning policies
- Zoning and Land Use
- Noise
- Parking
- Panhandling and Loitering
- Solid Waste
- Stormwater Management



Activating the night club storefronts

The Community Visioning Process (Section III)

To plan for the future of Ybor City, The Ybor City Development Corporation Visioning Committee decided to elicit a community vision for the area. The community visioning process lasted over a period of several weeks in December 2004. It consisted of many individual and group interviews, and three public meetings, one of which was a daylong workshop to solicit as many ideas as possible. The community reached a consensus of the following issues:

- 7th Avenue must expand and enhance its activity cycle, especially during daytime hours;
- Support additional infill redevelopment of residential units, especially south of 6th Avenue and east of 22nd Street;
- Create more parks and open space;
- Encourage arts and culture;
- Target specific retail markets for appropriate locations;
- Improve transportation linkages;
- Shift focus and marketing effort for events to emphasize daytime activity and historic/cultural heritage;
- Hillsborough Community College's future growth should be directed along lines that would encourage the students to circulate more widely into the community;
- Improve visitor friendliness and direction;
- Consider centralized management/merchandising for the historic core/7th Avenue;
- Expand wireless technology through Ybor City;
- Enforce existing codes;
- Build more parking and restructure parking methods for visitor friendliness;
- Continued streetscape beautification and crosswalk safety;



A civic plaza at Centro Ybor

The Vision Plan and Recommendations (Sections IV and V)

Implementation of the Community Vision will depend on the following four major areas of focus:

Organization and Management

- Formation of a Community Improvement Team to coordinate the vision plan tasks between YCDC and the City of Tampa and other appropriate agencies
- Formation and administration of a special assessment district for properties within the YC-1 zoning district to help fund community improvements such as a retail tenant lease incentive and a comprehensive parking strategy.

Regulatory Changes

- Enforce existing regulations regarding noise, solid waste, and illegal parking lots;
- Enforce existing building codes;
- Closely monitor wet zonings and consider new restrictions to limit aggressive promotion and the target marketing of younger patrons;
- Keep 7th Avenue open to traffic at all times;
- Reformat parking policies to shift costs from the customers to the property owners;
- Consider additional height and density in certain areas;
- Consider usage fees for disproportionate demand on public services;
- Establish appearance standards for 7th avenue storefronts;

Key Incentives

- Relax height limits for new development;
- Change fee structure for public parking;
- Provide lease rate subsidies for preferred streetfront tenants.

Capital Improvements

The physical elements of the Vision involve carrying out several capital improvement projects. These include:

- Renovation of the plaza/open space at Centro Ybor to form a stronger connection between 7th and 8th Avenues;
- Relocation of visitor's center, and improvement to 16th Street between Centro Ybor and the garage.
- Improvements to Centennial Park, to include a stronger link to 7th Avenue.;
- Construction of a new public parking garage at the eastern end of the historic core;
- Continued reinstatement of brick streets and commensurate streetscape elements, especially along 15th, 21st, and 22nd Streets;
- Grants for façade and storefront improvements to historic structures.

Funding for these improvements is expected to come from a variety of sources. The principal new source of funding proposed here is the levying of a special assessment on properties within the YC-1 district to fund incentives for more a more favorable tenant mix and to provide matching funds for parking improvements and other capital projects. Other funding sources could include state grants that apply to historic areas, as well as federal grants that support transit related projects (the first choice for a proposed new garage would be at the terminus of the streetcar line, opening the possibility of defining it as a transit improvement.

Other funding sources include the continuing stream of tax increment funds, which has in the past funded such items as streetscape improvements and open space enhancements. Some of the projects, such as the changes to the plaza at Centro Ybor, could be funded by private investors as part of a periodic renovation of the property. All of these factors, working in close coordination, will be necessary to complete the vision.

Ybor City is located less than two miles northeast of downtown Tampa, Florida. It was one of the city's most active neighborhoods in the late 19th century, known nationwide as a center of the cigar industry and a vibrant, multi-cultural melting pot. The study area for this vision plan consists of a roughly 540-acre area bounded by Nebraska Avenue on the west, Interstate 4 on the north, 26th Street on the east, and Adamo Drive on the south. An aerial photo of the area is depicted in Figure 2.1.



Figure 2.1 Aerial photo of the study area and boundary.

General Physical Conditions

Ybor City retains many of its original buildings and its traditional urban street grid designed in the mid 19th Century. Because of the significant number of contributing structures (those that are historic), Ybor City has the distinction of being one of only two National Landmark Historic Districts in the entire state of Florida. (The other is St. Augustine, settled by the Spanish in the mid 16th century.) Many of the original brick streets have been restored, with the eventual goal of restoring the rest.

The original street and block pattern actually extends well beyond Ybor City to the north and east. The typical block measures 350 feet by 200 feet, with a mid-block alley running parallel to the long sides. The long sides of the blocks, and the principal orientation of the lots, face the Avenues running east and west. This historic grid is still very much in evidence near the historic core, although it does show signs of erosion. Interstate 4 is a major intrusion into the grid, and now forms the northern boundary of the Ybor City study area, an area that actually was historically seamlessly connected to the East Tampa neighborhood to the north. Over the years, the historic grid has been disrupted in several places to create superblocks, mainly by the larger institutional landowners in Ybor. A sense of this overall pattern can be seen in Figure 2.1.

Many commercial and residential buildings, including the casitas and social clubs survive as legacies of Ybor City's multicultural history. Happily, the new diversity in the area continues to mirror this rich and fortunate past. However, the condition of these buildings varies ranging from restored to marginal to neglected. It often comes down to the individual structure – some houses have been restored; some are dilapidated, and others such as townhouses, are brand new. The streetscapes along 7th, 8th, and 9th Avenues and the commercial side streets have been restored with wide sidewalks, historic lampposts, street trees, and flowers. The residential streetscapes, like the homes themselves, are less consistent in their upkeep and beautification.

The overall effect is spotty and inconsistent. There has clearly been a lot of historic restoration as well as new development, but several aspects of contemporary development patterns and realities have had a detrimental effect on the historic character. Many of the larger institutional buildings do not sensitively integrate into the historic fabric, using planning and design vocabularies more suited to suburban, campus-like environments. Figures 2.2 through 2.5 depict some typical conditions in various parts of historic Ybor City.

It should be noted that the study area extends beyond what is considered the historic core. Although the Historic District extends north of Interstate 4, it does not extend too far east of 22nd Street. Parts of the study area, particularly the southern and eastern parts, are less historic and much more industrial in character. While most of the area was originally a residential neighborhood, the proximity to the port has caused the residential character of these areas to change over the years. There are a number of active commercial and light industrial properties in this area, many of them warehouses. Despite the change in land use, the overall street grid in these areas remains reasonably intact. There is also a considerable inventory of vacant land. Figure 2.6 depicts the conditions in the outlying areas, which in many cases are only several blocks from the historic core.

Perhaps the largest modern influence on the community has been the necessity to provide parking. The historic fabric of Ybor City was created in a time when modern vehicles did not have to be accommodated, and the streets could be lined with dense, but low scale structures that covered a substantial portion of the lot area and formed continuous and consistent street frontages. Many lots that are now used for parking once were occupied by structures that complemented the historic fabric, indeed, many of these were demolished for the express purpose of providing area for parking. This pattern is repeated in historic areas throughout the country; any area with even a modicum of modern urban activity requires parking, and generally, an area equal at least to the total building area is required to provide an adequate supply of parking.

II. Background and Existing Conditions

Ybor City has recognized this reality and has taken steps to consolidate its parking supply in several large garages. While this is the correct approach, it has proven controversial because it is expensive and runs counter to the typical consumer's expectation of parking immediately adjacent to his destination. It also is contrary to the historic accuracy, but some concessions have to be made to accommodate modern conditions. Nevertheless, a significant amount of parking remains in surface lots, and as long as they are used for that purpose, they cannot be used for other development that would help to fill in the gaps in the traditional urban fabric. It seems like a mundane issue, but a comprehensive and coherent parking strategy is probably the single most important ingredient in revitalizing a historic community such as Ybor City.

Other strategies can be used to mitigate (although not significantly reduce) the parking demand, and to a large extent, they mimic the historic pattern. When Ybor City was first developed, uses were tightly integrated so that it was possible to meet many daily needs by simply walking a short distance. Public transit was also available for the longer trips. Today, Ybor City is one of the few places in the Tampa Bay region where it is still possible to live, work, and entertain oneself without having to use an automobile to move between activities. The district itself contains a diverse mix of uses located within close proximity, and it is linked via streetcar to downtown Tampa and the Channel District. Frankly, it is one of the most attractive aspects of the Ybor City experience, and one that is gaining increasing interest among a segment of the population disenchanted with modern-day patterns of development.

Yet, as Ybor City clearly demonstrates, traditional urban environments have to be carefully nurtured to survive. Policies and development regulations must be differently conceived and applied. Twenty years ago, there was little development interest in Ybor City, and liberalizing the wet zoning regulations seemed like a strategy that would bring activity to this area by allowing uses that were very difficult to permit elsewhere. This has caused a concentration of wet-zoned establishments in the district, with a corresponding imbalance in the

distribution and integration of uses. While it still retains many characteristics of a vibrant and attractive urban experience, the district is not as commercially successful or viable as it should be. This issue will be discussed in greater detail in the next section.



Figure 2.2 Seventh Avenue is the heart of the Ybor City historic district.

II. Background and Existing Conditions



Figure 2.3. Seventh Avenue, despite its charm, lacks daytime activity.



Figure 2.5. Residential infill is a growing trend.



Figure 2.4. Improvements in the historic core include the Centro Ybor shopping center and street car service to downtown Tampa.



Figure 2.6. There is considerable vacant land and industrial uses located south and east of the historic core.

B. Market Assessment

Background

An economic market analysis of Ybor City was prepared by The Hillsborough County City-County Planning Commission in March of 2004. The study area was bounded by Nebraska Avenue on the west, Interstate 4 on the north, 26th Street on the east, and Adamo Drive on the south, containing about 540 acres. The report provides a valuable compilation of data on the study area. Some of the salient points include:

Residential population in 2000 was 2032, for an overall density less than that of the region, but projected to roughly double to 4300 by 2025.

Total employment in the area is 8780 and is projected to roughly double by 2025, to 16,000. The area behaves more as a commercial activity center than a residential area.

Ybor City is well located within the Tampa metropolitan area. Almost 900,000 residents live within fifteen miles, with a median household income of approximately \$43,000 per year.

Land Use is relatively diverse and includes the following:

- 1.6 million square feet of residential, of which about 1 million square feet is multi-family.
- 1.8 million square feet of warehouse and light manufacturing (predominantly warehouse)
- 2 million square feet of commercial, which includes:
 - 600,000 square feet of retail
 - 800,000 square feet of office
 - 130,000 square feet of hotel
 - 490,000 square feet of restaurants, bars, and night clubs

- 346,000 square feet of public and institutional uses
- 1.1 million square feet of parking garages
- 1.9 million square feet of vacant land and surface parking lots.

There are an abundance of wet-zoned properties, particularly on 7th Avenue. This is the highest concentration of wet-zonings in the city.

The market assessment conveys a number of positive trends occurring in Ybor City. The area is clearly in a growth mode, and will continue to attract economic activity. The analysis also makes clear that there is substantially more to the area than an entertainment district or tourist destination. This a broadly diverse neighborhood that could function much like its historic role as a fully functional community, with all necessary services and uses for daily life located in close proximity. The reasons for its current shortcomings are complex, although some can be traced back to broad socio-economic trends and policy directions that affect our nation as a whole. They can be summarized briefly as follows:

1. Since World War II, much of our growth has responded to the demographic bulge of the “baby boom,” which has for many years been focused on the suburban, single-family living environment. This emphasis has come at the expense of established inner-city areas, many of which were largely neglected.
2. An over-reliance on the personal automobile as the principal means of transportation. The tremendous demands this places on infrastructure as well as the overall development pattern is only now becoming well-understood.
3. Land use policy that tends to segregate uses into single (or limited)-purpose districts.

In practice, these broad influences have had negative effects on established developed areas such as Ybor City, since it did not fit the pattern of this new reality. In the north part of the study area, the “urban renewal” of the 1960’s caused the wholesale demolition of entire blocks of the historic development pattern. If Ybor City had not been established as a National Landmark Historic District in 1973, the erosion of the historic character would have been even more severe.

Now, however, there is a renewed interest in established urban neighborhoods as an alternative to conventional development patterns. Such areas have typically been attractive to the creative and artistic elements in our society, and the attraction has gradually spread to a broader segment of the community. Ybor City is well positioned to capitalize on this trend, but must understand its position in the development market and establish appropriate policies to support its vision.

Regional Factors

The future development of Ybor City must be cognizant of other development trends in the surrounding region. Several are noted here.

Overall Regional Growth

According to the 2000 US Census, Hillsborough County grew by 19.8% between 1990 and 2000, adding 165,000 people to end the decade with a population of 999,000. While this is fairly strong growth, it actually trails the state of Florida’s growth rate of 23.5% over the same period. As an attractive sun-belt state with a pro-business regulatory climate, growth in Florida should remain strong for the foreseeable future.

With state growth management policies increasingly concerned with conserving natural resources, overall growth patterns will place greater emphasis on infill redevelopment in established areas. The City of Tampa Comprehensive Plan already incorporates special provisions

for Ybor City, designated as both a Regional Attractor and an Urban Village, both of which offer the ability to increase the intensity of development over what would be permitted in the surrounding suburban areas. We may thus infer that, under the proper market conditions, growth in Ybor City could exceed the growth rate for the region as a whole.

Downtown Visioning and Redevelopment

Like virtually every other downtown at the center of a predominantly suburban metropolitan area, downtown Tampa seeks to evolve to be more than a daytime business district. The preliminary results of a visioning process currently underway for the downtown area is revealing several familiar desires: the need for a more diverse mix of uses to expand activity around the clock, with a particular focus on spurring additional residential development in downtown. Medium to high-density residential development is already helping to revitalize the nearby Channel District, and this trend will likely continue at a robust pace. As residential density approaches a critical mass, neighborhood service retail such as grocery and drugstores will be added to the mix.

Downtown also serves as the focus for many regional attractors such as the convention center, the aquarium, and the Forum. This helps to diversify the mix of people and activities in the area, and establishes the downtown area as more than simply a place to do business. A strong and vibrant downtown can only help Ybor City, which is close by and connected to downtown by streetcar service.

Port of Tampa

The Port of Tampa, located just to the south of Ybor City, is the largest port in Florida, accounting for about half of the total tonnage moving through all of the ports in Florida. As the region grows, port activity can be expected to increase.

The proximity to the port has caused a concentration of warehouse and light industrial uses to locate in the southern part of Ybor City. While the port will continue to grow in the future, the focus of this growth is likely to occur further to the south, where there is additional

land available, and the distance to open water is less. Ybor City lies at the northern end of the channel, where growth is geographically constrained.

The cruise industry has been growing, with new facilities located near the downtown/Channel District area. This brings additional tourists to the region and presents an opportunity for Ybor City to attract additional visitors.

Low Income Housing

A substantial number of low income housing units lay between Ybor City and downtown. Two large developments, one of public housing and one of subsidized housing, will likely encounter additional pressures to redevelop as downtown and Ybor City continue to grow. The land will become increasingly valuable; the current housing pattern is relatively low density, as well as representing an older philosophy of housing that concentrates the low income residents together. Inevitably, this area will redevelop, and the opportunity arises to intensify the development here by adding additional uses to a mixed-income housing strategy.

Hillsborough Community College

HCC has a successful, growing campus in Ybor City that serves as a focus for their creative arts programs. This forms a natural affinity with the activities in Ybor City, and further growth in the campus facilities presents the opportunity for the student activities to blend more seamlessly with the everyday activities of the area.

These regional factors should continue to place Ybor City at the center of a growing, prospering region.

Current Market Conditions in Ybor City

Based on the background information in the market assessment and our own investigations, we can draw the following conclusions about the current state of the market in Ybor City.

Residential infill development is strong. Current construction activity focuses on multi-family rental and condominium projects, townhomes, and rehabilitation of historic single-family structures. Sales prices are averaging \$160 per square foot, which is relatively strong considering the negative image and transitional nature of the area. Further growth can be expected in this market segment, concentrated primarily south of 6th Avenue as well as in the eastern portion of the study area.

The office market is quite strong. Most of the space is in smaller increments, much of it located in historic structures. Only a few buildings, such as K-Force and TECO would be considered Class A space, but lease rates nevertheless average in the \$14 to \$19 range. The space is attractive to smaller, creative businesses such as advertising, design professionals, and attorneys who like the proximity to downtown and the traditional urban character.

The hotel market, though small, is extremely successful. It is able to maintain high occupancy rates since Ybor is attractive to the leisure as well as the business traveler. Rooms are able to command a premium over comparable properties located elsewhere in the region. Additional growth could be anticipated, although assembly of a sufficiently large parcel could be a challenge. Smaller, boutique hotels and bed and breakfast establishments could do well.

The retail market is relatively weak. The best space is located in and around Centro Ybor, which has about 15% of its space vacant and many tenants paying less than optimum lease rates.

The retail environment suffers from poor tenant mix and lack of critical mass. The lack of central management and merchandising standards is fairly typical for this kind of traditional “Main Street” environment, but places it at a disadvantage to the professionally managed retail mall. Lease rates in Centro Ybor range from \$10 to \$20, while ground floor frontage on 7th Avenue ranges from \$12 to \$15 for the most centrally located blocks. Selected small spaces may exceed \$20, although this is not the norm.

Restaurants and bars are in abundant supply in Ybor City; indeed, the area is known primarily for this. The concentration of these uses is due to a liberalization of several policies that were designed to spur revitalization activity in Ybor City. In particular, the waiver of separation requirements between wet-zoned establishments and the waiver of required parking ratios made this a very attractive location for these uses. While many of these establishments continue to do well and provide much of Ybor City’s unique character, there is clearly evidence of an oversupply condition among these uses. Additionally, the concentration of these uses has displaced other uses that could provide more daytime street life and activity in the area.

Warehouse and light industrial space comprises a surprisingly large amount of the total building area in Ybor City, about one quarter of the total. Business owners cite the central location, easy access to the highway network, and proximity to the port as key factors influencing their decision to locate here. Many of those decisions were made decades ago, however, when land here was cheap. Property values (and taxes) have increased dramatically, and many of these properties will likely turn over to more intensive development as time progresses.

Future Potential

The Planning Commission’s market assessment anticipates an approximate doubling of residents and employment in the study area by

2025. The momentum is clearly positive, but the challenge remains to ensure that this growth can be accommodated within the existing urban framework while respecting the historic structures and development pattern.

It seems clear that the greatest growth pressure on existing land uses will fall on the vacant land and some of the warehousing and industrial uses. Most of this turnover is expected to happen in the southern and eastern portions of the study area. Much of the historic core around 7th Avenue is constrained by renovation limitations on historic structures, while much of the public and institutional uses in the north and west portions of the study area are established and stable.

Signs of this future transformation are already evident. The focus of residential redevelopment is currently concentrated around 4th and 5th Avenues south of the historic core, but this activity is beginning to spread to previously overlooked areas further to the south and east. Many of the industrial and warehouse properties occupy relatively large tracts, making assembly of a sizeable redevelopment parcel much easier. Some of the recent offers on these properties are beginning to take on a speculative cast, but in the long run, this should be a continuing upward trend.

The surface parking lots – some of these are really just vacant lots – will be particularly susceptible to redevelopment, but this will, of course, impact the existing parking supply. An area-wide parking strategy will be necessary to ensure that orderly infill of these parcels can occur. This is particularly important for two reasons: 1) the surface parking lots detract from the historic pattern, and 2) the provision of adequate off-site parking is almost a necessity for effective infill redevelopment of smaller, urban parcels. Strategies and incentives for a balanced parking plan will be addressed elsewhere in this report.

Some repositioning of the retail market will be required to make Ybor City a more attractive daytime destination. Some of this must happen on 7th Avenue, but the opportunity also presents itself to spread retail uses onto 8th Avenue as well. Centro Ybor, in particular, should

explore strategies to draw pedestrian traffic northward to its less successful space.

Part of the retail repositioning question, of course, gets back to the proliferation of wet-zoned establishments on 7th Avenue. Some of the current tenants are not open during daytime hours, a factor which inhibits the ability to liven the streetfront with sufficient activity to interest the shopper. Various strategies for activating these storefronts need to be explored. In particular, it will be important to have strategies in place to monitor the turnover of existing establishments with a view to replacing them with a more balanced tenant mix. While the retail environment is not especially strong today, this is more due to a lack of sufficient concentration and diversity than with any fundamental flaw in the basic design. Open air, “Main Street” retail environments have been a successful strategy of late, and Ybor City offers the real thing. Its principal disadvantage vis-à-vis the mall is the lack of consistent management and merchandising standards.

Overall, the strong growth in residential development will bring a moderating influence to the uses in the area. The commercial environment will naturally evolve to a more balanced mix that reflects neighborhood service uses as well as the regional draw of the more unique, one-off retail and workplace choices. The potential exists for Ybor City to become more like it once was: a complete functional community with all the basic needs of the resident in close proximity. Since this pattern is not the contemporary norm, however, it will require a well conceived set of regulations and incentives to achieve.

C. Existing Regulatory Environment

Current conditions in Ybor City may, in large measure, be traced to regulations and policies that were adopted in order to spur redevelopment in the area. Several decades ago, when older, inner city areas were out of favor with the development community, aggressive incentives were necessary in order to induce revitalization activity. The City of Tampa put in place several regulatory incentives that have

played a large role in shaping Ybor City today. The most important ones are discussed below.

Wet Zoning Policies.

The City of Tampa uses a fairly unique method of permitting uses for the sale of alcoholic beverages, which it terms “wet-zoning.” These provisions are documented in Chapter 3, Alcoholic Beverages, of the City of Tampa Code of Ordinances. Wet-zoning amounts to an additional right granted to a property, generally commercial, to sell alcoholic beverages. Subject to certain conditions for the proper maintenance of this right, it runs with the property and can be conveyed along with the property itself. This process is independent of the state’s licensing procedures, which are granted to the owner or the business entity rather than the property. Various designations of wet zoning are recognized, such as beer and wine only, beer, wine and liquor, restaurant (at least 51% of sales attributable to food,) and package stores.

Elsewhere in the city, wet-zoning is subject to a minimum separation distance between wet-zoned establishments. This provision was waived for Ybor City as a way to spur development activity. This, along with other incentives granted by prior administrations to bring development to Ybor City, has resulted in a proliferation of wet-zoned establishments in the area, with a notable concentration along 7th Avenue. Indeed, for many years, Ybor City was the easiest place in Tampa to get a wet-zoning designation. There are over 100 wet-zoned properties in the study area, with over 60 of them located on 7th Avenue.

Zoning and Land Use

As a National Landmark Historic District, Ybor enjoys special treatment under the City’s zoning regulations. The zoning regulations applying to Ybor City are documented in Article VIII of Chapter 27, Zoning, of the City of Tampa Code of Ordinances.

