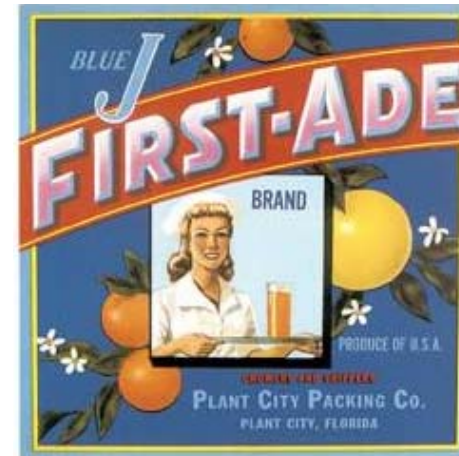




## I-4 Economic Corridor Study



2009. Hillsborough County Planning and Growth Management Department and Hillsborough County City/County Planning Commission.



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# I-4 Economic Corridor Study

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# Acknowledgements

## Core Study Team Participants:

- ◆ Hillsborough County City-County Planning Commission
- ◆ Hillsborough County
  - ◆ Economic Development Department
  - ◆ Planning and Growth Management Department
  - ◆ Water Resource Services
  - ◆ Office of the County Attorney
- ◆ City of Tampa
  - ◆ Department of Economic and Urban Development
  - ◆ Department of Growth Management and Development Services
- ◆ City of Plant City
- ◆ City of Temple Terrace
- ◆ Florida Department of Transportation
- ◆ Agricultural Economic Development Council
- ◆ Greater Tampa Chamber of Commerce
- ◆ Greater Brandon Area Chamber of Commerce
- ◆ Greater Plant City Chamber of Commerce
- ◆ Citizen Participants



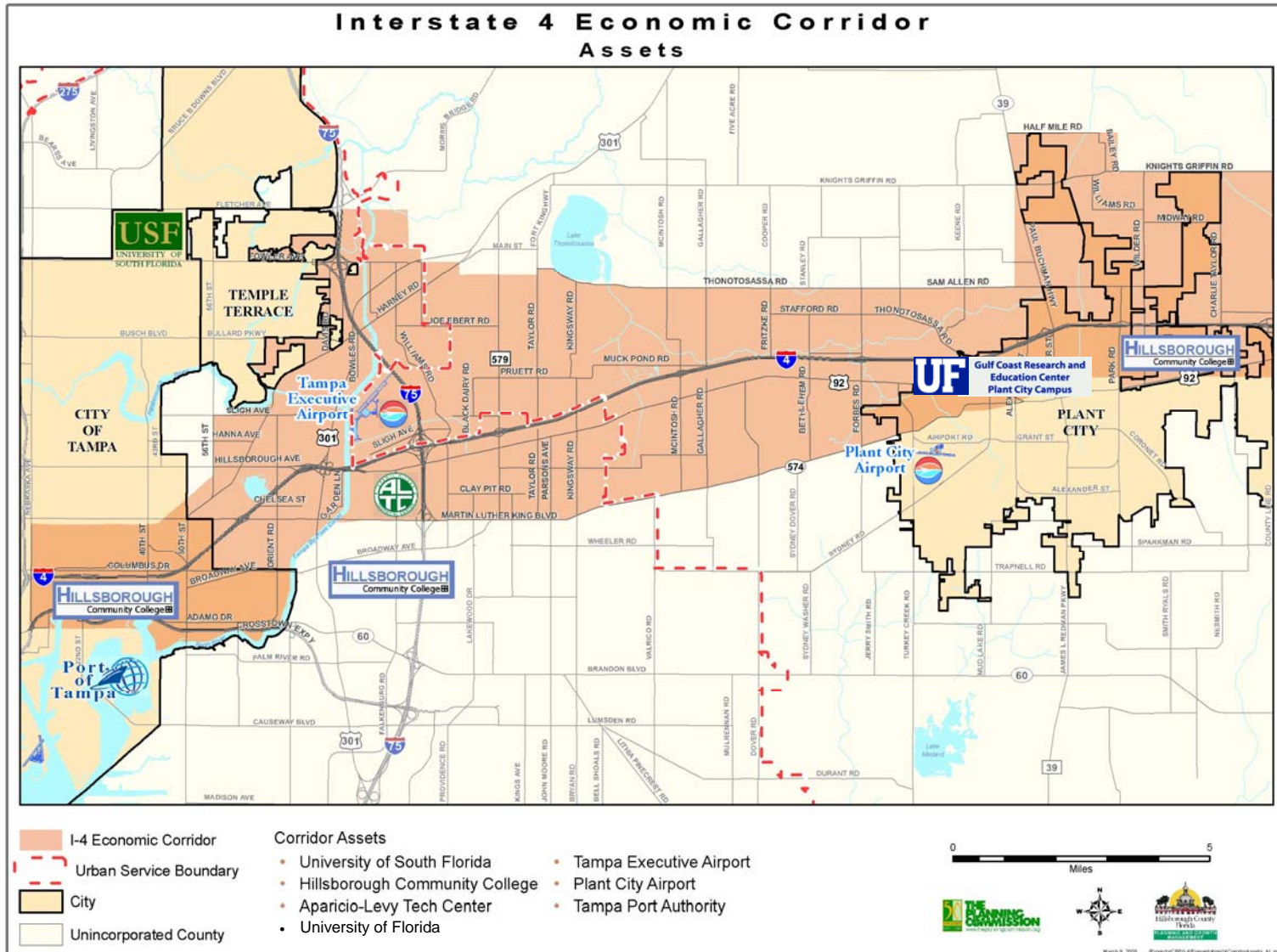


# Introduction

On February 28, 2008 the Board of County Commissioners (BOCC) directed the staff of the Planning and Growth Management Department and the Planning Commission to undertake a Study of the Interstate-4 (I-4) Corridor in order to identify opportunities for economic development.

Throughout central Florida, the I-4 Corridor is a focus of economic activity. The Study's purpose is to identify the opportunities and actions needed to further economic development activity along the portion of the Corridor within Hillsborough County. The stated objective of the Study, as outlined by the BOCC is:

*“Assess the economic and employment opportunities of the I-4 Corridor, with special attention to Light Industrial, Office, and Research activities.”*



# Executive Summary

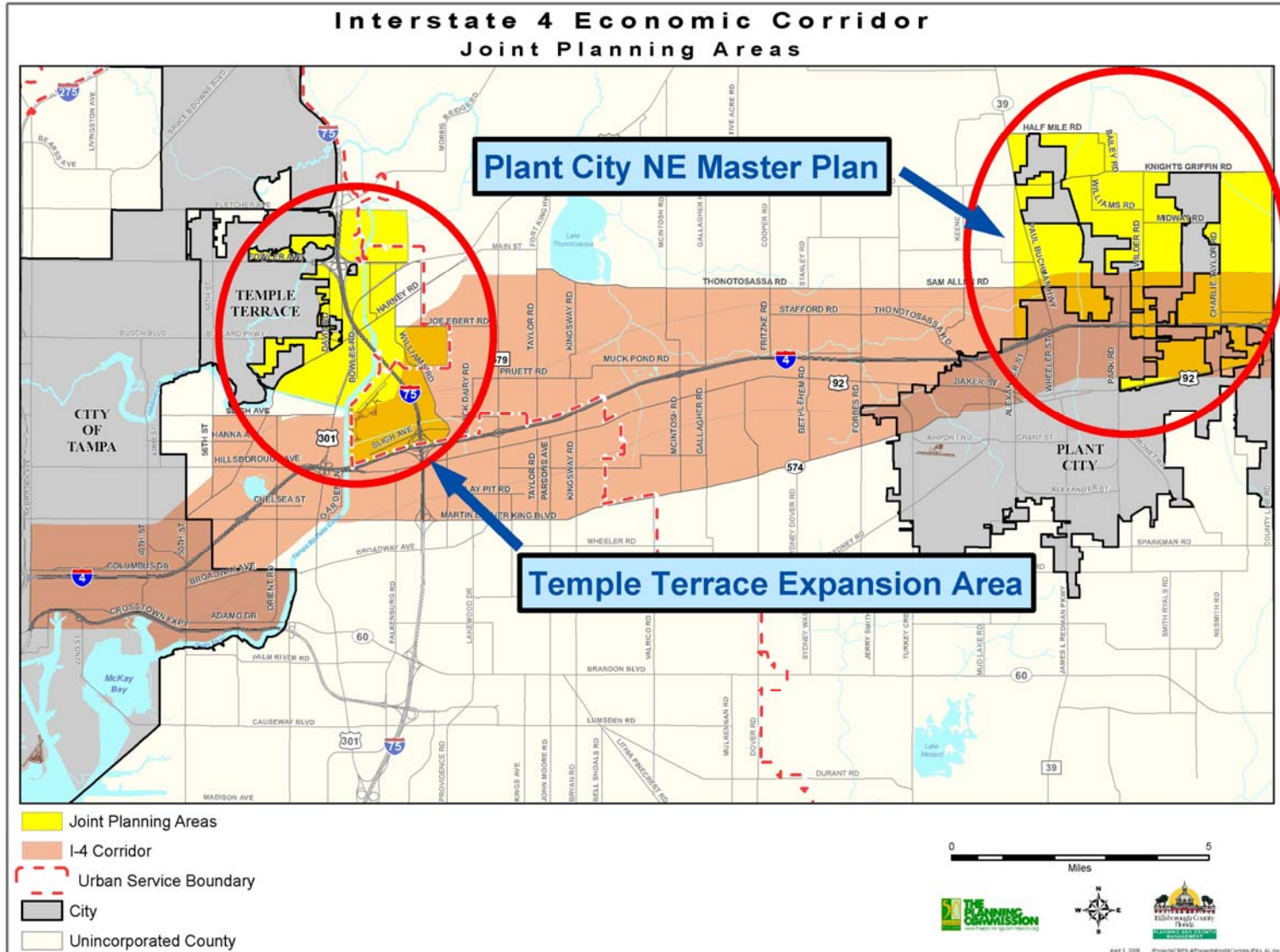
## Background

Planning and Growth Management Department staff and Planning Commission staff have worked cooperatively to fulfill the BOCC's direction regarding the Study's objective of: "Assess the economic and employment opportunities of the I-4 Corridor with special attention to Light Industrial, Office and Research Activities."

The Study will complement the State of Florida High Tech Corridor program. This state program focuses on economic development with the stated mission of "Attract, retain and grow high tech industry and the workforce to support it." The University of South Florida, the University of Central Florida, and the University of Florida are the key education partners in this undertaking.

The Study Team evaluated the potential for locating target industries along the entire length of I-4 within the County. The Study Area generally runs from the Port of Tampa east to the County line. It includes the unincorporated County and the cities of Tampa, Temple Terrace, and Plant City.

The Study Area is approximately 61,000 acres in size. Through the Study Team process, heavy emphasis was placed on cooperation with the cities.



## Executive Summary

A thorough assessment of the conditions along the Corridor was undertaken (Appendix A). This included the review of existing and proposed Community Plans, environmental features, existing land use and zoning, parcel sizes, utility needs, and transportation conditions, to name but a few.

The cost of meeting transportation needs is of particular concern. As an example, the City of Plant City recently completed the Northeast Plant City Area Master Plan study of an approximately twenty square-mile area. Their consultant estimated a need for \$370 million in roadway improvements to accommodate the impacts of development in this area. Plant City worked closely with the Florida Department of Transportation (FDOT) to develop an appropriate means of mitigating the traffic impacts of new development. A similar study of the Temple Terrace Expansion Area will need to be conducted in cooperation with FDOT. Plant City and the Florida Department of Transportation concluded that a trip mitigation/mobility fee system could finance needed improvements and streamline development by allowing developers to “pay and go” upon permitting. Because of the irregular City-County boundary configuration in the area, Plant City has proposed developing the area jointly with the County and establishing a mobility fee system. Significant site opportunities for accommodating target industries exist in the Plant City area.

## Estimated Land Need

- ◆ There is a countywide need of 2,400 acres by 2025 (average of all projections) to accommodate new light industrial, office, and research development.
- ◆ 40% of future land for new light industrial, office, and research development should be located in the I-4 Corridor (1,000 acres).
- ◆ Fifty acres are currently zoned exclusively for these uses in I-4 Study Area.



## Executive Summary

Public water and sewer service is another infrastructure facility imperative to meet the needs of the target industries. All three cities and the County have central water and sewer services in portions of the Study Area. For those areas that are not served, it is apparent that cooperation is needed between the local governments to both provide utilities and minimize the public cost. The location of central water and sewer services determines the best locations for target industries.

The Study Team determined that light industrial, office, and research and development uses have the greatest impact on the local economy in terms of total jobs and wage levels. Therefore, these businesses are defined as the target industries. The County's average annual wage is approximately \$44,000. The wage target for job creation in the Corridor is \$50,000.

The Study found that 2,400 acres will be needed by the year 2025 to meet the Countywide light industrial, office, and research needs. Much of the County's vacant existing industrial land is located within the Coastal High Hazard Area. This land may be appropriate for warehousing and uses associated with the Port of Tampa, but not for the identified targeted industries. Currently there are only 50 acres in the I-4 Corridor zoned exclusively for targeted uses. The Study Team recommends that a minimum of 1,000 acres (40% of overall anticipated development) be provided in the I-4 Corridor specifically for light industrial, office, and research uses.

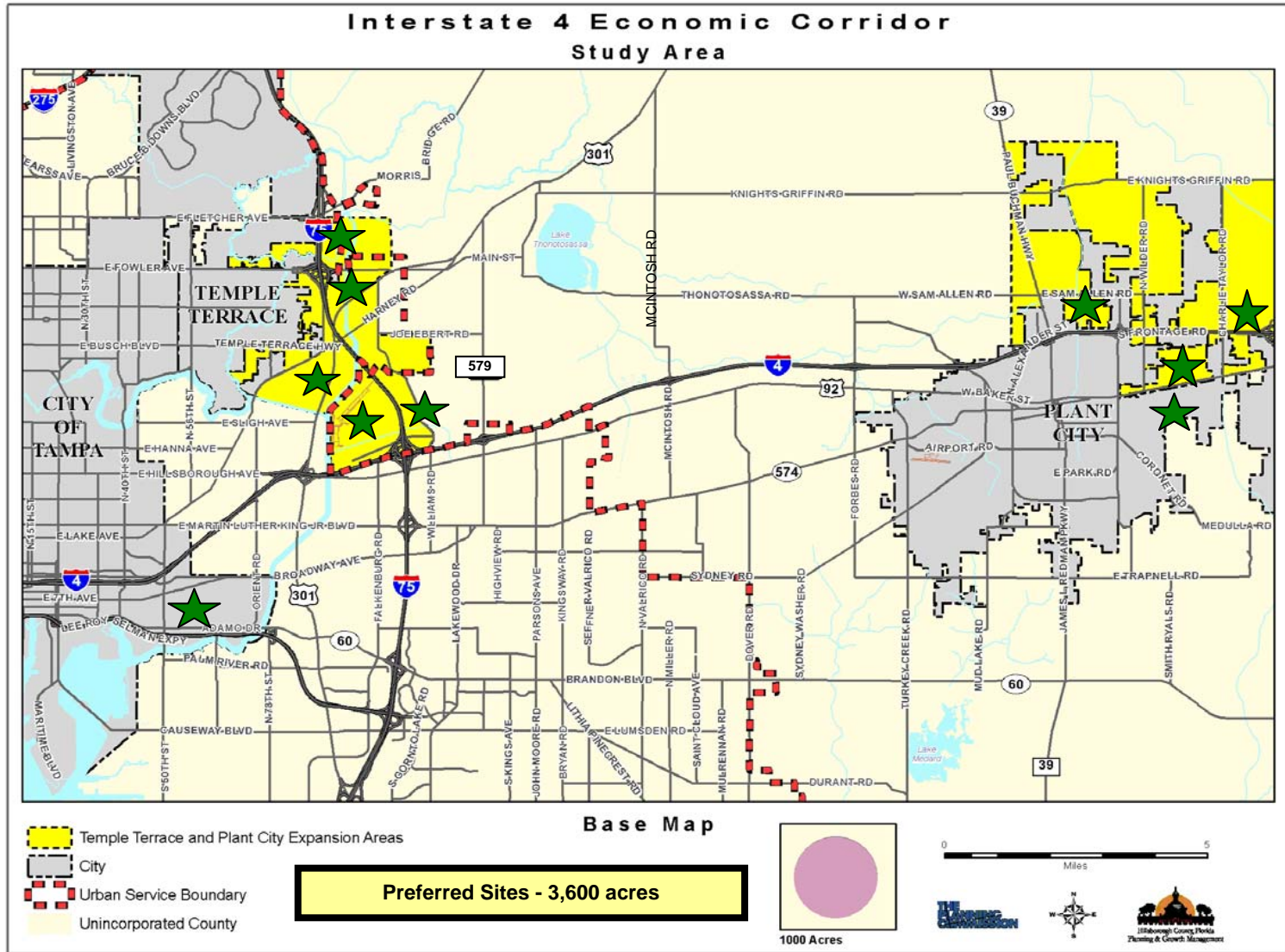




## Executive Summary

Study Team research shows that life science, health care, and research facilities are located near universities to take advantage of workforce and collaboration opportunities. In order for Hillsborough County to be competitive in attracting target industries in a global market, adequate land with appropriate land use and zoning needs to be in place. Proper zoning is of limited value without adequate transportation systems, water and sewer service, and other infrastructure facilities. Business leaders also seek a skilled workforce and proximal housing opportunities to meet employee needs. For these reasons, the Study emphasizes preferred development sites be reserved near the urban centers of Tampa, Temple Terrace, and Plant City.

The Study Team reviewed the I-75 corridor study in order to get an idea of a similar study effort in the County. The Team concluded that the mixed land use categories along the I-75 Corridor resulted in primarily residential and retail development. Generally, these uses increased land prices beyond that which is normally paid by industrial users. Little land remained for higher wage employment uses. To reserve land for the target industries in the I-4 Corridor, it is suggested that the Future Land Use category and zoning district specifically require light industrial, office, and research and limit residential and retail uses.

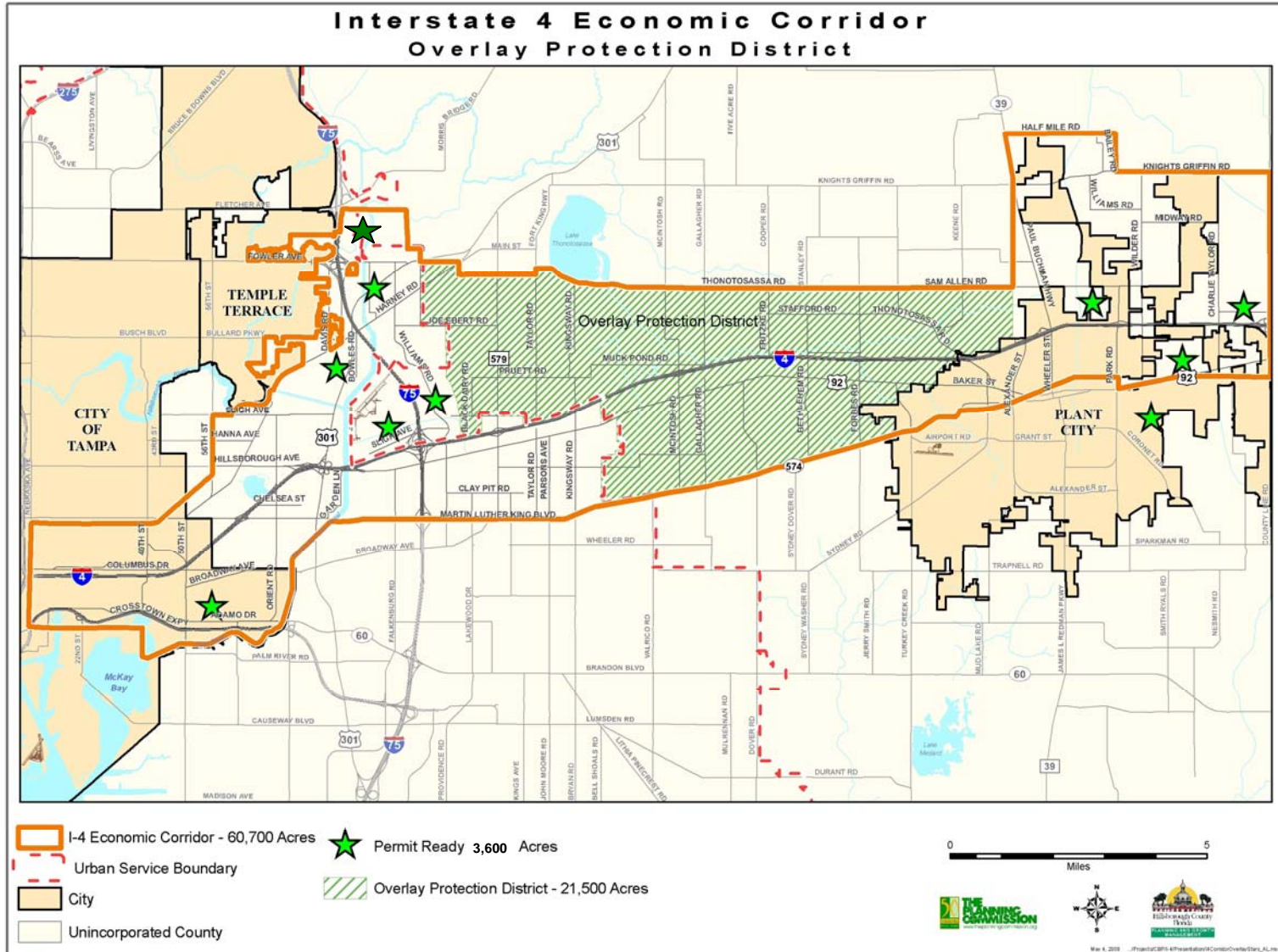


## Executive Summary

The Study Team identified potential employment areas that best fit the desired target industries through specific location criteria. These locations are within the cities, the cities' future expansion areas and the County's Urban Service Area. The areas denoted with stars on the adjacent map represent approximately 3,600 acres of developable land. It is intended that these locations would provide different types of sites for different end users.

Members of the community and the BOCC have expressed concern that the Corridor be reasonably protected from sprawl while ensuring the availability of potential employment sites beyond the target year of 2025.

