



Economic Potential Evaluation of the Future of Hillsborough County Comprehensive Plan

Municipal Comprehensive Plan Coordination Reviews
(Tampa, Temple Terrace and Plant City)

FINAL
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Municipal Comprehensive Plan Coordination Reviews

Overview

As a component of promoting economic prosperity within the framework of the comprehensive planning process, the Consultant briefly reviewed the comprehensive plans of the cities of Tampa, Temple Terrace and Plant City¹ identifying potential opportunities or impediments to coordination between unincorporated Hillsborough County and the three municipalities.

While each element of a comprehensive plan has the potential to either directly or indirectly influence economic prosperity, special consideration was given to those plan elements or components that focus primarily on economic development, land use, transportation, infrastructure and intergovernmental coordination. Therein, goals, objectives and policies aimed at enhancing economic prosperity were given special focus by the Consultant.

It is important to note that recent legislative amendments included in HB 7207 to Chapter 163 F.S. and the repeal of DCA Rules 9J-5 and 9J-11, F.A.C. governing comprehensive plans, plan amendments, expedited plan reviews, concurrency, financial feasibility, permit extensions, urban service areas, third party challenges, developments of regional impact reviews and exemptions, etc. may individually and collectively result in future amendments to each municipality's comprehensive plan and development approval process, resulting in perceived opportunities for economic prosperity. However, for the purpose of this assignment, other than assuming each community will likely retain some form of transportation concurrency (e.g. proportionate fair share contribution or mobility fee), the Consultant reviewed each plan as it is currently adopted.

In summary, the assignment seeks to identify the broad areas which will require coordination between unincorporated Hillsborough County and the three cities (Tampa, Temple Terrace and Plant City) to promote economic prosperity. For each of the three municipalities, the consultant provides a brief overview of the structure of the adopted comprehensive plan, potential opportunities for coordination (e.g. economic development element, specific policies relating to intergovernmental coordination or multi-party review processes), major impediments to coordination (e.g. lack of multi-party review processes, unilateral policies that may affect other jurisdictions or policies that could negatively impact economic development efforts) and broad areas requiring coordination.

¹¹ Currently adopted plans for the City of Tampa, the City of Temple Terrace and the City of Plant City can be found at www.theplanningcommision.org.

Municipal Comprehensive Plan Coordination Reviews

City of Tampa's Tampa Comprehensive Plan

The following provides a review of the City of Tampa's *Tampa Comprehensive Plan*, identifying any potential opportunities or major impediments toward coordinated economic development between the unincorporated County and the City of Tampa.

BACKGROUND

The *Tampa Comprehensive Plan* (Plan) was adopted on February 9, 2009 and became effective on May 1, 2009. The plan embraces the theme of "A Livable City". According to the Plan, "A Livable City" is one that "feels safe, offers economic opportunity, is attractive, values its natural areas and areas of heritage, supports a choice of lifestyles, integrates a complete mix of uses, provides mobility options, and fosters a sense of place and community." The Plan's core values are "Livability, Prosperity, Respect and Resilience" which are defined as follows:

- Livability:** Tampa is a place where diverse people find it easy, safe and enjoyable to live.
- Prosperity:** A Tampa that is focused on the quality of life for all its people must be a Tampa that is economically healthy, with a broad mix of good jobs.
- Respect:** The living systems which support us are taken care of and passed on to future generations in better shape.
- Resilience:** The systems that support our day to day living can deal with uncertainty and cope with the shifts and shocks we face in the future.¹

With its focus on "A Livable City", including references to prosperity and resilience, the *Tampa Comprehensive Plan* supports economic prosperity in its vision and core values.

The *Tampa Comprehensive Plan* includes the following chapters and elements:

- Foreword – Building Our Legacy: A Livable City
- Chapter 1: Livability and Choice
 - Provides background and growth assumptions
- Chapter 2: The Livable City Vision: Strategies that get us ready for change
 - Presents the planning framework
- Chapter 3: Structuring Growth for Livability: Urban Design and Land Use
 - Includes Future Land Use Element
- Chapter 4: Building Sustainable Neighborhoods
 - Includes Housing, Historic Resources, Parks and Recreation and Public Schools Elements
- Chapter 5: Sustainable Environment
 - Includes Conservation and Coastal Management Elements
- Chapter 6: Sustainable Infrastructure
 - Includes Transportation, Potable Water, Wastewater, Stormwater, Solid Waste and Capital Improvements Elements

¹ *Tampa Comprehensive Plan*, Chapter 1, pages 6-7.

- Chapter 7: A Vibrant Economy
 - Includes Sustainable Prosperity (Economic) Element
- Chapter 8: People Shaping, Changing and Growing Our City
 - Includes Neighborhood and Intergovernmental Coordination Elements
- Chapter 9: Plan Administration
 - Includes legal status and general provisions
- Chapter 10: Definitions
 - Defines frequently used terms

ECONOMIC DEVELOPMENT FRAMEWORK

Economic potential is a key theme throughout the *Tampa Comprehensive Plan*. The Plan frequently refers to “economic prosperity” or “sustainable prosperity” and often references employment opportunities in association with the form and location of future development. Tampa’s economy is specifically referenced in Chapters 1, 2, 3, and 4. Moreover, Chapter 7, *A Vibrant Economy*, is a stand-alone element that discusses economic opportunities and challenges, as well as specific goals, objectives and policies for economic development.

In establishing the planning framework within Chapter 2, the Plan identifies five primary strategies to shape the future of the City. These include (1) organizing planning districts; (2) strengthening diverse neighborhoods, (3) a vibrant central downtown; (4) recognizing Tampa’s place in the region; (5) building interconnected foundations of growth; (6) building our assets; and (7) growing economic prosperity. Each of these strategies contributes to economic development. For example, the planning districts include some of Tampa’s most notable activity centers, such as the downtown (Central Tampa), Westshore, and University areas. Moreover a focus on regional partnership affords the opportunity for coordinated economic development efforts. It is, however, the last of these strategies that establishes the City’s economic development framework.

The theme of economic potential is again picked up in Chapter 3, where the City’s economic engines are introduced. These include the Port of Tampa, Tampa International and Peter O. Knight Airports, MacDill Air Force Base, and Major Medical Facilities including but not limited to Tampa General and St. Joseph’s hospitals, as well as opportunities for industrial development and redevelopment. Chapter 3 includes a figure showing industrial land clusters to support these economic engines.

Economic potential is briefly mentioned in Chapter 4 with regard to neighborhood-level efforts such as supporting small businesses and neighborhood revitalization (e.g. Enterprise Zones, etc.).

