

40  
YEARS



WESTSHORE  
ALLIANCE  
TAMPA BAY

# 2023 - 2033 Strategic Plan

Presented  
by



HCP

Research | Strategy | Marketing



## Letter from the Executive Director

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Dear Valued Members of the Westshore Community,

On behalf of the Westshore Alliance and our Board of Directors, I am pleased to share our new strategic plan with you all. This process began with one question: How do we drive greater improvement of the Westshore area across the next 10 years? Our organization has been a stalwart advocate for businesses in the Westshore District for the last 40 years, helping to bring them together to effect positive change in our district. However, in recent years, the impressive growth of Tampa Bay has altered the dynamics of our region. This led to our Board of Directors and leadership team embarking on a planning process to determine how the Westshore Alliance will evolve to build on the successes of the preceding four decades.

The growth of the Tampa Bay region has brought more visitors, businesses, and residents than ever before. Workforce behaviors have been fundamentally changed after the COVID-19 pandemic, Downtown Tampa is continuing to transform into a vibrant mixed-use district, and our region continues to debate and deliberate on the best path to improving the twin challenges of transportation and housing.

The Westshore District will play an integral role in addressing these challenges and embracing these opportunities, all while remaining a premier urban district within Tampa Bay. Our approach to this strategic plan involved an in-depth review of our organization's activities and structure, multiple workshops with board members and stakeholders, and surveys of current and former members.

Our research uncovered the strengths of our organization and the goals of leadership and members for the group and the district. It also uncovered challenges that the Westshore Alliance must face to grow the organization and advocate for continued improvements to the Westshore District.

The results of this strategic plan process resulted in several steps that the Westshore Alliance will take over the next 10 years to achieve our mission:

**The Westshore Alliance will continue the Westshore District's transformation into a premier mixed-use district and cultivate a thriving community for residents and businesses.**

We look forward to engaging with our current members and welcoming new members who strive to enhance the Westshore District as the place for businesses and residents to call home.

Sincerely,



Michael Maurino  
Executive Director



**40**  
YEARS



**WESTSHORE  
ALLIANCE**  
TAMPA BAY

# Westshore at a Glance

Located on the western edge of the City of Tampa in Hillsborough County, the Westshore District is approximately 10 square miles bounded by Kennedy Boulevard to the South, Himes Avenue to the East, Hillsborough Avenue to the North and Old Tampa Bay including Rocky Point to the West.



Sources: Tampa Bay Regional Planning Council, Hillsborough County City-County Planning Commission, City of Tampa, Hillsborough County, Hillsborough County Property Appraiser, Hillsborough Area Regional Transit Authority, Tampa Bay Economic Development Council, Florida Realtors Association, Tampa Bay Business Journal, OnTheMap, Visit Tampa Bay, JLL, Colliers International and Cushman & Wakefield. This information from various sources is updated throughout the year by the Westshore Alliance. The information is subject to change without notice as updates occur and should be confirmed prior to use.

## Introduction

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In 2021, HCP Associates completed the third biennial Westshore Resident and Worker Study on behalf of the Westshore Alliance. Following the completion of the study, findings were shared with members of the Board of Directors and other stakeholders. These findings led to leadership determining that a strategic planning process should begin to see where the organization should go in the next 10 years and how it can influence improvements in the Westshore area. The strategic plan touches on both the structure of the organization and ways to improve the district.

## Methodology

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To create this document, we employed a mixture of qualitative and quantitative research methods to create a comprehensive picture of the organization and its environment. Three primary approaches were used in the creation of this strategic plan: executive workshops, current and former member interviews and surveys, and secondary research. Through this methodology, we ensured that these decisions were grounded in broadly shared perspectives and considered the actions of similar organizations.

## Executive workshops

These workshops comprised a mixture of current board members, Westshore Alliance executive leadership, and other key stakeholders. Workshops took place on 06/22/2022, 08/24/2022, 10/26/2022, and 11/30/2022. Feedback from this group proved invaluable, as several stakeholders were present at critical milestones of the Alliance's growth and development, with some even having participated in the founding of the organization. 42 of the 50 Board members and Advisory Board members participated in one of these meetings, or in Strategic Plan interviews with Westshore Alliance staff.

## Surveys of current and former members

However, boardroom opinion is not always indicative of the common opinion, in the same way that a CEO does not always have the pulse of his everyday customers, clients, and staff. To ensure that a broad-based sentiment about the organization was obtained, we surveyed both current and former members of the Westshore Alliance. Surveys took the form of an online survey distributed via email, QR code, and other digital channels. Current members were encouraged to participate in Alliance Membership events, and both current and former members received emails encouraging participation.

Overall, 60 total members participated in the member survey, while 17 total participants partook in the lapsed member survey. This provides a robust – more than one in five active members of the Alliance engaged in this process – set of feedback that reaches throughout the organization's membership.

## Secondary research

To round out this process, we considered several other data sources. These included trends and reporting about other similar organizations, economic development statistics for the Tampa Bay area, and larger urban development trends across the United States. The Westshore Resident and Worker Study, which concluded its third iteration in 2021, is also an important source for the sentiments of the Westshore District's everyday users.