At the May 12, 2009, BOCC Land Use Meeting, the BOCC indicated its receptiveness to the development of permit ready sites along with an Economic Development Protection Overlay District to facilitate development of high value employment (target industries).

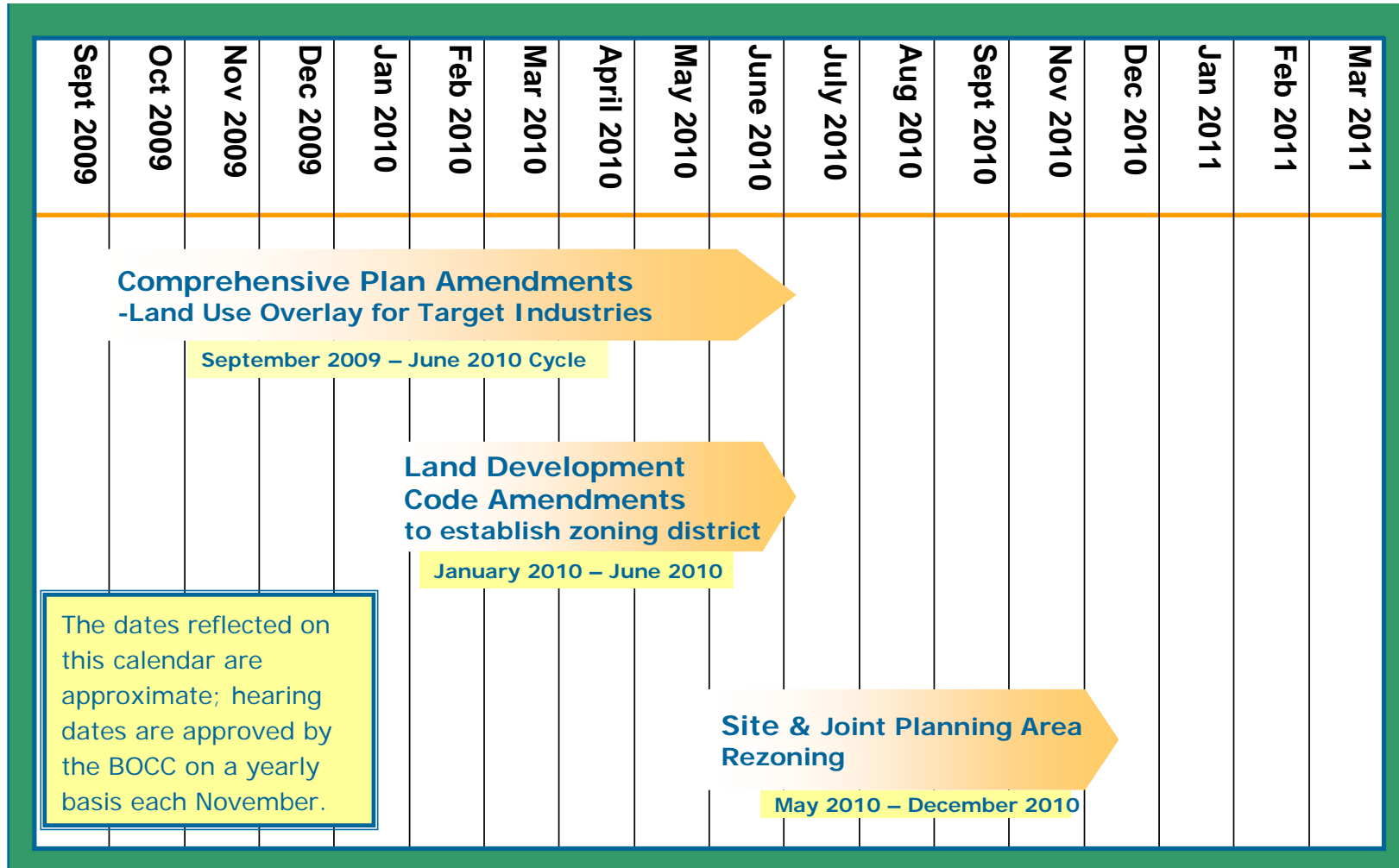


## Executive Summary

An Economic Development Protection Overlay District has been suggested to respond to the concern about sprawl and the need for long term employment locations. The Overlay District would generally be in the Rural Service Area of the unincorporated County. This map shows both the general locations of the potential permit ready sites (shown by stars) and the Overlay District. The objective of the Overlay District is to protect and reserve land in the rural area for the targeted industries. Performance criteria will be prepared to determine timing, location and under what circumstances development (beyond the permit ready sites) can occur in the Overlay District. The performance criteria and geographic area of the Overlay District will be refined as it is brought forward as a Comprehensive Plan amendment.

At the BOCC's direction, the Study has been presented numerous times during its development to community groups and the businesses advisors. Recently, it has also been presented to the Economic Stimulus Task Force. The Task Force has included support for the I-4 Economic Corridor actions in its report to the BOCC. Preliminary conversations with the Florida Department of Community Affairs have also suggest Hillsborough County is going in the right direction with the permit ready and overlay concept for providing quality employment opportunities.

# Timeline for Implementation



---

# Executive Summary

## Implementation Timeline

Establishing a future land use category and an Economic Development Overlay District requires amendments to the County's Comprehensive Plan. Establishing a zoning district requires amendments to the Land Development Code. Rezoning specific sites (properties) requires amendments to the zoning atlas. All of these actions require applications to be submitted, a review process, and approval by the BOCC.

An accelerated timeline in which the Land Development Code amendments are adopted at approximately the same time as the Comprehensive Plan amendments should be attempted. The Land Development Code amendments, new future land use category, and the overlay district would be adopted in by June 2010. Rezoning of specific sites would be in December of 2010. The ability to move forward with this accelerated timeline depends primarily on staff resources being available to accomplish this effort.





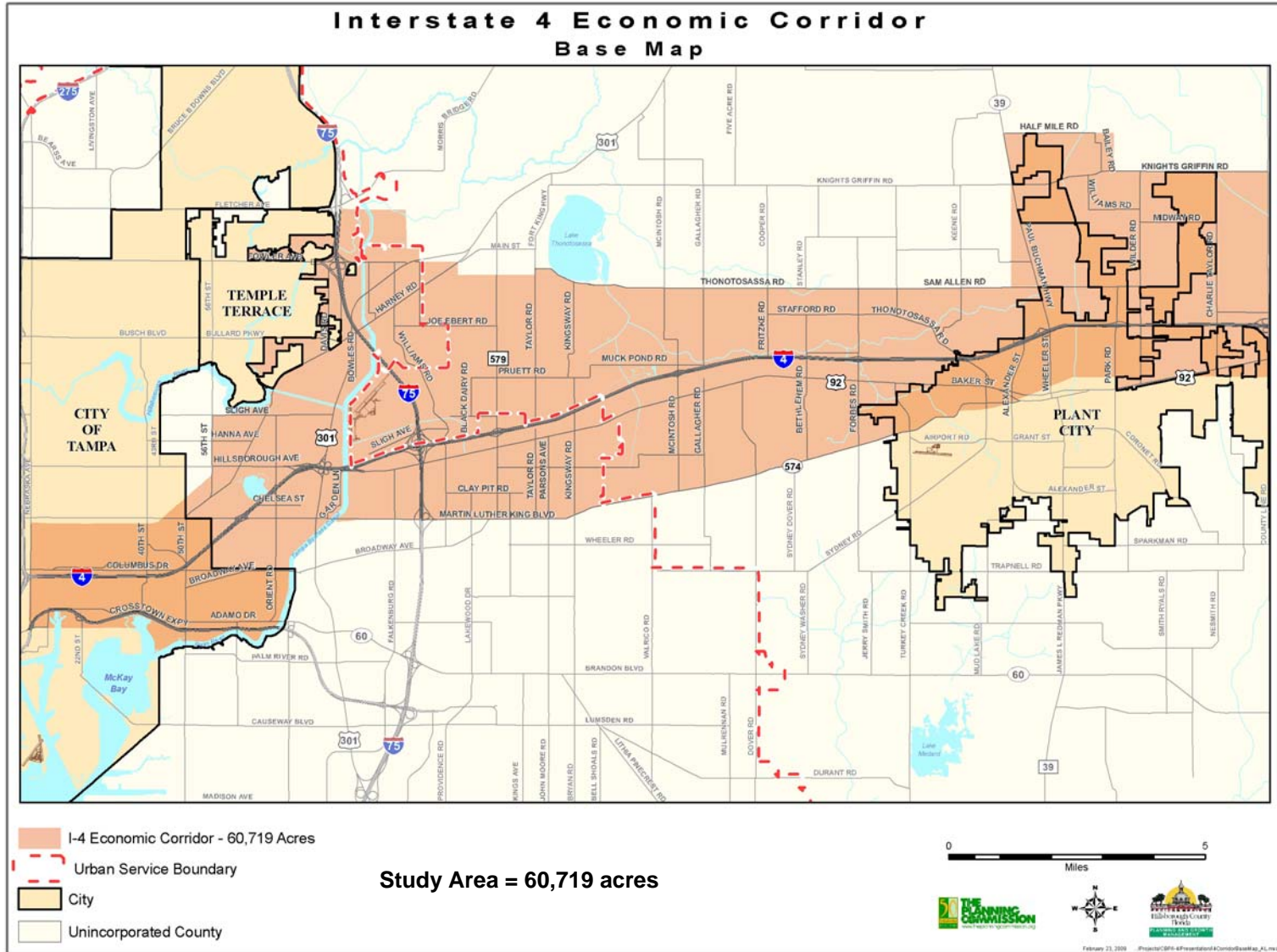
# I-4 Economic Corridor Study Deliverables

## **Inventory and assessment of the I-4 Corridor for economic development**

- ◆ Assets – Tampa Executive Airport, University of South Florida, Hillsborough County Community College, Port of Tampa
- ◆ Availability of sites
- ◆ Existing development patterns
- ◆ Existing infrastructure
- ◆ Community Plans

## **Assessment of potential areas for economic development**

- ◆ Land assembly
- ◆ Land development regulations (Comprehensive Plan and Land Development Code)
- ◆ Cost of development
- ◆ Partner with cities
- ◆ Recommendations and options



# The I-4 Economic Corridor Study Area

Extending from I-275 east to the Hillsborough County - Polk County line, I-4 is 26 miles in length, traversing the City of Tampa, unincorporated Hillsborough County, and Plant City. There are major interchanges at Dr. Martin Luther King, Jr. (MLK) Boulevard, US-301, I-75, CR-579, and Park Road. Additionally, there are minor interchanges at McIntosh Road and Branch Forbes Road.

The I-4 Economic Corridor Study was developed with the participation of the public, business groups, and staff of Hillsborough County, City of Tampa, the City of Temple Terrace and the City of Plant City.

The Study Area encompasses approximately 60,719 acres. Recognizing the University of South Florida as a major economic asset, the Study Area includes land along I-75, north to Fletcher Avenue.

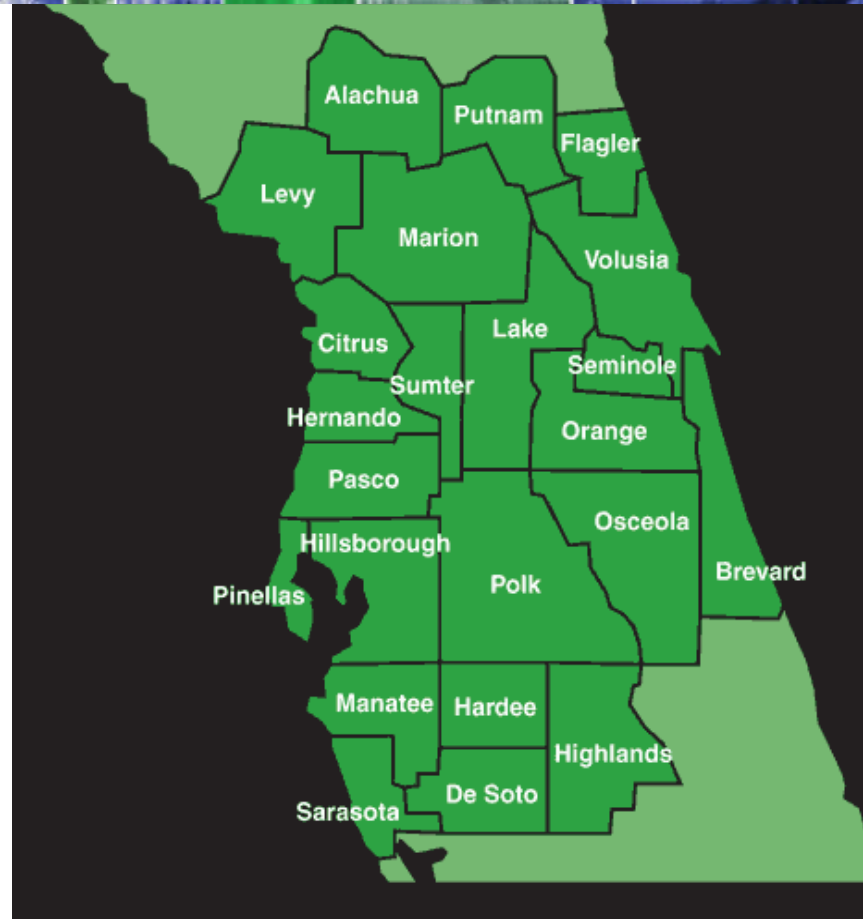
The Study Area includes approximately 47,270 acres of unincorporated land. Of this unincorporated area, approximately 14,932 acres are within the County's Urban Service Area and 32,338 acres are within the County's Rural Service Area. Included within the unincorporated County is the 6,153-acre Temple Terrace Future Expansion Area.

Approximately 6,349 acres of the Study Area are within the City of Tampa, and 7,098 acres are within the City of Plant City. Information on the Study Area characteristics is found in Appendix B.



# Mission

Attract, grow, and retain high tech industry and the workforce to support it.

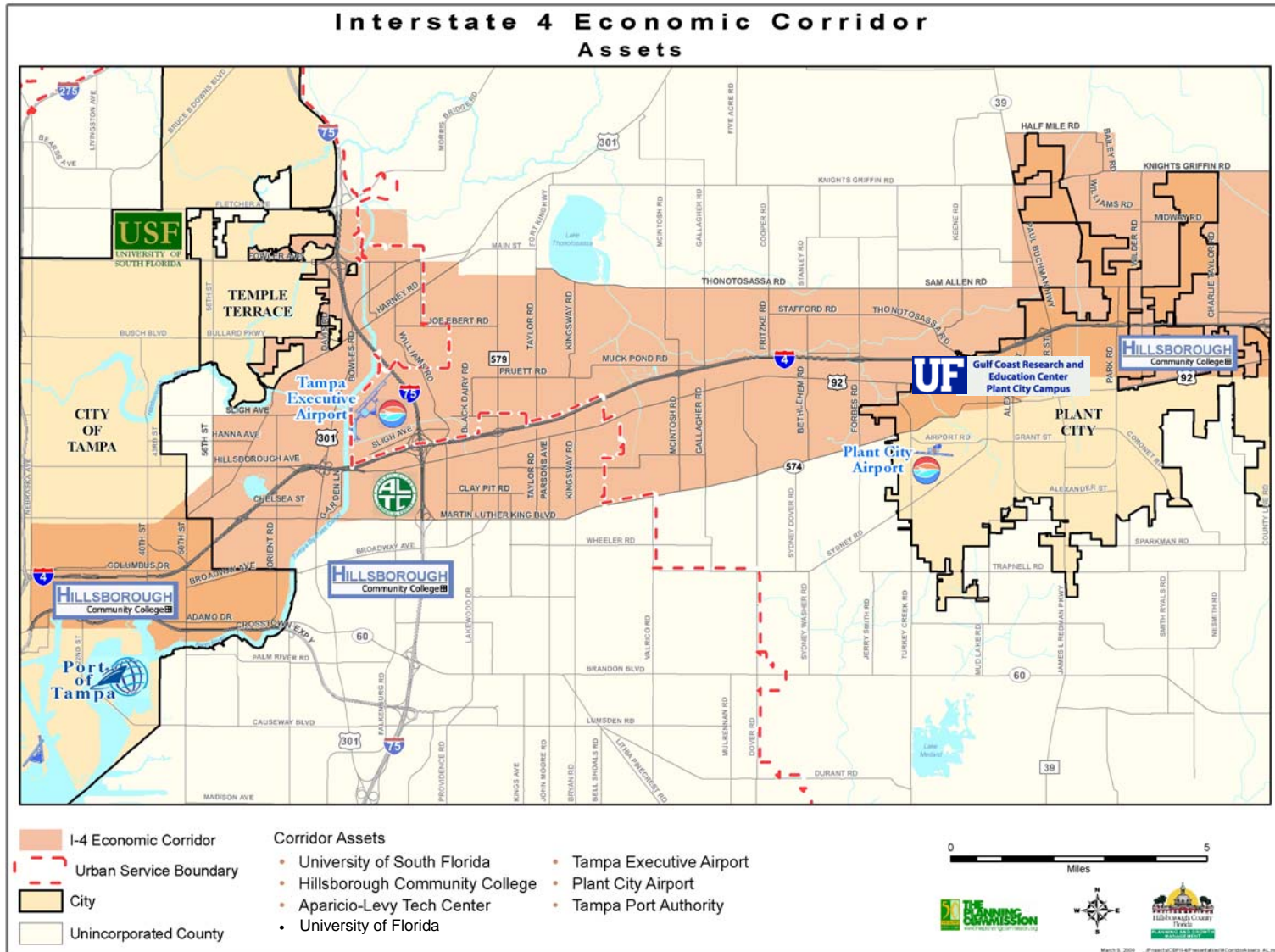


# The Florida High Tech Corridor

The I-4 Corridor is within the 23-county Florida High Tech Corridor. Established by the Legislature in 1996, the Florida High Tech Corridor Council's mission is "to attract, retain and grow high tech industry and the workforce to support it."

The University of South Florida is one of the three major universities within the Florida High Tech Corridor. The University of Central Florida and the University of Florida are the other corridor universities.

The University of South Florida is the ninth largest public university in the nation and is one of the nation's top 63 public research universities. It offers 219 degree programs including doctor of medicine. The University has a \$1.8 billion annual budget, an annual economic impact of \$3.2 billion, and serves more than 46,000 students on campuses in Tampa, St. Petersburg, Sarasota-Manatee, and Lakeland.



## I-4 Economic Corridor Assets

The I-4 Corridor has numerous assets that will facilitate, support, and sustain economic development.

Institutes of higher education help prepare and maintain a workforce for the employment demands of high tech employers.

Options for transportation near the I-4 Corridor include the interstate itself, the Port of Tampa, the Tampa Executive Airport, and the Plant City Airport. Tampa International Airport is within six miles of the Corridor.



University of South Florida  
Downtown Campus



Hillsborough County Community College  
Plant City Campus



Hillsborough County Community College  
Ybor City Campus



## I-4 Economic Corridor Assets

### Educational Assets

In addition to the University of South Florida, there are three branch campuses of the Hillsborough Community College located in Ybor City, the unincorporated Brandon area, and Plant City. The Ybor City Campus is situated in Tampa's historic Latin quarter, minutes away from downtown Tampa and easily accessible to all sections of the County. This campus specializes in business management, computer programming, and office education. The Brandon campus is located off Falkenburg Road, between SR-60 and CR-574, serving the central part of the County and the developing corporate-industrial corridor along I-75 and I-4. The campus is home to the College's Honors Institute and offers programs in manufacturing technology. The Plant City Campus is situated on Park Road, one-half mile south of I-4. A full range of university transfer and technical courses is offered.

Also within the Corridor is the Aparicio-Levy Tech Center, operated by the Hillsborough County Public Schools. The Center provides both career training and workplace skills training. It is a certified "Ready to Work" testing facility, an innovative new program created to meet the needs of Florida's employers through testing that will measure participant workplace readiness and skills.

The University of Florida Gulf Coast Research and Education Center, Plant City Campus, offers courses in Agriculture Education, Environmental Horticulture, Geomatics, and Natural Resource Conservation.



Plant City Airport



Tampa Executive Airport  
(formerly Vandenberg Airport)

## I-4 Economic Corridor Assets

### Aviation Assets

The Tampa Executive Airport and the Plant City Airport are within the Study Area.

The Tampa Executive Airport (formerly Vandenberg Airport) is located approximately 9 miles east of Tampa in unincorporated Hillsborough County. It has a 5,000 foot primary runway and a general aviation terminal. This airport serves as a General Aviation reliever airport to Tampa International Airport. Serving Hillsborough County and the metropolitan Tampa area, Tampa Executive Airport is only 15 minutes from Tampa's downtown business district and area attractions.

The Plant City Airport is located approximately two miles southwest of Plant City and 25 miles east of Tampa. The airport has a general aviation terminal with one runway extending 3,950 feet. It is a General Aviation reliever airport to Tampa International Airport. The airport is strategically located near I-4 allowing for easy driving access to a variety of other travel destinations such as Clearwater-St. Petersburg's beaches and Orlando's theme parks.

Tampa International Airport, located four miles west of downtown Tampa, serves 68 destinations, including international service to the United Kingdom, Canada, Mexico, and the Caribbean. The airport handled 19,154,957 passengers in 2007, making it the 27th busiest airport in North America.