Chapter 7, *A Vibrant Economy*, contains the majority of discourse on economic potential. This chapter presents the City’s vision for “a diverse, equitable and vibrant economy” and goals, objectives and policies that “promote prosperity”. Chapter 7 includes the following vision of economic prosperity:

The small and large businesses that comprise Tampa’s livable economy will have the capacity to connect to global, national, regional and neighborhood markets to provide employment and prosperity for Tampa’s residents. Success will be measured in the following ways:

- **Resistance to economic recession:** Through economic diversification, maintaining a highly educated workforce, and placing a strategic emphasis on leading-edge industries, Tampa will be less vulnerable to “boom-and-bust” cycles.

- **Thriving neighborhood business centers:** Tampa’s neighborhoods will be enlivened by successful retail, service and hospitality businesses that enable residents to enjoy a high quality of life close to home. Business development in poorer neighborhoods will, at minimum, provide for residents’ essential needs.
- **Existing businesses:** Existing businesses, large and small, new and old, will continue to thrive and expand.
- **Good jobs:** Tampa remains the largest employment center in the state. Jobs with good wages are available to all residents wishing to work. Adequate support systems, including education, training, child care and transportation, are available.
- **A Living Downtown:** Downtown Tampa will be one of the most exciting places in the nation to live, work, visit or operate a business. Downtown will be pedestrian- and transit-oriented, safe, affordable and fun.
- **Leading-edge technology:** Tampa will be a North American leader in state-of-the-art technology industries. The City will be a national model for successful use of up-to-date technology to streamline services.
- **Enterprise everywhere:** With more home-based businesses, neighborhood business centers, easily accessed regional business centers, increased use of technology, and a supportive City government, doing business anywhere anytime will be easier, more fun and more profitable.
- **International tourism and business:** Tampa will be recognized on the global economic map with well-developed business connections worldwide and strong passenger and freight transportation connections to international locations. The metro area with Tampa at its core will be a global hub for bio-medical research.

Chapter 7 also discusses the following economic opportunities and challenges facing the City of Tampa:

Opportunities

Arts and Culture	Neighborhood Business
Community Redevelopment Areas	New Development
Economic Engines	Quality of Life/Importance of Place
Industrial Development	Positive National Image
International Markets	Real Estate Development/Building Renovation
Maritime Uses	Small and Minority Businesses Development
Mixed-Use Development	

Challenges

Business Innovation *	Older Industrial Areas*
Child Care	Quality Education
Competition with Suburbs*	Regional Connectivity*
Corporate Consolidation	Safety (Crime Prevention)
Cost of Growth	Skilled Workforce
Diminishing Human Service Programs*	Sustainability
Focused Economic Development*	Tax Base
Neighborhood Businesses	Vibrant Core Area*

The challenges noted with an asterisk (*) above indicate those that could be addressed through better regional coordination. For example, competition with suburban areas and other cities within

Hillsborough County and adjacent counties for business development, jobs and tax revenue could be leveraged into an overall economic vision and strategy for the region, capitalizing on each stakeholder's strengths and contribution to the larger regional economy. Moreover, focused economic development efforts in the City could lead to long-term gains for the region. Regional connectivity, uniting Tampa's economic engines through intermodal and multi-modal connections, will further support economic prosperity through the exchange of goods *and* ideas.

OPPORTUNITIES/IMPEDIMENTS TO COORDINATION

A review of the Comprehensive Plan's goals, objectives and policies identified several opportunities for coordination that would have the potential to support the regional economy. Specifically, the following policies support a coordinated approach:

- **Policy 9.1.1** recognizes that to achieve a livable city will require the cooperation, coordination and commitment of community partners including, but not limited to, all governments in Hillsborough County and the Hillsborough County City-County Planning Commission.
- **Policy 9.1.2** establishes a bi-annual Growth Forum for the purpose of coordination and cooperative partnership between the City of Tampa and its community partners.
- **Objective 14.2.1** references partnership and ongoing coordination efforts with key partners (e.g. University of South Florida) regarding building decisions that support economic centers.
- **Policy 14.2.2** instructs the City to influence other level of government and the private sector to jointly pursue identified areas of mutual benefit with business center leadership groups.
- **Policy 14.2.8** encourages greater pedestrian bicycle connections to regional destinations and activity centers.
- **Goal 17 and supporting policies** instruct to establish inter-governmental/agency communication and coordination to plan for a fixed-guideway transit system that connects the City of Tampa, Hillsborough County and the Tampa Bay region.
- **Goal 19 and supporting policies** identify the City's assets and economic engines (including MacDill, major medical facilities, and industrial clusters), and support land use and infrastructure decisions that continue their viability.
- **Policy 20.2.2 and Policy 20.2.3** allow for coordination of scenic corridor and gateway plans with Hillsborough County.
- **Objective 20.3A** recognizes Bayshore Boulevard as a "regional attractor" and major community asset that provides residents, regional neighbors, and national/international visitors with a uniquely Tampa experience.
- **Policy 20.3.B.6** supports intergovernmental coordination.
- **Policy 22.2.2** supports the development of sustainable economics in low-income neighborhoods, including the use of tools available through federal, state and regional agencies to create resources to revitalize poorer neighborhoods.
- **Policy 26.11.1** promotes discussion and a regional commitment to goals for mixed-income and mixed-use housing development along transit lines.
- **Policy 26.14.9** encourages regional approaches to affordable housing.
- **Objective 34.2 and Policy 34.2.1** provide for joint reporting of growth and development trends affecting public schools.
- **Policy 38.1.10** supports regional cooperation regarding air quality and has the potential to support discussion of regional alternative energy generation or TOD efforts.

- **Objective 38.10 and Policy 38.17.4** support regional cooperation regarding the Hillsborough River and has the potential to support its continued viability for recreational tourism.
- **Policy 41.6.5** promotes City-County partnerships to preserve and expand marina, boat access and boat slips and has the potential to support recreational tourism.
- **Policy 41.6.9** gives economic consideration to the siting of marinas.
- **Goal 43 and supporting policies** promote efficient mass transit as regional effort.
- **Goal 48 and supporting policies** serve to maximize intermodal links within and *adjacent* to the City of Tampa.
- **Goal 61 and supporting policies** direct the City to create broad-scale partnerships to surmount obstacles to sustainable prosperity; strengthen regional economic alliances; and build trust and mutuality with nearby communities. These policies include provisions to support the economic viability of the region's economic engines, as well as partnerships with economic development organizations to diversify the City's economic base and capitalize on emerging markets for business growth.
- **Goal 71 and supporting policies** support plan consistency review of development proposals for proximate jurisdictions, as well as coordinated capital budgeting and planning through the Hillsborough County City-County Planning Commission.

