



Hillsborough County
Florida



2-11-09

I-4 Economic Corridor Study

Objective: Assess the economic and employment opportunities of the I-4 corridor with special attention to Light Industrial, Office and Research Activities.

Work Plan:

PHASE I

Step 1. Identify work team - April 08

- 1.1 Project coordination: Steve Griffin TPC & Joe Incorvia PGM
- 1.2 Planning support: Heather Lamboy TPC and John Healey PGM
- 1.3 Core Project Team: Economic Development Dept. Water Resources, PGM Transportation Div. County Attorney, Metropolitan Planning Org., Hills. County Administrators Office, Plant City, Temple Terrace, City of Tampa, FDOT, Agricultural Economic Development Council, Tampa Chamber Committee of 100:
- 1.4 Business/Gov't Advisors: TBARTA, TBRPC, HART, Aviation Authority, Brandon Chamber, Seffner Chamber, USF, Port Authority, FLA High Tech Corridor Council, School District, Expressway Authority, Commercial Real Estate Companies, One Bay, NAIOP, TBBA. Initial meeting date - 7/16/08.
- 1.5 Community Advisors: Community Plan groups from Thonotosassa, Seffner/Mango, Eastlake Orient, Brandon; Citizens Advisory Committee, Comprehensive Plan EAR amendments – Stakeholders Committee and LDC review group. Initial meeting date - 5/29/08

Step 2. Set up web site for the exchange of project information. - April 08

www.hillsboroughcounty.org/pgm/economicstudy/home.cfm

Step 3. Research on Existing Conditions: - April / May / June 08

- 3.1 Research and Review existing I-4 Corridor Studies or Reports - 5/1/08
- 3.2 Initial study area: I-4 from I-275 to County line; 1 mile north & south of the road right-of-way boundary – 5/1/08
- 3.3 Prepare map series: Study boundary, base map, roadway network, parcels and ownership, existing and future land use, zoning, aerial, environmental features and wetlands, availability of utilities, transit plans, DRIs, and government facilities - 5/15/08. Assigned to PGM & TPC

- 3.4 Research existing Economic Development local initiatives and activities along I-4 including the adjacent jurisdictions, i.e., Battelle Institute, USF Center for Economic Research, Polk County, etc., My Region (Orlando) – 5/15/08.
 - 3.4.1 Bruce Register of HC Economic Development will provide background information on the Battelle study and other relevant ED initiatives.
 - 3.4.2 Michael Chen of Tampa will outline Tampa initiatives.
 - 3.4.3 Plant City will present the NE Master Plan and other PC relevant initiatives
- 3.5 Identify developable land - 5/29/08
- 3.6 Review adopted and proposed Community Plans along I-4 Corridor - 5/29/08
Presented by HC and each of the Cities
- 3.7 Research transportation infrastructure - 6/12/08 by FDOT, MPO, TBARTA & PGM
Transportation Division
 - 3.7.1 Review adopted transportation plans from the jurisdictions and state
 - 3.7.2 Research ongoing transportation planning initiatives or recently completed from the jurisdictions and state
 - 3.7.3 Lucia Garsys will present the County Transportation Task Force Project.
- 3.8 Quantify existing demand for light industrial, office and research activities in the Tampa Bay area and compare to available supply for these facilities. 6/26/08
 - 3.8.1 Assigned to Bea Bare and Bruce Register
- 3.9 Workforce expertise and availability – 6/26/08
 - 3.9.1 Assigned to Bruce Register and Bea Bare
- 3.10 Utility Master Plans – 7/10/08
 - 3.10.1 Each jurisdiction to present water and sewer master plans
 - 3.10.2 Port Authority Master Plan and I-4 related issues.
 - 3.10.2 Private sector utility plans: electric, cable, fiber optics, gas, communications.
Bea Bare to organize.

Step 4. Coordination schedule

- 4.1 Core Project Team; every other Thursday @ 10:00 beginning 4/17/08
- 4.2 Business/Government review: Odd numbered months (July, Sept, etc)
- 4.3 BOCC progress briefing on odd numbered months (May, July, Sept, etc)
- 4.4 Community and Civic organization briefings quarterly (May 29, Aug, etc)
 - 4.4.1 Use LDC notice list and EAR stakeholders listing
- 4.5 Joint meeting of Community and Business advisors (Sept. & Nov.)