## Findings

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The data collected across these different research methodologies can be readily grouped into two “lanes” – strategies for furthering the Westshore District’s development and strategies for growing the Westshore Alliance to serve that objective.

## Furthering the Development of the Westshore District

### Public development

Public-focused new development centers on working with public partners to advocate for and improve the Westshore District.

### ***Government Relations***

One need that members identified to facilitate new development was enhancing relationships with local government entities. Members noted that the prominence of Westshore must be increased in the eyes of local government leadership. Westshore is the physical center of Tampa Bay. The position of the district links our award-winning Tampa International Airport and major highways to Pinellas, Pasco, and east toward downtown Tampa. It is paramount that elected officials see Westshore as an economic center for Tampa Bay.

### ***Walkability and Vision Zero***

The Westshore District continues to be our gateway to Tampa and further emphasis on its future development within the next 10 years is critical to our growth and link to the rest of Tampa. Mayor Jane Castor’s administration, for example, has made pedestrian and bicycle safety a top priority for the city. Additionally, working with state agencies, like the Florida Department of Transportation, could help to both reduce the car-centric design of the Westshore District and improve the automobile commuter experience at the same time. These efforts follow the lead of the Westshore Master Plan and Overlay District, which incorporates Complete Streets and Vision Zero principles to promote safer and economically vibrant streets. This allows the Westshore District to meet the city’s needs while becoming a more appealing place for people to work, live, and visit.

### ***Public Safety***

Public safety is a priority of members. However, public safety is seen as a “deciding factor” that points to the health of the district. Further engagement with the Tampa Police Department and other community stakeholders to reduce crime is important to ensure that the district is perceived as safe by developers, business owners, landlords, residents, and visitors.

## Private Development

Private-focused new development centers on how private development helps enhance the district.

### *Private Developers Built Westshore*

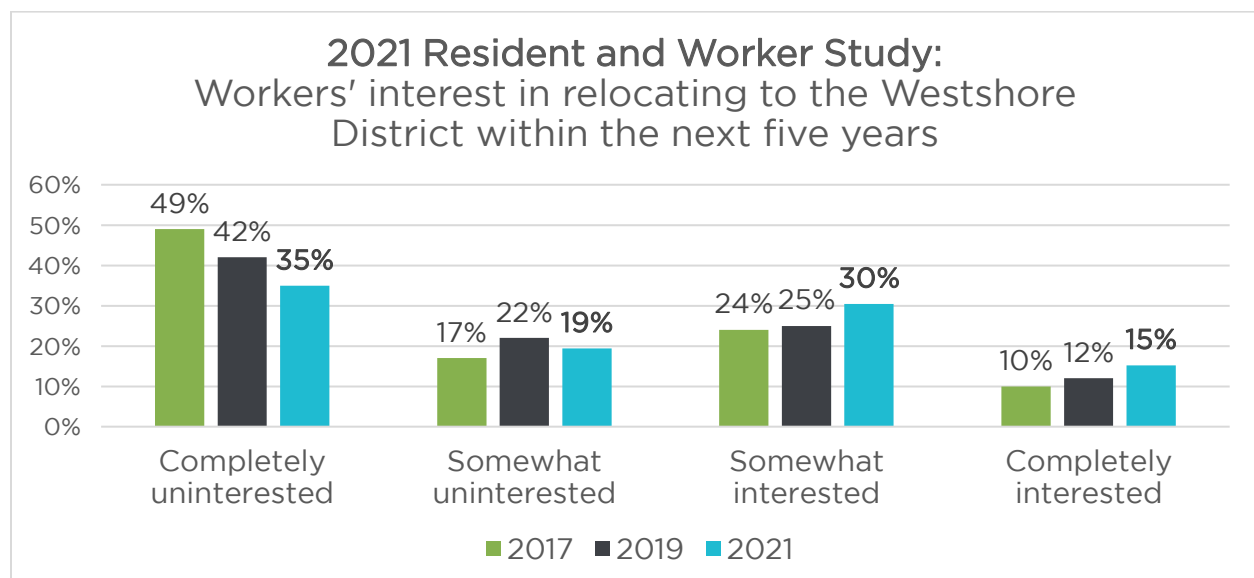
Despite the growing importance of the public sector to the future of Westshore's development, the importance of the private sector cannot be understated. The Westshore District was built by the private sector, and the private sector created the Westshore Alliance 40 years ago as a means of simplifying and improving the development process for the district.

### *Look and Feel*

Members mentioned that the look and feel of the district appear outdated. The current design of the district is focused on a car-centric design. It lacks public art installations and new infrastructure. This creates a sharp contrast between Westshore and downtown Tampa, Ybor City, and downtown St. Petersburg. Improving transportation infrastructure and non-car methods of mobility will improve the look, feel, and safety of the district. The Westshore Overlay is a tool to support modernization, but only a public-private collaboration can achieve the organization's vision of district development.

### *Residential Development*

Residential development is a key component to improving the district over the next decade. Members agreed that the focus of new development and redevelopment should be on the highest and best use of the land. At the same time, they recognized that residential development would play an increasingly larger role in the district. This development will help to make the Westshore area a more attractive place to live for residents relocating to the region.