The intent of Article VIII is to establish a set of land development regulations that specifically promote and preserve the historic district

and its landmarks. To that end, the regulations contain many provisions that reflect the unique characteristics of this district, such as minimum (even zero) building setbacks, and fairly generous (compared to suburban standards) floor area ratio and building coverage standards. Building height, on the other hand, is generally limited to 45 feet.

This height limit will keep new structures in the three to four story range. This is appropriate as far as historic compatibility, although it does place a fairly hard upper limit on the development potential of a site. An increase in height in certain locations, perhaps permitted by variance only, should be considered as an incentive to further redevelopment.

In accordance with the general historic pattern, a wide variety of uses may be mixed together in the various zoning districts, especially in the historic core.

The historic fabric of Ybor City, and its distinctive status as one of only two National Historic Districts in Florida are its most exceptional features. To preserve the National designation, contributing historic structures may not, in general, be demolished nor substantially altered in exterior appearance. Interior remodeling may be fairly dramatic, but the fundamental dimensions of the original building envelope cannot be significantly increased, if at all. These regulations will preserve the designation and the inimitable character of Ybor City, but also have an effect on property valuation. At present, historic structures are being appraised at the same value as non-historic structures. This is not an equitable valuation, and thus often prevents property owners from rehabilitation of their structures. A different method of valuation for historic properties should be considered.

One of the most permissive aspects of Article VII is the requirement for off-street parking. It is not required at all in the historic core, and the minimum ratios elsewhere are quite low by contemporary standards. This effectively counters what is typically one of the biggest barriers to infill redevelopment on small, urban sites. Parking, besides

using a lot of land, is quite expensive, and relieving the developer of the need to provide it on-site is a major redevelopment incentive.

Other Ordinances

Noise. This ordinance is intended to limit the noise that can be generated by any given property. In a district where residential uses are in close proximity to late-night entertainment uses, the potential for conflict exists. The current limits for noise generation are 85 dbA and 87 dbC, measured at any point along the property line. These limits are quite high, and one would be hard pressed to find a jurisdiction that permits louder noises to be generated. Nevertheless, a number of complaints are reported on a regular basis. The culprits are usually outdoor performance and entertainment venues, particularly those on an upper level or a rooftop, and those establishments that maintain a relatively open storefront.

Solid Waste. The tight, urban layout of the buildings in the historic core of Ybor City poses a challenge for solid waste management. While the historic blocks all had alleys, many of them are quite narrow and cannot accommodate the waste containers and still maintain a passable way. The bar and night club uses are also fairly heavy generators of solid waste, and must accommodate an inordinate number of waste containers. In some cases, the containers are stored within the traditional storefront display windows, which does not make for an attractive view from the street. There have also been reports of debris from inside some establishments being hosed and swept into the storm drains, which is illegal.

Parking. Parking regulations are fairly rigidly enforced in Ybor City, with parking tickets issued on a regular basis for only slightly exceeding the permitted parking time. This appears to be one of the most efficient functions in the district, but one, alas, that has driven away many a disgruntled customer. While available parking is somewhat limited, there is

actually an abundance of parking at most times, albeit located a block or two from one's destination. For visitors accustomed to the abundance of free parking in suburbia, this requires some readjustment, but the parking situation is reasonably convenient at most times of the day.

The zoning regulations for Ybor City also establish minimum standards for parking areas. Lots that charge for parking must have adequate lighting and be attended until the last car has departed. These provisions are intended to mitigate the proliferation of the opportunistic vacant lot being used for makeshift parking, but it does not appear to be adequately enforced.

Stormwater. The City of Tampa has recently amended the stormwater detention provisions for Ybor City. Previously, detention requirements had been waived as an incentive to redevelopment. It has now become evident that flooding concerns must be addressed, and that Ybor City properties must contribute to the mitigation efforts. The amended ordinance calls for new or redeveloped properties to detain stormwater on-site or, alternatively, pay an in-lieu fee into a stormwater management fund. For many of the established properties, the latter option will be the more likely.

Panhandling and Loitering. The presence of homeless people and vagrants is an unfortunate by-product of urban life. They want to be near a concentration of other people whom they can approach for donations. While this is unpleasant for those approached, current laws can only limit persistent or aggressive panhandling.

D. Constraints and Opportunities

Many constraints and opportunities were identified in the public meetings and the discussions with stakeholders. Almost everybody

recognized the seeds of enormous potential in Ybor City, which, with new ideas, can grow organically from its history, its former identity and its well preserved urban fabric.

Yet the same people also realize that the current situation is far from what it ought to be, and that some dramatic steps will be necessary to fulfill Ybor's latent greatness. Changing many realities as well as perceptions is in order. The citizens have novel ideas for creating a neighborhood replete with culture, education, innovation, entrepreneurship, recreation, and community, much the way Ybor used to be, though now in contemporary ways. The following are the specific constraints and opportunities that emerged in discussion:

Constraints

- Negative public image. Ybor City receives persistent bad press as a result of incidents related to late-night activities. This inhibits investment and relocation of higher status uses to the district.
- Proliferation of bars and wet-zoning. Besides contributing to the negative image of Ybor City as a drinking mall for youngsters, the sheer number of these establishments displaces other uses that could be occupying the space.
- Parking availability and convenience. While parking is actually readily available at most times of the day, it is not in the usual suburban form of abundant free parking directly in front of one's destination.
- Limits on redevelopment of historic buildings. Because of the protections on historic properties, they cannot be substantially increased in area, and renovation can be quite expensive.

- Zoning limits on density and building height. These limit the intensity that a development can yield, and therefore a ceiling on the potential development value.
- Port and industrial related truck traffic. Truck traffic on 20th and 21st Streets is quite heavy and forms a virtual barrier that is intimidating for pedestrians to cross.
- Physical barriers of the surrounding highways. By their nature, these highways separate Ybor City from the surrounding neighborhoods and make it seem cut off and isolated.
- Lack of clarity in code enforcement responsibility. Many of the code enforcement gaps can be traced to a lack of coordination among City departments and confusion by the citizen as to whom to approach regarding a particular problem.
- Perception as an entertainment district inhibits broader tenant choices. The area is known for night-time entertainment, and uses that may not be compatible find it hard to attract capital and compete for available space.
- Limited availability of public funds. Public improvements generally require public funds. Further public investment in Ybor City must be justified by the promise of an eventual return on investment.
- Future retail potential based on residential growth. As residential use in the area increases, demand for additional retail, particularly neighborhood service retail, will increase.
- Growth of regional tourist traffic due to increased cruise business, convention center growth, and downtown/Channel District activities.
- Growth of HCC programs and activities. HCC is in need of more space, and should consider expanding physically into the district, especially the historic core. This will attract more daytime activity to the area, and further diversify the uses in the district. Also, HCC Radio could become a community station for all of Ybor, and expand its on-air hours.
- Unique environment defined by historic and multi-cultural roots. There is nothing else in the Tampa Bay area quite like Ybor City.
- Redevelopment of public housing as mixed-use and mixed-income neighborhood. This large reservoir of relatively low density and under-utilized land will not remain that way for long.
- Expansion of streetcar service. This provides for a stronger connection between Ybor City and downtown, and further residential development could enhance the streetcar's attractiveness as a commuter alternative.

Opportunities

- Momentum of residential redevelopment. This will likely continue at a strong pace, and will gradually change the demographic and land use demand for the area.
- Availability of vacant land. There is a considerable inventory of vacant land, with relatively few constraints on development.

Conclusion

The above chapter revealed the current situation and issues facing Ybor City, including physical conditions, a market assessment, the existing regulatory environment, and perceived constraints and opportunities.

Putting them all together, it becomes apparent that there are many different factors that must be addressed. Yet they are not insurmountable; they will simply require dedication, persistence, partnerships, government support, time, and funds. There are so many wonderfully concerned and involved parties, however, that they, working together will be able to achieve what they set out to do.

A. Background

During the two weeks of November 30 – December 14, 2004, the process of identifying the Vision of the Ybor City Community consisted of a series of public meetings, small public group discussions, and the completion of written questionnaires by citizens. The objective of the process was to generate as much input and public discussion as possible, so that all groups could hear each others' opinions, reach points of consensus, and agree upon appropriate methods of solution to the acknowledged problems and issues.

The elements of community involvement can be described in two broad groups. The first component was the stakeholder/ key group discussions and written questionnaires, and the second was the more structured Charrette process. This chapter will describe in detail the meetings and results of both parts of the community effort. It should be noted that the Ybor City community is extremely engaged in shaping the future of the area, and thus a broad spectrum of participants contributed widely to the effort of identifying a Vision. This section will elucidate the consensus points of this Vision, and Chapter V of this Plan will present the necessary steps to implement this Vision

B. Stakeholder Meetings/ Community Group Discussions

The Ybor City Development Corporation and Civic Design Associates held five days of discussions with various civic, government, resident, business, educational, property owning, and tourism groups. Each discussion focused on either government input or the perspectives of the various interest groups, yet almost all were open to the members of the public, regardless of the discussion's topics of interest. Following is a list of the groups who participated in the discussions held on November 30th, December 1st, 9th, 10th, and 13th, 2004.

Tuesday, November 30
Tampa Mayor Pam Iorio

Wednesday, December 1

Members of Tampa City Council
City Tampa Staff Departments: Arts and Culture, Code Enforcement, Land Development Coordination (zoning, wetzoning), Tampa Police, Parks and Recreation(including Special Events), Legal Staff, Revenue and Finance/Budget, Tampa Fire Rescue, Parking, Stormwater, Water Department, and Transportation.

Thursday, December 9

Barrio Latino Commission and Staff
Tourism (TBCVB, Convention Center, Aquarium, Streetcar) and Special Events
Hotel, Restaurants, and Movie Theater
Bars, Clubs, and Night-time Entertainment Venues
Residents and Property Owners

Friday, December 10

Economic Development Organizations (YCCC/ YCDC, Hillsborough County, Tampa Chamber of Commerce)
Office, Retail, and Creative Artistic Industries
County Commissioner Ronda Storms (via conference call)
Cultural and Educational Institutions (HCC, Ybor Museum Society, Social Clubs)
Industrial and Heavy Commercial Businesses and Property Owners
Pat Bean, Hillsborough County Administrator

Monday, December 13

County Commissioners, incl. Mark Sharpe, Kathy Castor, Ken Hagan, Brian Blair

Wednesday, January 5 and Tuesday, February 15

Vision Committee workshops

C. The Vision Workshop

The Vision Workshop was conducted as a sequence of two related public meetings. The first meeting is used to introduce the project and the process, and to set the stage for the second meeting, where the public engages in an interactive planning exercise to envision the future of their community.

The first public meeting was held Wednesday, December 8 at 6:00 in the evening at the Children’s Board Building. This marked the beginning of the weeklong community input process. After an introduction by YCDC Staff, Jim Hill of Civic Design Associates conducted the two hour session. The purpose of the session was to assist the participants in thinking about the issues they would like to address in Ybor City and to present them with a toolkit of ideas to use in developing their own visions for the area.

Jim outlined the process for the all-day Saturday planning session and engaged the audience in a unique experience by conducting a “consumer preference survey.” The survey consisted of a presentation of approximately 40 photographic slides of housing, streets, sidewalks, retail stores, parks and open spaces, natural environments, architectural styles, and other subjects. The participants were asked to grade each slide on a scale that expressed their opinions or preferences for each condition. On Saturday morning Jim presented the results, discussed in Appendix A.

The main portion of Wednesday evening’s agenda consisted of a presentation to introduce the attendees to the issues to be addressed in the visioning process. Background information on Ybor City was presented as well as a discussion of some of the major elements to be considered in a successful revitalization plan. Issues such as land use and zoning, housing, transit, attractive street life characteristics, and parking strategies were presented by showing examples, both good and bad, from other communities. Approximately 45 citizens attended the Wednesday evening session

On Saturday, December 11, approximately 25 people attended the all-day workshop held at the Children’s Board. The session began by showing the participants the results of their community image survey. The results gave everybody an idea of the kinds of places the community as a whole liked and disliked. They were then able to refer to these images while creating their own new visions for Ybor City. Next, participants were broken into design teams of between 3 and 7 people, and each team was given a table, a large base map of the Ybor City project area, and drawing tools. Six teams were formed, and after several hours of discussing, deliberating, and drawing, each team presented its ideas for Ybor City (in written, and/or drawn form) to the entire group. After all of the team presentations, the entire group participated in a discussion to compile and a list of the consensus items identified by all teams. There was also considerable discussion of several topics about which there was no clear consensus.

The specific points discussed are enumerated below. The point are grouped into a number of broad categories, but are not listed in any particular order of preference or priority.



Figure 3.1 The public at work during the Vision Workshop.



Figure 3.2 The public at work during the Vision Workshop.

Elements of Consensus

7th Avenue:

7th Avenue must expand and enhance its activity cycle, especially during daytime hours:

- Diversify uses, especially street level tenants.
- Activate the frontage of night clubs to present a more varied and visually interesting face to the pedestrian.
- Police should be more actively engaged as welcome ambassadors.
- Offer the option of valet parking for selected locations.
- Improve and maintain the historic building fronts.

Residential

Support additional infill redevelopment of residential units, especially south of 6th Avenue and east of 22nd Street.

- Reinstate alleys as functional service and parking access elements.
- Encourage smaller, boutique hotels and bed-and-breakfast uses.
- Maintain mixed-use zoning throughout area.
- Facilitate rehabilitation of existing historic homes.
- Allow selective increases in height and density outside of historic core in exchange for certain public amenities.
- Actively enforce the existing noise ordinance.

Parks and Open Space

- Create more walkable streets by enhancing streetscape, introducing traffic calming measures, and reinstating brick streets.
- Provide additional park space, especially in predominantly residential areas.
- Improve Centennial Park and create a stronger connection to 7th Avenue.

- Provide additional public restroom facilities.
- Enhance landscaping along railroad corridor to mark the change in character to a quieter, more residential area.

Arts and Culture

- Target creative retail for recruitment.
- Provide incentives for studio and gallery space.
- Improve mix and balance of festivals and special events to focus on daytime use.
- Consider using some industrial space for “heavy” art studios.

Retail

Target specific retail markets for appropriate locations:

- Urban grocery, drugstore, and neighborhood service establishments such as dry cleaners should be located along Nebraska, Nuccio, Adamo, and 21st/22nd Streets.
- “Main street” unique retail and creative retail concentrated along 7th Avenue.

Transportation

- Work with downtown/convention center to encourage use of streetcar.
- Consider the addition of a lunchtime rubber-tire trolley shuttle between downtown and Ybor City.
- Monitor progress of crosstown connector; re-design 21st and 22nd Streets to be more neighborhood-friendly local streets.

Events

Shift focus and marketing effort for events to emphasize daytime activity and historic/cultural heritage.

- Hold earlier in the daytime and evening.
- Consider small-scale weekly events such as Jazz night, etc.
- Make more active use of Centennial Park for craft fairs, open markets, etc.
- Re-introduce street performers on a controlled basis.

Hillsborough Community College

HCC’s Ybor City campus has been very successful, experiencing strong growth and providing a positive influence in the community. Its future growth should be directed along lines that would encourage the students to circulate more widely into the community:

- Future expansion of facilities should be more integrated into the fabric of the community rather than insular and campus-like.
- Consider occupying vacant storefront space on an interim basis, particularly for more active uses such as art studios, coffee shop, or bookstore.
- Further concentrate creative and hospitality programs at the Ybor City campus.

Tourism

- Strengthen connections between Ybor and downtown/Channelside; promote Ybor as a viable option for the business traveler.
- Improve signage and wayfinding, add informational kiosks (on 16th).
- Encourage the development of additional hotels.
- Improve pedestrian/vehicular safety, especially at crosswalks and by providing additional traffic calming measures.
- Relocate Visitors Center, preferably on 16th between Centro Garage and 7th Avenue.

Marketing

- Consider centralized management/merchandising for the historic core/7th Avenue.
- Hire management specialist to improve tenant mix and visual interest of historic core.
- Branding: De-emphasize the image as an “entertainment district” and re-direct toward the historic and multi-cultural assets.

Technology

- Ybor City should be a continuously active Wi-Fi hot spot to encourage more business and student activity as a part of the everyday street life experience.
- HCC Radio = Ybor radio: Should be the voice of the community, broadcasting educational programs as well as information and marketing for the area.

Code Enforcement

Many existing codes are being unevenly and insufficiently enforced, including:

- Noise ordinance.
- Solid waste: location and staging of containers.
- BLC standards for façade treatment and appearance.
- Building and life-safety code violations.
- Loitering in parking lots.
- Minor parking infractions are too aggressively enforced, discouraging return visits.

Parking

- Build additional public garage on east side of district.
- Reduce the aggressive enforcement of parking infractions, increase the use of “courtesy” tickets.
- Consider re-structuring parking fares to encourage more use of garages and fairly valuing the on-street parking.

Urban Design

- Consider burying overhead utilities.
- Increase use of awnings and balconies for inclement weather.
- Improve lighting levels on side streets and parking areas.
- Improve crosswalk design for pedestrian safety.
- Restore brick streets wherever possible.



Figure 3.3 Public presentations during the Vision Workshop.



Figure 3.4 Public presentations during the Vision Workshop.

Elements of Disagreement

While the community was able to reach a consensus on a number of issues, there were clearly points on which no clear consensus emerged. Foremost among these was a range of issues that may be broadly grouped under the heading of wet-zoning, night clubs, etc. Several points were discussed:

Wet-Zoning

- Closure of 7th Avenue during peak times. There was disagreement about whether to do it at all; if so, at what times, and how best to administer it. Opponents of the closing cited the carnival atmosphere as one that promoted excessive drinking and at times intimidating crowd behavior. Proponents of the closing cited the ability to better control and distribute the crowds and the elimination of cruising as a traffic flow consideration.
- Admission of 18 to 20 year olds into wet-zoned establishments. Many thought that not allowing those under 21 would mitigate the unruly behavior of these youngsters, who seem to be the cause of much of the problems regularly reported. Opponents of the ban pointed out that this does not cause this age group to simply disappear, but that there would be even less oversight of their activities than would occur inside an establishment.
- Many of the aggressive marketing practices, such as hawkers and drink specials, were decried by some, but defended by others as legitimate exercises of free speech and commerce.
- Limitations on new wet-zonings. While it was generally agreed that there was an unusually heavy concentration of wet-zonings in Ybor City, many did not think that new restrictions would be appropriate. Some potential new uses, such as a hotel, would be welcomed, and would expect to have wet-zoned status in order to offer the full range of services.

Centro Ybor

While many thought that Centro Ybor provided an anchor of moderating and stabilizing influence to the district, others thought that the project did not fit in to the overall character. The project is having some difficulty financially, which raises the question of whether the support should be continued. The project represents a significant investment by both the public and private sectors, as well as anchoring a key location in the heart of the district, so that a viable strategy for its future has to be a key part of the overall vision for Ybor City.

Entertainment District

The term “entertainment district” is used by many to describe Ybor City. While this is clearly the case and the source of most of the visitor traffic to the area, it is also the source of most of its notoriety. Some feel that the term is too limiting, and de-emphasizes the wide range of daytime activities that occurs in Ybor City. A more inclusive and holistic image should be pursued that presents Ybor City as a diverse, mixed-use activity center, a neighborhood as well as a destination, that also includes a strong entertainment aspect.

D. Written Questionnaire

A written questionnaire was given to all participants of the public meetings on Wednesday evening, December 8 and the Charrette workshop on December 11. The purpose of this questionnaire was to allow individuals to identify personal issues of importance and to express their concerns and hopes for Ybor City, in a private and independent forum. The responses assist the consultant in understanding the opinions of the citizens and incorporating them into the overall Vision.

The results of the questionnaire revealed many concerns and issues for Ybor City. They are summarized below (not in order of priority, but rather grouped into categories). The statements may conflict with each other as they are expressions of many people with different points of view. A list of individuals who filled out the questionnaire can be found in the Appendix, along with a copy of the form.

Ybor's Strengths:

- National Landmark Historic District.
- Historical and Cultural Significance.
- Architecture.
- World renowned history.
- Diversity and “bohemian” culture.
- Cleanliness.
- Proximity to downtown, the airport, the Interstate.
- Pedestrian friendliness and pedestrian scale architecture.
- Urban/mixed use center.
- Small town, community atmosphere.
- Daytime atmosphere.
- Locally owned restaurants and businesses.
- Active nightlife.

Ybor's Weaknesses:

Wet Zonings/ Bars / Nightclubs

- Proliferation of wetzoned properties/ too many liquor only businesses.
- “Carnival midway” atmosphere creates a feeling of chaos, fueled by the alcohol driven businesses.
- Noise.
- Too many drink specials.
- Type of person attracted to the nightclubs.
- Too few wholesome events.

Seventh Avenue

- 7th Avenue looks vacant during the day because of closed bar storefronts and lack of retail.
- Limited daytime activities.
- Lack of unity among retailers and stakeholders.
- Lack of incentive program for retailers.
- Too many chain stores and franchises.

Negative Public Image

- Negative local image.
- Lack of media attention on the positive aspects of Ybor.

Parking

- Ticketing is too aggressive.
- Location is not convenient to destinations.

Safety and Crime

- Safety issues at night, perceived and real.
- Crime.
- Panhandlers and vagrants.
- Improper police deployment.

City Governance

- Lack of Code enforcement.
- Lack of vision on the part of the city.
- Over restrictive requirements to obtain outdoor café license.

Ybor's Opportunities:

History, Culture and Architecture

- Capitalize on National Historic District designation and rich history.
- Rehabilitate historic buildings.
- Ease BLC restrictions on historic buildings.

Economic Development

- Economic Development campaign is needed.
- Plenty of space for new uses.

Residential

- Opportunity for an increased housing market.
- Large loft buildings could be utilized.

- Unique opportunities for infill residential.

Wi-Fi City

- “Bathe” Ybor City in wireless network pickup to encourage a modern outdoor and community lifestyle.

Retail

- Opportunities for infill retail development.
- Give incentives to property owners to lease to independent retail businesses, but not chains – tourists are looking for unusual stores.
- Allow outdoor cafes.
- Attract a mix of age groups.
- Community and business mixture.

Marketing and Tourism

- Establish a marketing budget and rebuild image : run a “Myth/Reality” campaign.
- Media “blitz” to attract more tourists as well as new residents and businesses.
- Expand hotel/lodging business.

Hillsborough Community College

- Involve HCC physically and culturally in the Ybor Community as well as in planning for Ybor’s future .

Ideas for the future.

(Please note, these are not consensus items, but rather individual statements. The Consensus Vision can be found in Section IV.B. below.)

Neighborhood Lifestyle

- A village feel: mix of retail, offices, residences, restaurants, a safe playground for children.

- Mix of housing, businesses (including government offices, library, and shops), arts, nightclubs, and greenspaces.
- Improved residential options.
- Neighborhood facilities like small drugstore, grocery, bookstores.

Parks, Sidewalks, Streetlights

- Safe, green spaces within walking distance of residents.
- Create linear park along the north side of Adamo from 26th Street to Channelside.
- Residential areas need sidewalks and streetlights.