**TAMPA PORT AUTHORITY**

## I-4 Economic Corridor Assets

### The Port of Tampa

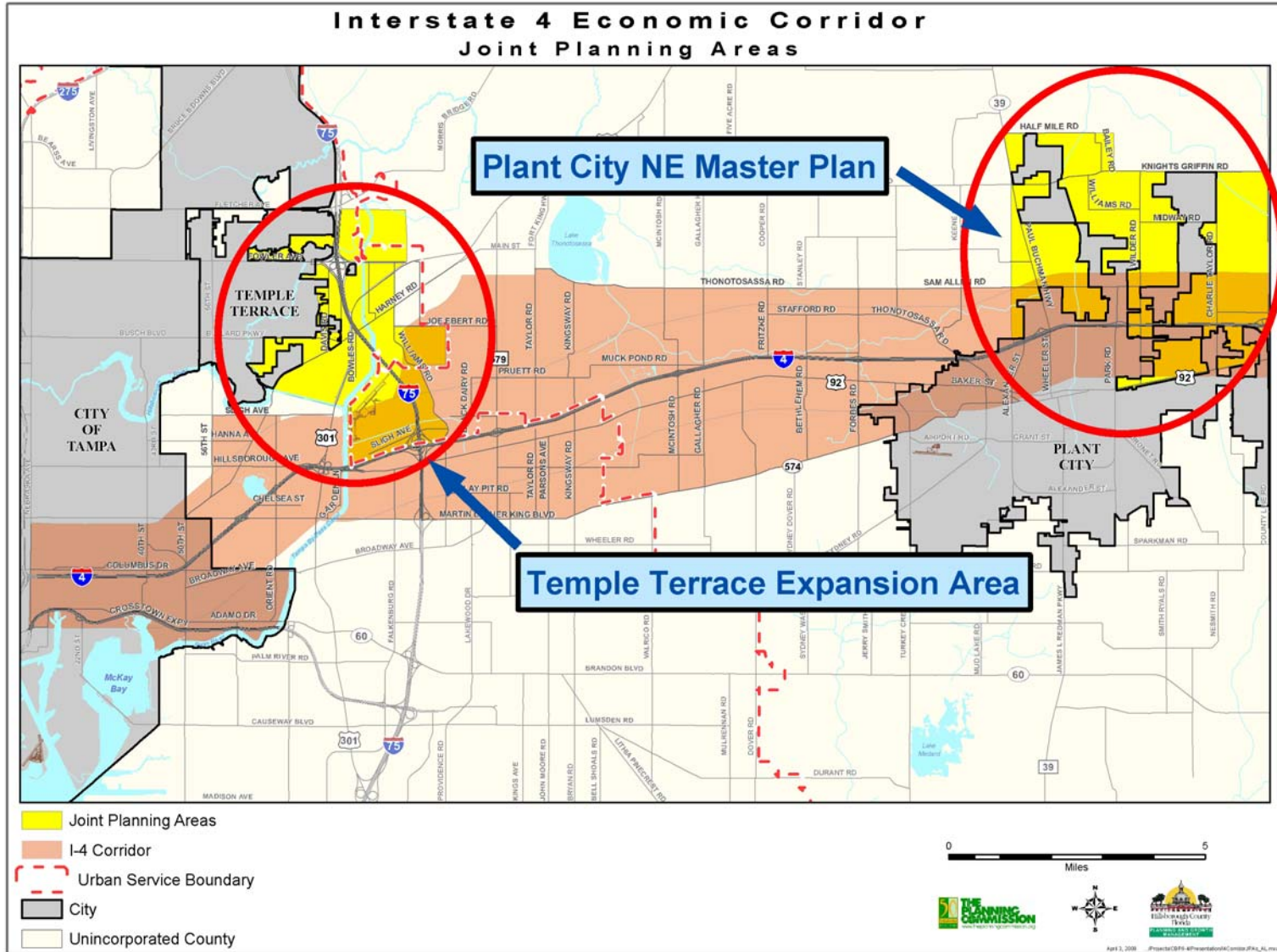
The Port of Tampa (Port) is located at the western end of the I-4 Study Area.

The Port is a major economic asset for the Tampa Bay region. It is the largest tonnage port in Florida, with approximately 50 million tons of cargo per year. It is Florida's largest sized port, encompassing approximately 5,000 acres, and it is the 14th largest port in the United States. The Port contributes nearly \$8 billion to Tampa Bay's economy and is responsible for over 96,000 direct and indirect jobs. Port-related income and consumption exceeds \$6 billion.

The Tampa Port Authority offers expertise in three areas of cargo activity: bulk cargo, containerized cargo, and other general cargo including project cargo, roll on/roll off and breakbulk.

In 2008, the Port handled 767,760 passengers aboard three major cruise lines: Carnival Cruise Line, Royal Caribbean International and Holland America Line.

The Port includes six port areas: Channelside, Port Ybor, Hooker's Point, East Port, Pendola Point/Port Sutton, and Big Bend. It has 67 marine berths. The Port is served by four major roadways and supporting rail infrastructure.



# Joint Planning Areas

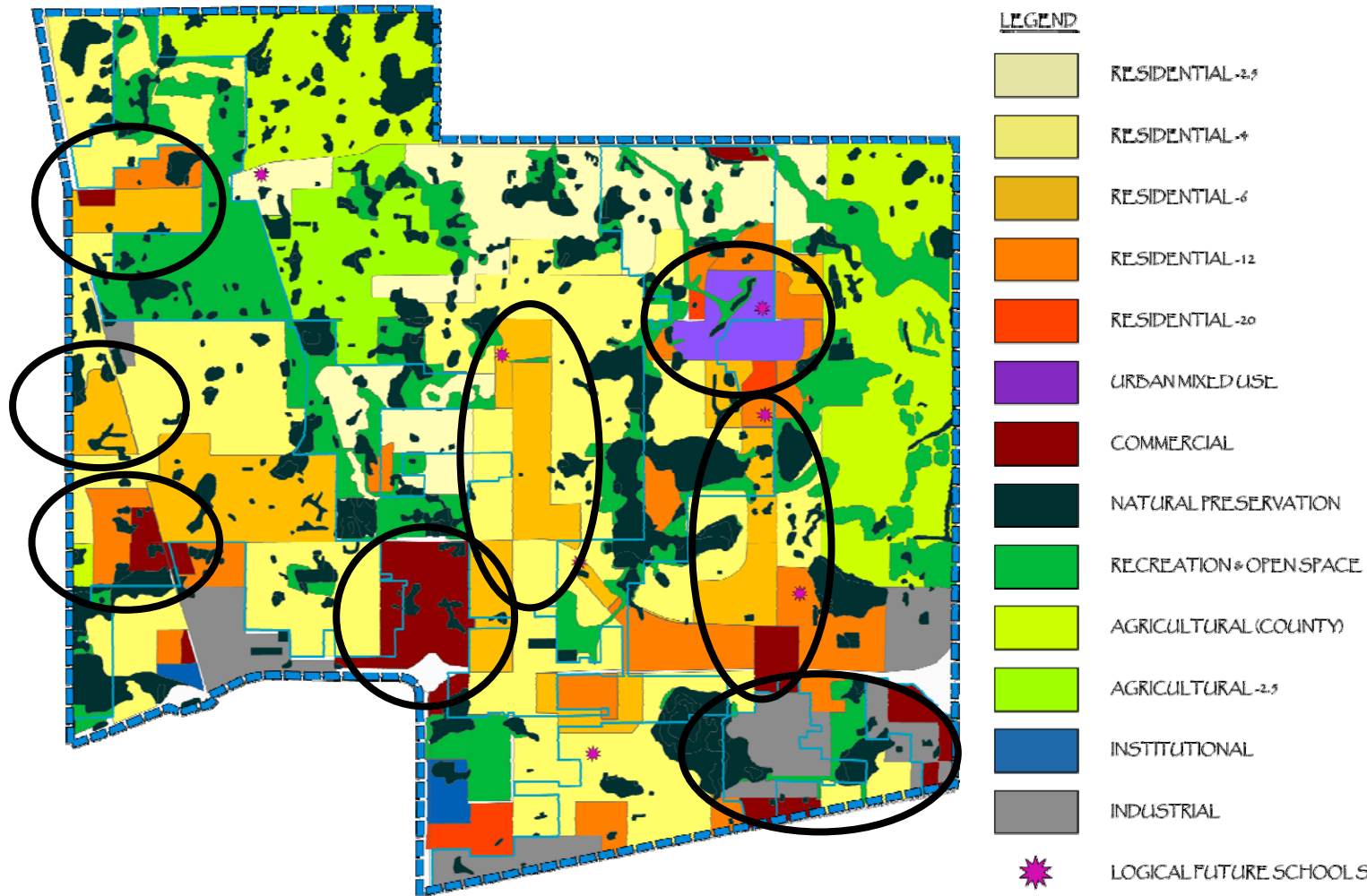
The cities of Temple Terrace and Plant City have identified areas for possible expansion. These areas may become Joint Planning Areas with Hillsborough County.

The Temple Terrace Joint Planning Area (or expansion area) encompasses approximately 6,153 acres of the unincorporated County.

The Plant City Joint Planning Area (or expansion area) includes approximately 8,786 unincorporated acres. The Northeast Plant City Area Master Plan calls for a Joint Planning Area with the County to address future development.

Should Joint Planning Areas be established, as called for in the City and County Comprehensive Plans, issues relating to land use and the provision of facilities and services will have to be addressed.

# Preferred Land Use Scenario





# Northeast Plant City Area Master Plan

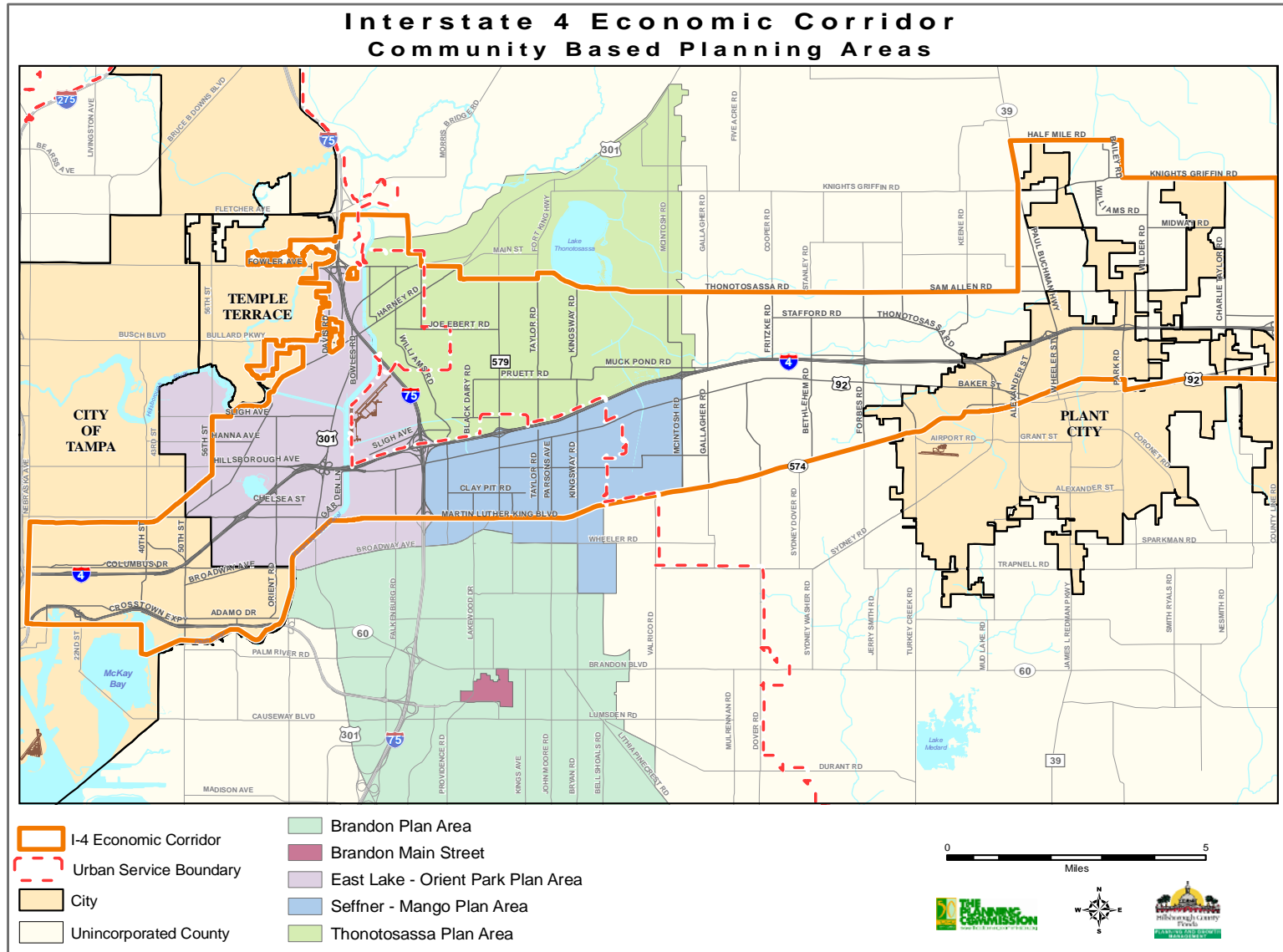
A portion of the I-4 Study Area is subject to Plant City planning activities. Plant City has adopted the Northeast Master Plan to establish appropriate land uses and plan for facilities and services, including roadways, to serve the area.

The Northeast Master Plan has a planning horizon of 2035 and encompasses approximately 20 square miles, including both incorporated and unincorporated lands.

Transportation planning is a key component of the Northeast Master Plan. Working with Florida Department of Transportation District 7 staff, Plant City has developed a “Preferred Build Network” that establishes a roadway system providing alternatives to I-4.

Central water and sewer service are provided by Plant City north of I-4, however, existing lines serve only a limited area.

The Northeast Master Plan Preferred Land Use Scenario shows industrial and employment generating land uses proximate to I-4.

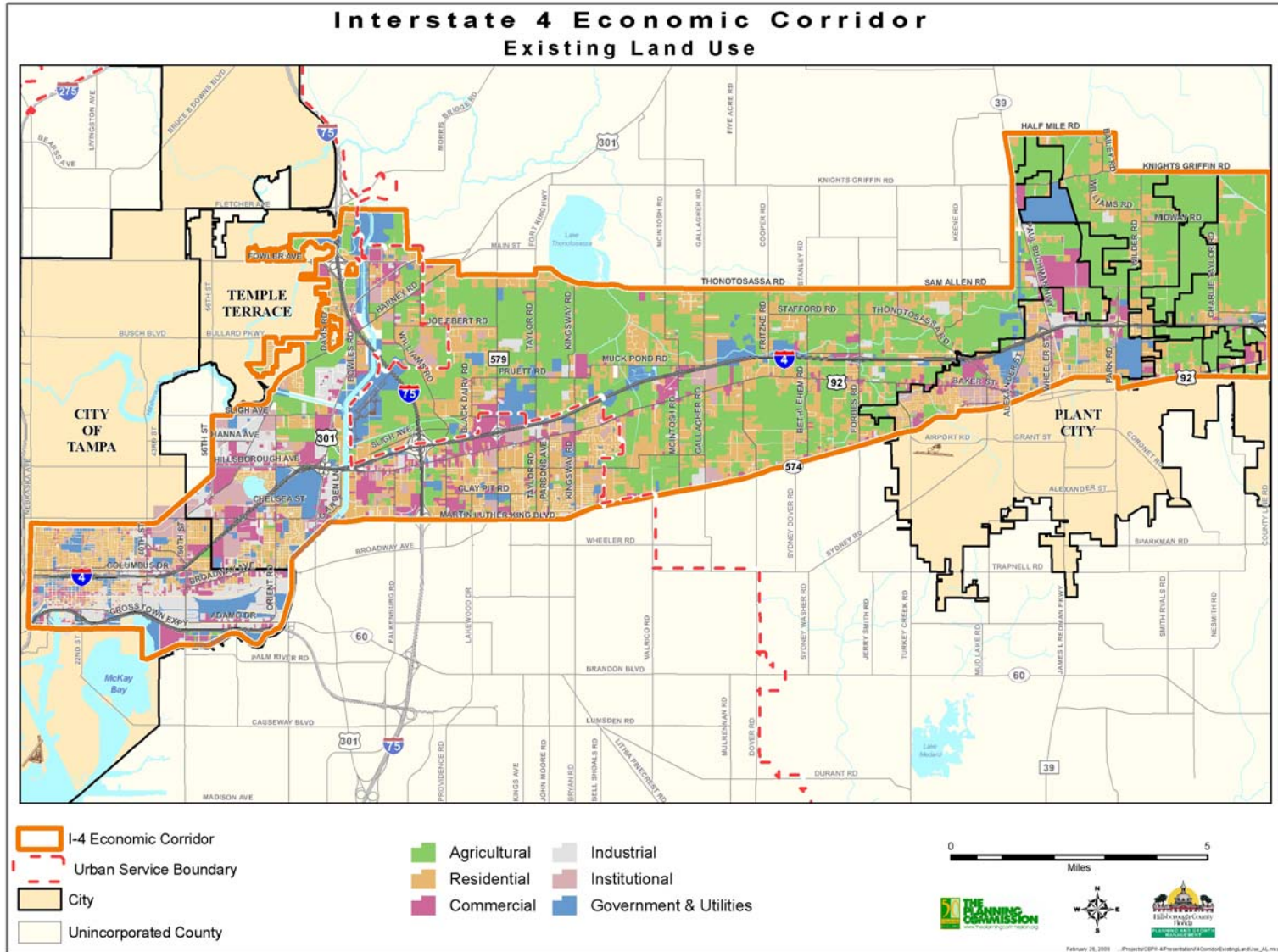


# Community Plans

Hillsborough County's community-based plans are intended to address and offer solutions to each community's critical planning issues and concerns, and to protect and enhance the qualities and characteristics that define the community. Such plans are developed through a community-wide consensus-building process, which results in a comprehensive plan containing goals and objectives for guiding growth. The community plans along the Study Area include the Thonotosassa Community Plan, the East Lake-Orient Park Community Plan, and the Seffner Community.

Portions of these community plans call for the preservation of the rural characteristics of the area and call special attention to environmentally sensitive features within the community plan areas. Specific areas identified for protection include the Baker Creek Drainage, areas around Lake Thonotosassa, Eureka Springs and the Hillsborough River Tampa Bypass Canal.

The East Lake-Orient Park community plan promotes redevelopment of the industrial area between I-4 and Hillsborough Avenue, east of 56th Avenue as an employment center. The Seffner Community Plan identifies the US-92 Corridor as an area for commercial redevelopment. The Thonotosassa Community Plan concentrates non-residential and non-agricultural uses along County Road 579 and in its Main Street area.



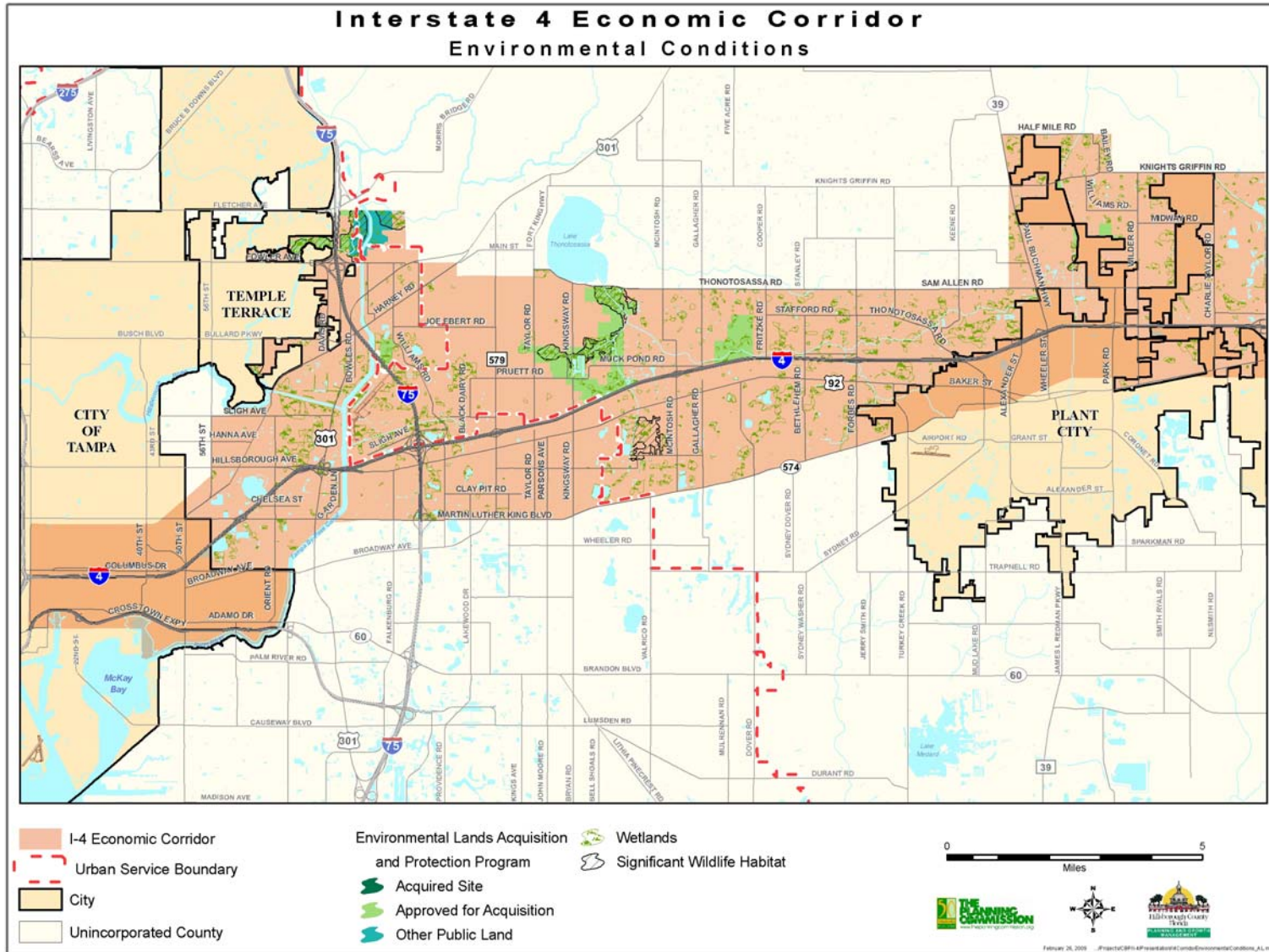
# Existing Land Use

Existing land uses include highly urbanized, suburban and rural uses. Urban and suburban uses occur in the City of Tampa and Plant City. Areas of the unincorporated County are also urbanized, primarily along US-301 and US-92 west of Mango Road (CR-579). Suburban residential and commercial development occur in the Seffner and Mango areas within the County's Urban Service Area, generally east of I-75, south of I-4.

Much of the Study Area is in agricultural and residential use. Generalized existing land uses are as follows:\*

Agricultural	22,685 acres
Residential	16,836 acres
Commercial	3,999 acres
Industrial	2,658 acres
Institutional	2,179 acres
Government & Utilities	5,749 acres

\*Right-of-way acreage not included.