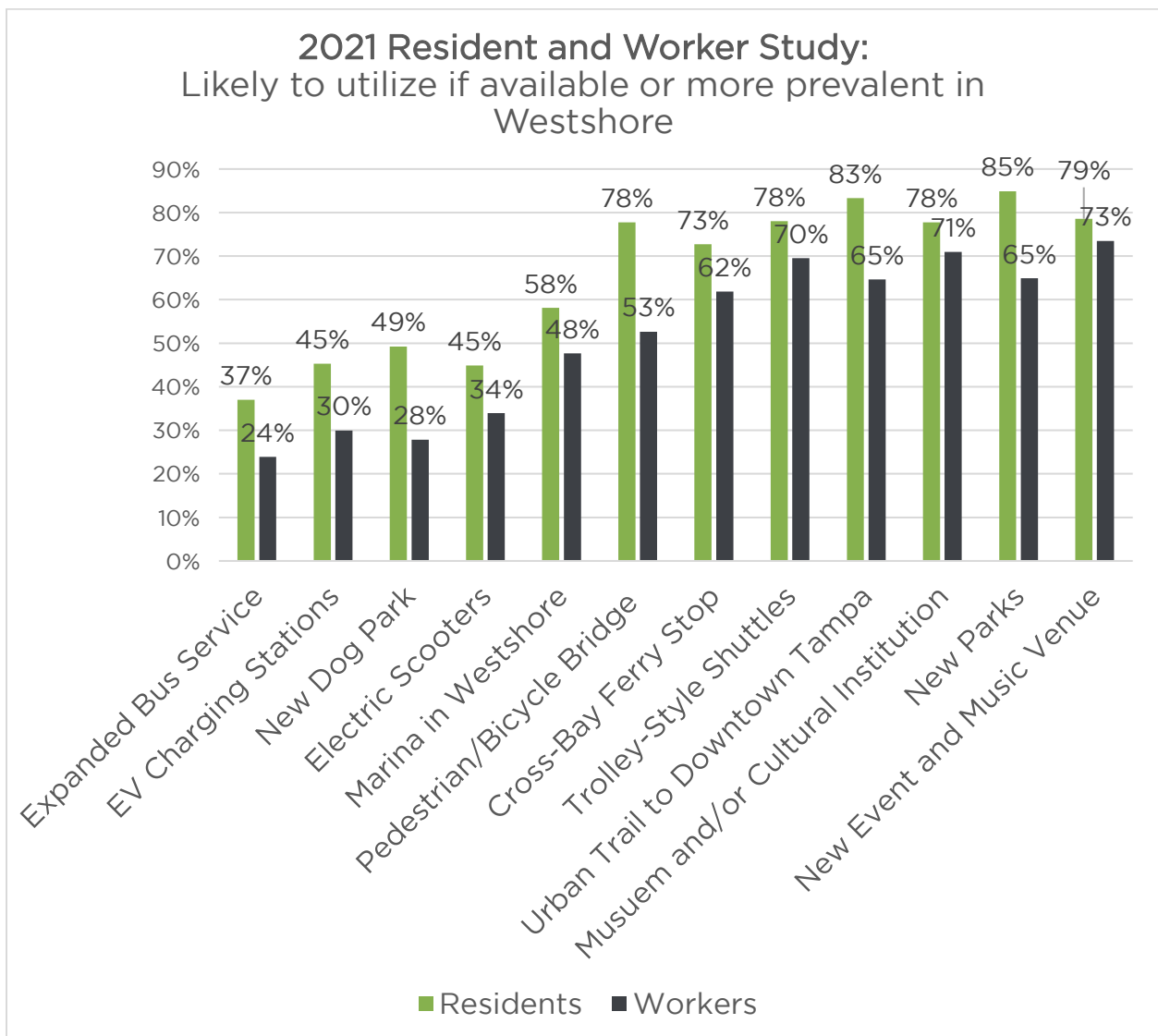
Westshore's workers continue to express their interest in living within the district. With 45% of current district workers expressing an interest in relocating to Westshore and witnessing the success of the Midtown Tampa development, it is evident that the demand is there.



### Third Place / Asset Development

Members expressed interest in more gathering spaces. We consider this to be third place or asset development. This includes public parks, a new event space, and music venues. Though two notable sporting venues reside in the District, Westshore lacks smaller and more dynamic spaces for people to gather and events to be held. Armature Works in Tampa Heights, the St. Pete Pier, and the Tampa Riverwalk are examples of third places in the region that offer this type of dynamic spacing that the Westshore District currently lacks. Private-focused new development ensures that the district remains competitive with other areas in the region for business, leisure, and living.

This sentiment is not only shared by stakeholders and member businesses but also by the residents and workers of Westshore itself. Large majorities from the most recent district study reveal residents' interest in museums, new parks, and new venues for events.



## Alliance-driven Enhancements

This area focuses on projects and ideas that the Westshore Alliance, as an organization, can directly manage to improve the perception and feel of the district.

### ***Live-work-play***

The discussions brought about the idea of “live, work, play.” Though an oft-used cliché, this concept helps to capture the idea that a walkable, multipurpose, mixed-use district is the key to fostering the cultural and economic foundation of the district in the next 10 years. Part of this effort begins with increasing the mindshare that the Westshore District takes up in the minds of city officials, residents, and workers.