Café Society

- A Café Society: urban, mixed use and family friendly place to live.
- Remove street parking and widen sidewalks for outdoor cafes (allow wet zoning for outdoor cafes).
- Places to dine, dance, and shop in a well-lighted environment.
- Encourage artists and creative businesses.
- Street entertainers.

Capitalize on History

- Create greater awareness of National District status.
- Rehabilitate historic buildings to BLC standards.

Law enforcement

- Neighborhood “beat” police.
- Make panhandling and loitering illegal.
- Redeploy police as “Ambassadors of good will” who can assist visitors.

Special Events

- Weekly arts and crafts events – bring in families.

- Hold the “drink-ups” at the Fair Grounds.
- Have an annual music festival similar to South by Southwest in Austin.

Tourism

- Actively encourage tourism.
- Create outposts and informational kiosks manned by informed individuals.
- Ybor City could become the #1 place to visit in Tampa for tourists, residents, businesses because of its history and culture.

City Governance

- Get rid of nightclubs that only attract young people.
- Reduce noise at night to attract consumers with money to spend.

E. Additional Research and Initial Feedback

From Sunday, December 12 to Tuesday, December 14, the consulting team performed additional site research and analyzed the findings of the Saturday Charrette. On the afternoon of the 14th, an initial report was given in a public meeting to the Visioning Committee of the Ybor City Development Corporation. Following the meeting, the consultants returned to their offices in Delray Beach and Houston, TX to prepare the Vision Plan for a second public meeting with the Visioning Committee on January 5, and a Public Presentation on January 10.

The consultants met with the Visioning Committee and attending members of the public on January 5, 2005 to present their initial recommendations for Ybor City. Discussion ensued about the Vision Statement and other aspects of the recommendations in order to prepare for the Public Presentation.

F. Public Presentation and Follow-up

The Ybor City Vision Plan was presented to the public at the Children’s Board building on the evening of January 10, 2005. Attendance was high; over 100 people came out to see and hear how their suggestions and comments from the December 11 Charrette were incorporated into an overall vision. This presentation concentrated primarily on addressing the vision: Ybor City was depicted in its future ideal state to demonstrate how a successful execution of the plan might appear. An outline of the steps necessary to achieve this was presented in summary form; the main objective was to gauge the community’s reaction and affirm the general direction. The details of implementation were subsequently addressed in a series of YCDC committee meetings to discuss and respond to various aspects of the plan. The following committees met to provide commentary to the plan:

Arts & Cultural Affairs
Parking and Valet
Comprehensive Planning and Infrastructure
Seventh Avenue
Law Enforcement
Special Events
Marketing

Finally, the Ybor City Development Corporation Board met on January 25th to consider the recommendations of the plan and to offer their comments.

The cumulative commentary, as well as other public comments that were received, were incorporated into the preparation of the final plan, presented in Sections IV and V of this report. It should be noted that the substance of this report remains the consultant’s recommendations. While much of the commentary was incorporated into the final report, it was important to maintain this document as an independent analysis and recommendation. In some cases, the desires expressed by certain elements in the community were conflicting, and had to be resolved according to the consultant’s expertise and judgment.

A. Vision Statement

The vision plan for Ybor City is intended to serve as a guide to future growth and evolution of the district. The vision will serve as a set of guiding principles against which any future actions can be evaluated.

While the vision consists of a number of different elements, strategies and specific recommendations, it should be embodied in a simple and concise vision statement. This statement proved to be anything but simple to write, and was the subject of considerable discussion among the Vision Committee, the YCDC Board, and the consultants. Many key phrases and components were evaluated, with the inevitable result that the statement became unwieldy as too many of them tried to be incorporated into a single statement. Key phrases that seemed to recur in the discussions include:

- “complete urban experience”
- “something for everyone”
- “authentic”
- “historic and multi-cultural heritage”
- “live, work, and play”
- “unique”
- “creative”
- “dynamic”

The statement was finally distilled to the following:

Ybor City, a National Landmark Historic District, is a unique urban community melding beautiful historic architecture, a celebrated multi-cultural heritage, a bustling “main street,” creative businesses, and livable neighborhoods into one of Tampa Bay’s most desirable places to live, work, visit, and be entertained.

B. Goals and Guiding Principles

The Vision for Ybor City should be guided by the following principles:

1. Any new development or redevelopment should be compatible with the historic urban form. This is not limited to structures, but also applies to the basic street grid. For example, mid-block alleys should be maintained or reinstated as service and access ways, and the closure of streets and consolidation of several blocks into superblocks should be actively discouraged.
2. Land use mix should strive for a maximum diversity and integration of disparate uses, with a view to creating a round-the-clock activity cycle. In particular, creative and artistic enterprises should be targeted for growth.
3. Central management and authority should be strengthened. Tightly integrated, dense, and multi-functional urban districts function best when activities are coordinated. Certain services such as parking management, retail merchandising, marketing, etc. can be more effectively delivered by ceding individual authority to a larger entity.
4. Pedestrian and transit activity should be emphasized. Vehicular traffic should be carefully directed and controlled, with a view to making the historic core more pedestrian friendly.
5. The character of the district should continue to build on its multi-cultural heritage, emphasizing its history as the Latin Quarter of Tampa.
6. Balance. The diverse, funky mix of activities is Ybor City’s principal strength, but the overall mix of activities should be carefully monitored to ensure that no one element dominates at the expense of the others.

7. **Economic Viability.** Future investments in Ybor City should be based on a sound economic strategy that will enhance the value of the properties and businesses in the district.

Since many of the challenges faced by Ybor City can be related to the concentration of wet-zoned establishments, a set of goals and guiding principles is presented for policies and actions related to these establishments.

1. **Public safety is of primary importance.** Any strategy or policy must be evaluated in light of its effect on public safety, and those which enhance it should be favorably considered.
2. **The economic impact of the industry should be identified and recognized.** The contribution to the local economy is substantial, and an overly punitive approach to regulating the industry will likely have a negative effect on visitor traffic.
3. **Co-existence with other uses.** Wet-zoned establishments will enhance their standing in the community when they minimize their impact on neighboring uses.
4. **Manage rather than limit.** A straightforward enforcement of reasonable policies is preferable to arbitrary limits on future wet-zonings.

The elements of the vision plan presented in this section were evaluated against a number of criteria, but ultimately, were tested against the principles listed above as a measure of consistency and coherence.

C. General Characteristics of the Vision

The vision statement and guiding principles for Ybor City suggest that there is a strong foundation to build upon. Ybor City does not desire a radical transformation, but is seeking to take corrective action against several issues that are hindering its progress. Most people that know Ybor well understand that it offers a unique and historically authentic urban environment that is attractive to many. It has already made many prudent moves as a redevelopment area to enhance its future potential. Yet it clearly suffers from an image problem that is, unfortunately, rooted in reality. While it may not, in fact, be the most unsafe area in Tampa, the concentration of entertainment uses makes it a natural focus for media attention and exposes it to disproportionate public scrutiny. Sensational news about the latest night club altercation will garner a lot of public attention, even though it may not be the most pressing issue facing the region.

Clearly, the negative image has to be addressed. But, it must also be recognized that the negative image is the result of a relatively narrow set of activities confined to a relatively small portion of the overall area. The vision has to encompass all of Ybor City, indeed, the areas surrounding the historic core should be seen as a moderating influence that should help to dilute the focus on the negative aspects.

Ybor City is a fairly large area that contains several discernible sub-areas of differing character, and which offer different opportunities for future development. These different sub-areas are identified in Figure 4.1. What most visitors consider to be Ybor City is the core historic area centered on Seventh Avenue. This area contains the largest concentration of historic structures and also the largest concentration of bars, restaurants, and retailers so is consequently the best known.

Most of the areas surrounding the historic core are transitional. Once largely residential when the Ybor City community was at its peak, the area attracted a number of industrial and institutional uses after the original community declined. It is once again transitioning to residential use, albeit at a higher density than the original development.

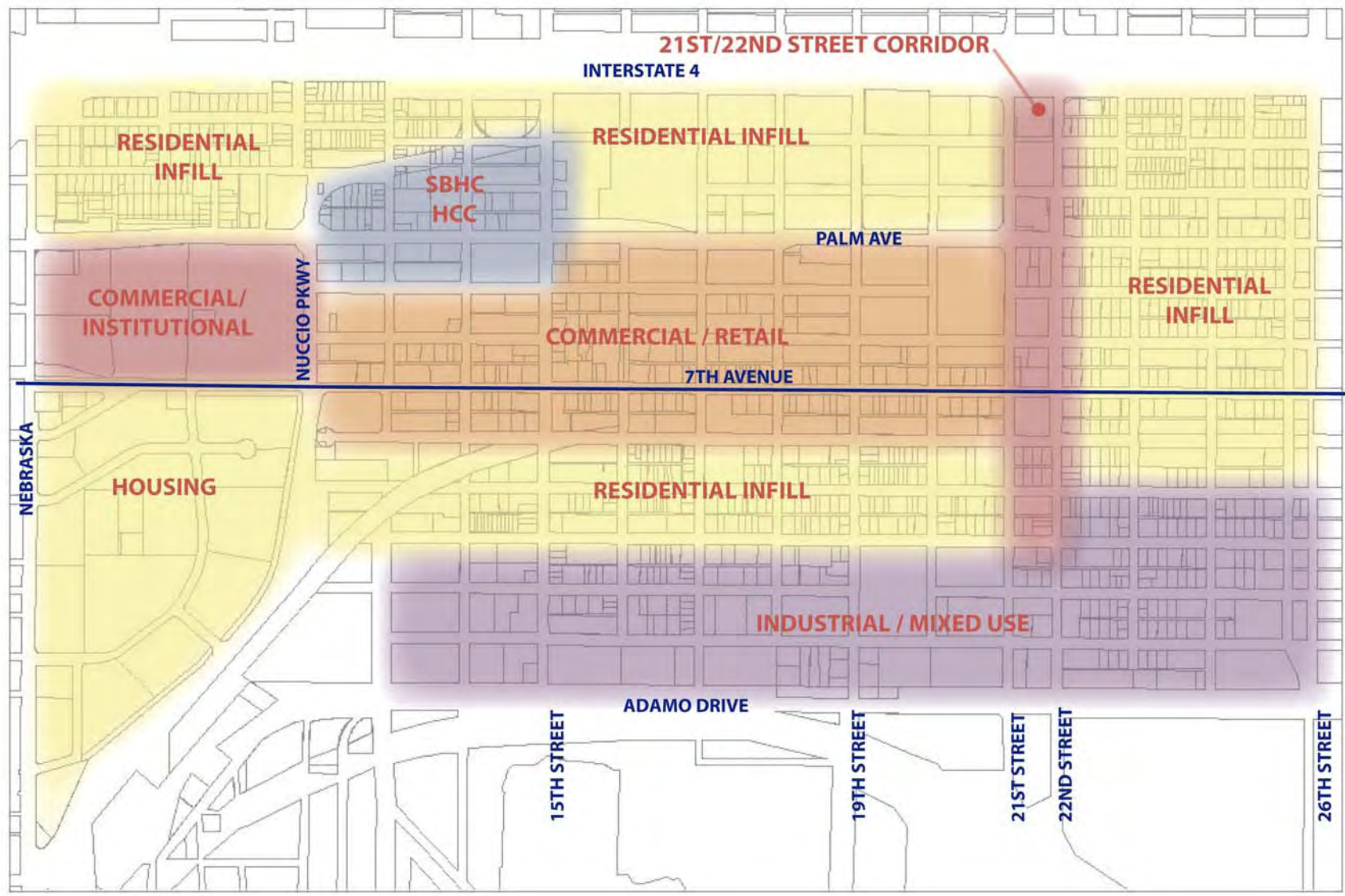


Figure 4.1 The Ybor City Sub-areas

These areas are indicated as residential infill, but should not be seen as being essentially similar in character. The areas immediately south and north of the historic core will fill in with denser housing such as townhomes and condominiums, whereas the areas east of 22nd Street will be lower density, with a higher proportion of single family units. The eastern area is also likely to be the last area to transition.

Some of the outlying areas represent special development opportunities. Each is briefly described below.

The Adamo corridor contains a number of properties that are light industrial uses on relatively large parcels, i.e., already assembled for redevelopment. While the southern boundary faces the elevated Crosstown Expressway, it offers an opportunity for denser and higher buildings than could be built elsewhere in the district.

Much of this area does not lie within the CRA and would thus not contribute to the tax increment available to support other elements of the vision. Since it could undergo significant redevelopment, however, the impact of this potential should be carefully considered and coordinated with the rest of the development activity in Ybor City. This area could supply a lot of housing units, transit trips, and pedestrian activity to support the revitalization of the historic core. Done badly, it could negatively impact the character of the entire area. A more detailed planning study of this corridor is recommended.

The concentration of industrial uses makes the Adamo Corridor a unique case in Ybor. While some of the properties wish to redevelop, others are worried about being displaced. Historically, Ybor City was a working neighborhood that integrated workplaces as well as housing, so any future plan for this area would need to recognize the existence of the industrial component as a part of the area's special character.

The 21st and 22nd Street corridor offers an opportunity to introduce neighborhood service commercial uses such as groceries, cleaners, etc. These streets are easily accessed by automobile and offer a number of potential redevelopment parcels. The traffic characteristics of the

streets themselves will eventually change as truck traffic is rerouted to the proposed Crosstown Connector. These streets have the potential to become quieter, more pedestrian friendly streets and less of a barrier separating the eastern part of the study area from the rest of Ybor City.

The east side neighborhood, east of 22nd Street, has only recently been included in the study area as part of the Ybor 2 CRA. While it is currently not generating much increment, this will change in the future as residential development interest begins to move east. These areas have recently been included in the YC zoning overlay, with districts that allow for somewhat denser residential development with some mixed use in the areas south of Seventh Avenue. The concerns of this neighborhood, for the moment, are focused on the more basic needs of infrastructure improvements, code enforcement, and additional park space.

The southeast area, although not technically within the study area, is pivotal because it occurs between Ybor City and the Channel District and downtown areas. It is currently occupied by a large subsidized housing project that has been the focus of recent redevelopment proposals. While the latest proposal ultimately failed to gain governmental approval, it is inevitable that this area will soon transition in character. Ideally, it will become a denser, mixed income neighborhood that includes subsidized housing along with market rate units. This arrangement would support both Ybor and the downtown with additional residents, transit riders, and potential small commercial infill tenants. These redevelopment efforts should be closely monitored and supported.

Together, these sub-areas have the potential to work together as a true, functioning urban neighborhood. The historic core would serve as the downtown, surrounded by a lively variety of walkable residential areas, and served by several special purpose districts.

D. Physical Elements of the Vision

The Vision for Ybor City has several components. Much of the revitalization strategy can be implemented by amendments to the existing regulatory framework. The regulatory actions and incentives described in Section V can be accomplished fairly readily, assuming a strong public consensus to proceed in a certain direction, followed through by the requisite public policy action and appropriate enforcement efforts. This section will deal primarily with another aspect of the Ybor City vision, that of any physical improvements that need to be made to support the goals and objectives of the vision. Many of these were articulated during the public sessions, although some were generated by the consultants as a response to the desires expressed by the public.

At present, Ybor City faces some significant development challenges. The negative image can, to some extent, be countered by renewed public relations and marketing efforts, but the district must ultimately deliver on its promise of a safe, active, and appealing environment if the public is to keep coming back. While the basic physical form of the district is sound, certain improvements would be desirable to make it even more viable. This also represents a funding challenge, since, unlike regulatory action, it requires a significant capital investment.

Although the basic physical fabric of the district is well-established, it will continue to develop and intensify. This development activity must be carefully coordinated with the overall vision. The improvements outlined in this section are designed to address certain shortcomings in the current physical environment, but also to create a framework for successful infill development by the private sector.

Area-Wide Considerations

There are several broad trends that will affect the future form of the district. Each is discussed in turn below.

Residential Infill. The area is currently experiencing strong growth in residential development. In fact, this is not limited to the study area itself, but extends into several surrounding neighborhoods. East Tampa and the Channel District are both seeing substantial development activity. As for Ybor City itself, residential infill is seen all around the historic core. Substantial infill opportunities still exist to the north and south of 7th Avenue, but momentum is likely to increase in the area east of 22nd Street as well.

The residential growth is a positive trend, particularly as it advances the vision of Ybor as a fully functioning neighborhood with all of the needs of residents located in close proximity. Many had expressed a desire to enhance the attractiveness of Ybor as a residential area by introducing such neighborhood service uses as grocery stores, dry cleaners, etc. The location of these uses is largely market driven, however, and will only occur once there is sufficient critical mass of residential units in the area.

While the momentum of residential development is positive, the plan can and should address several factors that will help to keep this trend going:

- Current limits on density, floor area ratio, etc., should be evaluated to ensure that a wide range of opportunities are available. Specifically, the ability to grant additional development rights under certain circumstances would help the district to gain additional development value while also providing for needed amenities. These development incentives are discussed in further detail in the Implementation Section of this plan, Section V. It should be noted that this additional development intensity is not appropriate for all areas, but should be concentrated primarily south of the historic core and along the Adamo corridor.
- Law enforcement, or the perceived lack thereof, can be an impediment to future development. Neighborhoods are more successful when they are perceived as being safe, and this, in all fairness, cannot be said for all parts of the study area.

- Gentrification and affordable housing. As the area continues to gain popularity as a residential redevelopment area, prices will continue to escalate. The new units are not necessarily affordable to the lower ranges of the income scale, and existing residents may be forced to move due to escalating property values. The residential development needs to incorporate an affordable housing component, preferably well-integrated with the market rate units.
- The existing subsidized housing located in the southwest portion of the study area presents a significant opportunity to rethink the form and distribution of low-income housing in the area. A recent redevelopment proposal for this area failed to gain the necessary governmental approvals, but additional ideas for this property are likely to emerge in the near future. A clear vision that includes a well-integrated mix of market-rate and subsidized units, with possibly even some small scale neighborhood commercial uses, should be established as a criterion for evaluating future development proposals.

Role of the Large, Institutional Uses. Hillsborough Community College and the Sheriff's Department both occupy several blocks of Ybor City and bring a large number of users into the district on a daily basis. Both are important influences that enjoy being in Ybor City, have expressed a desire for a continued and expanded presence here, and are willing to better integrate their functions with the surrounding area. HCC is continuing to grow; while they will likely expand their facilities in the future, they can also further integrate some of their functions into the district's daily activities. Elements such as a bookstore, art studios and exhibit space, as well as other public interface programs could have a stronger presence on 7th Avenue. This would expand student activity beyond the campus and lend an air of vitality and creative energy to the district.

Similarly, the Sheriff's Department brings a strong law enforcement presence to an area that seems to want more of it. While it has historically ceded jurisdiction to the Tampa Police, the new administration has indicated a desire to be a better neighbor, and even a

relatively passive, though visible, presence should help to deter criminal activity. The Sheriff's facilities also present an opportunity to partner on an additional parking structure that would bring needed parking to the east end of the historic core and creating additional development opportunities.

Street Improvements. The construction of the proposed Crosstown Connector will divert a significant amount of heavy commercial traffic from 21st and 22nd Streets to the new highway link, located to the east of the district. Currently, the heavy truck traffic on these streets makes them intimidating for the pedestrian to cross and acts as a natural barrier. It tends to cut off the area to the east from the historic core, and is likely inhibiting some of the redevelopment potential of the area.

21st and 22nd Street should be reconfigured and improved to act as quieter neighborhood streets once the Crosstown Connector is complete. The full impact of the diverted traffic will likely require a traffic study to determine the feasibility of such alternatives as reducing the number of lanes, introducing on-street parking, or possibly converting both streets to two-way traffic. Due to the configuration of the Interstate 4 on and off ramps, this latter possibility may be less feasible, but all of these options should be studied. The eventual goal should be for these streets to accommodate slower, calmer traffic that would serve as a gateway into the neighborhood from the north, and provide access for a number of new neighborhood service uses. These two streets would serve as an ideal location for something like a grocery store, since they provide convenient access to the immediate neighborhood as well as to the regional highway network.

The improvements for 21st and 22nd Streets should also be in keeping with the historic character of Ybor City. Brick paving and the traditional streetscape elements would enhance these streets esthetically and provide a more pleasant experience for pedestrians.

Other streets should also be programmed for improvements. 15th Street, in particular, is another street that connects under Interstate 4 to the East Tampa area. It is another natural gateway into the district

from the north, as well as being one of the principal access routes into the heart of the district.

Enhanced Connections to Downtown. Ybor City is only minutes away from downtown Tampa and is already connected by a transit link. While the streetcar is currently underutilized, it connects two fast growing areas, and passes through another (the Channel District,) all of which are considered inconvenient areas to park. As more residents move into all three areas, there will be increased demand for both work and leisure trips. Tourist traffic can also be expected to increase, particularly if Ybor City is successful in achieving other aspects of its vision and enhancing its attractiveness as a leisure destination.

Seventh Avenue

Seventh Avenue is currently, and historically, the heart of Ybor City. Many, if not most, of the historic district's contributing structures are located on Seventh Avenue, and it, more than any other street in Ybor City, projects that traditional Main Street character that refugees from the suburbs find so appealing. Yet Seventh Avenue, upon closer inspection, shows signs of distress. Some buildings are in a poor state of repair. While the vacancy rate is not unusually high, it appears to be higher than it is since many of the tenants are bars and night clubs that are not open during most daytime hours and have not made their storefronts appealing or interesting to passersby. At most daytime hours, Seventh Avenue is virtually deserted of pedestrian activity because it offer very little of interest to pedestrians.

This can be addressed in various ways. The tenant mix is not diverse enough and needs to include more uses open during the daytime. It is likely that some of the bars and night clubs will close within the next several years due to an oversupply that will cause a natural attrition. This is to some extent already evident in the aggressive marketing and "drink specials" offers that some establishments are promoting in an attempt to snare a larger proportion of a weakening market. This turnover needs to be actively monitored and other, more desirable tenants should be at the ready to fill these vacancies. A pro-active means of addressing the tenant mix would be to offer lease incentives

for preferred categories of tenants, so that building owners would be motivated to lease space to different types of tenants. Further detail on this incentive structure is discussed in the implementation section of this report.

For wet-zoned establishments that are going concerns, a variety of measures are suggested to activate the storefronts. Several options are diagrammed in Figure 4.2 The minimal treatment would consist of simply higher standards for the material displayed in the windows. This would not impact the current operation of an establishment at all. For those establishments that are new or being renovated, incentives could be granted for using a shallow portion of the frontage for other purposes. In just a few feet of depth, display windows could be included that could be leased to a neighboring retail store that could use additional display space. It might even be used as an enticement to visit stores that are located off of Seventh Avenue.