The *Tampa Comprehensive Plan* is based on three growth assumptions. The first assumption is that the emerging trend is for "traditional" family units (mother, father and two children) to make up less of the City's households. The second assumption is that the City will grow by 95,300 people by the year 2025. The third assumption is that there will be 132,300 additional jobs in the City by 2025. The Plan cites that the City will have sufficient regional commercial vacant land for the next twenty years, but not for regional service employment, such as government employment. The Plan also cites that an additional 2.8 million square feet of regional service space could be needed in the future. Given recent economic events subsequent to the adoption of the Plan, these assumptions may be ambitious. Service employment has been hit hard, as employers are looking to do more with less.

Over the coming years, the City and County have the opportunity to focus joint effort on supporting economic prosperity by coordinating infill and redevelopment, revitalizing neighborhoods, and renovating industrial areas to support the region's major economic engines, including the Port of Tampa, Tampa International Airport, University of South Florida, and MacDill Air Force Base, as well as the region's numerous hospitals and ancillary medical services.

The Plan identifies a number of planning districts that have the opportunity to strengthen Tampa's identity through the establishment of places for people *and* business; districts with improved accessibility and a high quality of life. As such, the City and County have the opportunity to better market the region as a destination for business using the work-live-play paradigm.

The City and County have the opportunity to coordinate to attract economic sectors that would be mutually beneficial, such as the "Green Business Hub" concept mentioned in Chapter 7 (Policy 61.3.6, page 434). Furthermore, the Plan contains policies that support alternative energy generation and "green" industry, a potential hook for the region given the County's energy industrial park (EIP) land use category.

It is apparent when comparing the respective comprehensive plans of the City of Tampa and Hillsborough County that the City and County can perhaps best promote economic prosperity through

coordinated infrastructure projects that invest in intermodal and multimodal systems, such as rapid bus transit and light rail, as both plans contain a number of policies on these topics. The *Tampa Comprehensive Plan* sets the stage for Transit Oriented Development (TOD) and contains numerous policies that further this end. The implementation of the *Tampa Comprehensive Plan's* TOD policies could continue to be coordinated with Hillsborough County through a regional approach to transit corridors and networks that connect the region's economic engines to a vibrant urban core. For example, Goal 17 of the *Tampa Comprehensive Plan* and Objective 54 of the *Future of Hillsborough County Comprehensive Plan's* Future Land Use Element both call for a fixed-guideway transit system that connects activity centers within Hillsborough County and the Tampa Bay region. Further coordination of supporting land use to meet this end would be beneficial, such as coordination and/or mutual application of a TOD overlay as referenced in Objective 55 of the *Future of Hillsborough County Comprehensive Plan's* Future Land Use Element.

In general, the Plan contains few perceived impediments to coordination for economic prosperity. Of the few, impediments to coordination include limited financial resources available to the City and the public and private stakeholders who can effectuate change, as well as lack of regional leadership with regard to economic development. The Plan recognizes a regional approach is required, but does not indicate how to leverage existing partnerships to do so. Policy 61.5.7 on page 436 begins this conversation, directing that the City "partner with others to sponsor periodic economic summits that evaluate the health of the City's economic drivers and that provide advice and ideas about the priority goals for Tampa's economy," but this needs to be a more structured endeavor with visible leadership that can also serve as the ambassador of the region's economy.

Most apparent is the lack of reference to economic development in the intergovernmental coordination elements of both communities. Although Tampa's Plan, as whole, embraces economic prosperity, discussion of how it will be regionally supported is missing from both Tampa's Plan and Hillsborough County's. Other than frequent references to the need for regional coordination, no clear process is outlined therein.

CONCLUSION

Due to its considerable language in support of economic prosperity, the *Tampa Comprehensive Plan* provides many opportunities for intergovernmental coordination, particularly with regard to improving regional identity and coordinating key infrastructure projects, including multi-modal advances. Although there are few perceived impediments to coordination, both governments would benefit from a strong, leadership-driven economic development framework aimed at fostering job-creating investment in the region. This framework, combined with targeted infrastructure projects, would allow the City and County to leverage their combined intermodal, industrial, medical and university-educated workforce to create economic prosperity.

Municipal Comprehensive Plan Coordination Reviews

City of Temple Terrace's 2025 Comprehensive Plan

The following provides a review of the City of Temple Terrace's *2025 Comprehensive Plan*, identifying any potential opportunities or major impediments toward coordinated economic development between the unincorporated County and the City of Temple Terrace.

BACKGROUND

The *2025 Comprehensive Plan* for the City of Temple Terrace was adopted on June 30, 2009 and became effective on September 22, 2009. The Plan embraces the theme of "*A Beautiful Environment Embraced by Diverse Citizens*". Temple Terrace's vision statement reads "*Temple Terrace is a close-knit, family-oriented community with a vibrant downtown. The City maintains a close connection to the Hillsborough River as part of its natural heritage. It's a safe, beautiful, business-friendly city with high quality services, good schools and efficient government.*"

The *2025 Comprehensive Plan* includes the following elements:

- Introduction – Overview
- Capital Improvements
- Conservation and Aquifer Recharge
- Definitions
- Future Land Use
- Housing
- Intergovernmental Coordination
- Public Facilities
- Public School Facilities
- Recreation and Open Space
- Mobility

ECONOMIC DEVELOPMENT FRAMEWORK

The *2025 Comprehensive Plan* also includes attachments identifying Major Themes and Issues and Temple Terrace Study Circles (City Values Based on its Themes). Overarching plan themes include: A Systems Approach, Timeless Assets, Sustainability, Regeneration and Interconnectedness. Much of its economic strategy focuses on re-establishing the City's historic urban form, abandoned in the 1950's with its redevelopment plan for the downtown. Its citizens also share a great concern for the City's edges, especially those portions beyond its direct control.

Under the theme of interconnectedness, the City embraces the concept of a "Healthy Economy- Healthy Environment" including five elements of economic strength – physical resources, human resources, financial resources, community resources, and institutional resources. The community values retaining a small-town size and feel by supporting small, locally-owned businesses and making it a valued and vital aspect of the local economy – leaving the big box business for the suburbs.