### ***Branding and Positioning***

Many districts in the Tampa Bay region are recognized by a narrower name and their sense of community and culture. In the opinion of stakeholders, districts like Channelside, Ybor City, and Water Street take up a greater part of the mindshare of community stakeholders as places to grow and expand the city. However, space in many of these areas is limited, and the appetite for certain types of development may wane over time. The Westshore District, however, has a history of being friendly to developers and has the opportunity over the next 10 years to be a more distinguishable part of the community for people who reside, work, or visit the district. Part of increasing the mindshare will take the form of branding and positioning. For people to know that they are in Westshore, they must recognize what the Westshore District brings to the city that makes it stand out from other parts. Participants noted that the Westshore Alliance will need to work on brand awareness over the next several years. Modifications to the current branding may be a part of future improvements to the area.

Westshore faces two brand awareness challenges unique to its identity. The first is competition with submarkets within the district, such as Beach Park, Midtown, and South Tampa. While the Midtown Tampa project represents the ideal of the Westshore Alliance’s vision, many local businesses outside the development have begun to use the term “Midtown” in their branding. The same is true of new and old businesses using “Beach Park”, and the community’s definition of South Tampa moving north of Kennedy Blvd. This poses a challenge to the name recognition of the area served by the Alliance. This is not unique to Westshore. There is a similar process unfolding with Channelside and Water Street, which is a part of the Channelside District as defined by the City of Tampa.

The second brand awareness challenge faced by Westshore is the fact that it bears the name of a road whose extent goes far beyond the boundaries of the Westshore District, both to the north and to the south. Establishing a well-understood, ingrained name among everyday residents and workers is essential to building brand and community identity – exactly as the monikers “Ybor” and “Channelside” do.

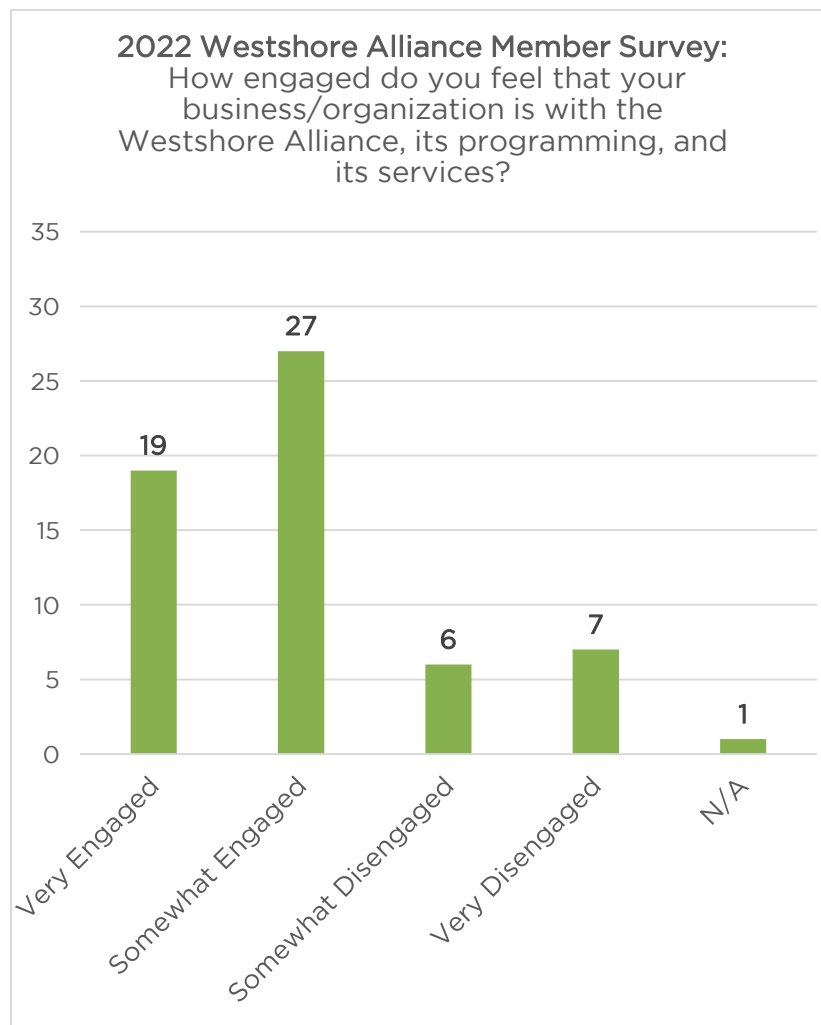
The success of these areas can only help the Westshore district overall. However, it is important to partner with these areas and take additional independent steps to bolster the brand of “Westshore” across Tampa Bay.



## Enhancing the Westshore Alliance

### Member Attraction and Retention

The other main theme focuses on how the Westshore Alliance can grow as an organization. The Westshore Alliance has been an active part of growing the business community, providing advocacy, networking opportunities, and partnerships to improve the quality of the Westshore area. Yet, for the Westshore Alliance to continue its work and grow alongside the district, changes need to occur so that the organization can grow with the community. The first part that participants discussed was the attraction of new members and the retention of current members.