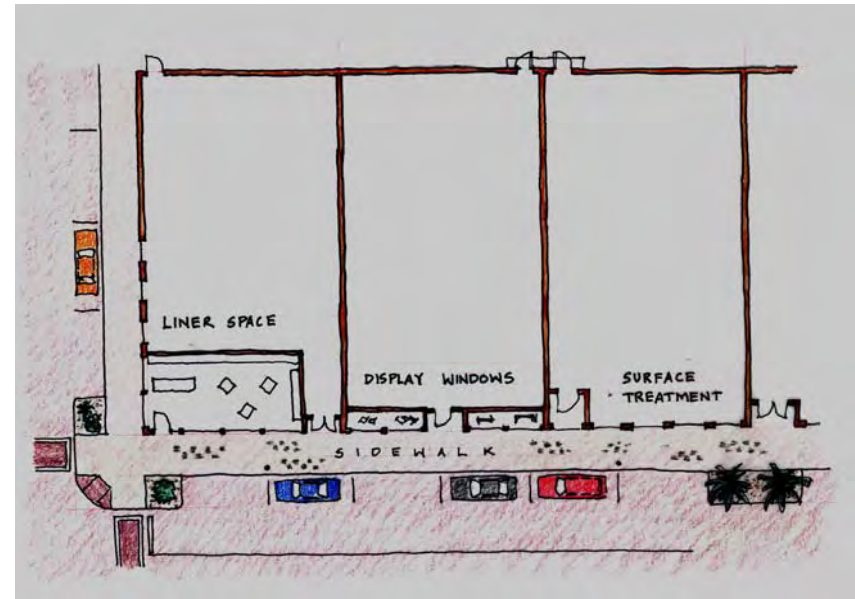


Figure 4.2 Diagram of storefront variations.

In a case where additional space could be dedicated to other uses, this frontage zone could be deep enough to actually be occupied by another use. This would have the added advantage of offering something for the pedestrian to do instead of merely to look at. It is also likely that the marginal return on the lease of this space would be higher than if the entire space were occupied by just one use. A typical bar or night club does not take advantage of the storefront and really just needs a doorway on the street. Having an additional layer of occupied space between the street and the club would not take significant space away from the club and would add a daytime amenity to the street. And, it is likely to result in greater overall revenue to the property owner. An illustration of what this might look like is shown in Figure 4.3.



Figure 4.3 Display windows at a night club storefront.

Activity on Seventh Avenue could also be enhanced by allowing street performers to use it on a regulated basis. The performers as well as the specific locations and hours could all be controlled.

Street Closure.

The eventual goal of the vision should be to keep Seventh Avenue open to vehicular traffic at all times. The street closure policy at peak nighttime hours contributes to the carnival atmosphere and likely creates greater nuisance activity on the street. There is a valid concern for crowd control as well as ease of law enforcement, but it could also be argued that the closed street invites more street activity than might otherwise be expected.

Closing the street also interrupts normal traffic patterns at a time when the district is at its busiest. The fact that it only occurs between certain hours only on a few nights a week also introduces a lack of consistency, and thus a lack of clarity, for the visitor as to exactly what the policy is.



Figure 4.4 Seventh Avenue at dusk, showing activity in the parking lanes.

The potential for cruising causing an excessive delay in traffic as well as the concentration of activities on the sidewalk are both valid concerns. One possible remedy is to limit the use of the on-street parking wells during peak hours so that they could be used for more pedestrian related activities. For example, they could be used for café tables, queuing lines, or even for street performers. An establishment might also elect to use the parking space along its frontage for a valet parking drop-off. Figure 4.4 depicts how this re-programmed street activity might look.

Centro Ybor.

Centro Ybor, while occupying a strategic location on Seventh Avenue, does not take the best advantage of its configuration. The majority of its space is located between 8th and 9th Avenue, but this is not readily apparent to most visitors approaching it from the garage. The tendency of most people is to turn onto Seventh Avenue and not venture further north. There is something of a plaza connecting Seventh and Eighth Avenues along the former alignment of 16th Street, but this is visually interrupted by the small pavilion building that sits in the middle of this otherwise open space. This element breaks the visual continuity and inhibits the flow of pedestrians northward.

The corner of Seventh Avenue and 16th Street should function as the principal intersection of Ybor City, the proverbial “100% corner.” It would be the ideal location for a significant civic open space that would truly act as Centro Ybor. This could be fairly readily accomplished by removing the pavilion building to open up the plaza completely between Seventh and Eighth Avenues. Figure 4.5 shows a plan view of this proposed modification, while Figure 4.6 depicts how this plaza might appear.

Consider the implications. While some leasable space has been removed, the viability of the rest of it has been greatly enhanced. The space fronting on the plaza has now become the most valuable frontage in the district. The plaza forms a significant open space that concentrates pedestrian activity and brings much more foot traffic to the northern portions of Centro Ybor. Eighth Avenue also features the

streetcar stop, whose riders are now much more aware of Seventh Avenue. Centro Espanol, the magnificently restored social club, now is fully revealed and forms a dramatic backdrop for the activities on the plaza. Since its plaza frontage cannot be significantly altered, this side of the plaza could be animated by a series of small scale vendor stalls and carts that would bring additional pedestrian activity.

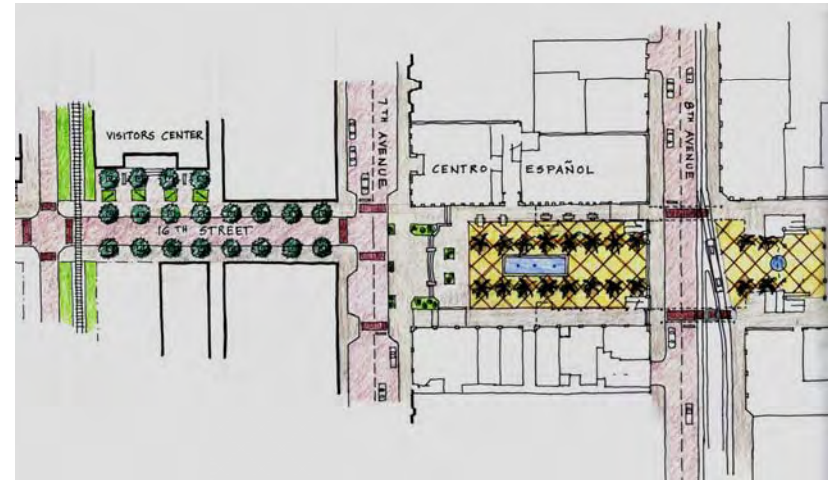


Figure 4.5 Plan View of the proposed Plaza at Centro Ybor.

While this modification to Centro Ybor would require some capital investment, it would have benefits that extend beyond Centro Ybor. Eighth Avenue is currently very different from Seventh because it essentially acts as the back street. It needs stronger connections to Seventh Avenue so that it might offer the pedestrian the opportunity for an attractive loop walk between Centro Ybor and Centennial Park. Seventh Avenue would still remain the Main Street, but Eighth could offer a quieter, more relaxed promenade.



Figure 4.6 The Plaza at Centro Ybor.

Centennial Park.

Eighth Avenue, and the streetcar, lead past Centennial Park, but not many make the journey. Despite being only a block north of Seventh Avenue, Centennial Park receives only a fraction of the pedestrian traffic that Seventh Avenue does. This end of the historic core is also not as highly developed as the area around Centro Ybor, and does not offer as much for the visitor to do, despite the Museum and State Park being located across the north side of the park.

Several things could be done to remedy this. Centennial Park is already the subject of a design study to explore ways of reconfiguring and reprogramming it to suit a wider variety of functions. The museum and the Casitas across from the east side of the park are being occupied by galleries and creative retailers that should add interest to this area.

This part of the historic core is too far from the two existing parking garages, so that pedestrian activity is markedly less than one sees further west. The need for a consolidated parking structure at this end of the historic core has long been identified as a priority, but has not been viable as long as the two existing garages are not operating near capacity. This lack of parking has inhibited the redevelopment of a number of properties at this end, while a significant amount of land is tied up as surface parking.

Figure 4.7 shows an aerial photograph of the eastern end of Seventh Avenue, from Centro Ybor to approximately 21st Street. The blocks immediately around Centro Ybor are located near a parking garage, and display the more historically correct block pattern of densely developed blocks with continuous building facades defining the blockfaces. Contrast this with the areas on the right of the image, which show significant gaps in the block structure, mostly used for parking lots.



Figure 4.7 The urban fabric around Centennial Park is dominated by surface parking lots that interrupt the historic fabric of continuously developed blockfaces.

The solution for activating this end of the district must, ultimately, be tied to the construction of another parking structure. This is an expensive proposition, but one which will cause several other things to fall into place. The two existing City surface lots located across the south side of the park could be redeveloped with mixed-use buildings compatible with the historic character and fill in two large gaps in the fabric along Eighth Avenue. This would introduce additional interest and pedestrian activity along Eighth, and could also promote additional ridership on the streetcar. The effect of this potential development is depicted in Figure 4.8.

The streetscape along 18th and 19th Streets should be improved to enhance the connection between Seventh Avenue and Centennial Park, as well as to improve pedestrian movement between Seventh and Eight Avenues and complete an attractive pedestrian circuit.



Figure 4.7 Infill development on Eighth Avenue

The interventions discussed here do require capital investments as well as the cooperation of several property owners. This is the essence of a vision plan however. Demonstrating the potential for future value by coordinated development in support of a common objective is the first step in realizing the vision. The plan describes a framework for overall development activity, and the role of each property is understood as playing its part. Not all of these projects might happen, and they might not occur in the sequence intended.

It remains to analyze the potential value of this cumulative development and to relate it to the capital investment required. Ultimately, these investments will not be made unless a reasonable return can be anticipated. The premise of the vision is that the overall financial performance of Ybor City can be enhanced by making certain physical improvements. This analysis is discussed in the next section of the report.

The previous section described the Vision for Ybor City in detail. Piecing together its various components will require efforts from different departments and groups, both public and private. Throughout the process, cooperation and communication will be necessary to ensure that each step contributes most effectively to the entire effort. The efforts required can be grouped into four major categories: Organization and Management, Regulatory Recommendations, Key Incentives, and a Five Year Strategic Action Plan. The specific elements of each are discussed below.

A. Organization and Management

Most of the development activity, as well as the day-to-day coordination of certain public services is administered by the Ybor City Development Corporation (YCDC.) YCDC is a not-for-profit corporation created by the City of Tampa to promote redevelopment in Ybor City. While it receives some funding from the City and from private sources, its primary source of funds is the tax increment from the Ybor I CRA, formed in 1988, and now also the Ybor II CRA, formed in 2004 to include areas lying outside of the historic core to the north, south, and east of CRA I. Together, the two CRA areas are roughly coincident with the study area.

YCDC performs many of the roles appropriate for the advancement of the Ybor City Vision Plan. However, there are some aspects of the plan, such as enacting some of the regulatory recommendations, that must be accomplished by the City of Tampa. During the public meetings and discussions, several other functions emerged that may require some changes to the organizational structure. For example, several groups expressed a need for a more deliberately organized merchant’s association that would be able to administer standards for marketing and merchandising, and might also assist in developing a more coordinated retail and tenant mix plan for the district. There was also the idea of an association of bar and night club owners that would enforce certain standards of promotion and conduct, but could also offer programs designed to increase the overall appeal of the district.

Such associations can be fairly loose and informal, but better success is generally achieved with a more formal structure. In many jurisdictions, this takes the form of a public improvement district that is able to levy an assessment on all member properties or businesses, and is granted specific responsibilities.

To some extent, YCDC already performs many of these roles. The Vision Plan suggests that it might take on additional functions, such as administering a special assessment fund and coordinating a more formally organized merchant’s association. To evaluate YCDC’s ability to perform these additional tasks, a review of the existing organizational structure would be instructive. Figure 5.1 diagrams how YCDC fits into the organizational structure of Ybor City’s redevelopment.

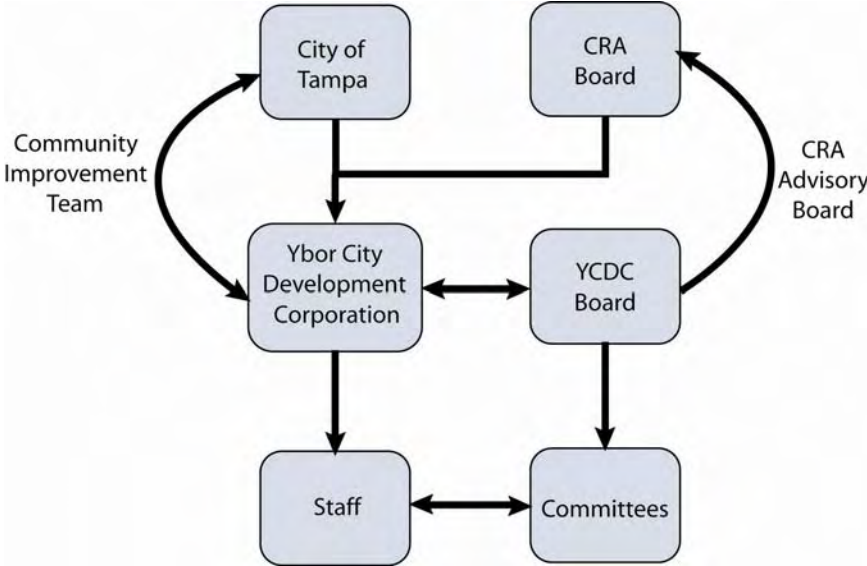


Figure 5.1 Organizational Relationships of YCDC

As the chart shows, YCDC occupies a pivotal position. The City of Tampa has assigned staff and delegated certain responsibilities to YCDC. Its chief role is to administer the tax increment funds for the Ybor 1 and 2 CRAs. In that capacity it serves as the executive agent of the CRA Board, which is the City Council sitting as the CRA Board. YCDC is governed by an independent board of community stakeholders, who also serve as the CRA Advisory Committee to the CRA Board. YCDC has a paid staff, and the Board maintains a number of committees whose members are community volunteers, with assistance and support from appropriate City departments. The staff and the committees work in close coordination to perform a number of functions, including the following:

1. General Administration and Management
2. Capital Improvement Projects
3. Marketing and Economic Development (in conjunction with the Chamber of Commerce)
4. Operations and Maintenance, including the YES Team
5. Special Events
6. Community relations and information

Generally, these functions seem to be working well. The vision process did identify several areas that would require additional effort, however. This includes the following:

1. Increased coordination and streamlined communication between various governmental entities and departments. In particular, the need for more effective code enforcement was stressed.
2. The administration of a special assessment that would be targeted to certain priorities like a merchant’s association and a district-wide parking strategy.

The first function can be accomplished by establishing an interdepartmental team with the specific responsibility of serving as a clearinghouse for all of the necessary action plan tasks, ensuring that tasks are delegated to the appropriate department, and monitoring

progress. There are several precedents for doing this that have worked well. East Tampa has such a group in place now to monitor progress of community development activities. In the past, Ybor City had a similar group, informally known as the “trauma team” to ensure that the development of Centro Ybor, designated as a priority project by the previous administration, proceeded smoothly and without delay. The group was disbanded once Centro Ybor was complete, but a similar approach could be useful today. The successful completion of the vision plan will require a well-coordinated action on the part of a number of different entities. This group has been included in the organizational chart as the Community Improvement Team, serving as a coordinating body between YCDC, the City, and other local government bodies as appropriate.

The Community Improvement Team should be chaired by an independent party whose job is to monitor progress of the vision plan tasks and ensure that the schedule is being adhered to. This role could be filled by an outside consultant and might function somewhat like a program manager, which is a common way of administering large capital programs or complex tasks. It would differ from a typical program management role, however, in that it does not serve as an intermediary between the City and YCDC. Those lines of communication should remain direct and straightforward. The chair really serves in more of a quality assurance role, not involved in day-to-day execution of the plan, but one who monitors the progress of an overall strategy on a periodic basis and intervenes when necessary.

The second function requires the establishment of a special purpose fund to collect and expend a designated source of money for specific improvement objectives. This fund would have to be created by City Council action, and possibly with state legislative approval, depending on the particular mechanism used, but the administration of it could be delegated to YCDC.

Although much of YCDC’s activities are funded through tax increment funds, these will not be sufficient to fund some of the more ambitious programs suggested by this plan. More importantly, this fund

represents a commitment by the Ybor community to contribute materially to its improvement. Tax increment funds are simply a redirection of ad valorem tax money; the community is not contributing any more over and above the normal property taxes. Ybor City is in a precarious financial position, however. The parking garages are being subsidized by the City, which has also assumed some liabilities from Centro Ybor. This plan proposes a scenario to improve Ybor City's financial position in the future, however, this will require an additional near term investment. While the plan assumes funding from a variety of other funding sources, Ybor City's ability to receive grants and support will be greatly enhanced by a demonstration of its own commitment.

Special assessment funds such as these are generally restricted to specific purposes. In this case, they would help to support several activities that will foster the revitalization of the historic core. These are as follows:

1. Subsidies for lease rate premiums for targeted tenants along the Seventh Avenue streetfronts.
2. Matching funds for an east end parking garage and other district parking improvements.
3. Professional services in support of the first two items, including retail merchandising, business recruiting, grant writing, and planning.

There are a number of options available for creating and administering this special assessment authority. They each have their positive and negative aspects, ranging from requiring the approval by vote of the affected property owners, to requiring state legislature approval to create an appropriate entity. The various options are discussed in greater detail in Appendix X. Suffice it to say here that among these options, or some combination thereof, there should be a workable method of accomplishing this that is equitable, maintains local control, and introduces minimal additional administrative overhead.

Assessment districts are generally confined to a specific geographic area. Given the particular, focused purposes that are envisioned for this one, it would seem reasonable to limit it to the area currently designated as the YC-1 zoning district. This is the area that needs the greatest intervention in terms of re-programming the streetfront activity, and it also currently benefits from an exemption in on-site parking requirements. As will be discussed in more detail later in this Section, this provides a benefit to these property owners, although, ultimately, it defers a need that must now be addressed by this vision plan. Limiting the assessment to this area seems to be the most straightforward way to demonstrate a clear correlation between the cost of the assessment and the benefits received.

B. Regulatory Recommendations

Many of the comments generated during the public discussions ultimately relate back to the framework of ordinances and regulations that govern various activities in Ybor City. The following recommendations are intended to bring government policies more in line with the vision for Ybor City.

1. Enforce existing regulations regarding noise, solid waste, and illegal parking lots. Many existing regulations would curtail undesirable activity, but are unevenly and sporadically enforced. Enforcement for Ybor City should be consolidated to a special coordinating body that is knowledgeable and sympathetic to the unique conditions of the area, and would serve as a liaison between the various enforcement jurisdictions.

The formation of this coordinating body was discussed in the Organization and Management section above, and was referred to as the Community Improvement Team. To be successful, the team should have the following characteristics:

- Its members should be designated persons within each department with the authority to allocate the appropriate resources, but who should also have some knowledge and other ties to Ybor City.
- It should act as the single “point of contact” for any enforcement or other intergovernmental question, and be able to quickly route or delegate any given issue to the appropriate department.
- It should meet on a regular basis, and maintain a status list for all outstanding issues.
- It should be chaired by an outside party who can serve as a dispassionate and objective judge of its effectiveness.

2. Enforce existing building codes, including payment of fines, enjoinder of illegal construction work, and demolition by neglect of historic buildings (which is illegal). While this category of enforcement is different from the public nuisance types of activities in Item 1 above, it should still be coordinated through the Community Improvement Team.
3. Wet Zoning Issues. One of the clearest messages conveyed during the public process was the need for Ybor City to take more assertive measures to address the negative effects of the area’s concentration of wet zonings.

The recommendations below cover a wide range of strategies, and a sustained, multi-pronged approach will be needed to effectively address these issues. The City is already seeking to implement some of these recommendations and is finding that there are legal difficulties involved in curtailing rights already granted, as well as in restraining commerce. Item ‘e’, for example, would require changes to state law in order to be effective.

It should also be recognized that the wet-zoned establishments, or the “entertainment industry,” as it were, is not homogeneous or even in accord among themselves as to the appropriate response to some of these issues. The recommendations below try to steer a middle course without being overly punitive to those establishments that make a good faith effort to be responsible businesses.

- a. Maintain existing 18 and up policies, with discretion of each establishment as to limiting to 21 and up. There is fairly strong support among some elements of the community for changing the current policy, but it becomes somewhat complicated in practice. Most of the 21 and up proponents recognize the need to exempt restaurants or performance venues from this rule. Also, this age cohort does not simply disappear

when it is denied access into a bar. If alternative diversions are not available for the under 21 group, it simply forces them elsewhere, where they might be less welcome. This policy should not be changed without proper consideration of these larger implications.

- b. Limit aggressive solicitation of customers off premises. These practices can make passersby uncomfortable, and contribute to the tawdry reputation of the district. Persons seeking to solicit patrons into an establishment should be limited to a strict and relatively small area near the entrance.
- c. Consider a “wind-down hour” to spread out the effect of closing time. Allow the establishments to remain open for an additional hour, sell coffee, water, or other non-alcoholic beverages, and allow patrons the option of staying a little longer rather than forcing everyone to leave at the same time. The sudden surge of crowds on the streets and in the parking lots at closing time is the cause of a disproportionate number of the incidents and altercations that contribute to Ybor City’s negative image. It is recognized that this would lengthen the time needed for law enforcement presence, but the bars could be charged for this additional service.
- d. Enforce minimum opening hours/nights per week for night clubs. This falls under the jurisdiction of state alcoholic beverage officials, and is not being adequately enforced. The City could pursue an intergovernmental agreement with the state to have greater local control.
- e. Control “drink specials” practices. This includes such promotions as “two-for-one,” “all you can drink,” and

“ladies drink free.” Although widely recognized as promoting excessive and irresponsible consumption, these are difficult to regulate. It amounts to a restraint on free commerce, and must be placed on firm legal ground. Nevertheless, many states have been able to enact certain limits on these practices, although Florida has not. The City of Tampa is currently joining with other cities’ efforts in lobbying for such legislation, but it will require a change in state law.

- f. Closely monitor all active wet-zonings, with a view to sunseting any that do not maintain current standards. The City of Tampa is already doing this, but this could be a task that could be more effectively monitored through the Community Improvement Team.
- g. Establish standards for any new wet-zonings that address hours of operation, mix of services provided, target market, etc. This could be supported by other actions recommended in this plan, including lease rate subsidies for favored tenants and by monitoring by the Community Action Team.
- h. Require bars and clubs to file a queuing plan with the city, and then enforce it. Many clubs are using the public right of way for queuing, and should be subject to regulations that minimize obstruction of other activities. This requirement is already in place, but, once again, is not being effectively enforced.

Together, these recommendations should have a measurable effect on the negative image currently being projected. Some of these strategies can be implemented quite readily, whereas, others, as noted, require legislative action. Much of it comes down to effective enforcement of current policies, however. It once again speaks to the importance of having an effective mechanism for executing a plan. The appropriate delegation

of responsibility, with accountability attached, could be accomplished through the actions of the Community Improvement Team.

The community should also allow the wet-zoned establishments the opportunity to better self-police their activities. There are precedents in other entertainment districts for a voluntary association of bar and club operators that enforce minimum standards of conduct. They can offer the customers a benefit of a shared cover charge and act to isolate the bad operators from the others. While there are many differing opinions among Ybor City club operators, they all claim to desire a more affluent clientele and an environment where everyone can feel safe. Similarly, most do not want heavy handed, indiscriminate limits on their operations. To some extent, they have the ability to control their destiny, but must understand that lack of results will force the regulating authorities to take action that they may not want.