# Environmental Conditions

A large portion of the area between the Urban Service Area line (within the Seffner Community Plan area) and Plant City is currently either under cultivation, developed with residential housing on large lots (approximately one acre or greater), or environmentally sensitive areas. The Baker Creek and Pemberton Creek drainage basins are characterized by areas designated for significant wildlife habitat. Much of the Baker Creek drainage is approved for acquisition for the Environmental Lands Acquisition and Protection Program (ELAPP). These areas can be impediments to the development of the Study's target industries and thus should be avoided.

Other environmentally sensitive areas exist throughout the Corridor and regulatory policies relating to environmentally sensitive areas and surface water protection will apply when parcels are developed. The 100-year floodplain will impact areas where buildings can be constructed.

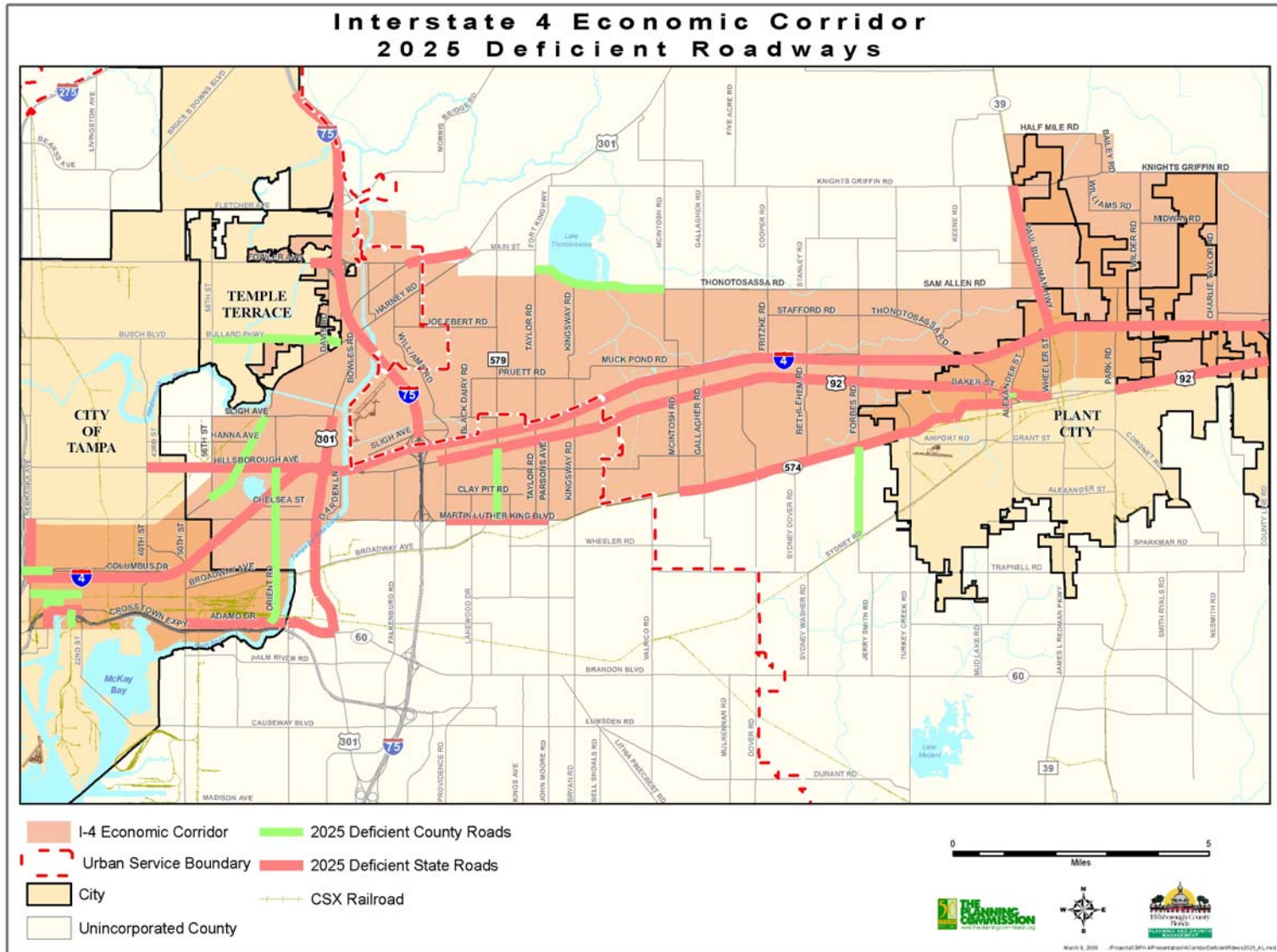




# Agricultural and Vacant Lands

Staff has analyzed the agricultural and vacant land within the Corridor to understand the potential areas for long-term development. The advantage that the lands near or contiguous with the Corridor have is the potential for strong transportation connections with the rest of the region, the port, and the local economic drivers such as the University of South Florida.

There is a large distribution of sites greater than 20 acres; however, there are fewer sites larger than 50 acres. A large office or light industrial park can occupy up to 200 acres. It is likely that there will be some land assembly required for the light industrial, office, and research development envisioned by the Corridor effort.



# Transportation

I-4, US-92, and MLK Boulevard are the major east-west roadways along the Corridor. Each roadway is projected to be deficient in 2025.

I-4, a 6-lane limited-access highway, from I-275 east to the Polk County line will be operating at an inadequate level of service in 2025. Currently, there are no capacity improvements scheduled. US-92 is also shown to be deficient through almost all of the I-4 Study Area. No capacity improvements are currently scheduled. MLK Boulevard has deficient segments from Williams Road to Parsons Avenue and from McIntosh Road to Wheeler Street in Plant City.

I-75 and US-301 are the major north-south roadways in the western portion of the Study Area. I-75 is deficient from I-4 north through the Study Area. The Florida Department of Transportation is currently undertaking a Project Development and Environmental (PD&E) Study for the entire length of I-75 through Hillsborough County. The PD&E Study will develop design options and their social and environmental effects are examined. There is currently no funding for capacity improvements.

Other significant north-south roadways include CR-579, CR-39, and Park Road.



# Transportation

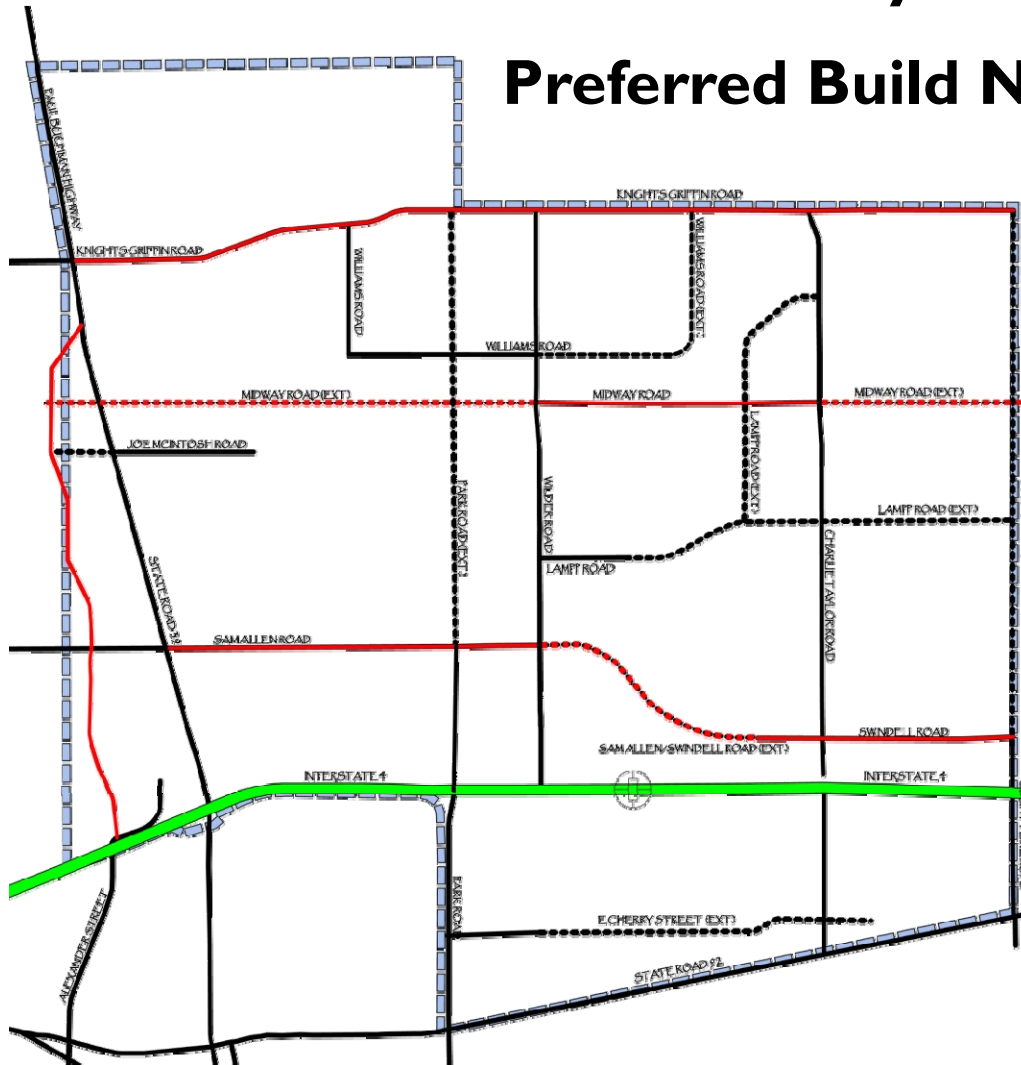
US-301 is shown to be deficient from MLK Boulevard to Sligh Avenue., and no capacity improvements are currently scheduled.

County Road 579 is a north-south roadway that has an interchange with I-4 and extends north into the Thonotosassa area. It is deficient between MLK Boulevard and US-92, and no capacity improvements are currently scheduled.

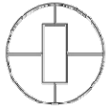





Paul Buchman Highway (CR 39) is a north-south roadway in Plant City. It is deficient from I-4 to Knights-Griffin Road. It is within the Plant City North East Master Plan area.

# Northeast Plant City Area Master Plan

## Preferred Build Network



### LEGEND

-  POTENTIAL SEPARATED GRADE BIKEWAY & PEDESTRIAN CROSSING
-  EXISTING LOCAL ROADS
-  EXISTING MAIN ROADS
-  STUDY AREA BOUNDARY
-  ROADWAY EXTENSION
-  ROADWAY WIDENING (4 LANES)

**Estimated Cost: \$370M**

**\$600 per trip mitigation fee**

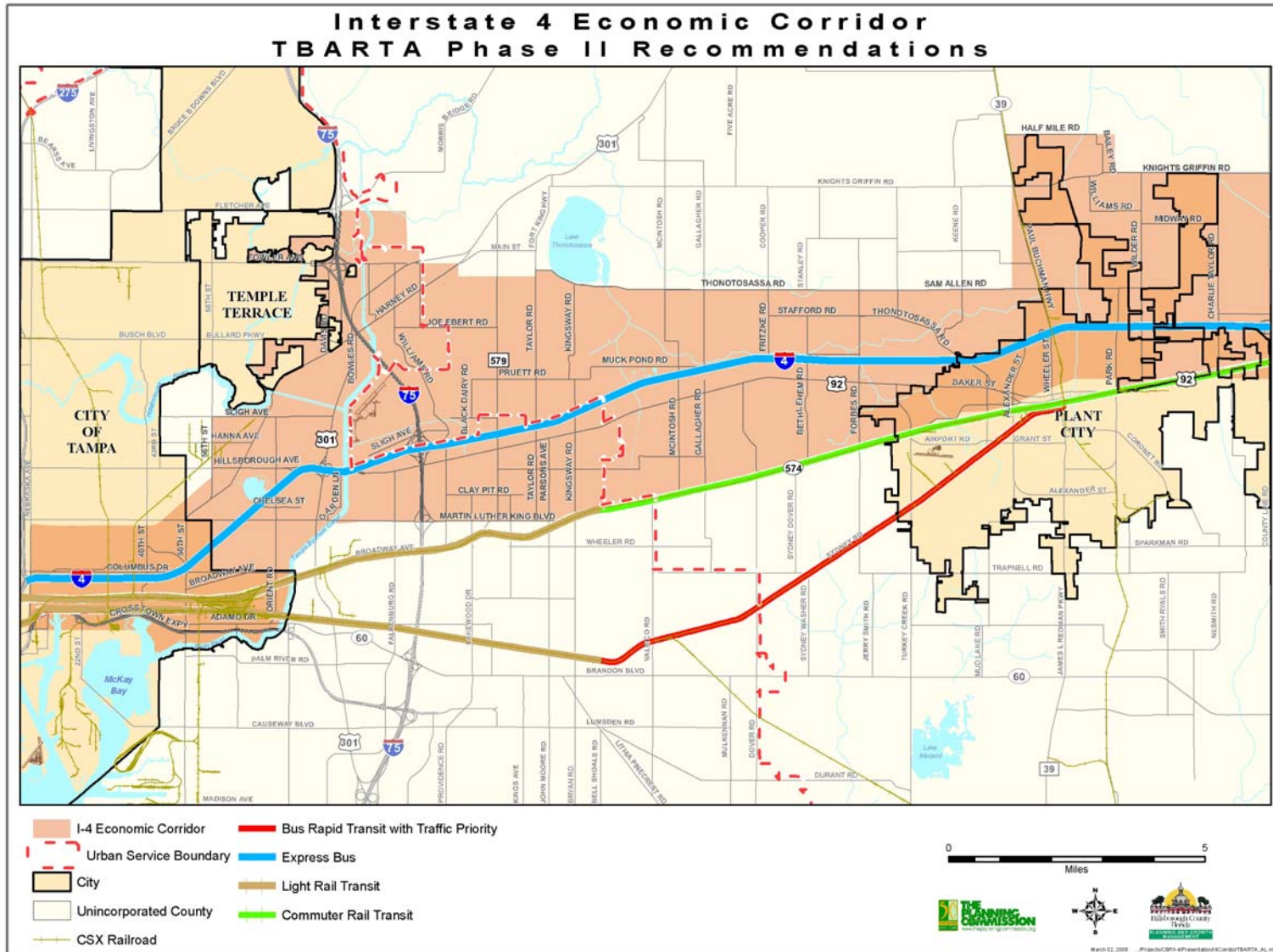
# Transportation

Plant City has coordinated with the Florida Department of Transportation (FDOT) to develop a roadway system that will meet the area's future needs. Plant City proposes to joint-venture with Hillsborough County to finance improvements through a per-trip mitigation fee system. The estimated cost of this system is \$370 million, which would require a \$600 per-trip fee at the time of building construction.

The Preferred Build Network developed for the Northeast Plant City Area Master Plan includes:

- The widening of Knights Griffin Road from 2 to 4 lanes;
- The recommendation to extend Midway Road from the Alexander Street extension to Countyline Road with a 4 lane roadway;
- The recommendation to extend Sam Allan Road to connect to Swindel Road via a 4-lane roadway;
- The extension of Countyline Road north to Knights Griffin Road;
- The extension of Park Road to Knights Griffin Road;
- The forked extension of Lampp Road connecting to Countyline Road and Charlie Taylor Road;
- The extension of Williams Road to Knights Griffin Road; and
- The extension of Joe McIntosh Road to Alexander Street.

A study similar to the Northeast Plant City Area Master Plan will need to be conducted for the Temple Terrace Expansion Area. FDOT will be a key partner in the master planning of this area.

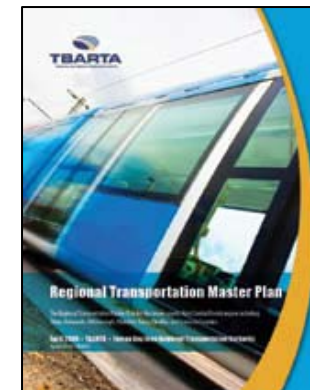


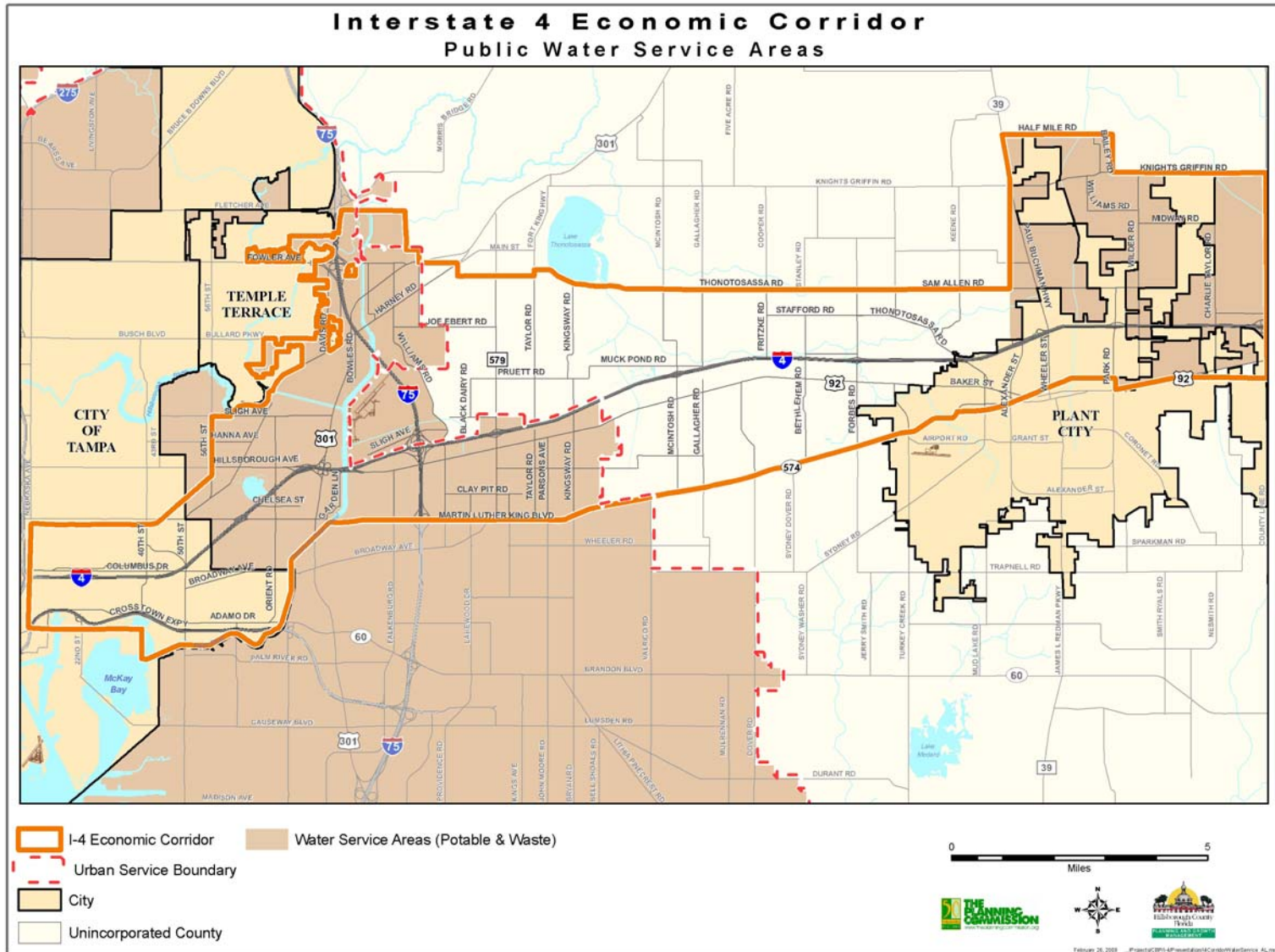


# Tampa Bay Area Regional Transportation Authority

The Tampa Bay Area Regional Transportation Authority (TBARTA) was created as an agency of the state on July 1, 2007 to plan, develop, finance, construct, own, purchase, operate, maintain, relocate, equip, repair, and manage multimodal systems in Citrus, Hernando, Hillsborough, Manatee, Pasco, Pinellas, and Sarasota Counties. The authority's purpose is to improve mobility and expand multimodal transportation options for passengers and freight throughout the seven-county region.

TBARTA Phase Two recommendations show Express Bus service on I-4 from the Plant City to Tampa. Service may be on "managed" lanes. Along the SR 574 (MLK Boulevard) commuter rail and light rail are recommended. These transit options would provide improved east-west mobility. However, none have funding at this time.





# Central Water and Sanitary Sewer Service

Within the Study Area, central water and sanitary sewer service exists or may be provided by Tampa, Plant City, Temple Terrace, or the County within the County's Urban Service Area.

The County's Rural Service Area is not served by central water or sewer service. Currently, central service within the Rural Service Area is generally precluded by policies in the County's Comprehensive Plan.

Plant City currently provides limited central water and sanitary sewer service north of I-4. It is anticipated that central service can be provided to the Northeast Plant City Area Master Plan area by extending lines to land currently within the City, lands that may be annexed into the City, or to unincorporated land through a Joint Planning Area agreement with the County.

The City of Temple Terrace operates its own potable water treatment and distribution system and provides service to unincorporated areas generally east and southeast of the City that are within the Urban Service Area. The City has sewer lines but does not have its own central wastewater treatment facility and has an interlocal agreement with Tampa to provide for treatment and disposal of wastewater. The interlocal agreement governs the maximum volume of wastewater that Tampa will accept.