Among the surveyed active member businesses of the Westshore Alliance, there was a wide variation in their perceived engagement with the organization. While roughly one-third felt that they were very engaged, another fifth felt that they were somewhat or very disengaged.

Several participants pointed out that in-person events and meetings are essential for the continued growth of the organization. One potential way to increase the membership base of the Westshore Alliance is to change the structure of the membership. Other options discussed include expanding membership opportunities and events.

## Services Provided to Members

Another important aspect of the growth of the Westshore Alliance focuses on the services provided to the members. Participants suggested that services provided remain focused on core competencies. This includes advocacy for the district, expanded and enhanced networking and other events, and increasing the number of committees.

## Expanding and Diversifying Revenue Sources

Finally, participants pointed out that increasing and diversifying the revenue sources for the Westshore Alliance is an important part of growing the organization over the next 10 years. The Westshore Alliance currently gets its revenue from two sources, membership fees and an assessment paid by businesses in the district. Regarding membership fees, organizations pay a certain fee according to various factors to be a part of the Westshore Alliance. However, members need to feel that they are receiving a fair value for what they are paying. In turn, it is important that how the membership fees are structured reflects how much an organization is contributing to the Westshore Alliance. Participants discussed reviewing the membership database revenue associated with membership and reviewing peer group membership models to see how revenue from memberships can be increased. They agreed that this was an appropriate next step.

Another way that members discussed increasing revenue was to create a plan for large revenue-producing signature events. The Westshore Alliance recently brought back its golf tournament at Rocky Point Golf Course. This was a successful event, as spots for the tournament sold out before the day of the event. This is a positive sign that there is an appetite for these types of events. It will be important that the types of events hosted are desired by potential attendees and can help generate a considerable amount of revenue. In addition, it may also be prudent to seek out additional funding opportunities that can improve the budget of the Westshore Alliance.

## 2023 – 2033 Strategic Plan

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After collecting and sharing the findings of this report with the organization's executive leadership and board, the following strategic plan was developed. The plan is summarized in one mission statement. To achieve this mission, two overarching goals were set. Each of these goals has several clear objectives and a timeline for their completion. Finally, goals themselves have key performance indicators – KPIs – that provide a measurable way of assessing their completion.

### Mission

The mission statement encapsulates the aims of the Westshore Alliance over the next decade.

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**The Westshore Alliance will  
continue the Westshore  
District's transformation into a  
premier mixed-use district and  
cultivate a thriving community  
for residents and businesses.**

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## Goal One

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**We will facilitate and shape the continued growth and development of the Westshore District to bolster its status as a premier, mixed-use district in the center of Tampa Bay.**

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The first goal of the organization focuses on the continued growth and development of the Westshore District.

## Goal One Objectives

### ***Update the Westshore Transportation Action Plan and Westshore Master Plan & Overlay District***

Transportation planning and advocacy have always been an essential part of the Westshore Alliance. Updating the Transportation Action Plan that was last published in 2018, as well as the Westshore Master Plan & Overlay District, will send clear signals of the changes for which the Alliance will be fighting for in the coming decade.

*Key Performance Indicator:*

- *New Westshore Transportation Action Plan and Master Plan Update delivered to the Westshore Alliance Board of Directors and published on the Westshore Alliance's website by 12/31/2023*

### ***Complete Sidewalk Improvements in the Westshore District***

Completing sidewalk improvements will help residents take advantage of non-vehicle mobility options in the district.

*Key Performance Indicator:*

- *Two projects completed by 12/31/2024. Two additional projects completed by 12/31/2028.*

### ***Achieve Increased Coverage of Electric Vehicle Charging Stations across the District***

Strong coverage of electric vehicle charging stations across the district will also help make Westshore a desirable place for people to bring electric vehicles and encourage them to spend more time in various parts of the district. Additionally, electric charging stations will appeal to environmentally conscious residents who may still want the convenience of a car while being more eco-friendly.

*Key Performance Indicator:*

- *At least 80 electric vehicle charging stations located within the Westshore District at a minimum of 10 unique locations by 12/31/2028. Single-family home charging stations do not qualify.*

### **Advocate for Transportation Infrastructure Linking Other Major Areas in Tampa Bay to and from the Westshore District**

New projects are needed for greater connectivity across the Tampa Bay region. The new Howard Frankland Bridge and Westshore Interchange is a start for greater connectivity but connecting the region beyond individual motor vehicle options will also be important.

#### *Key Performance Indicators:*

- *Howard Frankland construction completed by 12/31/2025, including Cross Bay trail.*
- *Westshore Interchange construction begins by 12/31/2024.*
  - *Design-Build plans guarantee Reo, Occident, and Trask Streets have “clear span” openings for each street under 275.*
- *Manhattan / Boy Scout intersection completed by 12/31/2025.*
- *Lois Avenue improvements fully funded by 12/31/2026.*
- *Lois Avenue improvements completed by 12/31/2029.*

### **Advocate for New Greenspaces and Municipal Walkability Enhancements**

Creating more common space for a growing gathering public in the district is also important to enhancing the district and shaping it into a more premier urban district. This includes advocating for more public greenspaces. It also includes advocacy for municipal walkability enhancements. It is important that people throughout the district – especially residents – have more places to connect with each other while also reducing reliance on motorized transit options.