4. Street Closure of 7th Avenue. The eventual goal of the Vision Plan should be to keep 7th Avenue open to vehicular traffic at all times. This is something that could be accomplished virtually immediately, however, it is understood that there are legitimate concerns for public safety and ease of enforcement that need to be properly addressed beforehand.
5. The use of the curbside parking spaces along 7th Avenue at peak times should be limited, by option of the blockface occupants, to queuing space, café tables, or valet parking. Establish a permitting/licensing program to re-introduce street performers and (to a lesser degree) vendors at designated locations and times.
6. Off-street Parking. Current policies are too permissive and reflect a time when any development activity was sought. Parking costs money; developers anywhere but Ybor City must figure it into their projects. Bars and restaurants generate some

of the heaviest parking demand, yet do not have to contribute anything to provide it in the YC-1 historic core. Consider an “in-lieu” fee for new projects and an annual levy per space for existing uses. This recommendation is explored further in the Action Plan portion of this Section.

7. Consider usage fees for disproportionate demands on public services. Solid waste and law enforcement demand can generally be linked to the specific land use, and heavier consumers should pay more. The City of Tampa is already exploring the idea of charging some of the night clubs that generate additional law enforcement demand.
8. Consider additional density and height for certain areas outside of the historic core. These provisions could be tied to the reciprocal provision of a public amenity, for example additional public parking, subsidized space for specifically targeted tenants such as artists, or public open space. Alternatively, money could be paid in to a fund that could provide these amenities.
9. Establish more stringent appearance and performance standards for storefronts on 7th Avenue. This could recognize several tiers, ranging from cosmetic improvements to existing occupancies, to the provision of more active uses such as display windows or shallow daytime lease spaces for renovation projects. The plan suggests establishing a lease rate incentive to target specific types of tenants that would provide a more favorable mix of activities. This incentive is discussed in more detail in later portions of this Section.
10. Revise and expand design guidelines to improve clarity and certainty and to better define desired development models. Additionally, some of the recommendations of this plan need to be recognized in the framework of existing development regulations in order to be implemented.

C. Key Incentives

Implementing the vision plan for Ybor City will require certain actions that support the vision. Some of these actions can be incentivized, as discussed here. There are also, however, existing incentives that date from a time when any development activity was desired, and may now be exacerbating some of the negative conditions in the district. Some of these existing incentives should be reviewed and modified.

Among the new incentives that should be considered are the following:

1. Relax the height limits for new development. This should be permitted only outside the historic core, and should not be an unlimited waiver. Maximum building height should be kept to a reasonable mid-rise range, perhaps to anything that does not push the building into the high-rise provisions of the building code (highest occupied floor level exceeds 75 feet above grade.) The permitted height could be graduated to increase with the distance from the historic core, and the increase should be tied to the provision of some public amenity such as open space, affordable housing, or public parking. Relaxation of the height limit would be especially important to encourage new hotel construction because hotels will need to provide several levels of parking.
2. Change the fee structure for public parking. The parking garages are underutilized, while the best, most convenient parking in the district is free for two hours. The formula should be reversed, so that the garages cost less, perhaps even nothing during the daytime, while on-street parking should be metered.
3. An incentive given to the tenant, or small business owner to enable him or her to locate in a storefront on 7th Avenue, or on other ground floor storefront space within the historic core. The incentive would amount to a lease rate subsidy that would set a higher benchmark lease rate for storefront space.

One of the persistent obstacles to the effective repositioning of the streetfront space is the current negative perception of that space as a decent retail environment. This is reflected in the prevailing lease rates, which are below what a healthy retail environment would command. The area is now known as an entertainment district; it is consequently easier to obtain financing for a new night club than for many other alternative uses. If this pattern is to change, Ybor City has to be willing to provide a mechanism to support the establishment of different uses in the storefronts. This mechanism could be structured as follows:

- a. Establish a prevailing market lease rate for the key ground floor space in the historic core.
- b. Create a priority list for the types of tenants that are most desirable. For example, top priority might be given to creative retailers (those who produce what they sell.) secondary priority to unique, non-chain retailers, third priority to general retailers, etc.
- c. Correlate the tenant priority with an incentive schedule that offers the highest lease rate premium to the highest priority tenants.
- d. The building owner would then receive an enhanced lease rate for accommodating preferred tenants. The prevailing market rate would be paid by the tenant, while the premium would be funded from the assessment fund.

A quick analysis of the approximate cost of this incentive could be calculated as follows: say that there are 4200 linear feet of storefront targeted for this incentive. This would be the equivalent of 6 full blocks of Seventh Avenue, both sides of the street. Assume further that the incentive would be targeted for the first 30 feet of storefront depth. This would allow for a layering of uses, as was discussed in Section IV. Potentially, this would make 126,000 square feet of space eligible for this incentive. The maximum subsidy might be \$5.00 per square

foot annually for the highest priority tenants, on average, the area-wide subsidy would probably not exceed half that, thus a total of around \$300,000 annually. Since this subsidy is paid for out of the assessment fund, it is being returned to the property owners who pay it, except that it favors those who are actively repositioning the tenant mix.

D. Five Year Strategic Action Plan

The five year action plan consists of two major components. The first one involves setting up the appropriate organizational structure to manage the tasks defined in the plan, and to clearly define the overall task schedule. This includes establishing milestones for key events and assigning responsibility to each of the parties involved. Part of this first task also involves getting the appropriate regulatory changes in place, at least those that can be accomplished by local jurisdictions like the City of Tampa. The target should be to accomplish this within the first year of the action plan.

The second major component is to relate the tasks to a realistic funding strategy that identifies funding sources in sufficient amounts to adequately fund those items which have costs attached. While some funding sources (such as TIF funds) are already in place, the first year allows for other revenue streams such as a special assessment and other potential grant revenues to be established. The funding strategy takes the form of a budget that balances revenues and expenditures over the five year time horizon to ensure that each of the tasks is adequately funded. Prudent practice would indicate that these financial projections should be carried forward for about ten years, so that any trends that vary from the progress of the plan can be identified.

Among the first tasks in the first year is setting up the Community Improvement Team and establishing the special assessment district. The assessment district could take some time to establish depending on the exact form it takes. Various options, along with their advantages and disadvantages, are discussed in more detail in Appendix C. Also,

the funding stream from the assessment may not begin until the following year. As previously discussed, the assessment will be targeted to two primary purposes. The first is a lease incentive for preferred tenants. The second represents a shift in how parking requirements are determined and paid for. Since the cost of a new garage structure represents the largest single expense in the action plan budget, the funding of parking in general requires some background discussion.

General. Current off-street parking policies are too permissive and reflect a time when any development activity was sought. Under the current zoning overlay regulations, uses in the YC-1 do not have to provide any parking. In other zones, the required parking ratios are reduced from the more conventional suburban standards, but are fairly reasonable for an urban infill situation such as this. They should however, be reviewed, since restaurant and bar occupancies typically generate a higher parking demand per square foot than office or retail uses.

Although parking in Ybor City is readily available at most times of the day, it does not come in the free, convenient, and abundant form found in most other areas of the city. This is perceived as an inconvenience to the visitor who is not accustomed to traditional urban environments. Also, in most cases, the visitor is being asked to pay for parking, albeit a modest sum.

This places Ybor City at a competitive disadvantage to other shopping and leisure destinations in the Tampa area, and is also not reflective of economic reality. Parking spaces cost money; developers anywhere but Ybor City must figure them into their projects. Bars and restaurants, in particular, generate some of the heaviest parking demand, yet do not have to contribute anything to provide it in the YC-1 historic core.

As a long-term goal, surface parking in the district should be consolidated into parking structures at a few strategic locations. This would free up land, now increasingly expensive, for additional infill development. The proliferation of surface parking, much of it in the form of unimproved vacant lots, is necessitated by the limited supply of

structured parking, but also detracts from the dense urban fabric that was the historic norm.

Parking Fees. The current system asks the customer to pay for parking, and assumes that the public parking supply will be provided by the public sector. This formula needs to be altered so that building owners and occupants in YC-1 bear some of the cost of parking. This could be structured as follows:

1. Establish reasonable minimum parking ratios for all use categories within the YC-1 area. These could be similar to the parking requirements for the other areas, although would probably need some adjustment, as well as some potential reductions for such situations as shared uses.
2. New or redeveloped uses would either provide some of their required parking on site, or make up the difference by paying an in-lieu fee per space into an assessment fund.
3. Existing uses would be assessed an annual levy per required space, payable into the assessment fund.

Cost of Parking. Cost should be related to the actual market cost of a space. Land in Ybor City is relatively expensive, easily in the range where structured parking is an economically viable alternative. Structured parking is typically not seen in suburban areas of relatively inexpensive land, because the high cost per space of a parking structure makes the option of buying more land to park the required number of cars more economically reasonable. In Ybor City, land is expensive enough that the cost of a parking garage can be justified. Factoring in land cost, and recognizing that the architectural treatment of the garage facades should be upgraded to be more compatible with the district's character, the average cost of structured parking could easily exceed \$15,000 per space.

This, then is the cost that has to be amortized by some combination of visitor parking fees and usage fees for the various building owners/occupants. If this were a for-profit development where the capital cost was expected to be returned over a reasonable period, cover

debt service, and provide some return on investment, each space would be expected to recover about \$1800 per year, or \$150 per month. Under current market conditions, this kind of yield can not be expected from each space. Actually, the Centro Ybor garage is within striking distance of this performance, although the Palm Noriega garage lags far behind.

The building owners should be assessed some reasonable fee per month for public parking. Let's say \$25 per month, or \$300 per year for each required space. This would help to defray the cost of parking to the public. A quick analysis of the current development in the historic core yields a demand for about 1200 spaces that is not provided by accessory parking. The annual assessment would thus amount to about \$360,000. The amount of this assessment should be phased in gradually, so that the full amount is not assessed until the parking is actually delivered. Also, this assessment would be used to fund lease rate incentives for storefront space, so that the property owners could realize some immediate benefit.

As for the parking garage fees, the great majority of the current parking garage revenues comes from weekend evenings. The current fee structure should be maintained for those time periods but the district might consider reducing the parking rates in the daytime, perhaps even free, say until 6 p.m.

As can be seen in the funding plan budgets below, the proposed new garage represents the largest single cost, and consequently, has the most impact on the budget. Even with a reasonable parking assessment from the property owners and revenue from users of the garage, it will not be a self-financing proposition. The two funding scenarios presented demonstrate that without significant outside assistance, the funding strategy will not work, unless the assessment and other fees are raised to unreasonable levels.

Fortunately, for the particular site being considered, there is a potential funding source in the form of Federal matching grants that could be a substantial portion of the total. The Federal Transportation

Administration has several matching grant programs that support transit related capital improvements. One of the likely candidate sites, the current surface parking lot just west of the Sheriff's offices, is immediately adjacent to the terminus of the streetcar line. The garage proposal could be couched as a park-and-ride facility and be eligible for significant funding. The other advantage of this site is that it is already in public agency hands, and already used for parking. While the details of a potential partnership with the Sheriff's office will be subject to negotiation, a conservative assumption is made here that the Sheriff's Department will donate the land and will have free access to as much parking as they currently have on the site when the garage is complete; in effect, a no-cost deal to them.

Scenario 2 of the funding plan assumes that 50% of the cost of the new garage can be obtained through matching grants. As the following discussion of the two funding scenarios will demonstrate, it will probably take some significant outside source of funds like this to make the funding plan work without inordinately high assessments and other local contributions.

Funding Plan

The funding plan is presented in the form of a budget for revenues and expenditures projected over a ten year time horizon. Even though the action plan is assumed to unfold over a period of five years, the budget is projected for ten years in order to better gauge the overall long-term trends.

The funding plan is presented in Tables 5.1 and 5.2, which present two different scenarios. The two differ in the assumptions made for the funding of the new parking garage, which is by far the largest single line item in terms of capital cost. Scenario 1 assumes that the entire cost of the garage has to be financed by the various revenue sources (TIF funds, special assessments, and future revenues being the principal sources.) Scenario 2 assumes that 50% of the cost of the garage can be funded by a matching Federal grant.

The specific budget line items are discussed in greater detail below, and apply to both scenarios. The numbering of the items corresponds to their numbering in the Tables.

In order to keep the budget scenarios simple, only those items specifically related to the capital improvements suggested in the vision plan are included. For example, the YCDC budget will continue to pay for salaries and contractual services, but only that portion that can be dedicated to new capital improvements is included here. Similarly, while the funding of the parking garage will be done through the existing City parking system, the major costs for the new garage are isolated in these budgets to evaluate the fund flows for these new improvements as a relatively self-contained proposal.

Revenues.

1. The existing tax increment funds will continue to grow as further private investment occurs, but the uses of these funds will be limited to the continuation of ongoing programs, with little remaining for any ambitious new ventures. Nevertheless, about 300,000 per year can be committed to capital improvements.
2. Development usage fees for additional density and bulk. One of the incentives previously discussed involved the granting of additional development rights in certain parts of the study area. These rights are granted in exchange for amenities that the community desires, one of which could be money. Several jurisdictions assess a density impact fee for units permitted in excess of the allowable maximum. Assume that the district could sell additional density of 30 units per year at \$5,000 per unit. The annual total would be \$150,000.
3. Parking in-lieu fees for new development would apply to any required parking for new development or significant redevelopment within the YC-1 area. The developer has the option of providing the parking on site or paying a

predetermined amount per space into the assessment fund. An in lieu fee for new development would assess a cash value per space, conservatively estimated at \$ 5,000 per space. If 15,000 square feet of new development each year within the YC-1 provides no parking and is assessed at 3 spaces per 1,000 square feet, this would yield \$225,000 per year.

- 4. The special assessment is levied on existing development within YC-1. It takes into consideration existing parking. As discussed in the parking section above, it would ultimately amount to \$360,000 annually, but would be phased in over the course of several years.
- 5. Land sale or ground lease of public parking lots for redevelopment. At a land value of \$25 per square foot, the value of the two existing City parking lots is \$1,575,000.
- 6. Bond proceeds. The majority of the capital costs for a new parking garage are assumed to be financed by a bond issue. There are two scenarios. Scenario 1 assumes that the entire cost of the garage will have to be financed. Scenario 2 assumes that 50% of the cost would be funded by FTA matching funds for transit related projects. In either case, the bonds are assumed to be issued for 20 years at an annual interest rate of 4.5%. The bonds are assumed to be issued in Year 2.
- 7. New garage revenue. Once the garage is complete, it will realize revenue from parking. This is assumed to begin in Year 4, allowing two years for the construction of the garage. The revenues are assumed to increase gradually over the course of several years, and then level off.
- 8. Main Transfer Fund. These monies are from the proceeds of land sales that are split between HCC and the CRA. The CRA’s share is currently valued at \$1,200,000, and the sale of additional land in the future is estimated to bring in an

additional \$800,000, which is assumed to be spread over two years.

- 9. Grants and matching funds. There are a number of different grant programs available to assist with several of Ybor City’s goals. YCDC should have an ongoing program to seek and apply for these. Appendix D of this plan provides a resource for a number of available grant opportunities. Several grants are assumed at various points in time. As previously discussed, Scenario 2 assumes a matching grant for 50% of the cost of the parking garage.
- 10. Interest income. Interest on the cumulative fund balance in the prior year is figured at a 1% rate. For the first year, interest is assumed on the Main Transfer Fund balance.

Other potential sources of revenue that were discussed in this report have not been considered for purposes of this analysis. For example, the following items were mentioned:

- 1. Changes in the fare structure for public parking.
- 2. Usage fees for disproportionate use of certain public services such as solid waste and law enforcement.
- 3. Other sources of local revenue.

Expenditures

The following is a list of major public investment projects that form part of the vision.

- 1. **Construction of a new public parking garage at the eastern end of the historic core.** A new garage in this location will ease parking pressures on the western end of the district, and will bring foot traffic and potential customers to an area that is currently rather desolate, particularly at night. Reasons for the lack of pedestrians in this area include a lack of significant streetfront activity, and the imposing barrier that

is created by the truck traffic on 21st and 22nd Street. A new garage here will spread the distribution of people, and work in concert with other efforts to expand the retail, restaurant and housing mix on the eastern end of the Historic Core. The cost of the garage is estimated at \$15,000 per car for 600 cars, or a total of \$9,000,000, exclusive of land.

2. **Renovation of the plaza/open space at Centro Ybor to form a stronger connection between 7th and 8th Avenues.**

Currently the large structure in the middle of Centro Ybor functions as a barrier to 8th Avenue, preventing people from noticing the other shops, the movie theater, and the Visitor’s Center. Opening up the space will create a central public plaza for gathering, socializing, festivals, live music, and street performers, just to name a few. A view corridor and natural pedestrian traffic flow between the two streets will emerge from this redesign. While the estimated cost of this is about \$1,500,000, it is assumed that half of the cost would be borne by a private redevelopment initiative for the center. The public portion is assumed to be spread over three years.

3. **Improvements to Centennial Park, to include a stronger link to 7th Avenue.**

From 7th Avenue, it is currently impossible to see Centennial Park. Though the park is well used for festivals and special events, it must be brought into better view in order to attract people for casual use. A beautiful and logical connection from 7th to 8th Avenue can be established through design of a cross block connection with benches, trees, flowers and lighting. Fortunately, the open space already exists today, in the form of an outdoor courtyard. It is rather a matter of using a portion of the space for a public purpose. This cost is relatively modest, since it would be partially on private property. Estimated cost is \$ 120,000.

4. **Grants for façade and storefront improvements to historic structures.** Many of the existing buildings on 7th Avenue are

in a poor state of repair. Some owners feel constrained in making repairs due to the high taxes and the limited potential for significant improvement in value. The exterior of these buildings, can, in some sense, be considered a public amenity and could be eligible for funding. Such funding should be in the form of a matching grant, requiring the property owner to make an investment as well. Funding for this program is assumed to start at \$200,000 annually, with a 5% per year escalation in the future.

5. **Lease rate incentives for preferred streetfront tenants.** It is a priority of this plan to achieve a more diverse tenant mix along the storefronts of the principal commercial streets of the historic core. This is proposed to be done by offering a premium above current market lease rates to building owners who will lease to the preferred types of tenants. As previously discussed, the aggregate total value of this incentive is estimated at \$300,000 annually. Since the tenant turnover will happen over the period of several years, the annual cost will ramp up gradually, estimated over three years. It is further assumed that this incentive will have a fixed term (say 5 years) on individual leases, so that it will gradually be phased out in later years. If the policies and programs of this vision plan are successful in raising the prevailing lease rates in Ybor City to equal or exceed the lease premium, the incentive would no longer be needed. Similarly, if prevailing lease rates recover even partially, the cost of the incentive would be reduced by a commensurate amount.

6. **Continued reinstatement of brick streets and commensurate streetscape elements.** The brick streets and alleys in Ybor City are some of its unique characteristics. Removing the covering asphalt will further acknowledge the history of Ybor, and increase the beauty as well. Additionally, the brick streets tend to slow down traffic. It is recommended to continue this ongoing project. The estimated cost of

\$2,250,000 assumes improvements to 15th, 21st, and 22nd Streets, and is phased over time.

7. **Relocation of visitor’s center, and improvement to 16th Street between Centro Ybor and the garage.** At present, the Visitor’s Center is hidden on 8th Avenue, despite signage efforts. A Visitor’s Center should be one of the first things that a tourist sees when arriving in a new place, and should be in the middle of other activities. This is important both physically and psychologically. In a new location on 16th Street, the Visitor’s Center can function as a place of arrival when people emerge from the parking garage. It can be located across the tracks from the Centro Ybor Garage, in a building that is currently vacant. Furthermore, the additional activity on 16th Street will improve safety for people walking to and from the garage and the adjacent neighborhood. 16th Street has been recently improved, but improvements to crosswalks at 7th Avenue should be considered. Currently, there is no marked crosswalk at this location, which is one of the busiest pedestrian crossings in the district. This cost is estimated at \$ 500,000.

8. **Consulting and Administration.** This plan outlines many new tasks for YCDC, some of which will require outside expertise. Functions such as retail merchandising/marketing advice, the drafting of revised design guidelines, and the oversight of the Community Improvement Team should be done by consultants. In addition, the ongoing administration of the plan will likely require additional staff support. This cost is estimated at an initial cost of \$ 100,000 beginning in Year 2, and increasing by 5% per year thereafter.

The main objective of this simple cost analysis is to establish an order of magnitude cost on the elements of the vision, and to evaluate how feasible it is. Priorities need to be set; many of the physical improvements contemplated in the vision plan are not absolutely necessary, but they would undoubtedly contribute to enhancing the

value of the district as a whole as an attractive place to invest. If things are left to continue as-is, Ybor City will not make the strategic moves to achieve its objectives. These expenditures have to be viewed as an investment in future potential.

As this quick financial analysis shows, the district cannot be expected to raise all of the necessary capital from its own resources. Scenario 1 begins to go negative in Year 7 and gets progressively further behind. Scenario 2, on the other hand, assumes 50% of the garage cost from outside sources, and is a financially workable model. Scenario 2 also demonstrates that the cumulative fund balance is any given year is sufficient to accommodate some flexibility if there is a shortfall in some of the other revenue assumptions.

While the budget model could be evaluated with countless different variables, this analysis shows that the objectives are achievable by a combination of the community making an investment in itself and then making a compelling case for outside investment. The important point is that Ybor City has outlined a vision and has also outlined steps that it can take to help fund that vision. This makes a much stronger case when seeking additional funding from the City, the State, the federal government, or other agencies such as FDoT. All of these entities can be expected to contribute in some measure to some of the capital projects enumerated here. The key is to build a strong case for the funding by demonstrating that these projects form part of a larger overall strategy for the long-term improvement of Ybor City, not just for its residents, but for visitors from the surrounding region as well.