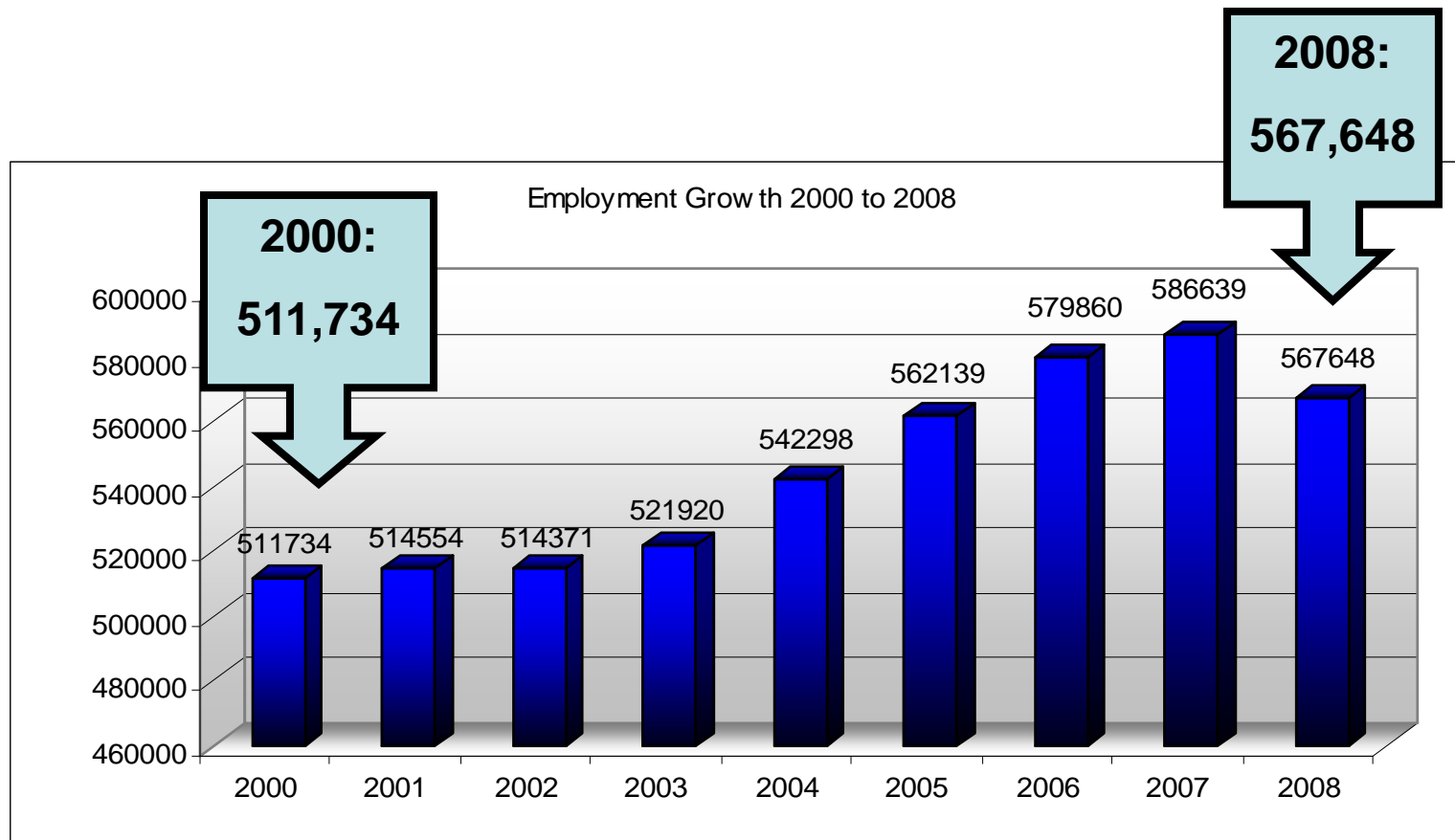
# The Industries and the Numbers

First and foremost, this Study is about creating an environment along I-4 that will result in higher wage employment opportunities and a stable economy for Tampa Bay. To be successful, the objective needs to be based on sound economic analysis. This section assesses employment demand, target industries and wages.

Light industrial, office, and research development were determined to have the most significant impact on the local economy.

In particular, Battelle Memorial Institute said in their May 20, 2009, report to the BOCC:

“Advancing technology-based development is critical for Hillsborough County to diversify its economy, generate high quality jobs, and raise its capabilities to remain competitive in an increasingly global, knowledge-based economy. It is well recognized that a critical difference in how regions across the United States perform economically depends upon having in place robust technology based drivers.”



# Hillsborough County Employment Growth: 2000 to 2008

Hillsborough County has approximately 570,000 jobs. This is an increase of 56,000 jobs since 2000 or an average of 7,000 new job opportunities per year. Of course, during some years this growth is much more. Other years, such as 2008, reflect a contraction of the market.

The Study time horizon is the year 2025. In 2025, Hillsborough County's population is projected to be 1,460,900 and employment of approximately 730,000. County employment is projected to grow by 150,000 in the next 17 years.





# The Numbers: Estimated Demand

According to the Battelle Institute, Hillsborough County absorbs approximately 600,000 square feet of space annually in high tech industry, life science, office and industrial space. Seventy acres of developable land would be needed each year to accommodate this amount of square footage.

Each 20,000 square feet of development on average would provide space for 100 employees.

## Economic Impact Annual Value / Acre



◆ Office Park	\$4.2 M
◆ R&D	\$4.0 M
◆ Health Care	\$2.7 M
◆ Manufacturing	\$1.9 M
◆ Distribution & Warehousing	\$0.8 M
◆ Retail	\$0.5 M

# Economic Impact

The Study team evaluated various types of development to determine which had the greatest impact on the local economy. Each business category was evaluated to determine how many jobs are generated per acre of development. The average wage for the category was then multiplied by the number of jobs typically occurring within an acre of development. Each category then was assigned a regional economic multiplier that are established the US Bureau of Economic Analysis.

The results are outlined on the adjacent table. As can be seen, an office park generates \$4.2 million in wages to the local economy per acre of development. Conversely, retail development only generates \$0.5 million in wage value per acre. This low value is explained by low average wage per worker, few employees per square foot of developed space and limited impact on bringing dollars in from outside the area (economic multiplier).

The Study team findings suggest that greater business attraction and locally based business expansion efforts should be targeted to light industrial (excluding warehousing), office, or research entities to maximize the impact on the local economy.



- ◆ **Higher Wage Target: \$50,000 per year**
- ◆ **Professional, Scientific, & Technical Services**
- ◆ **Manufacturing Facilities**
- ◆ **Finance & Insurance Services**
- ◆ **Wholesale Trade**
- ◆ **Management Services**
- ◆ **Administrative & Support Services**

# Targeted Industries

For the purposes of the I-4 Economic Study, a definition of a higher wage/value job was identified.

Economic Base Theory postulates a demand driven model of growth and divides the regional economy into two sectors: export (base) & non-basic.

Export sector: includes all economic activities that produce commodities sold to non-local households, businesses, or governments (i.e., agriculture, forestry, fisheries, mining & manufacturing).

Non-basic: includes all economic activities that produce for the local market (i.e., construction, distribution, trade and services).

The annual median household wage in Hillsborough County in 2005 was \$45,000. The average per capita wage was \$35,000.

It is for these reasons that the team suggests the greatest effort be given to attracting firms with a higher target average wage of at least \$50,000 and in the business sectors listed on the adjacent chart.

## Estimated Land Need

- ◆ There is a countywide need of 2,400 acres by 2025 (average of all projections) to accommodate new light industrial, office, and research development.
- ◆ 40% of future land for new light industrial, office, and research development should be located in the I-4 Corridor (1,000 acres).
- ◆ Fifty acres are currently zoned exclusively for these uses in I-4 Study Area.



## Estimated Land Need

To accommodate our forecasted 2025 population, 150,000 additional jobs need to be generated. In order to raise the average wage in Hillsborough County, at least 75,000 of the new jobs need to be in the high wage targeted industries.

Countywide, 2,400 acres will be needed to meet the job needs of the 75,000 persons desired to be employed in the light industrial, office, and research categories. The I-4 Corridor should be capable of providing sufficient land to provide 40% of these jobs. One thousand acres suitable for such development would need to be reserved in the Corridor to meet the target industry job goal.

Research of sites along the Corridor found that there are only 50 vacant acres in parcels larger than five acres that are currently zoned exclusively for light industrial, office, or research uses. More sites exist with mixed land use categories or commercial zoning that would allow development of our targeted industries. However, most often these sites have been developed with residential or retail uses. Residential and retail uses have tended to consume such lands and drive land prices up. Retail and residential land prices are outside of the desired purchase range of our target industries.

Therefore, it is recommended that at least 1,000 acres be set aside along the Corridor with a land use and zoning specific to light industrial, office, or research uses.

# Target Industry Location Preferences

- ◆ Adequate Land Available
- ◆ Appropriate Land Use & Zoning in Place
- ◆ Proximity to Transportation Facilities
- ◆ Central Sewer & Water Available
- ◆ Proximity to Like Industries & Markets
- ◆ Skilled & Available Work Force
- ◆ High Quality of Life – Community, Education, Housing



# Location Preferences

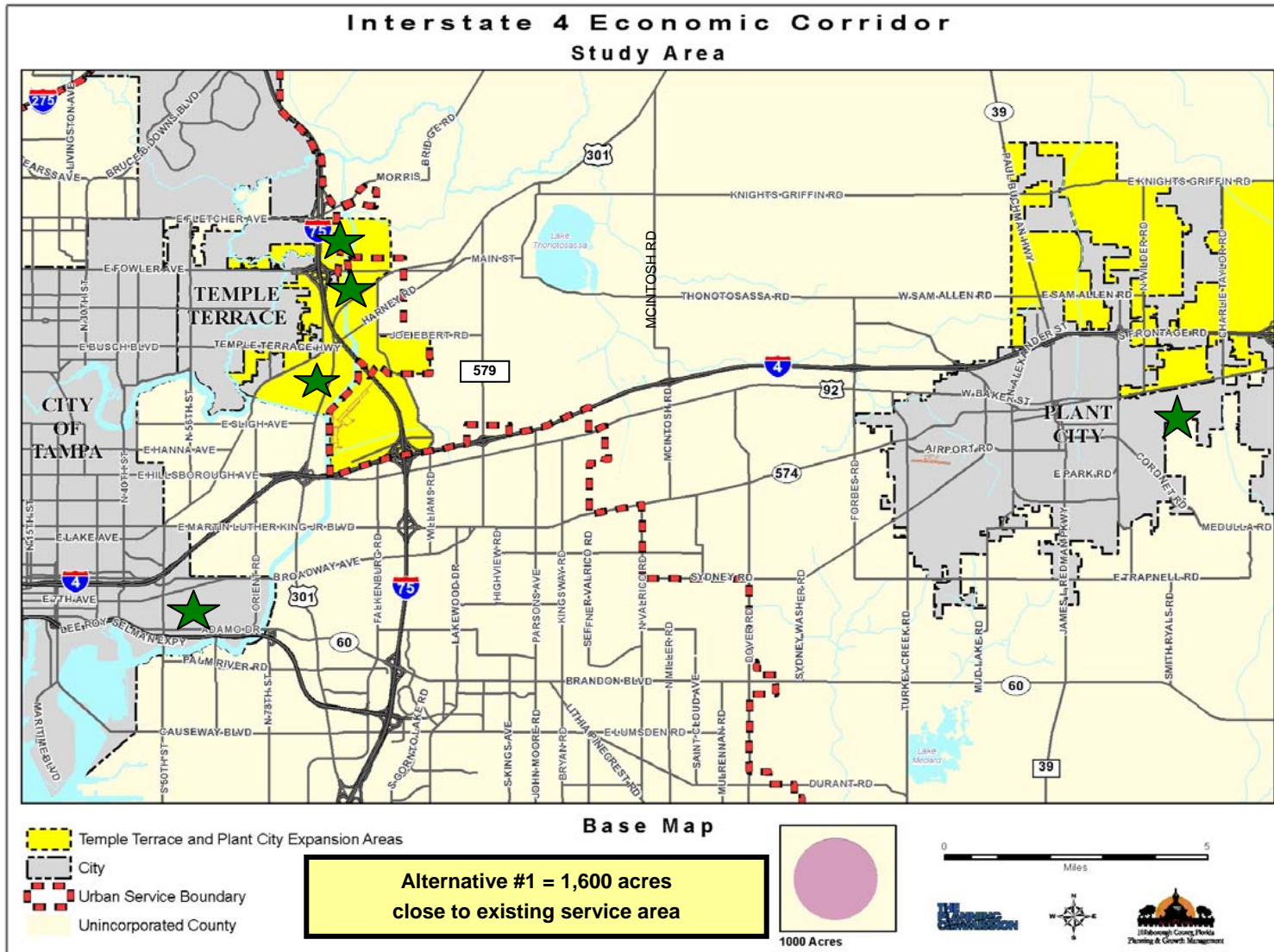
The County's Economic Development Department, the Committee of 100, and Peter Kageyama, co-founder of Creative Cities Productions, have outlined attributes necessary to attract firms and talent needed to move our economy to a higher level.

New or expanding employers need adequately sized buildings or sites to develop. Sites most commonly sought are between 5 and 20 acres. Preferably, these are within a business area or park of approximately 50 acres or greater.

Sites need to have a land use and zoning category that allows the employer to proceed rapidly to construction plan permitting. An 18 to 24 month uncertain wait for proper land use and zoning will likely result in the loss of an employer.

Transportation access for employees and product must be provided to make a site economically viable. Central water and sewer are necessary. Sites with or near existing utility services will be quicker and easier to build.

A skilled and available workforce is obviously required to meet any business's need. Attracting and keeping this work force necessitates convenient access to quality housing, exceptional education services, and central city cultural/trendy activities. The University of South Florida is a key attractor especially for Life Science, Medical, and Research firms.

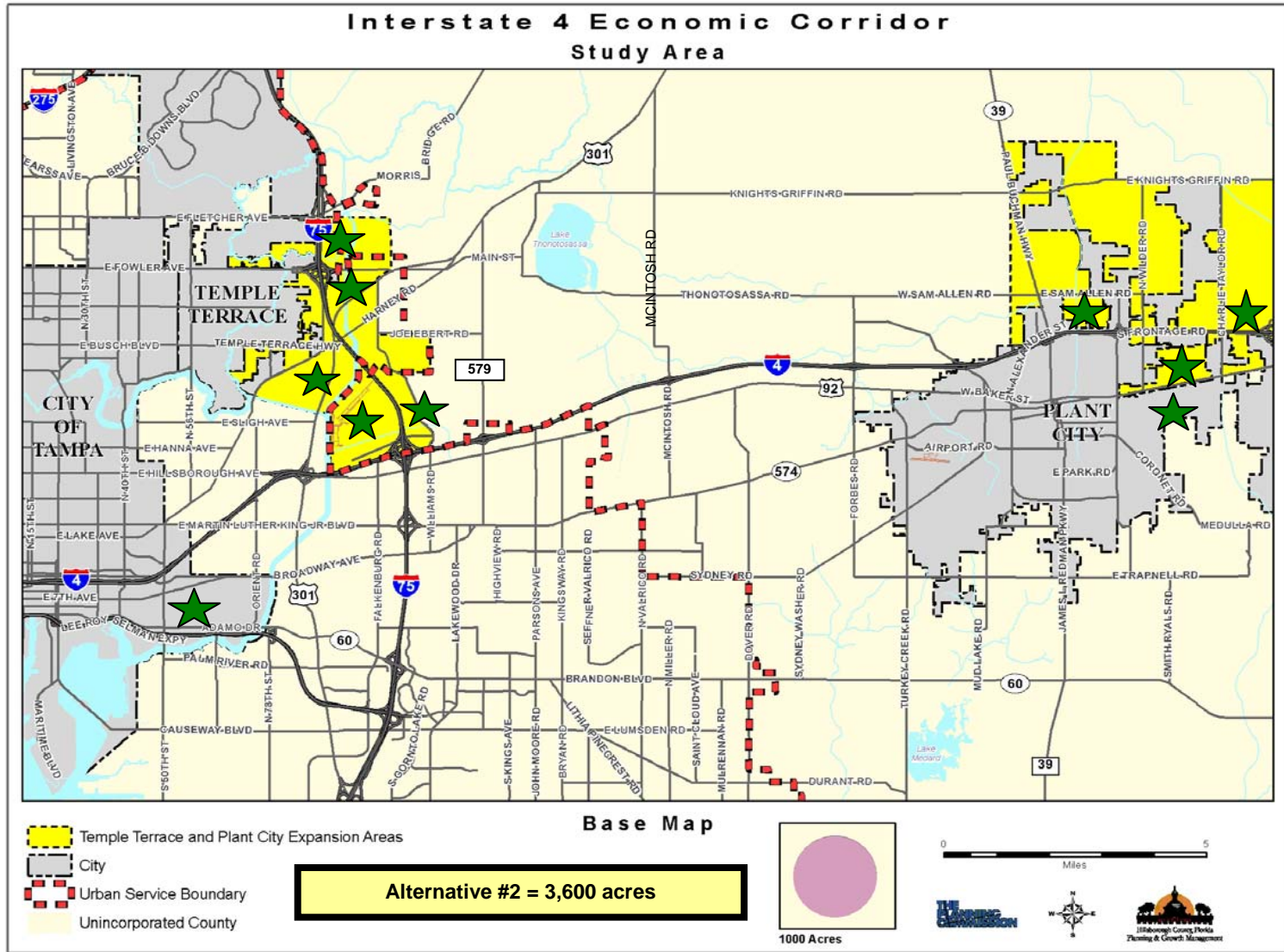


# Preferred Sites

## Alternative #1

This map depicts the I-4 Corridor area. The small pink circle at the bottom of the adjacent map equates in size to the minimum 1,000 acres desired for the targeted business activity. The Study Team searched out property that represented the best opportunities to meet the preferred location criteria previously discussed. These are represented by the green stars on the adjacent map.

Each location has available land, water and sewer service, compatible land uses, and is within the Urban Services Area. Within these criteria, 1,600 acres of usable vacant land was indentified. Land use and zoning changes would be needed to make the sites permit ready.



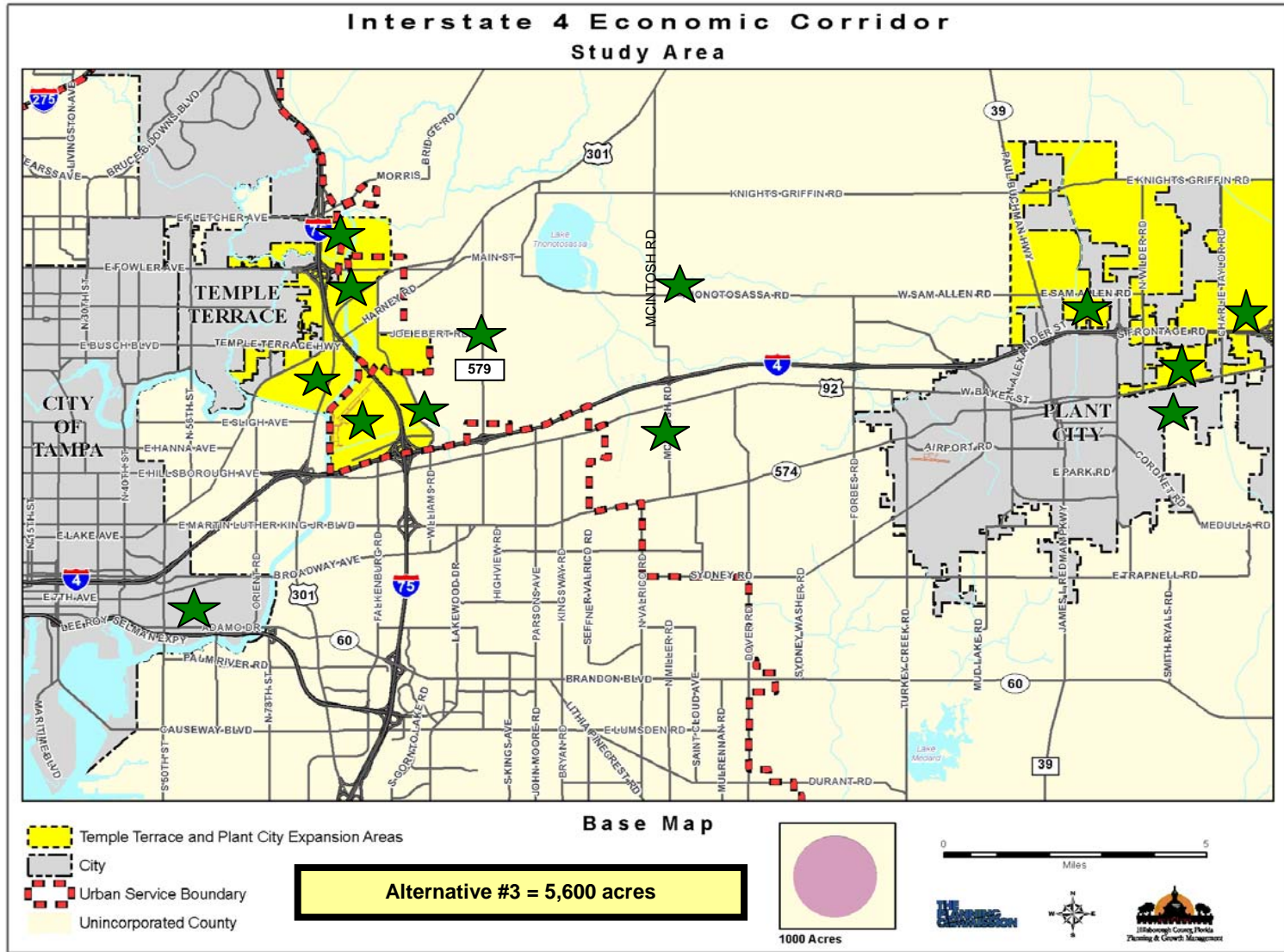
## Preferred Sites

### Alternative #2

Identifying only the minimum 1,000 acres needed through the year 2025 would not provide potential employers sufficient selection options. Therefore, a larger group of locations (represented by the green stars) are in the team's recommendation for permit ready sites. This option represents 3,600 acres of potentially developable land. The locations represented on this map each have utilities available or nearby and are either in the Urban Service Area or in expansion areas of Temple Terrace and Plant City.

The Comprehensive Plans for the County and two Cities recommend a Joint Planning Area be adopted by interlocal agreement between the parties. This area is represented in yellow on the map. The intent of a Joint Planning Area is for a City and County to propose a jointly agreed upon land use plan and joint investment in the future development of the area.

If a Joint Planning Area agreement is approved by the BOCC and a City, staff will create business-specific land use categories and special business zoning districts and will work with property owners to rezone land to the district.