#### *Key Performance Indicator:*

- *Secure renovations to Lincoln Gardens Field and Park by 12/31/2025 using Westshore Parks Trust.*
- *Howard Frankland Bridge Trail connects to Cypress Point Park via Reo Street by 12/31/2025.*
- *Interchange pedestrian and public art elements funded by 12/31/2025.*
- *Interchange pedestrian and public art elements installed by 12/31/2030.*



## Completion of the West Shore Boulevard Vision

Improving West Shore Blvd has been a priority for the Westshore Alliance since the organization was founded in 1983. The diversity of needs, land uses, ownership, and public entities involved required the Alliance to take a prominent role in advancing the project.

In recent years, studies by the City of Tampa and Hillsborough County imagined a “Grand Boulevard” and incorporated elements of the Westshore Master Plan and Overlay District to envision a walkable and dynamic West Shore Blvd that supports a live, work, and play community. This has been effective in getting private development to enhance the corridor, but work remains to be done in other segments and around Interstate 275.

Recent developments will have a significant impact on completing the West Shore Blvd Vision. Apartments planned for the corridor will include the Overlay pedestrian standards. Interim improvements will have midblock crossings and narrow lanes. Kennedy Blvd at West Shore will be reconstructed as a more pedestrian friendly intersection by the end of 2023.

The businesses and residents of Westshore have waited 40 years (or longer) for West Shore Blvd to be a Grand Boulevard that the district deserves. This Strategic Plan includes the final steps to achieve the Completion of the West Shore Blvd Vision.

### *Key Performance Indicators:*

- *The Westshore Alliance enters an agreement to landscape and maintain the medians on West Shore Blvd by 12/31/2023.*
- *FDOT completes safety improvements at Kennedy and West Shore by 12/31/2023.*
- *County project resurfacing north of Cypress Street includes two midblock crossings, new landscaping, and narrow lanes to support a lower speed limit by 12/31/2024.*
- *Alliance organizes property owners to work with TECO to bury power lines on the east side of the street in exchange for allowing an easement for wider sidewalks by 12/31/2026.*
  - *Alliance works with the City of Tampa to develop an incentive for existing developments to meet the standard set by the Overlay and newer developments on West Shore Blvd.*
- *Work begins under the Interstate 275 overpass at West Shore Blvd. Project includes connecting Lemon Street bike lanes to the Gray Street Bicycle Blvd by 12/31/2028.*
- *Work begins south of Interstate 275 as Occident and Trask Streets are prepared to connect under 275 and serve as parallel relievers and bicycle corridors for West Shore Blvd by 12/31/2030.*
- *Build out of WestShore Plaza redevelopment, new residential projects, and completion of the Westshore Interchange helps to complete the vision of West Shore Blvd by 12/31/2032.*

### **Establish Public-Private Waterfront Activation**

Despite its name and geographic placement, the Westshore District is lacking in activation along its waterfront. The district is home to the waterfront Cypress Point Park, which does not see much activation. In the 2021 Resident and Worker study, only 25% of residents and only 11% of workers reported visiting the park within the last month. The private land near the park is similarly underused. This opportunity to enhance and expand upon this part of the Westshore District would provide a vibrant waterfront area with great potential.

#### *Key Performance Indicators:*

- *Alliance works with the City of Tampa, Hillsborough Planning Commission, and Tampa International Airport to define the compatible land uses and heights as part of an effort to assess the impact of height and the runway protection zone on the development of the Westshore District by 12/31/2024. This includes the Reo Street corridor and connection to Cypress Point Park.*
- *Work with Tampa Parks and Recreation to activate Cypress Point Park and make viable for hosting events by 12/31/2025.*
- *Secure pedestrian improvements to Reo Street and Cypress Street for connections to Cypress Point Park by 12/31/2025.*
- *Advocate for building and land use policies that allows for sustainable growth near coastal areas by 12/31/2033.*

### **Facilitate the Development of a Large, Conference-style Hotel within the District**

Developing a conference-style hotel within the Westshore District would open the doors for larger conferences and events and complement the expansion of the Tampa Convention Center. This would sharpen Westshore's competitive edge across the country and allow the district's many businesses access to conference space within their backyard. It would replace the DoubleTree Hotel closing due to the Westshore Interchange. Considering that the district is home to Tampa International Airport, traveling to and from the event would be seamless – and further, the Airport would make an ideal partner in this endeavor.

#### *Key Performance Indicators:*

- *A new hotel with enough conference and convention space for 1,000 is open for business within the Westshore District by 12/31/2033.*
- *DoubleTree Hotel site planned as a public-private multimodal center with office and hotel space by 12/31/2031.*

### **Achieve Bicycle and Pedestrian Connectivity to Downtown Tampa**

A direct and largely unimpeded by vehicular traffic route from Westshore to Downtown Tampa would enable bicyclists and pedestrians to seamlessly commute between the City of Tampa's two major high-density business districts. This would greatly deepen the access that bicyclists and pedestrians have to the city, while helping to achieve the City's Vision Zero goals.