OPPORTUNITIES/IMPEDIMENTS TO COORDINATION

A review of the Comprehensive Plan's goals, objectives and policies identified several opportunities for enhanced coordination to strengthen and diversify the local economy. The Plan acknowledges the City is impacted by global influences affecting the region's seaports, local tourism, and research at the University of South Florida (USF), construction activity, interest rates, food supply and immigration. The City relies on property tax revenue to be economically viable. Moreover, the Plan recognizes the importance of sustaining a good mix of residential and non-residential development resulting in a more diverse property tax revenue base. Vacant developable land is concentrated in newly annexed lands to the north and east. The City is over 90% built out and there is less of a variety of housing stock from which to choose resulting in a danger of residents moving to locales like New Tampa or southern Pasco County realizing a wider variety of housing choices to meet the needs of all economic levels.

The City's population is projected to increase from 22,020 people in 2005 to 29,400 in 2025 and to add 6,350 jobs during the same period. Using the amount of square footage that is typical for different types of employment, the City could need, at a maximum, approximately 1.03 million square feet of non-residential commercial space for all types for businesses that are not tied to neighborhood-level population growth (i.e., industrial, regional commercial and regional services).

The City's strategic response to this is to create identified market niches that give a wider economic approach through asset-building within the City. Asset-building includes:

- Developing and promoting a strong identity.
- Protecting the Hillsborough River as a major focal point, recreation amenity and gathering place.
- Protecting its Heritage Areas – Mediterranean revival style neighborhoods and corridors.
- Creating new and different living choices (e.g. new urbanism)
- Developing a definable City Center
- Creating non-residential economic opportunities (i.e., the USF/Temple Terrace/Vandenberg Airport Axis) as part of the City's identity.

There are two major economic engines on the boundaries of Temple Terrace – USF to the northwest and to the southeast Tampa Executive Airport. USF functions both as a major place of higher education and as a research and development facility, and as such, other supporting commercial ventures like to locate in its proximity. Temple Terrace is well positioned to capture some of these spin-off activities. There is available land in or near the City or Airport for new high-tech industry locations. USF and these supporting businesses offer higher paying jobs and Temple Terrace affords an opportunity for these employees to reside within the City. Similarly, Tampa Executive Airport is an important emerging transportation hub near the City. The Plan recognizes the need for the City to coordinate with these entities to entice supporting businesses to locate within Temple Terrace.

Within the Conservation and Aquifer Recharge Element, Future Land Use Element (FLUE), Housing Element and Intergovernmental Coordination Element are several economic development related goals, objectives and policies that provide opportunities for enhanced coordination:

- **Policy 3.3.4** in the Conservation Element the City seeks to stimulate economic growth of new business expansion and development of technology in alternative energy and alternative fuel.

- **Policy CX1.1.6** in the FLUE identifies future economic neighborhoods (in addition to Tampa Telecom Park, USF and Tampa Executive Airport) including such areas as southeast of the City along either side of US 301 and as far southeast as Tampa Executive Airport and the Interstate 4-75 Interchange, all of which are potential future economic development areas of research and development parks and high end manufacturing facilities associated with USF. Enhanced coordination with Hillsborough County may afford opportunities for greater economic diversity through the development of these areas.
- **Policy CX1.2.1** in the FLUE emphasizes the importance of the City making it a high priority to form direct contacts with USF administration and research programs, its personnel, and its economic development activities to continually remind USF of the City's interest in the university, the City's many attractive natural and social features and the City's lead in working to bring Vandenberg and USF together.
- **Policy CX1.4.3** in the FLUE calls for the City to continue to improve its downtown and foster redevelopment and infill of its identified future major activity centers and corridors to create the new urbanist villages as economic development engines attractive to university associated industry and personnel.
- **Policy 1.4.6** in the FLUE directs the City to continue to pursue its opportunities to grow within the confines of its utility service area and to keep its options open and continue to communicate with Hillsborough County regarding mid-to long-term opportunities to expand further, or at least jointly plan areas particularly to the southeast of the City where future economic advantages can enhance the City's strategic competitiveness. This coordination is an essential activity to the City's strategies to attract targeted industries and formalized planning agreements are recommended.
- **Policy CX1.4.7** in the FLUE calls for the City, as part of its expansion plans and options, to explore opportunities where existing nearby farmland may be available to stabilize and sustain crop production to enable long term economic viability. Being able to show some food sustainability within its area of influence enhances the City's green image making it more appealing regarding its economic strategy. Continued coordination with Hillsborough County and the farming community is encouraged.
- **Policy 2.5.1** in the FLUE recognizes that the development and implementation New Urbanism principles and design guidelines can be used to encourage development and redevelopment of the major office and commercial activity centers. These concepts can be implemented through the City's Overlay Village and related land use categories within these areas provide a competitive advantage as the City seeks to accommodate projected population and business growth through 2025 and beyond. The City is encouraged to continue to develop and implement these design strategies in concert with the Hillsborough County City-County Planning Commission and private development stakeholders.
- **Objective 2.6 and Policies 2.6.1 thru 2.6.3** address major employment and regional activity center (i.e., research corporate activities within the I-74/Fletcher intersection area), coordination with other governmental agencies and jurisdictions to support research corporate park development and ensuring adequate infrastructure to serve the proposed research corporate park development. Notwithstanding amended statewide concurrency requirements, continued coordination will be necessary for the provision of infrastructure to support targeted development in this area.
- **Objective 3.4** in the FLUE calls for the Downtown Mixed Use-25 designation for the 225 acre downtown Community Development Area (CRA) to consider intergovernmental and regional issues, including housing, environment, economic development, transportation and emergency

preparedness and hazard mitigation. The success of the CRA area is critical to the long term financial health and sustainability of the City and region, consequently a high level of coordination and cooperation are needed with both public and private stakeholders.