## Preferred Sites

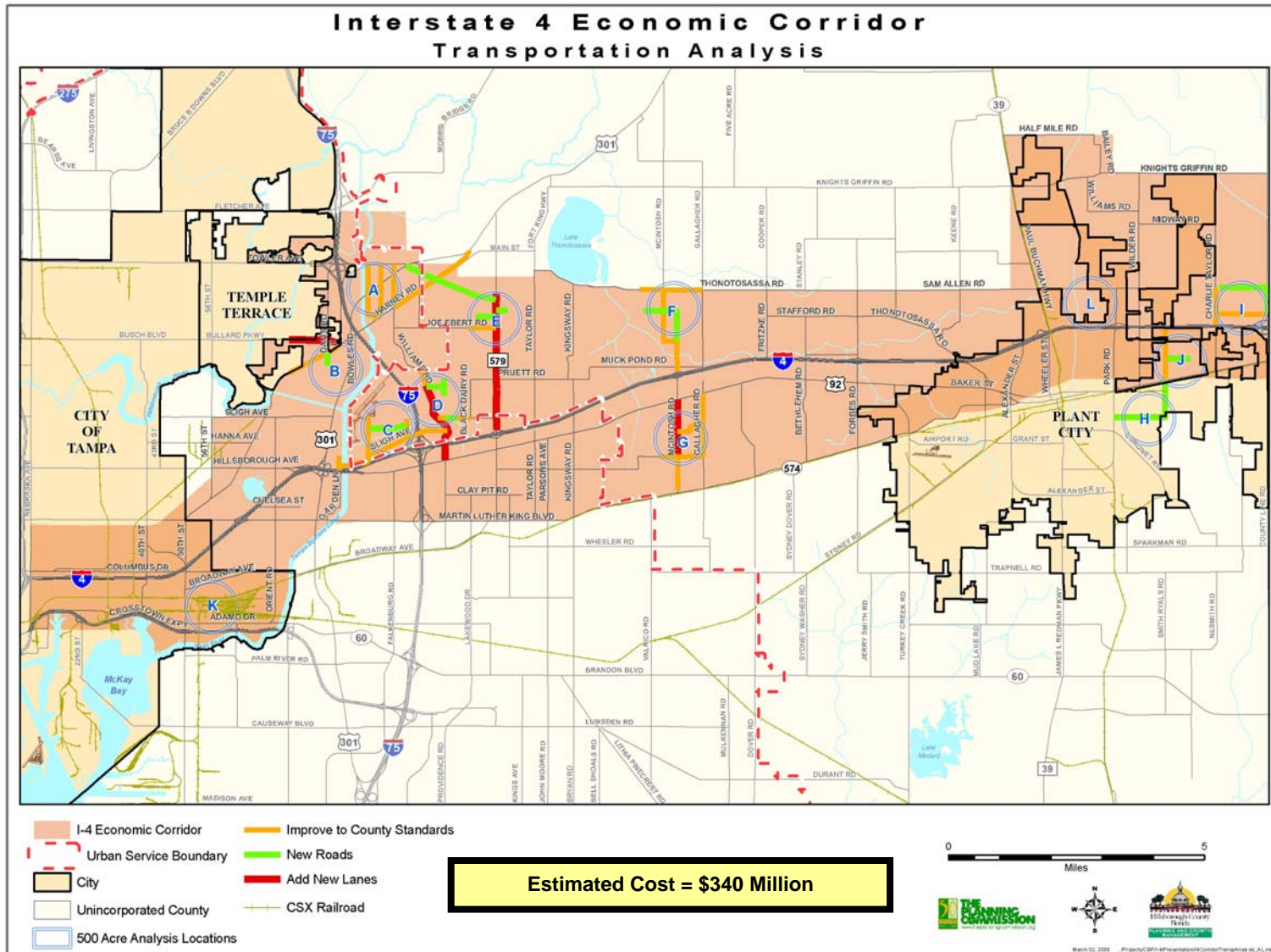
### Alternative #3

The third alternative for sites represents approximately 5,600 acres, or five times the projected absorption to 2025. The point of this option is to assess what might be needed if the Corridor is extremely successful or where sites may be found beyond 2025.

There was much discussion about this option. Are there sufficient funds to target this many locations? Do priorities need to be set? Citizen review of this option was generally negative. Many expressed concern that some of these locations were too far outside the urban services area and would promote sprawl. However, professional business park developers felt these options needed to be available to attract prime tenants. Suburban business campuses have a market along the Corridor. Also expressed was a desire to protect potential business sites from other forms of development.

This debate led to the discussion of a hybrid approach of permit ready sites and preserving the rural area from sprawl while potentially reserving sites for future business use. The result is an Economic Development Overlay Protection District, which will be discussed separately.

Site specific maps of the 12 Target Business Areas can be found in the Appendix D to this report. Also in the appendix is the Site Evaluation Matrix of these 12 sites (Appendix E).





# Transportation Analysis

Each of the potential business park sites received a preliminary transportation analysis. The Level of Service of the roadways in the vicinity of the sites was assessed as was the development potential of each location. Roadway improvements needed to meet concurrency were determined and cost estimates were established. Total preliminary transportation estimates for the 12 locations was \$340 million, which does not include right-of-way acquisition costs. The roadway segments needing improvements are depicted on the Transportation Analysis map. Cost estimates for each site are listed in Appendix C.



# Land Use and Zoning

In order for the I-4 Corridor to be an effective economic development engine and foster the development of higher wage employment opportunities, specific land use decisions must be based upon strategies tailored for the I-4 Corridor. The development of the I-75 Corridor, a corridor study conducted 20 years ago, formed a land use strategy based upon mixed-use categories within the Comprehensive Plan. These mixed-use categories allowed for residential, commercial, office, and light industrial uses with no specific mandate to provide for more than one use in any project. Most projects constructed along I-75 were either residential or retail commercial activity. Employment opportunities such as light industrial, office, and research development did not develop as the primary new activity. This was due in part to the higher land prices that residential and commercial development commanded in the market place. Therefore, a new land use strategy for the I-4 Corridor should be implemented to preclude independent residential or retail activity and instead focus on light industrial, office, and research development. Additionally, specific sites or areas could be rezoned under a standard zoning district designed to accommodate the targeted industries as specified by the I-4 Economic Corridor Study.

These targeted land uses and zoning actions can help provide the locational needs of higher wage employers and provide a positive economic impact for the citizens of Hillsborough County.



# Site Development Options

The Study Team evaluated several site development options to determine which best meets the County's target industry needs. The following pages outline the different development options that were discussed.

## Option 1 – Current Practice

In Hillsborough County, the process for new development usually requires an 18 to 24 month planning and development review cycle prior to actual construction.

- Comprehensive Plan Amendment on a parcel: 12 months
- Rezoning a parcel consistent with the Comprehensive Plan: 4 to 6 months
- Site Development Review: 2 to 4 months
- Building Permit Review: 2 to 4 months

Under this timeframe, development of target industry employment opportunities along the I-4 Corridor is difficult. Current practices do not promote economic development of the Corridor as the planning and development review cycle is too lengthy for interested target industries.



# Site Development Options

## Option 2 – Permit Ready Site

This option would provide for selected sites to be designated by the County with a Comprehensive Plan land use category and, with the consent of the current property owners, an appropriate zoning district prior to site selection by a target industry. These land use and zoning categories would allow light industrial, office, and research uses but exclude residential & retail uses. The target industry would only have to take the project through the site development and building permit process. This would eliminate approximately 18 months from the planning and development phase, which would make these sites more attractive to target industries.

This approach would seek to establish Community Development Districts or Special Assessment Districts or other funding mechanisms to fund internal roadways, water and wastewater distribution facilities. It could also establish a trip mitigation fee within a district to construct the required transportation facilities needed for concurrency roadways, similar to the Northeast Plant City Area Master Plan's \$600.00 per trip mitigation fee.





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# Site Development Options

## Option 3 – Public Business Park

Under this option, Hillsborough County would locate and purchase a large site (20 acres or larger) and develop the site as a business/industrial park facility. The County would select a site and process any necessary land use and zoning changes required along with preparing the site for development.

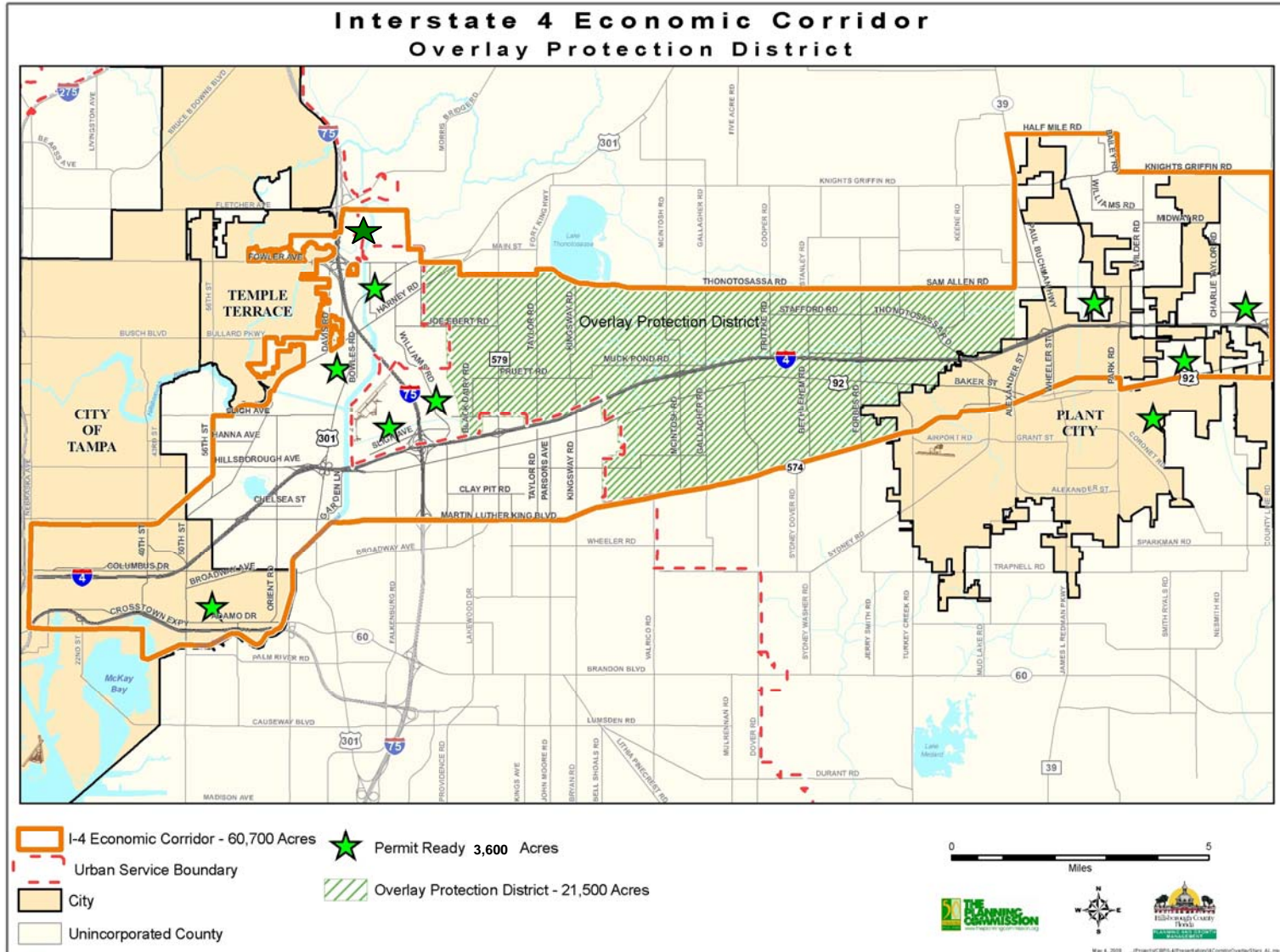


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# Site Development Options

## Option 4 – Public/Private Partnership

As in Option 3, the County would locate a selected site, partner with the private sector for the purchase of a large site (20 acres or larger), and develop the site as a business/industrial park facility. The County would process the necessary land use and zoning changes needed to develop the park, and the private sector partner would perform the site development activity and will assist in the recruitment of target industries to occupy the business/industrial park.



# Site Development Options

## Option 5 – Economic Development Overlay

The implementation of an overlay district would facilitate an orderly process of providing economic development opportunity along the I-4 Corridor, especially where there is insufficient infrastructure in place. The overlay district would be a specific geographic area along the I-4 Corridor where light industrial, office, and research use would be the preferred development activity.

The overlay district would have a special land use category in place for the I-4 Corridor to facilitate certain types of economic development activity. Any parcel within the overlay district would retain its existing zoning and land use. However, any change in land use and zoning could only occur as a change to the special I-4 Corridor land use category and zoning districts. The site would have to comply with a set of performance standards in order for the special land use category to go into effect. Site zoning would then occur. This option could eliminate the 12-month Comprehensive Plan Amendment process time.



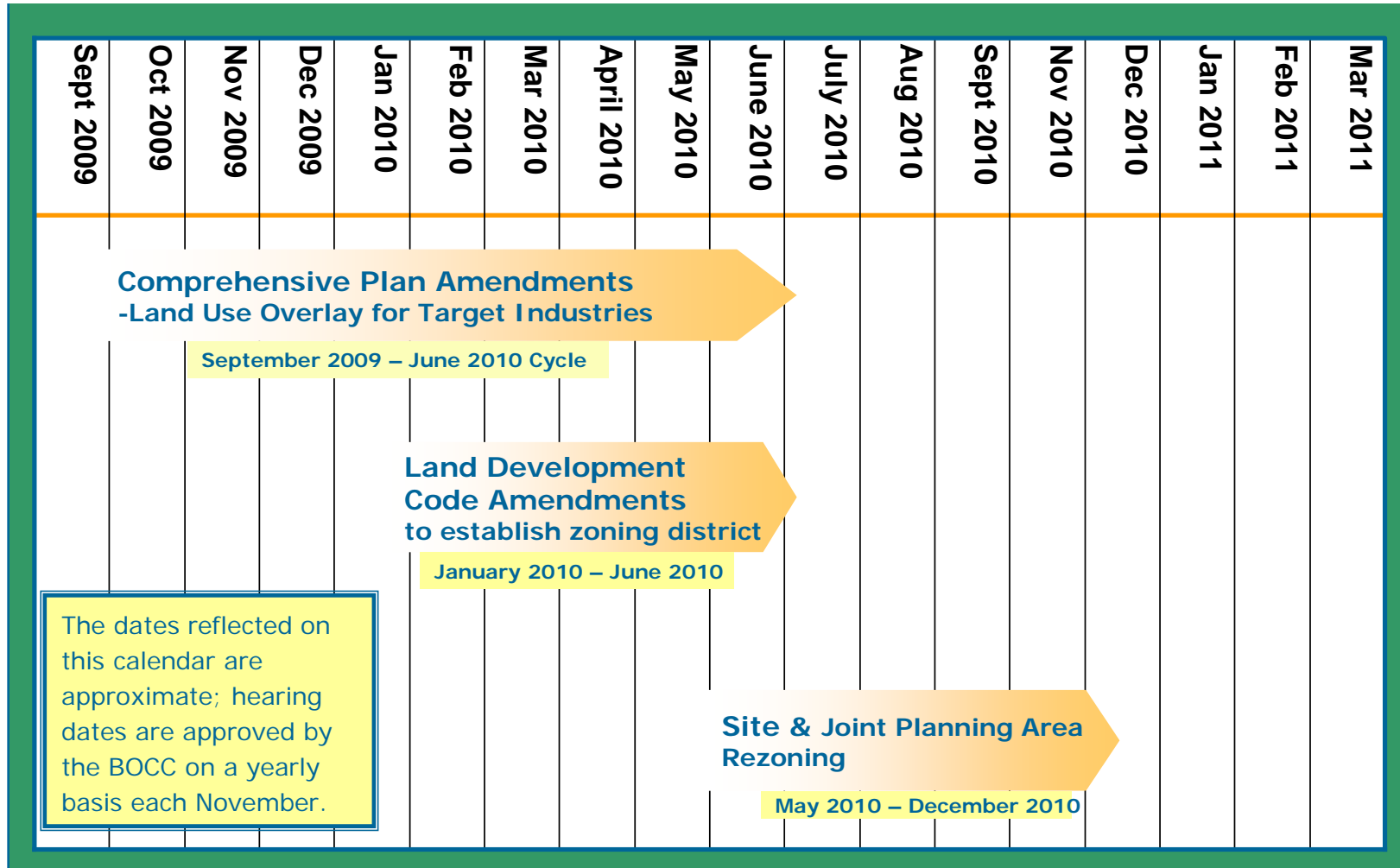
# Site Development Options

## Option 6 – Hybrid of Options 2 and 5

Option 6 would provide for Options 2 and 5 to occur simultaneously within the I-4 Corridor. Specifically, Option 2 would be used on selected sites within the Urban Service Area and within the Joint Planning Areas of Temple Terrace and Plant City. Option 5 would be used for the specific area along the I-4 Corridor outside to the Urban Service Area. The County would initiate comprehensive plan amendments in September 2009 to establish the I-4 Corridor Land Use Category (see timeline next page).

By June 2010, the County would begin to establish specific zoning districts to implement the I-4 Corridor Land Use Category. When both the land use category and zoning districts are in place for the I-4 Corridor then the County would engage specific property owners regarding rezoning selected sites (in the areas as designated on the I-4 Study Map as stars). Sites within the overlay district would have to comply with the performance standards in order to implement the I-4 Corridor land use category and zoning districts.

# Timeline for Implementation



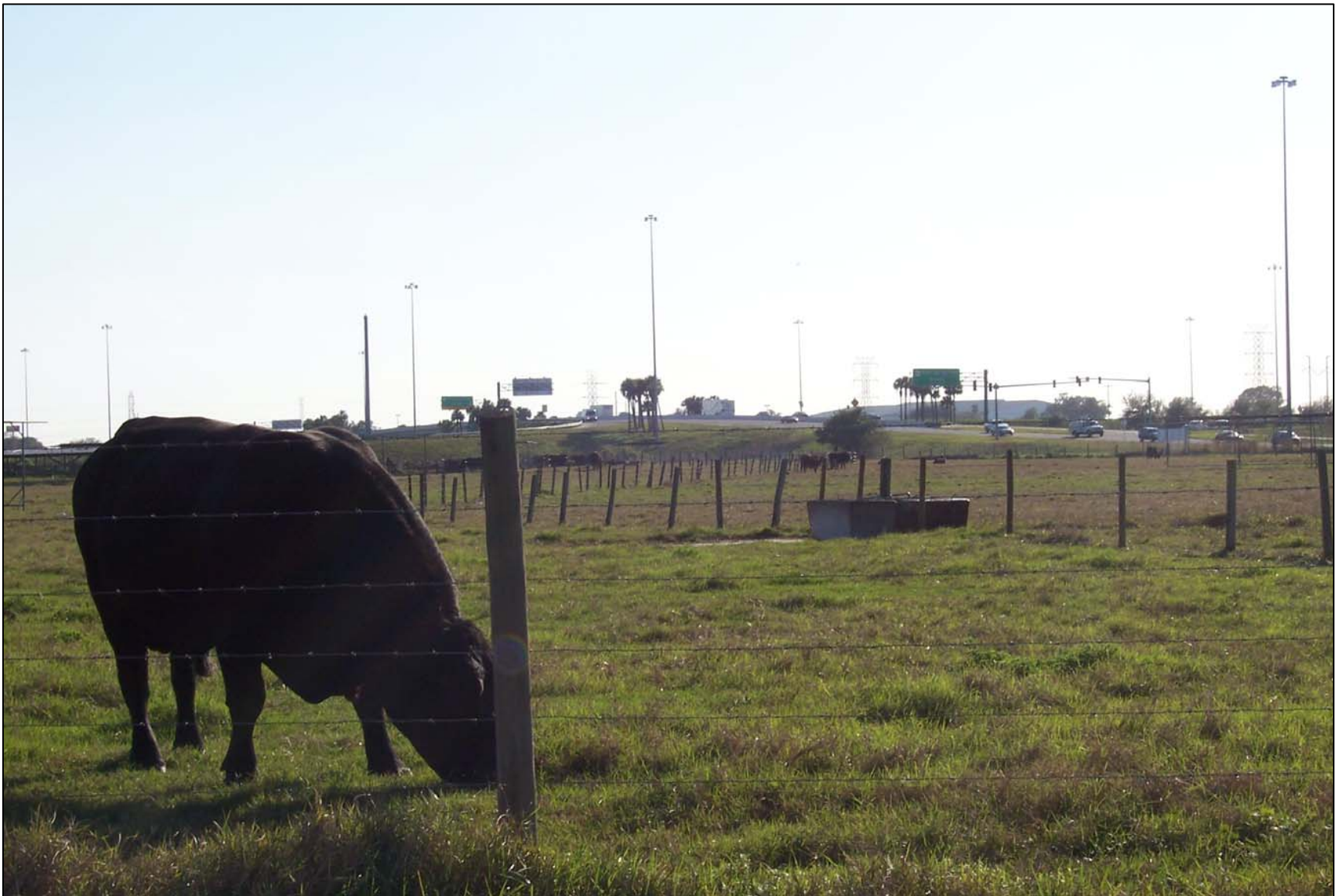


## Implementation of Option 6

The implementation of Option 6 would be the preferred development scenario for the I-4 Corridor to allow immediate employment opportunities along the Corridor. This option provides a two-fold approach to initiate economic development activity along the I-4 Corridor that should begin to stimulate development activity of the target industries.

First, the Permit Ready Site strategy would create a Comprehensive Plan land use category that allows light industrial, office, and research development but excludes residential and free-standing retail. Also the County would apply zoning districts that require light industrial, office, and research development and change zoning to certain properties made available by consenting property owners at appropriate locations.

This approach would seek to establish Community Development Districts or Special Assessment Districts or other funding mechanisms to fund internal roadways, water and wastewater distribution facilities. It could also establish a trip mitigation fee within a district to construct the required transportation facilities needed for concurrency roadways, similar to the Northeast Plant City Area Master Plan's \$600.00 per trip mitigation fee.



## Implementation of Option 6

The second part of the approach would establish an Economic Development Overlay within the I-4 Corridor. This would begin to provide a measure of protection to those lands that are outside of the Urban Service Area and Joint Planning Areas of Plant City and Temple Terrace and that are not yet ready for development.

The Overlay would be triggered when a site becomes ready for target industries, meeting specific performance criteria or standards. This Overlay would establish a large area of land for potential target industries and maximize the competition and choice for target industries and developer interest. The Overlay would restrict expansion of residential and retail uses but would allow target industry site development to proceed directly to the zoning stage once the performance criteria are met.



# Conclusions

The economic development of the I-4 Corridor provides opportunities for Hillsborough County to attract specific industrial sectors to employment centers at appropriate locations. However, for this accomplishment to take place, certain land use strategies must be implemented as a catalyst for new development by certain industries.