**Ybor City Vision Plan
Five Year Fund Flows - Low Performance**

Revenues

Item	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
TIF Funds (Capital Improvements)	\$ 300,000.00	\$ 315,000.00	\$ 330,750.00	\$ 347,287.50	\$ 364,651.88	\$ 382,884.47	\$ 402,028.69	\$ 422,130.13	\$ 443,236.63	\$ 465,398.46
Development Usage Fees	\$ 250,000.00	\$ 250,000.00	\$ 250,000.00	\$ 250,000.00	\$ 250,000.00	\$ 250,000.00	\$ 250,000.00	\$ 250,000.00	\$ 250,000.00	\$ 250,000.00
Parking in-lieu fees (New Dev.)	\$ 300,000.00	\$ 300,000.00	\$ 300,000.00	\$ 300,000.00	\$ 300,000.00	\$ 300,000.00	\$ 300,000.00	\$ 300,000.00	\$ 300,000.00	\$ 300,000.00
Parking assessment (Existing Dev.)	\$ 150,000.00	\$ 150,000.00	\$ 200,000.00	\$ 360,000.00	\$ 360,000.00	\$ 360,000.00	\$ 360,000.00	\$ 360,000.00	\$ 360,000.00	\$ 360,000.00
Sale of City Parking Lots				\$1,575,000.00						
New Garage Revenue				\$ 200,000.00	\$ 250,000.00	\$ 300,000.00	\$ 300,000.00	\$ 300,000.00	\$ 300,000.00	\$ 300,000.00
Grants and Matching Funds		\$ 250,000.00	\$ 750,000.00							
Annual Totals	\$1,000,000.00	\$1,265,000.00	\$1,830,750.00	\$3,032,287.50	\$1,524,651.88	\$ 1,592,884.47	\$ 1,612,028.69	\$ 1,632,130.13	\$ 1,653,236.63	\$ 1,675,398.46
Cumulative Total		\$2,265,000.00	\$ 4,095,750.00	\$ 7,128,037.50	\$ 8,652,689.38	\$10,245,573.84	\$11,857,602.54	\$13,489,732.66	\$15,142,969.30	\$16,818,367.76

Expenditures

Total Cost

East End Garage (800 cars)	\$ 12,000,000.00										
Annual Debt Service		\$1,200,000.00	\$1,200,000.00	\$1,200,000.00	\$1,200,000.00	\$1,200,000.00	\$1,200,000.00	\$1,200,000.00	\$1,200,000.00	\$1,200,000.00	
Annual Operations and Maint.				\$ 250,000.00	\$ 262,500.00	\$ 275,625.00	\$ 289,406.25	\$ 303,876.56	\$ 319,070.39	\$ 335,023.91	
Centro Ybor Plaza	\$ 1,500,000.00										
Assume 50% public share, 3 yr payout		\$ 250,000.00	\$ 250,000.00	\$ 250,000.00							
Centennial Park Improvements	\$ 120,000.00										
Historic Façade Grants	\$ 1,105,126.25	\$ 200,000.00	\$ 210,000.00	\$ 220,500.00	\$ 231,525.00	\$ 243,101.25					
Brick Streets, Streetscape	\$ 2,250,000.00			\$ 500,000.00		\$ 500,000.00		\$ 500,000.00		\$ 500,000.00	
Phased Implementation											
Visitor's Center Relocation	\$ 500,000.00	\$ 250,000.00	250,000								
Total Expenditures	\$ 17,475,126.25	\$ 200,000.00	\$1,910,000.00	\$1,920,500.00	\$2,431,525.00	\$1,705,601.25	\$ 1,975,625.00	\$ 1,489,406.25	\$ 2,003,876.56	\$ 1,519,070.39	\$ 2,035,023.91
Fund Balance	\$ 800,000.00	\$ 155,000.00	\$ 65,250.00	\$ 666,012.50	\$ 485,063.13	\$ 102,322.59	\$ 224,945.04	\$ (146,801.40)	\$ (12,635.16)	\$ (372,260.60)	

Ybor City Vision Plan
Ten Year Fund Flows - Scenario 1
 Full Funding of Garage

Revenues

Item	Description	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
1	TIF Funds (Capital Improvements)	\$ 300,000	\$ 315,000	\$ 330,750	\$ 347,288	\$ 364,652	\$ 382,884	\$ 402,029	\$ 422,130	\$ 443,237	\$ 465,398
2	Development Usage Fees		\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000
3	Parking in-lieu fees (New Dev.)		\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000
4	Special assessment (Existing Dev.)		\$ 150,000	\$ 200,000	\$ 360,000	\$ 360,000	\$ 360,000	\$ 360,000	\$ 360,000	\$ 360,000	\$ 360,000
5	Sale of City Parking Lots				\$ 1,575,000						
6	Bond Proceeds (East End Garage)		\$ 9,000,000								
7	New Garage Revenue				\$ 200,000	\$ 250,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000
8	Main Transfer Fund	\$ 1,200,000		\$ 400,000	\$ 400,000						
9	Grants and Matching Funds		\$ 250,000	\$ 250,000			\$ 200,000		\$ 200,000		
10	Interest Income	\$ 12,000	\$ 12,120	\$ 59,641	\$ 4,840	\$ 8,844	\$ 6,015	\$ 1,030	\$ (140)	\$ (3,463)	\$ (3,468)
	Annual Totals	\$ 1,512,000	\$ 10,077,120	\$ 1,590,391	\$ 3,237,128	\$ 1,333,496	\$ 1,598,899	\$ 1,413,058	\$ 1,631,990	\$ 1,449,773	\$ 1,471,930
	Cumulative Total		\$ 11,589,120	\$ 13,179,511	\$ 16,416,639	\$ 17,750,134	\$ 19,349,034	\$ 20,762,092	\$ 22,394,082	\$ 23,843,855	\$ 25,315,785

Expenditures

1	East End Garage (600 cars)										
	Capital Cost		\$ 3,500,000	\$ 5,500,000							
	Annual Debt Service		\$ 695,000	\$ 695,000	\$ 695,000	\$ 695,000	\$ 695,000	\$ 695,000	\$ 695,000	\$ 695,000	\$ 695,000
	Annual Operations and Maint.				\$ 250,000	\$ 262,500	\$ 275,625	\$ 289,406	\$ 303,877	\$ 319,070	\$ 335,024
2	Centro Ybor Plaza										
	Assume 50% public share, 3 yr payout		\$ 250,000	\$ 250,000	\$ 250,000						
3	Centennial Park Improvements		\$ 120,000								
4	Historic Façade Grants	\$ 200,000	\$ 210,000	\$ 220,500	\$ 231,525	\$ 243,101	\$ 255,256	\$ 268,019	\$ 281,420	\$ 295,491	\$ 310,266
5	Lease Rate Incentives	\$ 100,000	\$ 200,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 250,000	\$ 150,000	\$ 50,000		
6	Brick Streets, Streetscape				\$ 750,000		\$ 500,000		\$ 500,000		\$ 500,000
7	Visitor's Center Relocation		\$ 250,000		\$ 250,000						
8	Consulting, Administration		\$ 100,000	\$ 105,000	\$ 110,250	\$ 115,763	\$ 121,551	\$ 127,628	\$ 134,010	\$ 140,710	\$ 147,746
	Total Expenditures	\$ 300,000	\$ 5,325,000	\$ 7,070,500	\$ 2,836,775	\$ 1,616,364	\$ 2,097,432	\$ 1,530,054	\$ 1,964,306	\$ 1,450,272	\$ 1,988,035
	Net Cash Flow	\$ 1,212,000	\$ 4,752,120	\$ (5,480,109)	\$ 400,353	\$ (282,868)	\$ (498,533)	\$ (116,995)	\$ (332,316)	\$ (498)	\$ (516,105)
	Cumulative Fund Balance	\$ 1,212,000	\$ 5,964,120	\$ 484,011	\$ 884,364	\$ 601,496	\$ 102,963	\$ (14,032)	\$ (346,349)	\$ (346,847)	\$ (862,952)

Ybor City Vision Plan

Ten Year Fund Flows - Scenario 2

50% of Garage Funded by Matching Grant

Revenues

Item	Description	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
1	TIF Funds (Capital Improvements)	\$ 300,000	\$ 315,000	\$ 330,750	\$ 347,288	\$ 364,652	\$ 382,884	\$ 402,029	\$ 422,130	\$ 443,237	\$ 465,398
2	Development Usage Fees		\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000
3	Parking in-lieu fees (New Dev.)		\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000
4	Special assessment (Existing Dev.)		\$ 150,000	\$ 200,000	\$ 360,000	\$ 360,000	\$ 360,000	\$ 360,000	\$ 360,000	\$ 360,000	\$ 360,000
5	Sale of City Parking Lots				\$ 1,575,000						
6	Bond Proceeds (East End Garage)		\$ 4,500,000								
7	New Garage Revenue				\$ 200,000	\$ 250,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000
8	Main Transfer Fund	\$ 1,200,000		\$ 400,000	\$ 400,000						
9	Grants and Matching Funds		\$ 4,750,000	\$ 250,000			\$ 200,000		\$ 200,000		
10	Interest Income	\$ 12,000	\$ 12,120	\$ 63,131	\$ 11,855	\$ 19,419	\$ 20,186	\$ 18,832	\$ 21,330	\$ 21,712	\$ 25,449
Annual Totals		\$ 1,512,000	\$ 10,077,120	\$ 1,593,881	\$ 3,244,143	\$ 1,344,071	\$ 1,613,070	\$ 1,430,861	\$ 1,653,460	\$ 1,474,948	\$ 1,500,847
Cumulative Total			\$ 11,589,120	\$ 13,183,001	\$ 16,427,144	\$ 17,771,214	\$ 19,384,284	\$ 20,815,145	\$ 22,468,606	\$ 23,943,554	\$ 25,444,401

Expenditures

1	East End Garage (600 cars)										
	Capital Cost		\$ 3,500,000	\$ 5,500,000							
	Annual Debt Service		\$ 346,000	\$ 346,000	\$ 346,000	\$ 346,000	\$ 346,000	\$ 346,000	\$ 346,000	\$ 346,000	\$ 346,000
	Annual Operations and Maint.				\$ 250,000	\$ 262,500	\$ 275,625	\$ 289,406	\$ 303,877	\$ 319,070	\$ 335,024
2	Centro Ybor Plaza										
	Assume 50% public share, 3 yr payout		\$ 250,000	\$ 250,000	\$ 250,000						
3	Centennial Park Improvements		\$ 120,000								
4	Historic Façade Grants	\$ 200,000	\$ 210,000	\$ 220,500	\$ 231,525	\$ 243,101	\$ 255,256	\$ 268,019	\$ 281,420	\$ 295,491	\$ 310,266
5	Lease Rate Incentives	\$ 100,000	\$ 200,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 250,000	\$ 150,000	\$ 50,000		
6	Brick Streets, Streetscape				\$ 750,000		\$ 500,000		\$ 500,000		\$ 500,000
7	Visitor's Center Relocation		\$ 250,000		\$ 250,000						
8	Consulting, Administration		\$ 100,000	\$ 105,000	\$ 110,250	\$ 115,763	\$ 121,551	\$ 127,628	\$ 134,010	\$ 140,710	\$ 147,746
Total Expenditures		\$ 300,000	\$ 4,976,000	\$ 6,721,500	\$ 2,487,775	\$ 1,267,364	\$ 1,748,432	\$ 1,181,054	\$ 1,615,306	\$ 1,101,272	\$ 1,639,035
Net Cash Flow		\$ 1,212,000	\$ 5,101,120	\$ (5,127,619)	\$ 756,368	\$ 76,707	\$ (135,362)	\$ 249,807	\$ 38,154	\$ 373,677	\$ (138,188)
Cumulative Fund Balance		\$ 1,212,000	\$ 6,313,120	\$ 1,185,501	\$ 1,941,869	\$ 2,018,576	\$ 1,883,214	\$ 2,133,021	\$ 2,171,175	\$ 2,544,852	\$ 2,406,664

Appendices

A. The Community Image Survey	A-1
B. Vision Workshop Table Notes	B-1
C. Special Assessment District Options	C-1
D. Grants and Funding Opportunities	D-1
E. Historic Preservation Incentive and Grant Programs	E-1
F. Overview of Alcohol Related Regulations	F-1

The Community Image Survey

This survey is intended to evaluate the public's opinions and preferences about the physical environment by having them score a series of images on the basis of each respondent's relative like or dislike of the images. The images show various conditions of urban development, ranging from traffic congestion to pedestrian activity, and include specific elements such as housing, streets, sidewalks, retail stores, office buildings, architectural styles, parking lots, and mass transit.

The survey is conducted at the beginning of the first public meeting, before any other information has been presented. The intent is to record the audience's reactions before they can be influenced by the subsequent presentation. The survey is administered by showing a pre-prepared and automated PowerPoint presentation and having the audience mark their scores on a pre-printed response sheet. A total of forty images are presented, in sequence, for eight seconds each without any commentary. The participants are asked to indicate their opinion or preference of each image by grading it on a scale ranging from minus ten (-10), indicating a strong dislike, to plus ten (+10), indicating a strong like. Before the sequence of forty is shown, a sampling of six images is shown to give the audience a feel for the range of subjects they are about to see, and to help calibrate their personal scoring criteria.

After the sequence of images is shown, the response sheets are collected for tabulation. All responses are entered into a spreadsheet that calculates a mean score as well as a standard deviation for each image. The results are then sorted to identify the five highest scoring images and the five lowest scoring images. The results are also sorted by standard deviation in order to identify the images that had the highest and lowest degree of consensus.

The following page tabulates the mean score and standard deviation for all forty images. There were a total of 45 responses included in the tabulation.

Following that page is a reproduction of the images themselves, printed four images to a page. For each image, the number in the upper left corner is the sequence number, while the number in the circular field at the lower left represents the mean score.

The results are used only to evaluate broad themes of community sentiment. Generally, and not surprisingly, the least favorite images are of scenes that are overly dominated by cars, highways, strip shopping centers, and parking lots. In other words, that which surrounds us on almost a daily basis. This is one of the few opportunities that people have to compare these scenes to other alternative forms of development and to express a profound dislike for it.

Generally, the favorite images feature more human scaled environments that tend to be pedestrian friendly, show human activity, and feature pleasantly landscaped spaces. Interestingly, the favorite images here were the more intensive scenes of human activity. Dense and active urban scenes were preferred to more passive and natural settings. This is something of a departure from the normal results we would obtain in a more conventional community. Clearly, the participants in this visioning process are more attuned to busy urban environments and appreciate what Ybor City offers them.

Community Image Survey - Results

Project: Ybor City
 Responses : 30

Image No.	Mean Score	Std. Dev.	Image No.	Mean Score	Std. Dev.
1	6.2	3.98	21	-5.8	3.30
2	2.4	5.35	22	7.5	3.06
3	-6.1	4.25	23	6.3	3.86
4	2.7	4.86	24	-5.3	3.09
5	5.9	2.99	25	4.9	4.03
6	-3.6	4.52	26	-7.7	2.88
7	-5.5	3.90	27	5.1	3.91
8	5.4	3.99	28	3.4	5.35
9	-5.9	4.11	29	5.7	4.11
10	7.3	2.49	30	-0.6	4.67
11	4.8	3.72	31	6.6	2.59
12	-1.1	5.64	32	-5.4	4.16
13	-7.8	2.95	33	1.5	4.99
14	1.5	5.13	34	7.7	2.47
15	-5.4	4.05	35	5.5	3.86
16	-4.5	5.21	36	2.4	4.85
17	8.0	2.79	37	5.6	3.35
18	2.4	3.46	38	6.8	2.83
19	3.4	4.48	39	1.5	4.36
20	7.7	1.98	40	7.3	2.72

Rankings:

Image No.	Mean Score	Std. Dev.
Top 5 Scores		
17	8	2.79
20	7.7	1.98
34	7.7	2.47
22	7.5	3.06
10	7.3	2.49
Lowest 5 Scores		
21	-5.8	3.3
9	-5.9	4.11
3	-6.1	4.25
26	-7.7	2.88
13	-7.8	2.95
Most Consensus		
20	7.7	1.98
34	-8.6	2.00
10	-7.5	2.27
31	6.6	2.59
4	2.7	4.86
Least Consensus		
14	1.5	5.13
16	-4.5	5.21
2	2.4	5.35
28	3.4	5.35
12	-1.1	5.64

The Community Image Survey

1



6.2

The Community Image Survey

2



2.4

The Community Image Survey

3



-6.1

The Community Image Survey

4



2.7

The Community Image Survey

5



5.9

The Community Image Survey

6



-3.6

The Community Image Survey

7



-5.5

The Community Image Survey

8



5.4

The Community Image Survey

9



-5.9

The Community Image Survey

10



7.3

The Community Image Survey

11



4.8

The Community Image Survey

12



-1.1

The Community Image Survey

13



-7.8

The Community Image Survey

14



1.5

The Community Image Survey

15



-5.4

The Community Image Survey

16



-4.5

The Community Image Survey

17



8.0

The Community Image Survey

18



2.4

The Community Image Survey

19



3.4

The Community Image Survey

20



7.7

The Community Image Survey

21



-5.8

The Community Image Survey

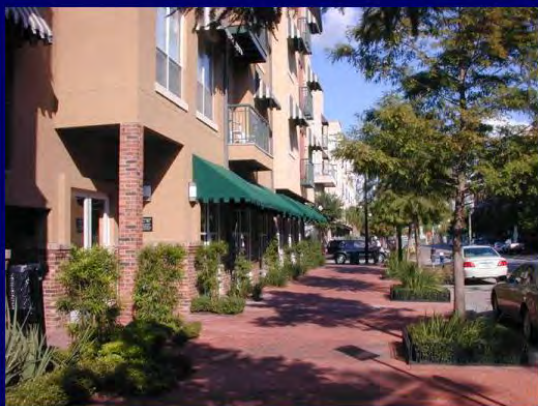
22



7.5

The Community Image Survey

23



6.3

The Community Image Survey

24



-5.3

The Community Image Survey

25



4.9

The Community Image Survey

26



-7.7

The Community Image Survey

27



5.1

The Community Image Survey

28



3.4

The Community Image Survey

29



5.7

The Community Image Survey

30



-0.6

The Community Image Survey

31



6.6

The Community Image Survey

32



-5.4

The Community Image Survey

33



1.5

The Community Image Survey

34



7.7

The Community Image Survey

35



5.5

The Community Image Survey

36



2.4

The Community Image Survey

37



5.6

The Community Image Survey

38



6.8

The Community Image Survey

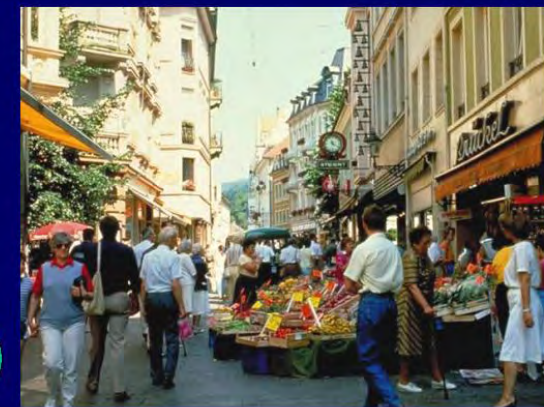
39



1.5

The Community Image Survey

40



7.3

The Top 5

The Community Image Survey

17

(1)

8.0

A photograph of an outdoor cafe area with several tables and chairs under large white umbrellas. Palm trees are visible in the background.

The Community Image Survey

20

(2)

7.7

A photograph of an outdoor cafe area with tables and chairs. A person is walking in the foreground, and palm trees are visible in the background.

The Community Image Survey

34

(3)

7.7

A photograph of a pedestrian walkway lined with trees and streetlights. People are walking in the distance.

The Community Image Survey

22

(4)

7.5

A photograph of a pedestrian walkway with palm trees and buildings in the background. People are sitting at tables.

The Community Image Survey

10

(5)

7.3

A photograph of a pedestrian walkway with people walking and streetlights. A person is sitting on the ground in the foreground.

The Bottom 5

The Community Image Survey

21



(36)

-5.8

The Community Image Survey

9



(37)

-5.9

The Community Image Survey

3



(38)

-6.1

The Community Image Survey

26



(39)

-7.7

The Community Image Survey

13



(40)

-7.8

The Most Consensus

The Community Image Survey

20

(1)
1.98

7.7



The Community Image Survey

34

(2)
2.47

7.7



The Community Image Survey

10

(3)
2.49

7.3



The Community Image Survey

31

(4)
2.59

6.6



The Community Image Survey

40

(5)
2.72

7.3



The Least Consensus

The Community Image Survey

14
(36)
5.13

1.5



The Community Image Survey

16
(37)
5.21


-4.5



The Community Image Survey

2
(38)
5.35

2.4



The Community Image Survey

28
(39)
5.35

3.4



The Community Image Survey

12
(40)
5.64

-1.1



Team Presentation Notes
Vision Workshop, 11 December 2004

Table 1

Jason Fandrich
 Manny Leto
 Corine Linebrink, YCDC

Strengths

- History, culture, architecture
- Pedestrian friendliness
- Small town community atmosphere
- Night life and entertainment
- Locally owned restaurants and businesses

Weaknesses

- Lack of Code Enforcement
- Safety Concerns
- Lack of unity among stakeholders
- No incentives for retail development (incentives were offered in the 90's to make Ybor an Entertainment District- codes were relaxed)
- Negative Public Image
- Young age demographic

Opportunities

- Unique infill residential development
- Involvement of HCC into Ybor Community
- Redevelopment of historic buildings
- Expansion of lodging business
- Expansion of tourism

Threats

- Loss of Historic Landmark District Designation and grid pattern
- Loss of tourism

- Loss of future development
- Loss of local customer base
- Increase in crime/violence

Table 2

John Doble
 Daniel Hersey
 Roger Rixon
 Jack Shiver

- Eliminate parking on 7th (from Republica de Cuba to 21st or 22nd) and sidestreets to expand sidewalks for outdoor cafes
 - Create lively street café culture
 - Resident friendly
 - Will encourage more use of garages
- Organize weekly family friendly and cultural events
 - Arts festival, Jazz festival, Crafts fair, Flea market
 - European Traveling market – can survive when not enough residents to support supermarket
- Create linear park on North side of Adamo Drive from 26th Street to Channelside Drive
- Develop incentives to draw a supermarket for residents

Table 3

Don Barco
 Joe Capitano, Jr.
 Brian Cornacchia
 Ray Green
 Alan Kahana
 Jay Miller
 Irene Pierpoint

Strengths

- Historical Value – Name recognition
- Tourist Destination

- Accessible by Streetcar
- Urban fabric is real, unlike so many areas
- Growing residential population
- Hotels are successful

Challenges

- Poor image in local community
- Disappointment during the day
- Surrounded by industrial and low income neighborhoods
- Lack of services
- Crime reality and perception

Weaknesses

- Too many 4 COP licenses
- Crime
- Street party atmosphere

Solutions

- Establish unified marketing and management district and program – hire broker to locate desired retailers
- Upzone property
- Redevelop public housing into mixed income/mixed use
- Limits permits for establishments with noise
- Encourage outdoor cafes
- Recess storefronts/modify structures to provide outdoor seating
- Limit Bar entrances to 40 feet
- Increase safety of 16th Street
- Outlaw drink specials
- Restrict outdoor soliciting to within 10 ft. of the soliciting bar
- Open 7th Avenue 24/7, except for special events
- Require bars to operate at least 8 hours a day and 4 days a week
- Establish ambassador program for welcoming, information, and safety
- Valet parking on 7th

- Eliminate panhandling
- Develop Arts Center at Nebraska and 14th Avenue- single location to anchor arts

Table 7

Kenny Conley
James Tillinghast
Rachelle Wagner

Opportunities

- Key to success is residential:
 - Low income housing site is the key – get people living close to 7th
- Focus on National Historic District: Incentives to rehab houses
- Also focus on 8th Avenue, 9th Avenue
- Fill empty storefronts during the day
- Extend streetcar to Tampa Heights
- Hold more special events
- Get HCC more involved
- Single location art center as anchor

Problems

- Too much wet zoning
- Noise: when more residents come in, masses of people can be heard
- Parking: parking “Gestapo”
- Ybor can be confusing to new people
- Underage drinkers
- Trash problems on streets

Table 8

Cynthia Brillhart
Chris Brown
Dr. Ceasar Linth

Vincent Saletto
Ellen Snelling

- Main focus is to bring in people, especially creative people – will create activity during business hours
- South area has warehouses and cigar factories not being used – build lofts purchased by YCDC or City – shared work gallery space for artists
- Need space for industrial art (noise and nuisance)
- WiFi City - Internet connectivity throughout Ybor in cafes and coffee shops
- Ybor Square:
 - Used to have great shops, restaurants, and music
 - Now office is not livening it
 - Bring back grassroots, homey shops
- Green Space:
 - Trees along Palm Avenue
 - Centennial Park is too flat. Make it more inviting
- Replace low income housing with mixed use neighborhoods: ex: Davis Island
- Encourage HCC to move into the community – bring in students more
 - HCC could provide housing for faculty, staff, students
 - Get people who work here to live here
 - Establish HCC art and cultural partnerships with Ybor

Table 9

Karen Hernandez
Dan O’Connell
Vince Pardo, YCDC
Mark Schwartz
Connie Sgati Vath
Alton White, Jr.