- **Policy 3.2.8** in the FLUE calls for the streamlining of administrative review processes and providing sufficient staff resources to assure timely reviews of development projects which is a positive incentive but may be challenging to implement in a down economy where financial and staff resources may be limited.
- **Policy 1.12.7** in the Housing Element challenges the City to develop ways to stimulate economic growth of new business expansion and development of technology in alternative energy and alternative fuel. Coordination with technology experts and suppliers of alternative energy will help the City to identify the specific strategies to implement this policy toward developing and redeveloping the City in a more sustainable manner consistent with the underlying themes of the Comprehensive Plan.
- **Policy 1.8.3** in the Intergovernmental Coordination Element calls for the City to work with the staffs and external agencies to develop additional measures to ensure full review and coordination regarding development activities, economic strategies and growth trends. Consideration should be given to creation of a multi-jurisdictional task force or utilization of Council of Governments. It is suggested this policy be refined and expanded to identify specific actions warranting attention (e.g. streamlined permitting, specific economic development incentives, amendments to land development regulations, etc.)
- **Objective 4.4** in the Recreation and Open Space Element calls for the City to recognize the significant role leisure provision plays in economic prosperity of the community.
- As noted on **page 35 of the FLUE Attachment 6**, six of the fourteen arterial roadway segments in the City are operating at levels of service E or F and the City has no jurisdiction over these roads. This system failure is causing negative impacts on other systems (e.g. the City cannot develop commercial lands to their fullest potential because they can't meet transportation concurrency). The City has created a Transportation Concurrency Exception Area in the downtown. In the spring of 2011 a Multi-modal-Transportation District aimed at addressing this issue. Further, in accordance with a signed Letter of Agreement between the City and FDOT, the City established the Temple Terrace Multimodal Transportation District (TT-MTD) Development Design Guidelines to ensure that new or redevelopment will contribute positively to the character and livability of the district and meet the intent of the adopted Comprehensive Plan. Notwithstanding these recent accomplishments, continued coordination to increase mobility is essential.
- **Objective 1.12 and Policy 1.12.1** in the Intergovernmental Coordination Element require the City seek out mutually beneficial relationships between its citizens, businesses, institutions and government with USF and Florida College through the creation of university-community partnership committee. Given the certain positive impact of these institutions on the City's economic strategies, consideration could be given to causing this occur prior to the 2015 timeframe specified in the policy.

In general, the Comprehensive Plan exhibits few perceived impediments to coordination and economic development and prosperity. Perhaps the greatest impediments to maximizing coordination are the limited financial resources available to the City as well as the public and private stakeholders who play an equally important role in the economic development process. The comprehensive plan includes a host of objectives and policy statements aimed specifically at planning for and positioning the City for

future economic development and redevelopment. Notwithstanding there are a few specific policies that could be perceived as impediments to accommodating future development:

- **Policy 3.2.4** in the FLUE calls for more open space than specified by the zoning code through site design techniques; e.g., clustering of structures in order to promote a park-like quality in developments where feasible. While this will result in a more pleasing development form and to improve the quality of life aspect of the City, its applicability to light industrial sites may be perceived to impose a hardship on the site developer.
- **Objective 7.5** in the FLUE requires that all development approvals shall be consistent with the development regulations and timeframe outlined in Chapter 163, Florida Statutes. Given recent legislative amendments to Chapter 163, the City may wish to revise this policy and related policies.
- **Table 1 on pages 8 thru 12** of the Intergovernmental Coordination Element identifies the interlocal agreements under which Temple Terrace operates. While comprehensive planning activities are currently coordinated between the City and the HCCCPC, it is suggested the City consider entering into a Joint Planning Area Management Agreement and annexation area Master Plan with Hillsborough County by June, 2015 (current date within the adopted Plan) regarding future development of the fringe areas of the City outside of the existing Urban Reserve Area (URA) Boundary specifically including those areas where targeted industries may be located. This increased level of coordination will provide greater certainty to the private development community looking to expand or locate within or proximate to the City and greater flexibility in the provision of public services. As outlined in Objective 1.3 and Policies 1.3.1 thru 1.3.8. coordination resulting from the adoption of a Joint Planning Area, issues such as annexation, coordination of planning, zoning, and land development proposals and procedures, land use compatibility, distribution of impact fees can all be addressed through such an Agreements with Hillsborough County.

CONCLUSION

In summary, as noted there are many opportunities for enhanced communication and coordination between the City, Hillsborough County and its partners in the economic development community. The *2025 Comprehensive Plan* provides a number of positive incentives for enhanced economic development while also containing considerable language associated with compliance with Chapter 163 Florida Statutes.

Clearly, the most significant opportunities for economic prosperity are associated with complementing the City's existing economic base with targeted industries within the broad areas of industrial, regional commercial and regional service. Recognizing USF functions both as a major place of higher education and as a research and development facility, capturing spin-off/supporting commercial ventures that prefer to locate in close proximity to the university should remain a primary economic development strategy. Maximizing coordination and communications with university leadership is essential to this objective.

Further, Tampa Executive Airport affords the City an opportunity to capitalize on the positive impacts of this emerging transportation hub near the City. Not to be overlooked is the significance of the City's economic strategy focusing on re-establishing the City's historic urban form associated with the redevelopment plan for the Downtown. Regarding the major employment and regional activity center within the I-75/Fletcher intersection area, the provision of adequate infrastructure to serve this area will

require continued coordination with other governmental agencies and jurisdictions to support future research park development.

Like most municipalities locally and nationally, enhancing economic prosperity and maximizing coordination are being impacted by limited financial and staff resources, including those of the various public and private sector stakeholders who play an equally important role in the economic development process. Consequently, setting economic development priorities will remain a challenge to the City's elected and appointed officials.

Municipal Comprehensive Plan Coordination Reviews

Plant City's 2025 Comprehensive Plan

The following provides a review of Plant City's *2025 Comprehensive Plan*, identifying any potential opportunities or major impediments toward coordinated economic development between the unincorporated County and the City of Plant City.

BACKGROUND

The *2025 Comprehensive Plan* for the City of Plant City was adopted on July 7, 2009. Because of its history and strategic location along the I-4 Corridor between Tampa and Orlando, Plant City has thoughtfully and proactively developed a Comprehensive Plan that seeks to position the community for future economic prosperity. The Plan exhibits thoughtful consideration of Goals, Objectives and Policies (GOPs) addressing a broad spectrum of economic issues pertinent to a municipality strategically located along one of Florida's strongest growth corridors.

The *2025 Comprehensive Plan* includes the following elements or sections:

- Capital Improvements Element
- Conservation and Aquifer Recharge Element
- Definitions
- Future Land Use Element
- Housing Element
- Intergovernmental Coordination Element
- Public Facilities Element
- Recreation and Open Space Element
- Transportation Element
- Public School Facilities Element

ECONOMIC DEVELOPMENT FRAMEWORK

As noted in the *2025 Comprehensive Plan*, the "economy" was a topic of interest raised during the public involvement process for the update of the current Comprehensive Plan due to a concern that the City was transitioning into a bedroom community, which would have short and long term economic and social implications. Economically, the City only collects tax revenues for the residential land use base and not the business land use base that attracts its residents to leave for jobs elsewhere. As noted in the Plan, boosting the City's economy could increase the number of people who live and work in the City, increase the tax base and become a magnet for more economic investment and sustainability.

The Comprehensive Plan identifies a number of attributes that make Plant City a desirable place to do business, including:

- A good multi-modal transportation network (highways, rail lines) with close access to the major markets of Tampa and Orlando
- Geographically located within the I-4 Corridor
- A business friendly culture

- Good infrastructure with available capacity for growth
- A special southern home town image
- Good schools
- Reasonable taxes
- Strong and collaborative local leadership, and
- An existing economic base with concentrations in agricultural processing and services, manufacturing and warehouse distribution.