In reviewing the potential site development options, the concepts within Option 6 provide for the most flexibility in the use of land within the Corridor to achieve the objectives of the Study. In order to have a thriving employment environment along the I-4 Corridor there should be a variety of development opportunities so as to attract the preferred target industries to the Corridor.

The challenge for Hillsborough County is to provide a planning framework in which the local small businesses as well as target industries can be located within the Corridor and maintain compatibility with the surrounding neighborhoods. Option 6 will provide reasonable assurance to the Corridor's residents that new development will quality development and employment economic benefits to the citizens of Hillsborough County.



## Conclusions

The I-4 Corridor Economic Development strategy will reserve significant land area to allow for the Corridor to provide employment opportunities over the next 16 years. To meet this challenge, the development of the Corridor under Option 6 gives the County the most developable potential for employment activities within the market sectors that are in the best position to increase the employment within target industries.

Additionally, a specific set of land development regulations will provide specialized development criteria that will encourage quality development. This planning framework will provide direction to new businesses as to how the Florida High Tech Corridor shall evolve.

**In summary, it is recommended that land use and zoning changes be implemented to allow the Alternative 1 and 2 sites to be permit ready for light industrial, office, and research development. Additionally, an Economic Development Overlay should be established in the Rural Service Area to allow the potential development of sites when they meet the performance criteria. The Overlay and performance criteria shall be submitted to the BOCC for the first round of the 2010 Comprehensive Plan amendments.**





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# Appendices

- Appendix A: Methodology
- Appendix B: Existing Conditions in Hillsborough County
- Appendix C: Transportation Analysis
- Appendix D: Target Business Areas
- Appendix E: Site Evaluation Matrix



# Appendix A: Methodology



FINAL

## **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.

Business/Government 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

Community Advisors: Community Plan groups from Thonotosassa, Seffner/Mango, Eastlake Orient Park, 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**

<http://www.theplanningcommission.org/hillsborough/hillsboroughevents/i-4-corridor-study>  
[www.hillsboroughcounty.org/pgm/economicstudy/home.cfm](http://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
  - 3.81 Assigned to Bea Bare and Bruce Register
- 3.9 Workforce expertise and availability – 6/26/08
  - 3.91 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.
  - 3.10.3 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
  - Business/Government review: Odd numbered months (July, Sept, etc)
  - BOCC progress briefing on odd numbered months (May, July, Sept, etc)
  - Community and Civic organization briefings quarterly (May 29, Aug, etc)
  - 4.1.1 Use LDC notice list and EAR stakeholders listing
- 4.2 Joint meeting of Community and Business advisors (April 09.)

**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)
  - Community Plan implications (3-09)
  - 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  
Northeast 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.  
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 9-18-08)
- 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 industriesIn terms of:
  - land area used,
  - number 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 through planning horizon year of 2025
  - 6.13.1 Categorize by selected industries  
(Laura Simpson, Stephen Gran, Suzi Deringer 10-2-08)



- 6.14 Refine corridor area maps: Reflects suggestions made at Business Advisory meeting.  
1 mile each side of corridor length  
mile radius corridor from interchanges  
Modify later to reflect access, attractors and available land.  
(Heather Lamboy: 10-02-08)
- 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 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)
- 6.20 Review Step 7 study outline: revise and accept.  
(Incorvia/Griffin 10-30-08)

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

- 7.1 Introduction to Alternative Scenarios  
(Incorvia/Griffin 11-13-08)

- 7.2 Is land needed in the corridor to meet projected Office and industrial employment? Why? (Chen, Register, and Deringer 11-13-08)
  - 7.2.1 How much land should be designated in the corridor for office and industrial development?
  - 7.2.2 Designated shall mean: a land use category emphasizing office and industrial development.
  - 7.2.3 How much for each use? What is the optimal size of office or industrial parks?  
None, 50 acres, 200 acres, 500 acres.
  - 7.2.4 Explain why the recommended size is best? Need, locational preferences, etc.  
What kind of location is generally preferred by office and industrial employers?
  - 7.2.5 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  
(Laura Simpson 11-13-08)
  
- 7.4 Transportation scenarios:  
Roadway assessment  
Other transportation options to provide employee access, distribute goods and meet concurrency ie TBARTA, Hart etc  
Cost of providing concurrency requirements  
(Pessaro, McCall, Chiaramonte 12-4-08)
  
- 7.5 Utility Services  
Water and sewer needs for each site  
Energy and communication  
Cost of Providing Service/Entities that would provide 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 & Work Program for Step 8 (Incorvia & Griffin 2-19-09)

**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
  - (Heather Lamboy coordinate 3-5-09)

- 8.2 Recommended land use and zoning classification  
Property or design protections 3-5-09
- 8.3 Water resources review of utility estimates 3-5-09
- 8.4 Review transportation improvements & cost  
FDOT MPO review of PGM concept 3-19-09
- 8.5 Site phasing 3-19-09
- 8.6 Preferred funding alternative 3-19-09
- 8.7 BOCC status briefing 3-24-09
- 8.8 Assess BOCC feedback from 3-24-09 4-2-09
- 8.9 Joint Development Districts recommendations  
Plant City, Temple Terrace, Hillsborough County 4-02-09
- 8.10 Marketing and incentives 4-16-09  
Economic Development Task Force joint session
- 8.11 Review report for BOCC 4-30-09

**Step 9. Presentation of Study findings to BOCC 7-21-09**

**Step 10. Implementation – June-September 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)

# Appendix B:

## Existing Conditions in Hillsborough County

## EXISTING CONDITIONS IN HILLSBOROUGH COUNTY

In 1995, unincorporated Hillsborough County had 594,136 acres of land area. Between 1995 and 2004, the unincorporated County lost 5,427 acres to annexations to end the period with a land area of 588,709 acres. Between 1995 and 2004:

- The City of Tampa annexed 4,758 acres
- The City of Plant City annexed 226 acres
- The City of Temple Terrace annexed 443 acres

Unincorporated Hillsborough County has an Urban Service Area and a Rural Service Area that were established with an amendment to the Comprehensive Plan in 1993. Since the establishment of the Urban Service Area, it has been reduced in size by plan amendment by 77,817 acres to 210,035 acres in 2004.

The following tables summarize both the land area and population changes in unincorporated Hillsborough County between 1995 and 2004. The total unincorporated Hillsborough County population increased from 560,630 residents in 1995 to 734,430 in 2004, or by 173,800 residents. The Urban Service Area absorbed 87.3% of unincorporated Hillsborough County's population growth between 1995 and 2004. The remainder of the growth occurred within the Rural Service Area which grew from 85,130 residents in 1995 to 107,120 in 2004.

Area	2004 Acres	1995 Acres	Annexations
City of Tampa	74,819	70,061	4,758
Plant City	14,728	14,502	226
Temple Terrace	4,431	3,988	443
Urban Service Area (Unincorporated)	210,035	287,817	(77,817)
Rural Service Area (Unincorporated)	378,674	307,534	77,817
<b>2004 Acreage Unincorporated Hillsborough County</b>			<b>588,709</b>

Source: Parcel map, NAL file, ACLIMITS and Urban Service Area maps as of April 2004, 1995acreagesforjurisandusa.txt, mxd: jamie\_usaandjuris1995calc, Hillsborough County City-County Planning Commission.

Note: Total acreage is based upon the shoreline as measured in 2004.

Land Type	1995 Population	2004 Population	Population Change	Percent Change
Urban Service Area	475,500	627,310	151,810	87.3%
Rural Service Area	85,130	107,120	21,990	12.7%
Total in Unincorporated County	560,630	734,430	173,800	100.0%

Source: Hillsborough County Property Appraiser digital parcel map, 1995 and April 2004. Hillsborough County City-County Planning Commission.

Note: The Urban Service Area boundary as of 2004 was used to calculate population growth for the time period.

The table below is presented as background information for an evaluation of the accuracy of the population projections used in the 1998 EAR. In order to produce the 2015 population projections for unincorporated Hillsborough County in 1998, the Planning Commission disaggregated the medium population projection produced by the Bureau of Economic Analysis (BEER). The medium population projection is the recommended of three options (low, medium, high) to be used by local governments unless local governments can document a compelling statistical or demographic reason to do otherwise.

Year	Source	2005 Population (Total County)	2010 Population (Total County)	2015 Population (Total County)	2020 Population (Total County)
1995	BEER Medium	1,026,100	1,085,800	1,144,600	1,202,900
2004	BEER Medium	1,123,300	1,228,200	1,332,500	1,435,400
	Change	97,200	142,400	187,900	232,500
Year	Source	2005 Population (Unincorporated County)	2010 Population (Unincorporated County)	2015 Population (Unincorporated County)	2020 Population (Unincorporated County)
1995	HCCCPC and BEER	665,000	717,200	769,400	808,600
2004	HCCCPC and BEER	757,980	839,940	889,830	961,820
	Change	92,980	122,740	120,430	153,220

Source: University of Florida, BEER, Bulletin 111, February 1995 and Bulletin 138, February 2004. Hillsborough County City-County Planning Commission, December 2004.

Note: HCCCPC - Hillsborough County City-County Planning Commission. BEER - Bureau of Economic and Business Research, College of Business, University of Florida. BEER Medium - The suggested population projection range provided by BEER.

The Hillsborough County medium population projection produced by BEBR for the year 2015 at the time of the 1998 EAR was 1,144,600 – this number was released in 1995. The 2015 BEBR medium projection for Hillsborough County that was released in December 2004 is 1,332,500 or 187,900 people more than the number released nine years earlier. Even though the absolute number difference of 187,900 people is significant, in percentage terms it is a more moderate difference of 14.0% over nine years. The comparison for unincorporated Hillsborough County is similar, with the 1995 Planning Commission disaggregation of the BEBR control total being 120,430 or 13.6% lower than the 2004 disaggregation used in this EAR.

It is important to remember that there was a significant re-benchmarking of all population projections with the release of the 2000 census, which took place roughly one-third of the way through the seven year period from 1998-2004. The 2000 census produced a greater than anticipated count of young people in general and the Hispanic population in particular. This type of re-benchmarking and resulting revision of projections is a normal occurrence. Given the rapid population growth in Hillsborough County, the Planning Commission produces annual population estimates by census tract and population projections every two years.

Between 2000 and 2004, unincorporated Hillsborough County registered over \$985 million in new non-residential construction across over 2,300 permits. Looking at those census tracts that experienced more than \$10 million in new non-residential permits between 2000 and 2004, it is clear that non-residential development took place in areas anticipated by the current plan. The non-residential growth was spread throughout the Urban Service Area with concentrations of activity in every area of the unincorporated county. A comparison of the census tracts and unincorporated Hillsborough County's approved future land use map will show that non-residential development took place in non-residential categories, mixed-use categories or comparatively dense residential future land use categories.



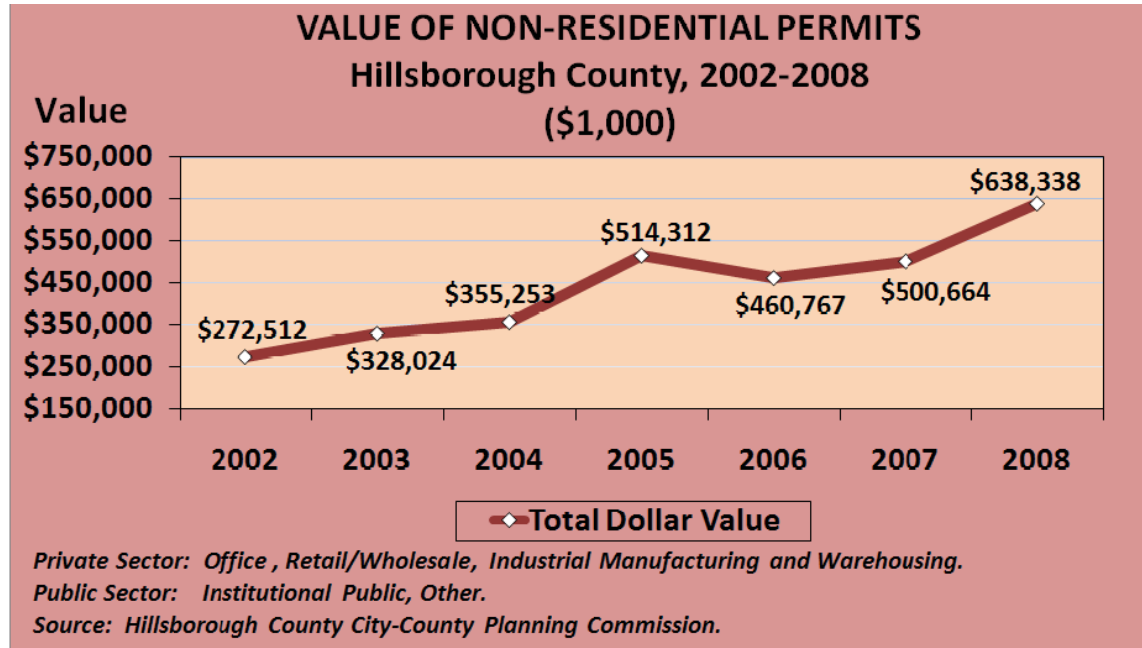
<b>Jurisdiction</b>	<b>2000 Population</b>	<b>2007 Population</b>	<b>2008 Population</b>
Unincorporated County	644,668	804,340	815,910
City of Tampa	303,447	342,060	349,250
Plant City	29,915	34,250	34,760
Temple Terrace	20,918	24,100	24,600
<b>Total</b>	<b>998,948</b>	<b>1,204,750</b>	<b>1,224,520</b>

Source: U.S. Census Bureau, 2000 Census, Summary File 3 for Florida, September 2002. Hillsborough County City-County Planning Commission.

<b>Jurisdiction</b>	<b>2000 Housing Units</b>	<b>2007 Housing Units</b>	<b>2008 Housing Units</b>
Unincorporated County	269,030	335,870	340,970
City of Tampa	135,776	151,600	154,050
Plant City	11,797	13,550	13,720
Temple Terrace	9,359	10,790	11,070
<b>Total</b>	<b>425,962</b>	<b>511,810</b>	<b>519,810</b>

Source: U.S. Census Bureau, 2000 Census, Summary File 3 for Florida, September 2002. Hillsborough County City-County Planning Commission.

## Construction Characteristics



In contrast to the decreased growth in the county's residential sector in 2008, permit activity in the non-residential sector improved in 2008. A dollar value \$638.3 million of non-residential permit activity was recorded in 2008 - an increase of 27.5 percent from the 2007 level (\$500.6 million). The dollar value from institutional/public activity rose from \$187.9 million in 2007 to \$307 million in 2008.

- Among the projects worth mentioning is the new Tampa Museum of Art -- a 4-story public museum with an estimated value of \$21.3 million.

## Employment Characteristics

Firm/Organization	Type of Operation	Employees
Hillsborough County School Board	Public Education	24,692
Hillsborough County Government	Government Service	10,502
Tampa International Airport	Airport	7,500
Verizon Communications Corporation	Telecommunication	7,000
MacDill Air Force Base	Central Command Headquarters	6,656
University of South Florida	Education Service	6,000
Tampa General Hospital	Medical Facility	5,842
Publix Food Centers	Supermarket	4,984
Veterans Administration Hospital	Medical Facility	4,529
City of Tampa	Government Service	4,502
St. Joseph's Hospital	Medical Facility	4,273
H. Lee Moffit Cancer Center	Medical Facility	3,725
Bank of America	Banking Services	3,679
U.S. Postal Service	Postal Service	3,456
Hillsborough County Sheriff's Office	Public Safety	3,450
TECO Energy, Inc.	Electric Power	3,370
Busch Entertainment Corporation	Tourist Attraction	3,367
University Community Hospital	Medical Facility	2,929
Hillsborough Community College	Education Service	2,182
SweetBay Supermarket	Supermarket	2,010
Brandon Regional Hospital	Medical Facility	1,585
USF Health Science Center	Medical Facility/Education	1,395
Florida Department of Children & Families	Family Services	1,180
Tribune Corporation	Newspaper Publishing	955
V. F. Corporation (formerly Nutmeg)	Garment Manufacturing	825
South Florida Baptist Hospital	Medical Facility	760

<b>Firm/Organization</b>	<b>Type of Operation</b>	<b>Employees</b>
Hillsborough Area Regional Transit Authority	Public Bus Service	675
Memorial Hospital of Tampa	Medical Facility	608
Sypris Electronics (formerly Group Technologies)	Electronic Manufacturing	410
Delta Air Lines, Inc.	Airline/Reservation	400
URS Corporation (formerly Greiner, Inc.)	Consulting Engineers	389
Walter Industries, Inc.	Building Material/Mining	300
USAir	Airline/Reservation	203
Continental Air Lines	Airline/Reservation	103

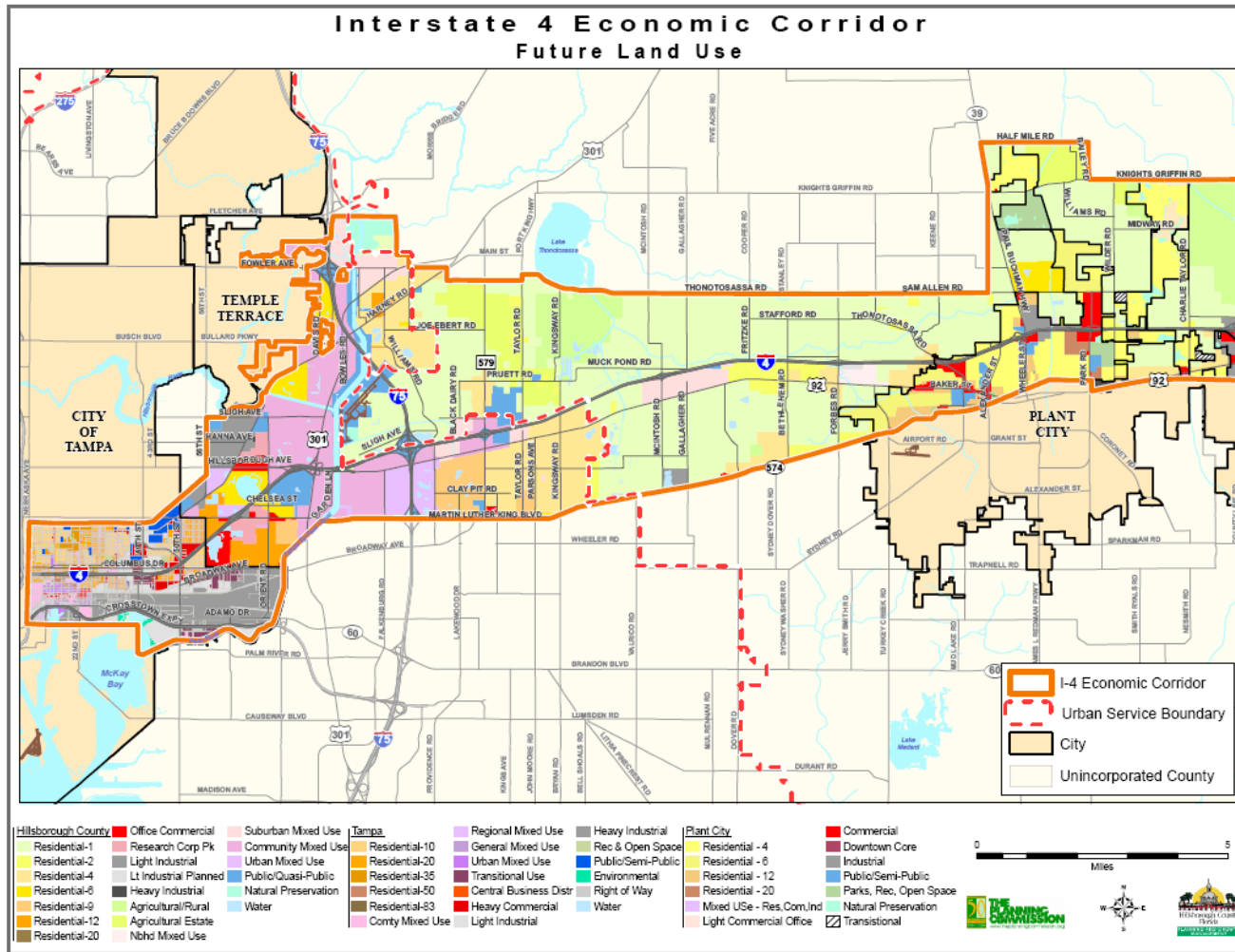
Source: Hillsborough County City-County Planning Commission, 2008.

Hillsborough County's employment is dominated by government and education. The University of South Florida, the University of Tampa, and Hillsborough Community College employ a total of 35,319 people. Hillsborough County and MacDill Air Force Base are the largest government employers in the county. Much of the local economy is based on the relationships with educational and governmental facilities – there is a large medical research cluster associated with the University of South Florida. There are also other service-related industries related to tourism and banking that have a strong representation within the county.

### **Community Characteristics**

A large portion of the study area is dominated by rural land uses and large-lot single-family residential development. The future land use categories, or the highest and best use of the land as defined by the *Future of Hillsborough* Comprehensive Plan, include mixed use, residential, commercial, and agricultural categories. There is a lot of variety along the corridor, from a high-density and intensity urban core around Ybor City to land intensive agricultural uses outside Plant City.

There is a clear delineation between the areas with urban services (Tampa, Temple Terrace, Plant City and the Urban Service Area of the County) and the rural area of the corridor. Development intensity and density is determined by the availability of urban services including potable water and sewer. In those areas without access with water and sewer, development is limited.



Currently, expansion of the Urban Service Area is permitted on a very limited basis. The primary reasons for extending services include either the existence of public health hazard (a well would not be possible), or protection of environmental resources such as wellhead protection areas (Policies 4.7 and 4.9, *Future of Hillsborough Comprehensive Plan*).



# Appendix C: Transportation Analysis

## TRANSPORTATION ANALYSIS

Upon the establishment of the study sites, the project team coordinated with the Hillsborough County Planning and Growth Management Department and the Metropolitan Planning Organization (MPO) to determine the potential transportation needs and costs associated with potential study recommendations. PGM studied the potential sites and came up with a list of recommendations for improvements relative to potential development on the sites. The recommendations only addressed needs in the immediate area and did not address the overall network for the area. PGM did comment, however, that the road grid was well established on a north-south basis; however, the east-west network needs improvement to handle any substantive additional flow of traffic.