- YES Team needs to spread out services

- Curfew is good
- No consensus on 18-21
- No consensus on street closure
- No consensus on noise
- Improve Gateways and Streetscapes
 - Major corridors: East approach from 7th
 - 21st and 22nd Street entrance from Crosstown Expressway
 - Signage to lead you from Adamo down Nebraska to 15th Street
- Library needs more publicity
- Preserve history
- Preserve industrial area
- Adamo: corridor from it down 16th to 7th
- Mixed use – recessed storefronts
- Need colorful buildings in Ybor
- Need consistency of Code compliance
- Crime and perception of safety
- Need parking garage on east side of district
- Public Recreation:
 - City owned land on east side that will be a small park
 - School playground- use during off time
 - Merchants can set up landscaping association
- Public Art
- Centro Ybor:
 - Set up benches facing the street
 - More kiosks
 - Will be having walking guides
 - Relocate Visitors Center to a more visible location
- More storefront usage – bars are too massive – need awnings
- Improve Lighting in residential areas – decorative lighting
- Bring back performers – not vendors
- Artist housing: warehouses and commercial buildings for artists and industrial artists

Funding Mechanism Options

This Appendix discusses the various mechanisms available for the funding of capital improvements, with particular attention to the options available for creating a special assessment district. Such a district is proposed in the Ybor City Vision Plan for the purpose of funding various community improvements. While the discussion below is aimed specifically at funding a parking garage, the assessment could be drawn more broadly to designate several desired improvements. These do not have to be capital improvements, but could also include the funding of certain incentive mechanisms.

One of the most important factors in the need for additional parking facilities in Ybor City is the addition of a third parking garage. The discussion of this facility ultimately leads to the greatest challenge of constructing the facility, the financing of the garage. Several options exist to raise funds for the facility.

Clearly, the only way to raise the capital necessary for a garage is through the letting of a bond for the cost, so we find that the financing question is about paying the debt on the garage and not paying for the garage. Revenues generated from parking will certainly be a portion of the funds utilized to repay any bonded indebtedness. In this light, there are several different options for the bond-letting agency or oversight of funds. They are:

- 1) **General Obligation Bond:** The City could use its general obligation bonding authority to pledge future general fund monies to let and repay a bond by majority vote of the electors of the City.
Positives: No additional bureaucracies created and it requires only the setting of a referendum to authorize bonds and the repayment. Payments would be spread amongst all property tax payers in the City and would then be minimal per owner.
Negatives: All property owners in the City do not necessarily benefit from a parking garage designed to serve Ybor City thus it is probably not the fairest way to assume the cost.
- 2) **Revenue Bond:** The City could find sufficient dedicated, non-advalorem revenues to justify a revenue bond to back payments on a bond.
Positives: Revenue bonds do not require the vote of the electorate and thus the cost and uncertainty of a referendum would not be needed. A dedicated funding source would back borrowing (this would include but not be limited to the revenues from the garage itself) and thus the funding source would be known and presumably would be reliable. No additional bureaucracy is created to undertake and maintain the project.
Negatives: These dedicated streams of funding are surely used for other needs of the City, thus other needs would either be unfunded or would need to be funded from other sources further stressing the City's budget. As in #1 above, this burden really takes from the City as a whole and thus may unfairly spread the burden of paying for a garage to property owners or residents that do not necessarily benefit from having the garage.
- 3) **Tax Increment (TIF):** The Ybor City CRA could use its F.S. 163 Part III Tax Increment to construct the garage.
Positives: No need for the creation of additional bureaucracy to fund this as the CRA currently exists. There would be no need for a referendum of the electors or property owners of the City or District. The TIF is an existing revenue stream and the only change that would be required would be an amendment to the CRA's Redevelopment Plan to authorize this expenditure.
Negatives: The TIF of the Ybor 1 & 2 CRA's, while healthy, would be decimated by a bond payment for a new garage. It

would be likely that the CRA would be prevented from undertaking almost any other activity if it were the source of funding for a garage and the CRA's funds are required to continue assisting in the funding of area-wide clean-up, planning functions, building rehabilitation, event funding and other redevelopment activities that would then have no other sponsor.

- 4) **Special Assessment:** The City of Tampa could undertake a vote of the affected property owners of the area, and with a 50%+ majority, levy a special assessment against the property owners in the area under F.S. 170.1. (this could be overseen by either the City or a City created dependent special district)
Positives: The fairness of those benefiting most directly would be the ones that would pay for the project. Revenue could be structured as an assessment based on use of the property, need for parking, and amount of parking provided. An assessment could be structured such that future development could immediately “buy out” of the assessment by paying their fair share of costs of the garage at the time of development, at any time any property owner could opt-out by providing sufficient off-street parking or by paying in full their “buy out” portion of the bond repayment and costs, or owners could opt to accept the annual levy and spread their costs over the remaining years of bond repayment. Additionally, no new board or committee need be created to oversee this payment thus no new layers of government would need to be navigated.
Negatives: The assessments could be significant and some subsidy may be required to insure they do not retard development or business viability. The need for a vote of affected property owners could provide difficult as sufficient time, resources, and education must be made to educate property owners on the benefit of additional parking. It is important to note that this is the only expenditure of special assessment funds that requires a vote of affected property under the Statute that authorizes municipalities to collect special assessments for improvements.
- 5) **Independent Special District:** The City of Tampa could request from the State Legislature the creation of an independent special district with the power to levy taxes or assessments under F.S. Chapter 189 and request authority through the State Legislature to levy an assessment or to levy a tax.
Positives: The fairness of those benefiting most directly would be the ones that would pay for the project. Revenue could be structured as either a special assessment or tax levy. A special assessment could fairly structure payments based on use of the property, need for parking, and amount of parking provided.
Negatives: Relying on the Legislature to create a new district. This is a very uncertain avenue to take and would require resources to convince the legislature of the need. A new bureaucracy that would be overseen outside the purview of the City would be created. An independent board would create an additional layer of government that could harm ease of dealing with government for residents and business/property owners. The use of authority to levy a tax millage would be unreasonable as sufficient tax base does not exist currently to raise sufficient funds without and unreasonable millage (for purposes of this report, unreasonable millage would be one that exceed 2 mills).
- 6) **Dependent Special District:** The City of Tampa could, by ordinance, create a dependent special district under F.S. Chapter 189 and request from the State Legislature power to tax or levy assessments.
Positives: The fairness of those benefiting most directly would be the ones that would pay for the project. Revenue could be structured as either a special assessment or tax levy. A special assessment could fairly structure payments based on use of the property, need for parking, and amount of parking provided. A dependent district would either be the City Council or a City Council appointed board (which could also be an existing

board such as the YCDC), thus control would remain with the City.

Negatives: Again, relying on the Legislature to allow taxing authority to the new district. This is a very uncertain avenue to take and would require resources to convince the legislature of the need. A district would create an additional layer of government that could harm ease of dealing with government for residents and business/property owners. The use of authority to levy a tax millage would be unreasonable as sufficient tax base does not exist currently to raise sufficient funds without and unreasonable millage (for purposes of this report, unreasonable millage would be one that exceed 2 mills).

- 7) **Neighborhood Improvement District:** The City of Tampa could authorize the creation of a Neighborhood Improvement District under F.S. 163 Part IV and authorize a vote of the property owners to create the District which could then levy a special assessment or have taxing authority up to 2 mills to undertake various activities including a parking garage. In this case at least 75% of all of the properties in the district must be commercial OR at least 75% of the properties must be residential.

Positives: include authority under the statutes to levy an assessment or millage thus no legislative involvement would be required. The fairness of those benefiting most directly would be the ones that would pay for the project. Revenue could be structured as either a special assessment or tax levy. A special assessment could fairly structure payments based on use of the property, need for parking, and amount of parking provided. The negatives would include relying on the Legislature to create a new district.

Negatives: The need for a vote of affected property owners, again this would require the need for resources, time and education programs to inform owners of the intent of the project. Additionally, the 75% rule (the district must be comprised of 75% residential or 75% commercial property) would be difficult to balance in the Ybor area and may end up

placing too much burden on one area or the other. This would also add that additional layer of government that developers, business and property owners and residents would then have to navigate.

- 8) **Combination of the Above:** The City could create some mixture of the above possibilities including but not limited to: General funds or dedicated revenues providing some funding while a special district (either independent or dependent) could provide a portion. Or the City could re-implement requirements for provision of off-street parking and its per-space impact fees for those that cannot provide such parking and use revenues from such to fund a portion of the needs.

Positives: No one avenue would be relied upon for all the necessary resources and this method has the most flexibility. Impacts on businesses, property owners and residents could be tempered to be as minimal as possible. All parties, property owners, businesses, residents, and the City could all be responsible for a fair share of costs. A group of revenue generating sources could be achieved that most fairly spreads costs to those who benefit in the proportion they benefit. If one revenue source falters over time there would be others that could be relied upon or utilized to continue necessary funding.

Negatives: Probably limited to the formation of the fairest mix and the maintenance of all sources and annual administration would require City resources (although probably no more than would be required under other options).

Overall, it would appear that the best potential for funding would be that outlined in #8, a combination of potentials. Such a mix would provide for the fairest forms of bond repayment, as well as the least imposing on owners and residents of the area. This would then have the best chance of limited negative effects on future development and redevelopment of the Ybor City area.

While not mentioned, there are also several existing grant sources through the Federal government (most notably TEA-21 and other mass

transit programs) that could provide for some up-front or construction costs. This was not listed above as it would be unlikely that grant sources could pay the entire or significant project costs, however, they could certainly be investigated and may provided enough funds to reduce the need to raise revenue locally and may reduce the amount needed to bond and thus future debt payments. This, of course, would also mean that it would reduce the amount of the overall assessment, so that some general indication of how much grant money might be available from other sources should be determined before the size of the assessment is set.

YBOR CITY GRANT AND FUNDING OPPORTUNITES

This list has been compiled to be used as a resource for funding possibilities for projects/programs and community wants as outlined in the Ybor City Vision Plan prepared by Civic Design Associates and PMG Associates, Inc. for the Ybor City Development Corporations in January, 2005.

ARTS AND CULTURE

Arts in Education Program

Support for projects aimed toward providing lifelong learning and quality educational programs in the Visual, performing and literary arts.

Grants of \$3,000 to \$15,000 for partnerships, \$15,000 for school-based programs

Match on a dollar-for-dollar basis

Contact: Dana DeMartino, Arts Education Program Director
Florida Dept. of State
Division of Cultural Affairs
1001 DeSoto Park Drive
Tallahassee, FL 32301
850-245-6477
<http://www.florida-arts.org/grants/aie/index.htm>

The Challenge Grant Program

This Program is a call for organizations to engage the full use of their abilities and resources to launch cultural projects that are unique and innovative.

Proposals will be expected to describe a new initiative, a one-of-a-kind project, a technological direction, or an unusual enterprise or endeavor

that represents a departure from the ordinary programming of the organization.

Organizations must be able to demonstrate their local, regional, and statewide impact by providing information on audience/subscriber demographics, attendance, outreach programs and other activities.

Grants from \$10,000 to \$75,000
Match 3:1 (\$3 for every \$1 grant requested)

Contact: Dr. Gaylen Phillips, Arts Administrator/Coordinator
Florida Dept. of State
Division of Cultural Affairs
1001 DeSoto Park Drive
Tallahassee, FL 32301
850-245-6482
<http://www.florida-arts.org/grants/aie/index.htm>

Cultural Facilities Program

The purpose of the Cultural Facilities Program is to coordinate and guide the State of Florida's support and funding of renovation, construction, or acquisition of cultural facilities (not for historic restoration projects). Project must be beyond early planning stages. Funding not intended for feasibility studies or architectural drawings.

Grants up to \$500,000 but no more than \$1.5 million may be received within five consecutive state fiscal years.

Match \$2 for every \$1 requested (up to 50% can be documented in-kind contributions)

Contact: Don Blancett, Arts Administrator
Florida Dept. of State

Division of Cultural Affairs
 1001 DeSoto Park Drive
 Tallahassee, FL 32301
 850-245-6483
<http://www.florida-arts.org/grants/facilities/index.htm>

Cultural Support Grants Program

Designed to foster excellence and diversity in art and culture for all the people in the State of Florida. Through these grants, the Division encourages a commitment to outreach and educational services to underserved areas and populations and increased access for persons with disabilities.

Two types of funding are offered: General Program Support and Specific Projects. Organizations can receive funding for either General Program Support or a Specific Project through this program, but not both.

Discipline categories include: dance, discipline service, folk arts, interdisciplinary, literature, media arts, multidisciplinary, museums (Art, Science, Youth and Children's), music, sponsor/presenter, community theatre, professional theatre, visual arts

Grants up to \$25,000 for specific projects. Various levels of funding based on organization-type not to exceed \$350,000

Contact: David S. Gregory, Grants Manager
 Florida Dept. of State
 Division of Cultural Affairs
 1001 DeSoto Park Drive
 Tallahassee, FL 32301
 850-245-6486
<http://www.florida-arts.org/grants/csg/index.htm>

International Cultural Exchange Grant Program

Designed to support international cultural exchange projects of outstanding artistic and cultural merit. Projects can include exhibits, touring, performances, publishing and printing of brochures and catalogs, lectures, or symposia, cultural heritage and documentation, and artist residencies.

Projects may be developed and originate in Florida for travel outside of the United States, or may be developed or originate in another country and be brought to the state by a Florida sponsor. The program supports international cultural exchange projects of arts organizations, including museums, theatres, dance companies, sister city organizations, art centers and others.

Grants up to \$25,000 per application
 Match on a dollar-for-dollar basis, 50% of match may be documented in-kind contributions.

Contact: Mack Paschall
 Florida Dept. of State
 Division of Cultural Affairs
 1001 DeSoto Park Drive
 Tallahassee, FL 32301
 850-245-6484
<http://www.florida-arts.org/grants/ice/index.htm>

Local Arts Agency Program

A local arts agency (LAA) is defined as an umbrella agency that serves its county or counties arts and cultural constituencies. One or more county commissions must officially recognize an entity as the local arts agency, commission, alliance or division of a county or city government. This includes county arts councils established pursuant to section 265.32, Florida Statutes.

This program is designed to provide general support for activities conducted by a local arts agency such as: Cultural assessment and planning; Services to arts and cultural organizations, individual artists, and the diverse communities the local arts agency represents; Promotion of arts and cultural events or opportunities; Collaborations that benefit the community at large and provide greater quality and access to arts and cultural programs and opportunities; Programs, projects, or initiatives such as arts in education, lifelong learning, art in public places, marketing and community outreach

Grants up to \$60,000

Match is dollar-for-dollar

Contact: Dana DeMartino, Arts Education Program Director
Florida Dept. of State
Division of Cultural Affairs
1001 DeSoto Park Drive
Tallahassee, FL 32301
850-245-6477
<http://www.florida-arts.org/grants/laa/index.htm>

The Quarterly Assistance Program

The program has four main goals in funding: to act as an introductory grant program for new organizations or organizations with no prior Division grant experience; to capture “sudden opportunities” for projects of arts organizations (that is, opportunities that were not anticipated or known in time for other grant program application deadlines); to promote professional development for arts organizations within the Consultant, In-Service Training, or Staff Exchange categories; to provide a place for small Division-initiated projects or to provide organizations with a larger funding request for special projects that are broader in scope than what is offered by the mini-grant.

Arts organizations are eligible for funding in all five grant subcategories; non-arts organizations are eligible for funding in only the Special Project category. Quarterly Assistance funding is not intended to supplement general program support.

Grants: Mini-Grant – up to \$5,000
Staff Exchange Grants – up to \$1,000
Consultant Grants – up to \$1,000
In-Service training Grant – up to \$1,000
Special Programs – for funding requests over \$1,500

Match is on a dollar-for-dollar basis with up to 25% of total project costs may be in-kind contributions

Contact: Dr. Gaylen Phillips, Arts Administrator/Coordinator
Florida Dept. of State
Division of Cultural Affairs
1001 DeSoto Park Drive
Tallahassee, FL 32301
850-245-6482
<http://www.florida-arts.org/grants/qa/index.htm>

BEAUTIFICATION PROGRAMS

Adopt-A-Highway Program

Adopt-a-Highway is a public/private partnership program where citizen groups can adopt a section of state highway with a tow-year commitment of keeping their section free and clear of litter.

Grants – State incurs all costs, provides citizen volunteers to communities to help beautify sections of state roads through litter cleanup

Match – N/A

Contact: Stephen E. Liner, State Coordinator
Adopt-A-Highway Program
Florida Department of Transportation
605 Suwannee Street
Mail Stop 61
Tallahassee, Florida 32399-0450
850-414-0482
800-226-5488
<http://www.dot.state.fl.us/statemaintenanceoffice/aah.htm>

Florida Highway Beautification Council Grant

Program provided landscaping grants for state roads. Funding is contingent upon having construction-ready roadway landscaping plans and the signing of a maintenance agreement with FDOT for the project area

Grants made based on ranking and amount of program funding. Applicant may request up to \$150,000 per project. Matching is on a dollar-for-dollar basis

Contact: Jeff Castor,

Florida Highway Beautification Council Staff
Coordinator
605 Suwannee Street
Mail Stop 37
Tallahassee, Florida 32399-0450
(850) 410-5892
<http://www.dot.state.fl.us/emo/beauty/council.htm>

Urban and Community Forestry Grant Program - Florida Dept. of Agriculture

This program provides funding for urban forestry programs including ordinance development or revision, tree inventories, management plans, master plans, in-house training, staffing, student internships, equipment, tree planting on public land, tree protection projects, and tree maintenance projects. The Program will also grant funds to educational programs.

Grant: Up to \$15,000 for tree planting programs.
Up to \$10,000 for education programs
Up to \$50,000 for other programs for applicants that have not previously received funding
Up to \$30,000 for other programs for applicants that have been previous recipients of funding from the Program.

Match is on a dollar-for-dollar basis

Contact: Charlie Marcus
Urban Forestry Coordinator
Fl. Division of Forestry
(850) 921-0300
<http://www.fl-dof.com/Conservation/urban/UrbanGrantProgram.html>

Transportation Equity Act for the 21st Century Funds (TEA-21) - Metropolitan Planning Organization/Florida Department of Transportation/Federal Highway Administration

Programs funded by this Act include Highway beautification, historic preservations, scenic roadways, bike and pedestrian facilities, rehabilitation and operation of historic transportation studies, preservation of abandoned railway corridors, control and removal of outdoor advertising, archeological planning and research, mitigation of water pollution due to highway runoff

Grant amount various by region and program
Match requires at least 10% of project cost be non-federal funds

Contact: Hillsborough MPO
601 East Kennedy Boulevard
County Center Building, 18th Floor
P.O. Box 1110 Tampa, FL 33601-1110
<http://www.hillsboroughmpo.org/mpohome.htm>

STORMWATER

South West Florida Water Management District (SWFWMD) Funds

SWFWMD funding is available for assistance in stormwater improvement projects, which are beneficial for redevelopment projects that include areas with drainage deficiencies.

Grants are usually not under specific programs but are gained as a budget item in the WMD's annual budget.
Matches would be to the discretion of the District

Contact: Hillsborough River Basin Board
Southwest Florida Water Management District
2379 Broad Street
Brooksville, FL 34604
<http://www.swfwmd.state.fl.us>

TECHNOLOGY PROGRAMS

U.S. Dept of Commerce Technology Opportunities Program

Promotes the widespread availability and use of digital network technologies in the public and non-profit sectors. As part of the Department's National Telecommunications and Information Administration (NTIA), TOP gives grants for model projects demonstrating innovative uses of network technologies. TOP evaluates and actively shares the lessons learned from these projects to ensure the benefits are broadly distributed across the country.

TOP makes matching grants to state, local and tribal governments, health care providers, schools, libraries, police departments, and community-based non-profit organizations. TOP projects demonstrate how digital networks support lifelong learning for all Americans, help public safety officials protect the public, assist in the delivery of health care and public health services, and foster communication, resource-sharing, and economic development within rural and urban communities.

Grants- limited only by Congressional appropriation through the US Dept. of Commerce
\$12.9 million allocated for FY 2004
Matching – This is a matching grant however matches may be made at varying levels.

Contact: Anthony Wilhelm, Ph.D, Director
Technology Opportunities Program
National Telecommunications and Information Administration
U.S. Dept. of Commerce
1401 Constitution Avenue, NW
Room 4096
Washington, D.C. 20230

http://www.ntia.doc.gov/otiahome/top/grants/briefhistory_gf.htm

JUVENILE DELINQUENCY PREVENTION

U.S. Dept. of Justice - Office of Juvenile Justice and Delinquency Prevention Grants

OJJDP sponsors a broad array of research, program and training initiatives, and disseminates accurate, up-to-date information about juvenile justice issues.

Grants- OJJDP has funding for several initiatives and programs
Match- various for differing programs

Contact: Juvenile Justice Clearinghouse
P.O. Box 6000
Rockville, MD 20849-6000
(800) 638-8736
<http://www.ojjdp.ncjrs.org>

Juvenile Justice and Delinquency Prevention Program -Florida Dept. of Juvenile Justice

Program provide grants to community-based providers to develop creative and innovative delinquency prevention and diversion programs

Grants – various amounts under several different funding programs
Match – some program require a dollar-for-dollar match.