#### *Key Performance Indicators:*

- *Dale Mabry Pedestrian Bridge funding secured by 2026; installed by 12/31/2031.*
- *Interim Gray Street intersection improvements completed in Westshore by 12/31/2024.*
- *Gray Street Bicycle Blvd through Westshore and West Tampa to the Riverwalk completed by 12/31/2033.*

### **Achieve a Measurable Increase in Publicly Accessible Greenspace within the District**

Enhanced greenspace has been a wish for the Westshore District's residents and workers since the inception of the resident and worker study in 2017. As Westshore continues its development into a vibrant, mixed-use urban core, having more outdoor public spaces – whether publicly or privately owned – will be necessary for the area's growing residential population.

#### *Key Performance Indicator:*

- *Increased publicly available greenspace by 20% by 12/31/2033. Greenspaces on privately held land qualify so long as they are open to the public.*



# Goal One - Developing Westshore

## Objective

### Short-term

### Medium-term

### Long-term

Update Transportation Action Plan and Master Plan



(2023) New Transportation Action Plan and Master Plan Created.

Complete Sidewalk Improvements in the Westshore District and Achieve Bicycle and Pedestrian Connectivity to Downtown Tampa



(2024) Two sidewalk projects completed.



(2024) Interim Gray Street intersection improvements completed.



(2026) Dale Mabry pedestrian bridge funding secured.



(2033) Gray Street bicycle boulevard to the Riverwalk complete.

Achieve Increased Coverage of Electric Vehicle Charging Stations across the District



(2028) At least 80 EV charging stations at public places in the Westshore District.

Advocate for Transportation Infrastructure Linking Other Major Areas in Tampa Bay to and from the Westshore District



(2024) Westshore Interchange construction begins.



(2025) Howard Frankland construction completed, including Cross Bay Trail.



(2025) Manhattan & Boy Scout intersection completed.



(2026) Lois Avenue improvements funded.



(2029) Lois Avenue improvements completed.

Advocate for New Greenspaces and Municipal Walkability Enhancements and Achieve a Measureable Increase in Public Greenspace



(2025) Lincoln Gardens Field and Park renovations secured by Westshore Parks Trust.



(2025) Interchange pedestrian and public art elements funded



(2025) Howard Frankland bridge trail connects to Cypress Point Park.



(2030) Interchange pedestrian and public art elements installed.



(2033) Publicly available greenspace is increased by 20%

Completion of the West Shore Boulevard Vision



(2023) Westshore Alliance takes over landscaping and maintenance of West Shore Blvd medians.



(2023) FDOT completes safety improvements at Kennedy and West Shore.



(2026) Power lines buried on east side of the street in exchange for wider sidewalks.



(2028) I-275 overpass work at West Shore Blvd begins.



(2030) Work begins south of I-275 to connect Occident and Trask.



(2032) WestShore Plaza redevelopment, new residential projects, and completion of Westshore interchange.

Establish Public-private Waterfront Activation



(2024) Assess the impact of height and runway protections on the Westshore District's development.



(2025) Activate Cypress Point Park and make viable for hosting events.



(2025) Secure pedestrian improvements to Reo Street and Cypress Street connections to Cypress Point Park.



(2033) Advocate for building and land use policies for coastal growth.

Facilitate the Development of a Large, Conference-style Hotel within the District



(2030) A new hotel with convention space for 1,000+ is open in Westshore.



(2031) DoubleTree Hotel site planned as public-private multimodal center.

## Goal Two

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**We will engage more deeply in our advocacy work and become an organization that enthusiastically promotes the interests of the Westshore District, its member businesses, and our local community.**

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The second goal of this strategic plan focuses on reshaping the internal structure of the Westshore Alliance to drive engagement among members, committees, external stakeholders, and the local community.



## Goal Two Objectives

### ***Restructure the Membership Pricing and Model***

Restructuring the membership pricing and structure will allow the Westshore Alliance to better serve all businesses in the district and for members to better support the organization. Linking membership dues to benefits will allow for a more sustainable model of membership and interaction between the organization and members.

*Key Performance Indicator:*

- *New membership structure put into place by 12/31/2023.*

### ***Create Additional Signature Event***

The creation of an additional signature event will also allow the Westshore Alliance to secure more revenue. The relaunch of the annual golf tournament is a positive step, but more signature events should be created to help maintain interest in the organization and potentially engage new member organizations. Though the goal may be to host one signature event a quarter, the addition of a single signature event shows a greater desire to host more of these types of events.

*Key Performance Indicator:*

- *Determine additional signature event by 12/31/2023.*

### ***Host the First-ever Westshore District Community Activation***

The needs of the district continue to grow, as does the need for the Alliance to be connected to those outside of the membership base and business community. Establishing a community activation event or program would allow the Alliance to introduce itself to the community and create a sense of place. One potential project would be hosting a Bike To Work Day in Westshore. Public art projects are another opportunity to connect with the community.

*Key Performance Indicator:*

- *Complete a community activation by 12/31/2023.*
- *Hold at least 4 community activations per year by 12/31/2027.*



### **Create Hotelier and Multifamily Committees**

The creation of new committees also will allow the organization to advocate for new developments and better serve the member organizations. Multifamily residences and hoteliers have a strong and growing presence within the Westshore District, and their needs are not directly addressed under the current structure of the organization. Membership statistics also revealed that these two groups tend to lapse in membership. Therefore, establishing a better channel of engagement and communication through the formation of these committees may also help from a membership perspective.