The City is divided into four planning quadrants with the southwest quadrant the location of its major industrial park surrounding the municipal airport, which is almost built out. Future industrial development is envisioned in the southeast quadrant. Further, industrial and regional commercial service employment is expected to grow by 5,440 jobs by 2025. Interestingly, location quotient analysis shows that Plant City has concentration in the manufacturing, wholesale trade and other services that are greater than Hillsborough County and Polk County.

The Downtown CRA created in 1984 anticipates future office and commercial development/redevelopment. As noted in the Future Land Use Element, Plant City has enjoyed success in recruiting targeted industrial uses that are smokeless, odorless, non-toxic and generally not a health hazard or a nuisance to adjacent properties in Plant City, Hillsborough County, Lakeland and Polk County.

Notwithstanding, there are several economic challenges that confront the community as noted in the “Economic Growth” sub-section of the Future Land Use Element. As noted in the Comprehensive Plan, it lacks a clear economic vision, plan and strategies to move it forward in a more collaborative manner with unincorporated Hillsborough County, the City of Lakeland, and Polk County. However, significant recent progress has been made in this area. Historically, population growth has put pressure on landowners to convert industrial planned lands and lands in use for agricultural production to residential uses, thus threatening other key elements of Plant City’s economy.

OPPORTUNITIES/IMPEDIMENTS TO COORDINATION

Included within the Future Land Use Element are goals, objectives and policies addressing community desires regarding “Economic Growth” and prosperity. When reviewing the Comprehensive Plan, these GOPs clearly become the focal points for evaluation and opportunities for coordination and thus are being discussed at the beginning of this evaluation of the potential opportunities and impediments.

Primarily, Objective 8.A calls for cooperation with the Plant City Chamber of Commerce to create an economic development vision, plan and implementation strategies for the City by December 31, 2010. Objective 8.A reads as follows:

Objective 8.A: In cooperation with the Plant City Chamber of Commerce, create an economic development vision, plan and implementation strategies for the City of Plant City by December 31, 2010.

The following policies advancing this objective are noteworthy regarding the City’s economic assets and strategies:

- **Policy 8.A.1** directs to identify its economic assets and how those assets can be used to their fullest potential to increase local economic impacts.

- **Policy 8.A.2** directs to identify, develop, and build/market an image of the City that will be used to “sell” the City to economic investors.
- **Policy 8.A.3** emphasizes giving priority to economic opportunities that are linked to existing economic assets.
- **Policy 8.A.4** supports expending resources for economic opportunities that are completely new for the City and can’t be linked to existing economic assets.
- **Policy 8.A.5** directs to periodically identify global trends, the potential impacts they may have on the local economy and opportunities that could give the City a competitive advantage.
- **Policy 8.A.6** strives to develop a highly skilled and/or educated work force.
- **Policy 8.A.7** maintains a strong, effective and collaborative local leadership.
- **Policy 8.A.8** supports developing and maintaining strong ties with regional economic groups that can help build the economy of Plant City.
- **Policy 8.A.9** promotes investing in infrastructure that will support and attract economic growth to Plant City.
- **Policy 8.A.10** directs to identify target industries and developing a market program to attract these industries to Plant City.
- **Policy 8.A.11** directs to identify lands suitable for different types of economic activity, ranking their suitability and discouraging their conversion to other uses.
- **Policy 8.A.12** instructs to develop and maintain a knowledge base of business assistance plans and fostering business participation in them.
- **Policy 8.A.13** recognizes that incentives can be useful to target the specific types of industry wanted by Plant City.
- **Policy 8.A.14** instructs to incorporate the findings and recommendations of the I-4 corridor economic study prepared by the Hillsborough County City-County Planning Commission and Hillsborough County, where appropriate.
- **Policy 8.A.15** supports the continued use of the Chamber of Commerce as the City’s entity to actively seek and develop opportunities for economic growth in Plan City.
- **Policy 8.A.16** identifies building an appealing and livable city as one of the economic implementation strategies. Elements of an appealing and livable city include economic opportunity, a sense of place and community, attractiveness, mobility options, feeling of safety, and a mix of uses and open spaces.

Subsequent to adoption of the Comprehensive Plan in 2009, the City prepared a “*Strategic Guide Action Items*” document in 2010 which appears to have fulfilled the spirit of this Objective 8.A. This document, attached, identifies a series of objectives and action steps (opportunities) to achieving several plan objectives. Of particular significance to economic development are action steps associated with:

(1) *Establishing an Incentive Program Targeting High Wage, High Growth Industries* (i.e., target incentives working with a consultant aimed at attracting desired industries and keeping Plant City from becoming a “bedroom community”).

(2) *Working with the County on I-4 Corridor Development* (i.e., partnering with Hillsborough County to obtain desired business/development areas along the I-4 corridor targeting high-wage, high-growth industries; defining utility and other infrastructure needs by cooperating on joint utility projects to minimize expenses for each jurisdiction while still providing necessary services; and working with property owners, Hillsborough County and commercial/industrial real estate professionals to broadcast the City’s desire for high quality developments given the

findings of the Northeast Master Plan, and I-4 Corridor Study which justifies light industrial and office uses along I-4).

(3) *Coordinating Joint Planning Areas with Hillsborough County to Provide Services in the NE Master Plan Area* (i.e., defining utility service “urban reserve” areas in a Joint Planning Agreement (JPA) with the County which will serve as a template for future service areas currently outside the City and to extend water and sewer infrastructure through refundable advance agreements with developers to help install infrastructure).

Many of these action items require coordination with other governmental entities.

Through Objective 8.B of the Future Land Use Element (Economic Growth Goal), the City has consciously chosen to factor “economic considerations” (i.e., subjective weighing of direct and indirect costs and benefits) in local decision making by utilizing a simple qualitative economic assessments as a means to build awareness that most decisions do in fact have an economic impact. In a time where municipal resources are stretched, these qualitative economic assessments are essential to making sound decisions involving planning, capital expenditures, provision of infrastructure and services and intergovernmental coordination. This may require an even higher level of coordination with neighboring governments and infrastructure providers to position the City and region for greater economic prosperity.

Continued coordination between Plant City and Hillsborough County for future municipal expansion addressing land use and infrastructure provision, is encouraged and recommended through a formal interlocal agreement or other vehicle(s). This is essential as the City seeks to diversify its industrial base supplanting a historical agricultural based economy and directing future industrial growth into the southeast quadrant of the City and along the I-4 Corridor.