Step 5. Coordination Meetings with Community and Civic Organizations

- 5.1 History and Context. Review the existing conditions along I-4 (5-29-08)
- 5.2 Review Economic considerations of the I-4 corridor (8-08 & 9-08)
- 5.3 Discussion “Community’s (Development guidelines) preferences for new development along I-4” (12-08)
- 5.4 Community Plan implications (3-09)
- 5.5 Review infrastructure and land use requirements as they are developed

PHASE II

I-4 Economic Corridor Study

Step 6. Analysis Phase: Work program

- 6.1 Define our study planning horizon: 2025
John Healey, Heather Lamboy 8-21-08
- 6.2 Define a higher wage / value job
Bryant Johnson 8-21-08
- 6.3 Quantify land in acres reserved specifically for office, research and industrial development in the corridor.
 - 6.3.1 Quantify existing development potential in square feet under current land use and zoning conditions.
Each jurisdiction / John Healy for HC 08-21-08
- 6.4 Define targeted industries from inventory data and Chamber resources for the I-4 high tech corridor
Doug Driggers, Bruce Register, Bea Bare : 9-4-08
- 6.5 Parcel data analysis
 - 6.5.1 Evaluate groupings of vacant and agricultural parcels.
 - 6.5.2 Expand vacant parcel inventory to include assessment of multi-parcels that when assemble together result in larger development parcels.
 - 6.5.3 Define underutilized parcels and add to inventory
Heather Lamboy of the Planning Commission. 9-4-08
- 6.6 Plant City
NE Master plan- inventory of key parcels for office, research and industrial development. Specify parcel sizes and land use designations and restrictions.
 - 6.6.1 Other available land available along the corridor for O, R & I
Greg Horwedel of Plant City 9-4-08
- 6.7 Temple Terrace inventory of key parcels for office, research and industrial development. Specify parcel sizes and land use designations and restrictions.
 - 6.7.1 Within incorporated area and future joint planning area
Anne Sheller of Temple Terrace. 9-4-08
- 6.8 Tampa inventory of key parcels for office, research and industrial development.
 - 6.8.1 Specify parcel sizes and land use designations and restrictions.
Michael Chen of Tampa. 9-4-08
- 6.9 Forecast future growth of targeted industries in Hillsborough County based on trends and enhanced marketing
Jim Barrington, Bruce Register, Bea Bare: 9-18-08
- 6.10 Assess the location preferences of the identified targeted employers.

- 6.10.1 How important is proximity to Downtown Tampa, USF, I-4, Vandenberg Airport, Temple Terrace, Plant City, Plant City Airport or a rural setting?
- 6.10.2 What are the identified targeted employers looking for in a site selection?
- 6.10.3 Amenities or location preferences needed to attract targeted employers.
Bea Bare, Bruce Register, Doug Driggers 9-18-98
- 6.11 Review building permit data since 2000 to track where office, research, manufacturing and distribution development has occurred.
 - 6.11.1 Determine why these locations were selected
 - 6.11.2 Quantify land area used and square feet developed.
Suzi Deringer, Heather Lamboy 9-18-08
- 6.12 Analyze economic impact of;
 - Industrial space
 - Office space
 - Research facilities
 - Health care facilities
 - Distribution facilities
 - Target industries
 - In terms of;
 - land area used,
 - # of jobs created
 - Average wage
 - Level of demand for each use
 Joe Incorvia, Bruce Register, Jim Barrington 9-18-08
- 6.13 Quantify amount of land area needed to serve the desired growth of targeted employers thru our planning horizon 2025
 - 6.13.1 Categorize by selected industries
Laura Simpson, Stephen Gran, Suzi Deringer 10-2-08
- 6.14 Refine corridor area maps: Reflects suggestion made at Business Advisor meeting.
 - 1 mile each side of corridor length
 - 2 mile radius corridor from interchanges:
 - Modify later to reflect access, attractors and available land.
Heather Lamboy: 10-02-00
- 6.15 Assess Land costs near various locations
 - 6.15.1 Port, USF, Vandenberg, NE master plan area, rural service area near interchanges.
Kevin Moran 10-02-08
- 6.16 Assess the cost of infrastructure needed to use the above locations
Kevin Moran and Michael Sardo 10-02-08
- 6.17 Compare targeted industry growth projections and quantity of land zoned specifically for that purpose. (6.7 compared with 6.10). Identify need for land to serve targeted employers.
Laura Simpson, Stephen Gran, Mike Chen 10-16-08

- 6.18 Summary of the analysis phase and need for additional land to be reserved in the corridor to accommodate desired growth?
Steve Griffin, Joe Incorvia, Bruce Register 10-16-08
- 6.19 Environmental Assessment of the Corridor: wetlands, wildlife habitat, ELAPP lands, water bodies (rivers, creeks, streams, etc.)/surface water protections-stormwater management. Brownfield sites. Heather Lamboy coordinate 10-30-08
- 6.2 Review Step 7 study outline: revise and accept. Incorvia/Griffin 10-30-08