*Key Performance Indicator:*

- *Create each committee by 12/31/2024.*

### **Establish a Nonprofit that Serves the Westshore District**

The creation of a non-profit that serves the Westshore District will allow the Westshore Alliance to serve the entire community in a better way and leverage potential new funding sources to make tangible impacts for residents, workers, and businesses. In addition, the creation and hosting of the first Westshore District community activation event will bring together all members of the Westshore District together and help to engender a sense of community across groups.

*Key Performance Indicator:*

- *Non-profit 501(c)3 established by 12/31/2024.*

### **Establish a Membership Committee to Explore B2B Programs, Incentives, and Other Membership Perks**

This third committee will work on ways to make membership of the Westshore Alliance more attractive for small businesses in the district. This committee will take ownership of the longer range plans to increase diversity with emphasis in the underserved areas of Westshore.

*Key Performance Indicator:*

- *Committee established to assist in membership programming and benefits by 12/31/2023.*
- *Membership benefits and programming changes rolled out by 12/31/2027.*

***Take Action to Increase Diversity among the Membership, with Particular Emphasis on Underserved Areas within Westshore***

For the organization, taking action to increase the diversity of the Alliance's membership, placing emphasis on the underserved areas within Westshore, and setting out to have a set percentage of businesses geographically in the district be members of the Westshore Alliance will improve the advocacy power. Historic communities of color and their businesses in the Westshore District need to feel that their voices will be heard and that they are properly represented by the Westshore Alliance. It is important that as improvements and enhancements are made to the district, these historic communities are respected. This process begins with promoting greater diversity in the Westshore Alliance from Black and Hispanic-owned businesses.

*Key Performance Indicator:*

- *Establish a complimentary membership level for businesses located within Westshore single-family residential neighborhoods by 12/31/2023.*
- *Complete a demographics survey as part of the Westshore District Survey by 12/31/2023.*
- *The demographics of the board reflect the population of Hillsborough County by 12/31/2028.*

***Achieve a Set Percentage of Businesses within the District as Members of the Westshore Alliance***

Furthermore, growing the membership – in particular, among businesses within the Westshore District – allows for the organization to gain better insights from a greater percentage of businesses it serves and allows it to act with a greater voice, recognizing its enhanced representation of the business community. A third-party list vendor contacted as part of this process indicated that there are approximately 7,000 businesses located within the District.

*Key Performance Indicator:*

- *At least 5% of businesses in Westshore are members by 12/31/2028.*
- *At least 10% of businesses in Westshore are members by 12/31/2033.*

## Objective

### Short-term

### Medium-term

### Long-term

Create Hotelier and Multifamily Committees



(2024) Each committee created.



Restructure the Membership Pricing and Model



(2023) New membership structure implemented.



Establish a Membership Committee to Explore B2B Programs, Incentives, and Other Membership Perks



(2024) Membership committee created.



(2027) Benefits and programming rolled out to membership.



Take Action to Increase Diversity among the Membership, with Particular Emphasis on Underserved Areas within Westshore



(2023) Complementary membership level created for Westshore Residential neighborhoods.



(2023) Westshore Resident Demographic Study completed.



(2026) Board to identify leaders within Alliance firms to expand leadership diversity.



(2028) Board demographics reflect Hillsborough County's population.



Achieve a Set Percentage of Businesses within the District as Members of the Westshore Alliance



(2028) Westshore Alliance has 5% of businesses within Westshore District as members.



(2033) Westshore Alliance has 10% of businesses within Westshore District as members.



Establish a Nonprofit that serves the Westshore District



(2023) 501c3 Established.



Create Additional Signature Event



(2023) Additional signature event determined.



Host the First-ever Westshore District Community Activation



(2023) First community event hosted.



(2027) Hold at least four community activations each year.





## Concluding Thoughts

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The Westshore Alliance continues its mission to be an advocate for the Westshore District and its businesses. The rapid growth of the City of Tampa and the corridor of development beginning in the Westshore District and running through Downtown to Ybor City offers a tremendous opportunity for the Westshore Alliance to help develop the district into a premier central urban residential and commercial district in the region. This process allowed us to gain insights from leadership and members on what the organization does well, what it can do better, and how they want to see the district and the organization grow.

Across the next 10 years, our leadership will be focused on:

- Encouraging and shaping the continued growth and development of the Westshore District to bolster its status as a premier central urban residential and commercial district.
- Creating an advocacy organization that enthusiastically promotes the interests of the Westshore District, its member businesses, and our local community.

This strategic plan is a **living document**. Rather than sitting on a shelf, revisions and enhancements will be made to this document periodically. The key performance indicators will be reviewed annually by the Westshore Alliance Board of Directors to ensure the strategic plan's objectives are moving forward.

The rapid growth of the city and region over the last 10 years has created many challenges and opportunities. This population and job growth necessitates the need for parts of the city and region to welcome new development and satisfy the needs of the growing populace. The Westshore District is primed to help answer these questions and create a mixed-used district that will be an inviting place for people to establish themselves, their business, and their sense of community.