Contact: C.J. Dunn, Delinquency Prevention Specialist
Juvenile Justice and Delinquency Prevention Program
Florida Department of Juvenile Justice
2737 Centerview Drive

Tallahassee, Florida 32399-3100

<http://www.djj.state.fl.us/djjservices/prevention/prevention/funding.shtml>

BROWNFIELD ECONOMIC DEVELOPMENT PROGRAMS

Brownfields Cleanup and Reuse Funding Guide – U.S. Dept. of Environmental Protection

There are nearly two dozen federal programs that can help communities in one way or another to assess, cleanup and reuse Brownfields. Although only a few of these federal programs focus explicitly on Brownfields (e.g the U.S. Environmental Protection Agency, the U.S. Department of Housing and Urban Development), if communities apply some creativity to make the Brownfields connection they can benefit from many other federal programs. To help make this Brownfields connection a guide has been created which examines in alphabetical order the resources available through departments and agencies of the Federal Government which could be applied in Brownfields situations. This guide provides current program descriptions and contact names. In addition, this guide features "Brownfields Links," short descriptions of each agency's offerings and the entities that can use them, and suggestions to "Think About" for making long-time programs fit emerging Brownfields needs. It also recaps the "Brownfields Role" that each agency is pursuing. Brownfields Tax Incentive

Grants – Various depending on program
Match – Various depending on program

Contact:
http://www.epa.gov/swerosps/bf/partners/federal_programs_guide.pdf

Brownfields Economic Development Initiative (BEDI) – U.S. Department of Housing and Urban Development.

This is a key competitive grant program that HUD administers to stimulate and promote economic and community development. BEDI is designed to assist cities with the redevelopment of abandoned, idled and underused industrial and commercial facilities where expansion and redevelopment is burdened by *real or potential* environmental contamination.

BEDI grant funds are primarily targeted for use with a particular emphasis upon the redevelopment of brownfields sites in economic development projects and the increase of economic opportunities for low-and moderate-income persons as part of the creation or retention of businesses, jobs and increases in the local tax base.

Grants up to \$2 million per application

Matching – Application must include a Section 108 Loan guarantee.

Contact: Frank McNally
Office of Economic Development
U.S. Department of Housing and Urban Development
451 7th Street S.W., Washington, DC 204102
(202)-708-0614 x 7100
<http://www.hud.gov/offices/cpd/economicdevelopment/programs/bedi/index.cfm>

HISTORIC PRESERVATION PROGRAMS

Historic Preservation Grants – State of Florida Dept. of State, Office of Cultural and Historic Preservation

This program is designed to assist in the identification, excavation, protection, and rehabilitation of historic and archaeological sites in Florida; to provide public information about these important resources. Types of historic preservation projects that can be funded include Acquisition and Development projects (including excavation of

archaeological sites and building rehabilitation, stabilization or planning for such activities); Survey and Planning activities (including surveying for historic properties, preparing National Register nominations, and preparing ordinances or preservation plans); and Community Education projects (such as walking tour brochures, educational programs for school children, videos illustrating historic preservation principles, and Florida Historical Markers).

Grants up to \$50,000

Match is on a dollar-for-dollar basis

Contact: Staff of the Bureau of Historic Preservation
Florida Dept. of State
500 S. Bronough St.
Tallahassee, FL 32399-0250
1-800-847-7278
<http://dhr.dos.state.fl.us/grants/preservation>

Special Category Grants – State of Florida Dept. of State, Office of Cultural and Historic Preservation

This program is designed to assist major archaeological excavations, large restoration projects at historic structures, and major museum exhibit projects involving the development and presentation of information on the history of Florida.

Grants up to \$350,000

Match requires that local group show substantial investment over the previous five years.

Contact: Staff of the Bureau of Historic Preservation
Florida Dept. of State
500 S. Bronough St.
Tallahassee, FL 32399-0250
1-800-847-7278
<http://dhr.dos.state.fl.us/grants/special>

HOUSING PROGRAMS

The State Housing Initiatives Partnership (SHIP) Program

This is a block grant to local governments to allow them to implement locally designed housing programs. The SHIP Program provides funds for use under the State Apartment Incentive Loan (SAIL) Program, the Homeownership Assistance Program, the Florida Affordable Housing Guarantee Program, and the Affordable Housing Catalyst Program. This program offers low-interest mortgage loans to profit and nonprofit developers of new apartment projects that set aside a minimum of 20% of their units for households with incomes at or below 50% of applicable median income, or a minimum of 40% of their units for households with incomes at or below 60% of applicable median income. Loans are generally limited to no more than 25% of total project cost and have a maximum term of twenty-five (25) years. The Florida Housing Finance Corporation administer the program. Loan recipients are selected through a competitive application process.

FOR DEVELOPERS ONLY !

Contact: Steve Auger, Deputy Development Officer
Florida Housing Finance Corporation
227 North Bronough Street
Suite 5000
Tallahassee, Florida 32301
(850) 488-4197
www.floridahousing.org

PARKS, OPEN SPACE, GREENWAYS AND TRAILS

Florida Recreation Development Assistance Program (FRDAP)

This annual, state recreation assistance program may be used for recreational land acquisition, park design, and construction. Active park

amenities are normally afforded a higher priority than passive parks. Projects may be phased over several years.

Grants up to \$150,000 annually (may apply for multiple phases over multiple years)

Match

Contact: Dept. of Environmental Protection
Division of Recreation and Parks
Office of Information and Recreation Services
3900 Commonwealth Blvd., Mail Station #585
Tallahassee, FL 32399-3000
<http://www.dep.state.fl.us/parks/bdrs>

Land and Water Conservation Fund (LWCF)

LWCF is a competitive program which provides grants for acquisition or development of land for public outdoor recreation use. Grants can be for development of outdoor recreation areas and facilities such as beaches, picnic areas, trails, ball fields, tennis and basketball courts and playgrounds along with associated support facilities such as lighting, parking, restrooms and landscaping. Enclosed buildings and structures (except restrooms, restroom/concession buildings and bathhouses) are ineligible. Grants can also be utilized for acquisition of Land for outdoor recreation purposes.

Grants amounts vary annually

Match is on a dollar-for-dollar basis; in-kind and value of donated land may be used as towards match

Contact: Dept. of Environmental Protection
Division of Recreation and Parks
Office of Information and Recreation Services
3900 Commonwealth Blvd., Mail Station #585
Tallahassee, FL 32399-3000
<http://www.dep.state.fl.us/parks/bdrs>

Florida Community's Trust (FCT) Fund Grant

FCT is a state land acquisition grant program housed at the Florida Department of Community Affairs which provides funding to local governments and eligible non-profit environmental organizations for acquisition of community-based parks, open space and greenways that further outdoor recreation and natural resource protection needs identified in local government comprehensive plans.

Matching and full grants for land acquisition projects are provided to communities through an annual competitive application cycle. Approximately \$66 million is available to eligible applicants each year and applicants are eligible for up to 6.6 million or 10 percent of this amount.

Contact: Florida Communities Trust
2555 Shumard Oak Blvd.
Tallahassee, FL 32399-2100
<http://www.dca.state.fl.us/ffct>

Recreational Trails Program Grants

Administered through the Florida Office of Greenways and Trails at the Florida Department of Environmental Protection the Recreational Trails Program (RTP) is a federally funded competitive grant program that provides financial assistance to agencies of city, county, state or federal governments, and organizations, approved by the State, or state and federally recognized Indian tribal governments, for the development of recreational trails, trailheads and trailside facilities.

Grants of up to: \$100,000 for Non-Motorized Projects
 \$100,000 for Mixed Use Projects
 \$250,000 for Motorized Projects

Matches must be made but can be at varying levels

Contact: Alexandra Weiss
Office of Greenways & Trails
Department of Environmental Protection
3900 Commonwealth Blvd., MS 795
Tallahassee, Florida 32399-3000
<http://www.dep.state.fl.us/gwt>

Florida Forever Land Acquisition Program

The Florida Forever program is the state's newest blueprint for conservation of our unique natural resources. It replaces the highly successful [Preservation 2000 Program](#) (P-2000), the largest program of its kind in the United States. P-2000 was responsible for the public acquisition, and protection, of more than 1.25 million acres of land. This new program is more than just an environmental land acquisition mechanism. It encompasses a wider range of goals, including: restoration of damaged environmental systems, water resource development and supply, increased public access, public lands management and maintenance, and increased protection of land by acquisition of conservation easements. Local governments can enter into agreements to manage lands acquired under this program for the use of open space recreation for the public

Grants are not actually made. The State acquires land at appraised value and will enter into an agreement with the locality to manage the land for a public recreational or conservation purpose.

Contact: [Florida Department of Environmental Protection](#)
Division of State Lands
Office of Environmental Services
3900 Commonwealth Blvd.
Mail Station #140
Tallahassee, FL 32399-3000
<http://www.dep.state.fl.us/lands/acquisition/FloridaForever/default.htm>

Greenways and Trails Acquisition Funding

The Department of Environmental Protections' Office of Greenways and Trails Land Acquisition Program is a component of Florida Forever. Florida Forever provides \$300 million annually through 2010 to protect and improve environmental lands, water resources and urban greenspace. The Greenways and Trails Land Acquisition Program receives 1.5 percent (\$4.5 million) of the Florida Forever annual distribution.

Grants are not actually made. The State acquires land at appraised value and will enter into an agreement with the locality to manage the land for a public recreational or conservation purpose.

Contact: Cindy Radford
Office of Greenways & Trails
Department of Environmental Protection
3900 Commonwealth Blvd., MS 795
Tallahassee, Florida 32399-3000
<http://www.dep.state.fl.us/gwt/acq>

MISCELLANEOUS FUNDING OPTIONS

Special Assessment Districts or Special Taxing Districts

The City of Tampa could also establish special assessment or Special Taxing districts, Municipal Service Benefit Units (MSBU) or Municipal Service Taxing Units (MSTU), for the purpose of funding various capital improvements within an area or for the construction of a particular project. These types of districts could be beneficial for purposes of parking garage construction, landscaping, street lighting or funding various maintenance programs currently funded by the CRA.

For more information on MSBU/MSTU it would best to discuss with the City Attorney rather than contacting an outside agency or information source initially.

Historic Preservation Incentive and Grant Programs

Incentive Programs

The following four programs are financial incentives available for owners of historic buildings that will assist in making restoration and rehabilitation more economically feasible.

The last three can be coordinated through the Barrio Latino Commission, the Architectural Review Board for Ybor City. More information about the Barrio Latino Commission, their mission, and their programs can be found on the City of Tampa website at http://www.tampagov.net/dept_historic_preservation. The Barrio is also familiar with the first program and can answer questions about it, though it does not administer it.

1. Federal Historic Preservation Tax Incentive Program

This program is administered jointly by the National Parks Service, the Internal Revenue Service, and the State Historic Preservation Offices.

The Federal Historic Preservation Tax Incentives are available for buildings that are National Historic Landmarks, that are listed in the National Register, and that contribute to National Register Historic Districts and certain local historic districts.

The incentive is a 20% tax credit which is available only to properties rehabilitated for income-producing purposes, including commercial, industrial, agricultural, rental residential or apartment use. Thus, the credit cannot be used to rehabilitate a personal residence for owner occupied living.

However, if a portion of a personal residence is used for business, such as an office or a rental apartment, in some instances the amount of rehabilitation costs spent on the income-producing portion of the residence may be eligible for the credit.

In addition, to be eligible for the tax credit, the rehabilitation project must be consistent with the historic character of the property and it must meet ten Standards of Rehabilitation according to the Secretary of the Interior. The ten standards can be found on the website listed below.

There are several other factors involved and specific guidelines to follow for rehabilitation projects in order to be eligible for the 20% federal tax credit. Please refer to the following website, call the number, or write to the address below for complete information on the program and for application information.

Website: <http://www.cr.nps.gov/hps/tps/tax/>

Contact Information:

Federal Historic Preservation Tax Incentives
Heritage Preservation Services (2255)
National Park Service
1201 Eye St. NW
Washington, DC 20005

Phone: Michael Auer at (202) 354-2031

Fax: (202) 371-1616

E-Mail: nps_hps-info@nps.gov

Technical Preservation Assistance is also available through the National Park Service. Materials such as guidance pamphlets and books, videos, and a specific website offer advice and assistance on preserving, restoring, and rehabilitating historic buildings. For information, please visit the following website or use the contact information below.

Website: http://www.cr.nps.gov/hps/tps/tps_p.htm

Contact Information:

Technical Preservation Services
Heritage Preservation Services, National Park Service

1201 Eye St. NW, 2255
 Washington, DC 20005
Phone: Kay Weeks at (202) 354-2074
Fax: (202) 371-1616
E-mail: nps_hps-info@nps.gov

2. Local Ad Valorem Tax Exemption

This program operates under City of Tampa Ordinance Number 93-137, which states in part that the Tampa Architectural Review Commission (ARC) and the Barrio Latino Commission (BLC) shall review ad valorem tax exemption applications for their respective historic districts and landmarks in order to "... encourage more restoration, rehabilitation, and renovation of designated historic district structures in Tampa; provide a positive financial incentive for designation of Tampa's landmarks and historic districts; improve the appearance of designated historic landmarks and historic districts in Tampa, therefore enhancing their appeal as places to live, work or visit."

The ARC/BLC Public Hearing is a quasi-judicial process where the ARC/BLC conducts a finding of fact. Facts are submitted by the property owner or the assigned agent and presented by the ARC/BLC staff. It is important that the owner/agent submit all the facts that are necessary to make a decision. Facts should directly refer to the **"Secretary of Interior's Standards for Rehabilitation and Guidelines for Rehabilitating Historic Buildings"** by way of drawings, photographs, documentation, and oral testimony.

The Ad Valorem Tax Exemption Program requires that a three-part application is completed in accordance with Chapter 1A-38, Florida Administrative Code, and submitted to the Local Historic Preservation Offices (ARC/BLC) for review. The ARC/BLC bases its decision upon the rehabilitation of the exterior and interior features of historic

properties. **Note: In order to be eligible for the program, the applicant must submit a completed Part 1 and Part 2 of the application and receive approval by the ARC/BLC for proposed work at a pre-rehabilitation public hearing prior to initiating any demolition, construction or alterations to the structure.** Specific questions concerning the application and eligibility of properties should be directed to the City of Tampa's Architectural Review for Historic Preservation at (813) 274-8920.

For more information on the application process, please refer to the following website or call the above number.

Website:

http://www.tampagov.net/dept_historic_preservation/blc/index.asp

3. **Façade Improvement Program** – *Info coming from Del on Wednesday*
4. **Revolving Historic Preservation Loan Fund** - *Info coming from Del on Wednesday*

Grant Programs

In addition to the above financial incentives given for restoration or rehabilitation of historic structures, grant money may be available from two State of Florida Historic Preservation Grant Programs. (These two programs are also included in the complete source of grants list included in the Appendices.)

1. State of Florida Dept. of State, Office of Cultural and Historic Preservation

This program is designed to assist in the identification, excavation, protection, and rehabilitation of historic and archaeological sites in Florida and to provide public information about these important resources. Types of historic preservation projects that can be funded include Acquisition and Development projects (including excavation of

archaeological sites and building rehabilitation, stabilization or planning for such activities); Survey and Planning activities (including surveying for historic properties, preparing National Register nominations, and preparing ordinances or preservation plans); and Community Education projects (such as walking tour brochures, educational programs for school children, videos illustrating historic preservation principles, and Florida Historical Markers).

Grants up to \$50,000 may be awarded.

Match is on a dollar-for-dollar basis.

For more information, please refer to the following website or use the contact information below:

Website: <http://dhr.dos.state.fl.us/grants/preservation>

Contact Information:

Staff of the Bureau of Historic Preservation

Florida Dept. of State

500 S. Bronough St.

Tallahassee, FL 32399-0250

Phone: 1-800-847-7278

For more information, please refer to the following website or use the contact information below:

Website: <http://dhr.dos.state.fl.us/grants/special>

Contact Information:

Staff of the Bureau of Historic Preservation

Florida Dept. of State

500 S. Bronough St.

Tallahassee, FL 32399-0250

1-800-847-7278

2. Special Category Grants – State of Florida Dept. of State, Office of Cultural and Historic Preservation

This program is designed to assist major archaeological excavations, large restoration projects at historic structures, and major museum exhibit projects involving the development and presentation of information on the history of Florida.

Grants up to \$350,000 may be awarded.

Match requires that local group show substantial investment over the previous five years.

Overview of Alcohol Related Regulations

Alcoholic Beverages in the state of Florida are regulated under the following parts of the Florida Statutes:

Title XXXIV Alcoholic Beverages and Tobacco

Chapter 561 Beverage Law: Administration
 Chapter 562 Beverage Law: Enforcement
 Chapter 563 Beer
 Chapter 564 Wine
 Chapter 565 Liquor
 Chapter 567 Local Option Elections
 Chapter 568 Intoxicating Liquors in Counties Where Prohibited
 Chapter 569 Tobacco Products

Some of the new regulations being considered to control wet-zoned establishments in Ybor City will require new ordinances to be passed. In some cases, they will require changes in state law. While the City intends to pursue this, it should be understood that this could require time and effort. The following discussion is intended to summarize the range of issues under consideration and to list some precedents to regulating them in other Florida municipalities as well as other states.

Age restriction

Ybor City is considering using stricter age policies and limiting drink specials and advertising. Several Florida cities, noted for their entertainment such as Miami Beach, Fort Lauderdale, and West Palm Beach have issued age restrictions, with reported success.

The limitation of patrons between the ages of 18 and 21 has been the subject of some contention in Ybor City. One possible compromise position that could be considered is to permit patrons under the age of 21 in an establishment only if less than 50% of the business' income comes from alcohol sales. This would allow patrons under 21 to

continue to frequent restaurants, dance clubs, and pool halls, just to name a few.

Drink specials and promotions

Limiting public intoxication by controlling drink specials will also be an important factor in changing the reputation and reality of the drinking climate of Ybor City. Ybor should not be a place where drinking to excess is encouraged or celebrated, a circumstance which is the effect, if not the purpose, of drink specials. A state law may be necessary to control drink specials and their advertising. The following suggestions on regulating drink specials are from the US Department of Health and Human Services and SAMHSA's National Clearinghouse for Alcohol and Drug Information.

1. **Limitation of drink specials and advertising of such**

Twenty-four states have enacted laws or regulations that prohibit or limit some types of promotions. The attached table lists these state laws. Bars violating them may lose their licenses or face other administrative penalties.

All you can Drink

18 states prohibit or restrict "all-you-can-drink" specials.
 Ex: An Alaska Statute

On premises where alcoholic beverages are sold by the drink, a licensee ... may not sell... an unlimited number of alcoholic beverages ... during a set period of time for a fixed price.

Alaska Statutes § 04.16.015 (a) (4) (Oct. 1994)

Happy Hour

16 States prohibit Happy Hour drink specials
 Ex: An Indiana Statute

It is unlawful for a holder of a retailer's permit to: Sell alcoholic beverages during a portion of the day at a price that is reduced from the...establishment price that the permittee charges during the remainder of that day.

Indiana Stat. Ann. § 7.1-5-10-20 (a)(1) (1991)

Ladies Nights

Laws that prohibit licensees from offering drinks to one group of persons at a price lower than that offered to other customers would eliminate this promotion. Seven states ban ladies nights, and four others restrict the hours during which bars may offer "ladies night" specials. (See Table for examples).

To prevent bars from charging ridiculously low prices for drinks to encourage consumption:

Texas prohibits bars from charging a cover price for admission, then selling penny drinks or drinks for "any coin." Massachusetts bans any promotion that results in the sale of drinks at a price that is lower than the bar's cost. Maine rejects any marketing practice that has the specific purpose "to encourage customers to drink to excess." This type of regulation is probably harder to define, and thus to enforce.

Enforcement of not serving drinks to intoxicated persons:

This requires intense enforcement and requires observation by police officers and community members. In addition, staff training is probably necessary to enforce this adequately.

Ex: A Nebraska Statute

"No licensee or employee of any licensee shall in any manner provide or allow possession of an alcoholic beverage to or by a person who is intoxicated or incapacitated by alcohol and/or other drugs."

-- Nebraska Liquor Control Act, Rules & Regulations R6-019.N

Laws promoting responsible bar policies

Some states have enacted laws that encourage voluntary changes in bar policies. These include mandatory server training and dram shop liability. The laws provide incentives for bar owners to change their marketing practices and for servers to monitor patrons for signs of intoxication. They complement laws against serving intoxicated patrons by increasing compliance with those laws without adding much to enforcement costs.

Although these laws focus on server practices, they also influence bar advertising and promotional practices. Most manager and owner training programs include information on responsible marketing practices. The programs' review of state happy hour laws and laws against service to intoxicated patrons can also deter high-risk promotions. Similarly, "dram shop laws," which hold bar owners or servers liable for damages caused by their drunk patrons, can discourage promotions that might lead patrons to drink excessively and cause harm to others.

Mandatory Server Training

This practice trains servers to count and space drinks for customers, and to be on the alert for intoxication.

**Combining training with regulations that ban happy hours and similar drink specials can be particularly effective by ensuring that establishments practicing responsible alcohol service will not be competitively disadvantaged in relation to other bars.

Dram Shop Liability

This is the legal principle that bar owners and servers may be held financially responsible for injuries or property damage caused by an intoxicated or underage customer who is served by the establishment. Thirty-six states have statutes establishing some form of dram shop liability, while the courts in seven other states and the District of Columbia recognize dram shop liability based on common law. Publicizing existing liability laws can help persuade bar owners to adopt more responsible policies.

2. Other Ways to fight high risk promotionsSting Operations

Consider surprise visits by police officers to check ID's and monitor for sale to underage drinkers or intoxicated persons. For changes to result, citations must go to bar owners, not just patrons or servers.

Automatic license revocation for repeat violations

Revocation of an establishment's liquor license after a certain number of convictions in a given time period.

Minimum age of 21 to enter bars, especially in areas with college students

Once they enter a bar, younger students can often find someone to buy beer for them or even buy it themselves. Because these younger students tend to binge more than older students, keeping them out of bars can reduce alcohol-related problems off campus.

Consumer protection laws

State laws generally prohibit unfair, deceptive or misleading advertising. It may be misleading for a bar to advertise "All-you-can-drink for \$5" when the law prohibits service to intoxicated individuals, even if they are still capable of drinking.

Bounties

Community members and enforcement agencies can offer financial rewards to individuals who report bars that serve intoxicated patrons.

Establishing Local OrdinancesUse Zoning

Cities may impose land-use conditions related to public nuisances, requiring the licensee to take steps to prevent public drunkenness, harassment of passersby, gambling, public urination, littering, loitering, noise, etc. Or they may impose land use conditions related to the sale of alcohol, such as requiring server training, prohibiting sales of single cans of beer, or limiting hours of operation.

In Berkeley, California, home to a large college campus, the city uses its zoning ordinance and conditional use permit process to address nuisance complaints. First, city staff, police and neighbors work with the bar or liquor store to try to reach a mutually acceptable solution to community problems. If they cannot resolve the issue, the city's Zoning Adjustment Board hears complaints and renders findings, which may include ordering a business to close. Owners may appeal the Board's decision to the City Council, then to the state's Superior Court.

Berkeley has had notable success with this process. As a result of nuisance complaints from city residents, three liquor outlets have been ordered closed by the Zoning Adjustment Board since 1994. The Zoning Adjustment Board also amended the conditional use permits of problem bars, requiring nightclubs to hire additional security personnel and comply with other restrictions after receiving complaints from neighbors about nuisance and crime problems. City police credit the process with fostering neighborhood involvement and increasing cooperation among bar owners, residents and police.