Step 7. Development of alternative scenarios – Nov/Dec. 08

- 7.1 Is land needed in the corridor to meet projected Office and industrial employment? Why?
Chen, Register, and Deringer 11-13-08
- 7.2 How much land should be designated in the corridor for office and industrial development?
Designated shall mean: a land use category emphasizing office and industrial development .
How much for each use? What is the optimal size of office or industrial parks?
None, 50 acres, 200 acres, 500 acres.
Explain why the recommended size is best? Need, locational preferences, etc.
What kind of location is generally preferred by office and industrial employers?
Prioritize location preferences for each use.
Chen, Register, and Deringer 11-13-08
- 7.3 Where are the best corridor locations to place desired quantity of industrial and office land?
Location alternatives;
USA, Temple Terrace Expansion area, Plant City expansion area, Interchanges, Tampa redevelopment
Simpson 11-13-08
- 7.4 Transportation scenarios
Roadway assesment
Other transportation options to provide employee access, distribute goods and meet concurrency ie TBARTA, Hart etc
Cost of providing concurrency requirements
Pessaro, McCall, Chiamonte 12-4-08
- 7.5 Utility Services
Water and sewer needs for each site
Energy and communication
Cost of providing service
Entity or entities that would provide the service
Moran, Sheller, Anders 12-18-08
- 7.6 Joint Planning Area Agreements (between local governments)
How much, if any, of the Joint Planning area should be designated for office or industrial development
Cost sharing, revenue sharing, service provision, land use coordination
Incorvia, Sheller, Horwedel 12-18-08
- 7.7 Location Options for Targeted Industries – review & refine options for locating land uses presented at December 4, 2008 meeting. 12-18-08

7.8 Site location analysis and evaluation matrix
Incorvia and Griffin 1-8-09

7.9 Land use options

Special land use district to develop office and industry clusters, i.e. Manufacturing, Scientific and Technical Services, wholesale trade, management services and administrative support.

Mixed use development with emphasis on non-residential geared for Transit Oriented Development (TOD)

Zoning types and timing

Owner or government initiated zoning

Comprehensive Plan changes needed.

DCA issues needing to be addressed

Moreda, Healey, Horwedel 1-22-09

7.10 Deliverables for BOCC in Step 8
Garsys 1-22-09

7.11 Roadway needs for target site locations
Identify improvements and potential cost.
Ned Baier and Bill McCall 2-5-09

7.12 Funding and Phasing

Funding options- developer provided concurrency, government provided roads and utilities, shared investment options.

Sources of funds: CDD, TIF, Bonded Debt, Impact/mitigation fees, Special District, CIT, Enterprise Zones, backlog authority

Potential funding levels

Industrial parks privately or public owned and developed?

Permit ready land including concurrency.

Aluotto, Jess Johnson, Lamboy 2-5-09

7.13 Summary of Alternative Phase Incorvia & Griffin 2-19-09

Work Program for Step 8 and assignments

Step 8. Ranking of alternatives and recommendations for BOCC consideration -

8.1 Education and workforce development

Program needs to enhance attraction of employers: development of specialized skill sets, i.e. math, science and technology

USF resources, special programs, proximity; collaborative agreements with research institutions, i.e. Moffit/Merck

HCC tech training

HC School District

MacDill, St Joseph's Hospital, UT, etc

Incubators for spin-offs to enhance entrepreneurship opportunities

Suarez, Casto, Bryant Johnson 3-5-09

- 8.1 Recommended land use and zoning classification
Property or design protections 3-5-09
- 8.2 Site phasing 3-19-09
- 8.3 Preferred funding alternative 3-19-09
- 8.4 BOCC status briefing 3.24-09
- 8.5 Asses BOCC feedback from 3-24-09 4-2-09
- 8.5 Joint Development Districts recommendations
Plant City, Temple Terrace, Hillsborough County 4-02-09
- 8.6 Marketing and incentives 4-16-09
Economic Development Task Force joint session
- 8.7 Review report for BOCC 4-30-09

Step 9. Presentation of Study findings to BOCC 5-12-09

Step 10. Implementation - June 09

- 10.1 Economic Development Task Force
- 10.2 Undertake Comprehensive Plan changes and related LDC changes (if necessary)
- 10.3 Implement required partnerships
- 10.4 Make investment decisions necessary to attract target employers (If appropriate)