Regarding public facilities, the City possesses available potable water, sanitary sewer, solid waste, stormwater and park facilities to meet its projected growth to well beyond the planning horizon year of 2025. In 2010, Plant City created a Transportation Concurrency Exception Area pursuant to SB 360 and mobility fee primarily for funding roadways under the jurisdiction of the City. Recent legislative amendments to Florida’s Growth Management Act will require continued coordination with the County and FDOT to mitigate anticipated impacts to regional roadways.

As provided in FLUE Policy 7.E.6, which supports partnerships among state government, local government and the private sector, the City is encouraged to take the lead in coordination and discussions regarding the proportionate allocation of costs of public facilities needed to support economic development.

Objective 8.C and associated policies 8.C.1 through 8.C.7 in the FLUE seek to increase the supply of land available for light industrial, research, and office development with the aim of increasing the total number of jobs in select target industries including: Professional, Scientific & Technical Services; Bioscience and Research Facilities; Manufacturing Facilities; Finance & Insurance Services; Management Services, and; Administrative & Support Services. This series of policies provide significant flexibility and positive incentives for economic development particularly in the I-4 Corridor. Notwithstanding the comprehensive nature of these policies, the specificity of several policies under Objective 8.C may be more appropriately located in the land development regulations scheduled to be updated by December 31, 2012.

Continued coordination with the University of South Florida (USF), Hillsborough Community College (HCC), Hillsborough County School District (HCSD) and all other applicable local and state educational agencies involved in strategic planning efforts to facilitate the creation of the required workforce to supply target industries and help grow Plant City is of equal importance to the positive land use policies facilitating the successful recruitment of target industries. Proactive coordination is encouraged.

FLUE Objective 8.D. provides for coordination of development incentives (i.e., toolbox) especially within the I-4 Green Tech Corridor Overlay. This represents a significant opportunity for the City and its regional partners to bring targeted industries to the area. It may be appropriate to develop a policy within this objective that identifies the specific public and private agencies with which enhanced coordination is needed.

Within the Public Facilities Element (i.e., VII. Concurrency Implementation and Monitoring System), reference is made to the requirements of Chapter 9J-5 F.A.C. and Senate Bill 360 approved in 2009. It is recommended that these and other similar references be revisited based recent amendments to Florida's Growth Management legislation or as a result of any policy position changes that may be considered by the City Commission in the near future.

Within the Intergovernmental Coordination Element there is a discussion regarding how the extension of public facilities can be used to influence the rate, location and sequencing of development. Continued coordination between the City and infrastructure providers, which may be located outside the City but within joint planning areas, is essential to the successful recruiting of targeted industries.

Joint planning agreements provide advantages to the private stakeholders in the economic development process through greater certainty and predictability when seeking necessary governmental approvals. Continued coordination between the City and Hillsborough County toward executing such an Agreement will provide enhanced opportunities for successful economic development.

The Housing Element includes policy recommendations for incorporating several mechanisms/incentives into the Land Development Regulations, which when implemented, should help stimulate the local market to meet projected affordable housing needs. Continued coordination between the City, Hillsborough County, and state and federal housing providers should assist in expanding housing opportunities to support the pursuit of the City's targeted industries. Policy C.12 (Economy) provides an opportunity for the City to collaborate with non-profit and for-profit developers recognizing that a housing supply with a wide range of different types and prices is of equal importance strategically to maintaining and expanding a diverse workforce to promote a stand-alone economy. Further, Policy D.6 of the Housing Element seeks to streamline the permitting process to encourage private sector participation in meeting housing need complementing other policies seeking to enhance economic development.

CONCLUSION

Perhaps the greatest impediments to coordination in support of economic prosperity are the limited financial and staffing resources of the City and the various public and private sector stakeholders, including small business owners, who play an equally important role in the economic development process. Moreover, these limited resources are coupled with a weak state and national economy. With that, there is an opportunity to collaborate with thriving educational institutions, such as USF and HCC, to develop a program to support small businesses, either through expansion or incubation.

The mere number of action steps and strategies identified in the various Plan Elements to support a robust economic development program far exceeds the City's financial and staffing resources to complete these activities in a timely and thorough manner. To this end, it is recommended that City continue to coordinate its efforts in successfully implementing the *Strategic Guide Action Items* recently approved by the City Commission. Recognizing the limited financial and staffing resources, the City may want to consider prioritizing those *Strategic Guide Action Items* and schedule aimed at bolstering the local economy. These priority action steps are important for a balanced approach to making the City more attractive for economic development while "building an appealing and livable city" essential to successfully attracting target industries.

**Municipal Comprehensive Plan
Coordination Reviews**

Attachment (Re: Plant City)

Subsequent to adoption of the *2025 Comprehensive Plan* in 2009, Plant City prepared a "*Strategic Guide Action Items*" document in 2010 in order to meet some of the Plan's objectives. This document, attached, identifies a series of objectives and action items, or opportunities, for implementation. Many of these action items require coordination with other governmental entities and several are of particular significance to economic development.



GOAL: Unique Sense of Place		
OBJECTIVE: Implement NE Master Plan		
ACTION STEPS	PARTNERS	KEY POINTS
❶ Develop Joint Planning Agreement w/ County.	Hillsborough Co.	Defines service delivery requirements; establishes coordinated planning & zoning to implement Plan.
❷ Work with property owners & developers to re-zone property consistent with Master Plan.	Property owners, developers, Hillsborough Co.	Master Plan outlines desired geographic areas for mixed-use, residential & commercial uses.
❸ Meet concurrency requirements for roads, water & sewer infrastructure.	Property owners, developers, Hillsborough Co., FDOT	Use refundable advance agreements and other funding mechanisms to help install infrastructure.
OBJECTIVE: Implement Midtown Redevelopment Plan		
ACTION STEPS	PARTNERS	KEY POINTS
❶ Adopt form-based zoning regulations to support redevelopment.	Consultant	Form-based codes will help implement mixed-use redevelopment; Vision Plan will be realized.
❷ Mitigate stormwater flows from new development.	SWFWMD	Area stormwater mitigation precludes need for each individual property to provide stormwater retention, thereby maximizing developable area.
❸ Plan & develop village green.	Consultant	Attractive green space provides focal point for re-development, is a "place maker".
❹ Acquire strategic properties for re-development.	Property owners	Plan calls for parking areas, road projects, & stormwater mitigation; under-utilized properties may hinder redevelopment activities.
OBJECTIVE: Use Overlay Zoning Districts to Stimulate Desired Uses		
ACTION STEPS	PARTNERS	KEY POINTS
❶ Implement special zoning regulations along high-visibility corridors to encourage high-quality development: <ul style="list-style-type: none"> • SR 39 (south of Alexander St.) • US 92 (east of Wheeler St.) 	Property owners, developers	Higher-quality development will create attractive entry points into Plant City.
OBJECTIVE: Support Preservation in City's Historic Districts		
ACTION STEPS	PARTNERS	KEY POINTS
❶ Complete re-write of Historic Preservation Guide.	Consultant	New Guide will more clearly define acceptable preservation.
❷ Promote facade restoration grant for historic buildings in downtown & Midtown.	Property owners, developers	Small grant to incentivize restoration of building facades.



GOAL: Thriving Local Economy		
OBJECTIVE: Establish Incentive Program Targeting High-Wage, High-Growth Industries		
ACTION STEPS	PARTNERS	KEY POINTS
<ul style="list-style-type: none"> ❶ Create an incentive program targeted toward high-wage, high-growth industries. 	Consultant	Target incentives will attract desired industries & keep Plant City from becoming a “bedroom Community”.
OBJECTIVE: Work with County on I-4 Corridor Development		
ACTION STEPS	PARTNERS	KEY POINTS
<ul style="list-style-type: none"> ❶ Partner with Hillsborough Co. to obtain desired businesses / development areas along I-4 corridor. 	Hillsborough Co., FDOT	Target sectors are high-wage, high-growth industries.
<ul style="list-style-type: none"> ❷ Define utility and other infrastructure needs. 	Hillsborough Co.	Cooperate on joint utility projects to minimize expenses for each jurisdiction while still providing necessary services.
<ul style="list-style-type: none"> ❸ Work with property owners, County & commercial / industrial real estate professionals to broadcast City's desire for high-quality development. 	Property owners, realtors / brokers, Hillsborough Co.	NE Master Plan & I-4 Corridor Study justifies light industrial & office uses along I-4.

GOAL: Superior Education & Skills		
OBJECTIVE: Cooperate with School District on 5-Year Facilities Program		
ACTION STEPS	PARTNERS	KEY POINTS
<ul style="list-style-type: none"> ❶ Participate in facilities planning as new developments are proposed. 	Hillsborough Co. School District, developers	Adequate school facilities are required by state concurrency law.



GOAL: Quality Services & Infrastructure		
OBJECTIVE: Improve Public Safety by Reducing Crime		
ACTION STEPS	PARTNERS	KEY POINTS
❶ Focus resources & coordinate actions to counter gang-related activities.	Hillsborough Co. Sheriff, Polk Co. Sheriff, state & federal law enforcement agencies, Hillsborough Co. School District, community organizations	Successfully addressing gang activity will take a sustained, multi-year, multi-agency approach.
❷ Spearhead use of GIS data to target crime in “hot spots”.	Hillsborough Co. Sheriff, state & federal law enforcement agencies	GIS data can help maximize effective deployment of resources.
❸ Work pro-actively to help educate citizens re crime-reduction techniques.	Neighborhood organizations, civic groups	Educating citizens can help reduce easy opportunities for crime, particularly car thefts & burglaries.
❹ Hire, retain, train & equip officers to maintain highest standard of professional policing.	Law enforcement academies, Hillsborough Community College, community & civic groups	Employing quality personnel is a cornerstone of delivering high-quality police services to the community.
OBJECTIVE: Improve Public Safety by Providing Excellent EMS Services		
ACTION STEPS	PARTNERS	KEY POINTS
❶ Determine site for Fire / EMS station in NE quadrant.	Hillsborough Co.	Service will be needed once NE area development reaches critical mass; response times expected to improve City-wide.
❷ Participate in developing service area agreement for NE Master Plan area.	Hillsborough Co.	Equipment & personnel can be more efficiently deployed.
OBJECTIVE: Create Special Transportation Districts to Implement Concurrency Improvements		
ACTION STEPS	PARTNERS	KEY POINTS
❶ Establish transportation mitigation fee district for NE Master Plan area.	FDOT, Hillsborough Co.	Removes FDOT objection to development impacting I-4; provides predictable basis for developer costs; small developments able to go forward; NE Plan can be implemented.
❷ Establish multi-modal transportation district in Midtown (and to include downtown core) to accommodate redevelopment.	FDOT	Multi-modal districts help alleviate concurrency problems in redevelopment areas with constrained ROW.
❸ Implement contributing NE Master Plan & Midtown road projects: <ul style="list-style-type: none"> • Park Rd. widening • Sam Allen Rd. widening • Knights-Griffin Rd. widening • County Line Rd. extension • Re-align Wheeler St. 	Property owners, developers, FDOT, Hillsborough Co.	Stage projects to match development impacts; seek grant funds for projects listed in Plan; provide credits for developer-funded projects.
OBJECTIVE: Coordinate Joint Planning Areas with County to Provide Services in NE Master Plan Area		
ACTION STEPS	PARTNERS	KEY POINTS
❶ Define utility service area in Joint Planning Agreement (JPA) w/ County.	Hillsborough Co.	JPA will define utility service “urban reserve” areas; will serve as template for future service areas currently outside City.
❷ Extend water & sewer infrastructure.	Developers	Use refundable advance agreements to help install infrastructure.



GOAL: Citizen Involvement		
OBJECTIVE: Coordinate Neighborhood Clean-Ups with Residents		
ACTION STEPS	PARTNERS	KEY POINTS
❶ Use GIS data to identify neighborhoods w/ multiple challenges (crime, code enforcement, infrastructure).	Community organizations, neighborhood & civic groups	Identify detrimental conditions in neighborhoods; establish benchmarks for improvement.
❷ Select target neighborhoods for code sweeps and other improvement efforts.	Community organizations, neighborhood & civic groups	Staff to coordinate clean-up efforts with community groups; data will be tracked over time to measure improvements.
❸ Seek state & federal grant funds to assist with infrastructure projects, brownfield clean-ups, new housing, etc.	Hillsborough Co., FDOT, state & federal agencies	Plan outlines light industrial & office uses as desired development along I-4.
OBJECTIVE: Make Presentations to Local Community & Civic Groups		
ACTION STEPS	PARTNERS	KEY POINTS
❶ Speak with local civic groups about emerging City topics.	Community organizations, civic groups	Quarterly presentations to various civic groups will help keep citizens informed.
❷ Implement an annual "State of the City" event to report on City issues and progress.	Community organizations, civic groups, media	Opportunity to inform citizens about the City's fiscal condition; outline goals for upcoming year; identify challenges facing City.