A table illustrating the identified study areas provides estimates for improvements associated with the types of development in the I-4 corridor. A set of assumptions were utilized to determine overall development impact. The assumptions are as follows:

- Office employment generally develops at a Floor Area Ratio of 0.25. Typically office development has one employee per 300 square feet of area, which totals approximately 40 employees per acre.
- Manufacturing developments typically have a 0.20 Floor Area Ratio. A manufacturing enterprise typically has one employee per 550 square feet of floor area, or approximately 16 employees per acre.
- Research corporate parks also tend to develop at a 0.20 Floor Area Ratio, but have a lower employee density at approximately 20 employees per acre.

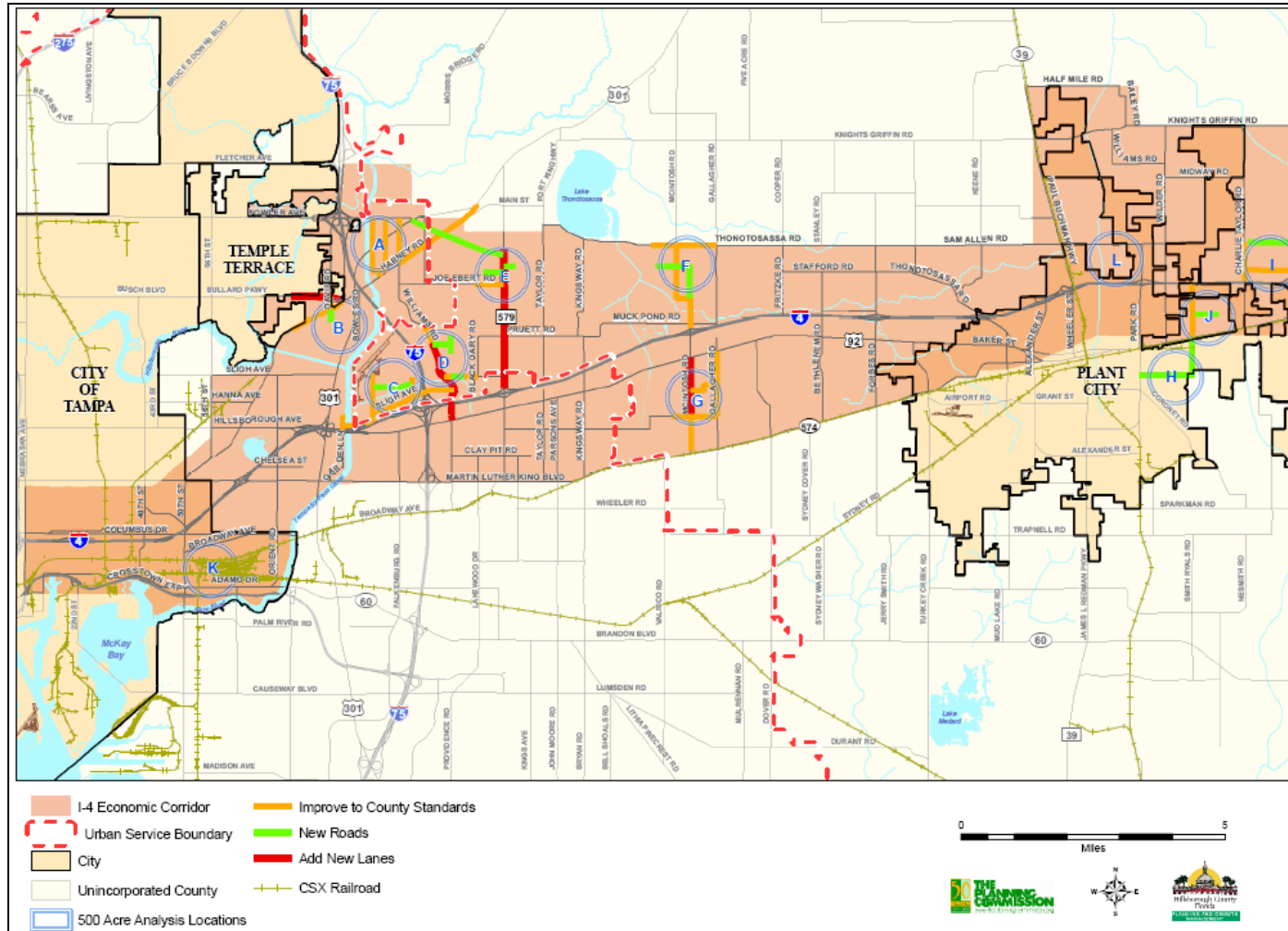
The available site acreage is based on the land use study matrix that analyzed 12 sites along the corridor. The sites are located within urban areas and rural areas. The assumptions for development are as follows:

Site	Employees Number/Type	Number of Anticipated Trips/Day*
A	4,800/office	14,000
B	5,400/manufacturing	18,000
C	7,500/research corporate park	20,000
D	4,000/office 3,000/research 3,200/manufacturing	32,000
E	4,000/office 3,000/research 4,800/light industrial	38,000
F	4,800/light industrial	14,400
G	6,400/light industrial	21,000
H	12,800/light industrial (?)	42,000
I	15,200/light industrial (?)	42,000
J	3,000/office 3,200/light industrial	20,000
K	(within City of Tampa)	
L	1,500/office 3,200/light industrial	15,500

\* Number of trips based on the "Planner's Estimating Guide" [Full Citation]



The Planning and Growth Management Department used the above assumptions in a cost estimate analysis. The map below illustrates the study sites and the minimum required road improvements to serve the potential uses.



The estimated costs of the improvements are based on the Florida Department of Transportation (FDOT) cost per centerline mile for Hillsborough County, June 2008. The total sum includes improvements both within and around the study site.

Many discussions were held on how to address the potential costs associated with transportation infrastructure needs. Comments were made that the estimates did not address the entire network, and improvements would have to be made on a much larger scale. Furthermore, the transportation estimates only address roadway improvements and do not address improvements required for potential new transit access points to serve the industrial and office facilities.

# **I-4 Corridor: Economic Development Study**

## **Transportation Analysis**

### **Estimated Roadway Improvement Costs per Area:**

Based on possible roadway improvements that may be needed:

<b>Area</b>	<b>Estimated Cost</b>
A	\$21,720,000
B	\$26,500,000
C	\$22,230,000
D	\$42,000,000
E	\$76,260,000
F	\$28,960,000
G	\$32,400,000
H	\$32,350,000
I	\$46,936,000
J	\$11,000,000
K	No Data
L	See Note Below
<b>TOTAL</b>	<b>\$340,356,000</b>

Note: For roadway plans in Area L see Plant City NE Master Plan

# I-4 Corridor: Economic Development Study

## Transportation Analysis:

### Area A: Fowler Ave & US 301

	Exist. AADT	Exist. + Prop. Traffic	Exist. No. of Lanes	Exist. Capacity	Existing LOS	No. of additional lanes needed	Improve to County Standards <sup>2</sup>	Estimated cost <sup>1</sup>
<b>Major Roads</b>								
US 301: S of TPA Bypass Cnl to N of Fowler Ave	20,500		2U	19,600	C	2	FDOT Project	NA
Fowler Ave: I-75 to US 301	20,000		4D	35,700	B	0	Not needed	\$0
Harney Rd: Morris Bridge Rd to Williams Rd	5,389		2U	17,290	C	0	Not needed	\$0
Harney Rd: Williams Rd to US 301 <sup>3</sup>	5,389		2U	17,290	C	0	Improve 0.92 miles of 2-In road to County Stds <sup>3</sup> .	\$5,520,000
<b>Sub Totals</b>	<b>45,889</b>	<b>59,889</b>	<b>10 lanes</b>	<b>72,590</b>		<b>2</b>		<b>\$5,520,000</b>
<b>Interior Roads</b>								
Walker Rd: Harney Rd to Fowler Ave	NA	NA	NA	NA	NA	NA	Improve 1.0 miles of 2-In road to County Stds.	\$6,000,000
Jefferson Rd: Fowler Ave to S end	NA	NA	NA	NA	NA	NA	Improve 1.2 miles of 2-In road to County Stds.	\$7,200,000
Williams Rd: Fowler Rd to Harney Rd	5,724		2U	9,000	C	0	Improve 0.5 miles of 2-In road to County Stds.	\$3,000,000
<b>Sub Totals</b>								<b>\$16,200,000</b>
<b>TOTAL OF ALL ABOVE</b>								<b>\$21,720,000</b>

**NOTE:** 1. Cost estimates based on FDOT cost per centerline mile for Hillsborough County, dated June 2008 for Arterials, rounded to three significant figures. Does not include r.o.w.

2. Cost to improve substandard roads to County standards estimated as equal to the cost to add one lane or \$6M per centerline mile.

3. Cost to improve Harney Rd to County Stds to be split between Area A and Area E.

# I-4 Corridor: Economic Development Study

## Transproation Analysis:

### Area B: US 301 & Harney Rd

	<u>Exist. AADT</u>	<u>Exist. + Prop. Traffic</u>	<u>Exist. No. of Lanes</u>	<u>Exist. Capacity</u>	<u>Existing LOS</u>	<u>No. of additional lanes needed</u>	<u>Improve to County Standards</u>	<u>Estimated cost</u>
<b><u>Major Roads</u></b>								
Harney Rd: 78th St to Morris Bridge Rd	6,832		2U	15,580	C	0	Improve 1.2 miles of 2-ln road to County Stds.	\$7,200,000
Temple Terrace Hwy: 78th St to Harney Rd	30,534		4D	31,065	F	2 new lanes for 1.0 miles of urban road		\$13,300,000
US 301: I-4 to Harney Rd	28,500		4D	NA	C		State Road	\$0
<b>Sub Totals</b>	<b>65,866</b>	<b>83,866</b>	<b>8 lanes</b>	<b>46,645</b>		<b>2</b>		<b>\$20,500,000</b>
<b><u>Interior Roads</u></b>								
Davis Rd: Temple Terrace Hwy to Harney Rd	NA		2U	NA	NA	0	Improve 0.25 miles of 2-ln road to County Stds.	\$1,500,000
Davis Rd: Harney Rd to S end	NA		NA	NA	NA	0.31 miles of new 2-lane urban road		\$4,500,000
<b>Sub Totals</b>								<b>\$6,000,000</b>
<b>TOTAL OF ALL ABOVE</b>								<b>\$26,500,000</b>

**NOTE:** 1. Cost estimates based on FDOT cost per centerline mile for Hillsborough County, dated June 2008 for Arterials, rounded to three significant figures. Does not include r.o.w.  
 2. Cost to improve substandard roads to County standards estimated as equal to the cost to add one lane or \$6M per centerline mile.

# I-4 Corridor: Economic Development Study

## Transportation Analysis:

### Area C: SE of Vandenberg Airport

	Exist. AADT	Exist. + Prop. Traffic	Exist. No. of Lanes	Exist. Capacity	Existing LOS	No. of additional lanes needed	Improve to County Standards <sup>2</sup>	Estimated cost <sup>1</sup>
<b>Major Roads</b>								
Williams Rd: US 92 to Sligh Ave	5,724		2U	9,000	C	0	Improve 0.6 miles of 2-In road to County Stds.	\$3,600,000
Maple Ln/Eureka Sprgs Rd/E Sligh Ave: E Sligh Ave to Falkenburg Rd <sup>3</sup>	3,818		2U	12,255	B	0	Improve 1.8 miles of 2-In road to County Stds <sup>3</sup> .	\$10,800,000
<b>Sub Totals</b>	<b>9,542</b>	<b>29,542</b>	<b>4</b>	<b>21,255</b>		<b>0</b>		<b>\$14,400,000</b>
<b>Interior Roads</b>								
Eureka Sprgs Rd: E Sligh Ave to N end	NA	NA	2U	NA	NA	0	Improve 0.75 miles of 2-In road to County Stds.	\$4,500,000
Falkenburg Rd: E Sligh Ave to N end	NA	NA	2U	NA	NA	0	Improve 0.43 miles of 2-In road to County Stds.	\$2,580,000
New E-W Rd: Eureka Sprgs Rd to Falkenburg Rd	NA	NA	2U	NA	NA	2	Construct 0.75 miles of new 2-In road	\$750,000
<b>Sub Totals</b>								<b>\$7,830,000</b>
<b>TOTAL OF ALL ABOVE</b>								<b>\$22,230,000</b>

**NOTES:** 1. Cost estimates based on FDOT cost per centerline mile for Hillsborough County, dated June 2008 for Urban Arterials, rounded to three significant figures. Does not include r.o.w.

2. Cost to improve substandard roads to County standards estimated as equal to the cost to add one lane or \$6M per centerline mile.

3. Split length and cost of E Sligh Ave between Areas C & D.

# I-4 Corridor: Economic Development Study

## Transportation Analysis:

### Area D: Williams Rd & Sligh Ave

	Exist. AADT	Exist. + Prop. Traffic	Exist. No. of Lanes	Exist. Capacity	Exist LOS	No. of additional lanes needed	Improve to County Standards	Estimated cost
<b>Major Roads</b>								
Williams Rd: US 92 to new E-W Rd	5,724		2U	9,000	C	2 new lanes for 1.6 miles of rural road		\$16,600,000
Williams Rd. New E-W Rd to W E Fertic Dr							Improve 0.4 miles of 2-In road to County Stds.	\$2,400,000
Sligh Ave: Falkenburg to Williams Rd <sup>3</sup>	3,818		2U	12,255	B		Improve 0.85 miles of 2-In road to County Stds. <sup>3</sup>	\$5,100,000
<b>Sub Totals</b>	<b>9,542</b>	<b>41,542</b>	<b>4 lanes</b>	<b>21,255</b>		<b>2</b>		<b>\$24,100,000</b>
<b>Interior Roads</b>								
New E-W Road: Williams Rd to 2600 ft. east thereof			0			0.5 mile new 2-In rural roads		\$5,000,000
New N-S Road: N and S of new E-W Rd			0			0.5 mile new 2-In rural roads		\$5,000,000
Sligh Ave: Williams Rd to Virginia Ln and Timmons to Black Dairy Rd			2U				Improve 0.9 miles of 2-In road to rural County Stds.	\$5,400,000
Sligh Ave: Virginia Ln to Timmons Rd			0			0.25 mile of new 2-In rural road		\$2,500,000
<b>Sub Totals</b>								<b>\$17,900,000</b>
<b>TOTAL OF ALL ABOVE</b>								<b>\$42,000,000</b>

- Note:**
1. Cost estimates based on FDOT cost per centerline mile for Hillsborough County, dated June 2008 for Urban Arterials, rounded to three significant figures. Does not include r.o.w.
  2. Cost to improve substandard roads to County standards estimated as equal to the cost to add one lane or \$6M per centerline mile.
  3. Split length and cost of E Sligh Ave between Areas C & D.

# I-4 Corridor: Economic Development Study

## Transportation Analysis:

### Area E: CR 579 & Joe Ebert Rd.

	Exist. AADT	Exist. + Prop. Traffic	Exist. No. of Lanes	Exist. Capacity	Exist LOS	No. of additional lanes needed	Improve to County Standards <sup>2</sup>	Estimated cost <sup>1</sup>
<b>Major Roads</b>								
CR 579: Joe Ebert Rd.to Bypass			2U		E	2 new lanes for 1.1 miles of rural road		\$11,400,000
CR 579: Joe Ebert Rd.to I-4	12,850		2U	12,445	E	2 new lanes for 2 miles of rural road		\$20,700,000
Harney Rd: Williams Rd to US 301 <sup>3</sup>	5,389		2U	17,290	C	0	Improve 0.92 miles of 2-ln road to County Stds <sup>3</sup> .	\$5,520,000
<b>Sub Totals</b>	<b>12,850</b>	<b>50,850</b>	<b>2 lanes</b>	<b>12,445</b>		<b>4 lanes</b>		<b>\$37,620,000</b>
<b>Interior Roads</b>								
New Interior Roads						0.6 miles of new 2-ln rural road		\$6,000,000
Joe Ebert Rd: CR 579 to W boundary of Area E	3,868		2U	8,400	A	0	Improve 0.5 miles of 2-ln road to rural County stds	\$3,000,000
<b>Sub Total</b>								<b>\$9,000,000</b>
<b>New Roads</b>								
Thonotosassa Rd Bypass: US 301 to CR 579	NA	NA	0	0	NA	1.9 miles of new 4-ln rural road		\$29,640,000
<b>TOTAL OF ALL ABOVE</b>								<b>\$76,260,000</b>

**NOTES:** 1. Cost estimates based on FDOT cost per centerline mile for Hillsborough County, dated June 2008 for Urban Arterials, rounded to three significant figures. Does not include r.o.w.

2. Cost to improve substandard roads to County standards estimated as equal to the cost to add one lane or \$6M per centerline mile.

3. Cost to improve Harney Rd to County Stds to be split between Area A and Area E.

# I-4 Corridor: Economic Development Study

## Transportation Analysis:

### Area F: McIntosh & Thonotosassa Rds

	Exist. AADT	Exist. + Prop. Traffic	Exist. No. of Lanes	Exist. Capacity	Exist LOS	No. of additional lanes needed	Improve to County Standards <sup>2</sup>	Estimated cost <sup>1</sup>
<b>Major Roads</b>								
McIntosh Rd: Thonotosassa Rd to I-4	5,022		2U	12,065	B	0	Improve 1.91 miles of 2-In road to rural County Stds.	\$11,460,000
Thonotosassa Rd: from West of McIntosh Rd to Gallagher	2,860		2U	12,065	B		Improve 1.0 miles of 2-In oad to County rural Stds.	\$6,000,000
<b>Sub Totals</b>	<b>7,882</b>	<b>22,282</b>	<b>4 lanes</b>	<b>24,130</b>		<b>2 lanes</b>		<b>\$17,460,000</b>
<b>Interior Roads</b>								
New E-W Road: W Boundary of Area F to McIntosh Rd Ext	NA	NA	NA	NA	NA	0.55 miles of new 2-In rural road		\$5,500,000
New N-S Road: Joe Ebert Rd Ext to New E-W Rd	NA	NA	NA	NA	NA	0.6 miles of new 2-In road		\$6,000,000
<b>Sub Totals</b>								<b>\$11,500,000</b>
<b>TOTAL OF ALL ABOVE</b>								<b>\$28,960,000</b>

**NOTE:** 1. Cost estimates based on FDOT cost per centerline mile for Hillsborough County, dated June 2008 for Urban Arterials, rounded to three significant figures. Does not include r.o.w.  
 2. Cost to improve substandard roads to County standards estimated as equal to the cost to add one lane or \$6M per centerline mile.



# I-4 Corridor: Economic Development Study

## Transportation Analysis

### Area G: McIntosh & Simpson Rds:

	Exist. AADT	Exist. + Prop. Traffic	Exist. No. of Lanes	Exist. Capacity	Exist LOS	No. of additional lanes needed	Improve to County Standards <sup>2</sup>	Estimated cost <sup>1</sup>
<b><u>Major Roads</u></b>								
McIntosh Rd: US 92 to Jess Walden Rd	10,666		2U	12,255	C	2 new lanes for 1.1 miles of rural road		\$11,400,000
McIntosh Rd: Jess Walden Rd to SR 574 (MLK)	106,666		2U	12,255	C		Improve 0.70 miles of 2-In rural road to County Stds.	\$4,200,000
Gallagher Rd: US 92 to Jess Walden Rd	NA	NA	2U	NA	NA		Improve 1.25 miles of 2-In rural road to County Stds.	\$7,500,000
<b>Sub Totals</b>	<b>10,666</b>	<b>31,666</b>		<b>12,255</b>		<b>2</b>		<b>\$23,100,000</b>
<b><u>Interior Roads</u></b>								
Jess Walden Rd: Gallagher Rd to Honney Oaks Dr	NA	NA	2U	NA	NA		Improve 0.90 miles of 2-In rural road to County Stds.	\$5,400,000
Tom Gallagher Rd: McIntosh to Gallagher Rd	NA	NA	2U	NA	NA		Improve 0.65 miles of 2-In rural road to County Stds.	\$3,900,000
<b>Sub Totals</b>								<b>\$9,300,000</b>
<b>TOTAL OF ALL ABOVE</b>								<b>\$32,400,000</b>

**NOTE:** 1. Cost estimates based on FDOT cost per centerline mile for Hillsborough County, dated June 2008 for Urban Arterials, rounded to three significant figures. Does not include r.o.w.

2. Cost to improve substandard roads to County standards estimated as equal to the cost to add one lane or \$6M per centerline mile.

# I-4 Corridor: Economic Development Study

## Transportation Analysis

### Area H: S Park Rd & US 92

	Exist. AADT	Exist. + Prop. Traffic	Exist. No. of Lanes	Exist. Capacity	Exist LOS	No. of additional lanes needed	Improve to County Standards <sup>2</sup>	Estimated cost <sup>1</sup>
<b>Major Roads</b>								
New N-S Road: US 92 to 0.65 miles south thereof	0		0	0	NA	0.65 miles of new 4-ln Urban road		\$12,750,000
New E-W Road: Park Rd to 1.0 miles east thereof	0		0	0	NA	1.0 miles of new 4-ln Urban road		\$19,600,000
Park Rd: Cornet Rd to US 92	NA		4	NA	NA		City Road	
US Hwy 92: Park Rd to County Line Rd	9,700		2U	15,500	C		State Road	
<b>TOTAL OF ALL ABOVE</b>		53,700	6					<b>\$32,350,000</b>

**NOTE:** 1. Cost estimates based on FDOT cost per centerline mile for Hillsborough County, dated June 2008 for Urban Arterials, rounded to three significant figures. Does not include r.o.w.

2. Cost to improve substandard roads to County standards estimated as equal to the cost to add one lane or \$6M per centerline mile.

# I-4 Corridor: Economic Development Study

## Transportation Analysis

### Area I: County Line Rd & I-4

	Exist. AADT	Exist. + Prop. Traffic	Exist. No. of Lanes	Exist. Capacity	Exist LOS	No. of additional lanes needed	Improve to County Standards <sup>2</sup>	Estimated cost <sup>1</sup>
<b>Major Roads</b>								
County Line Road Ext: From N end of existing CLR to new E-W Road <sup>3</sup>	0		0	0	NA	0.53 miles of new 4-ln rural road		\$8,268,000
Swindell Rd: County Line Rd to Charlie Taylor Rd <sup>3</sup>	NA		2U	NA	NA		Improve 1 mile of 2-ln County rural road to County Stds.	\$6,000,000
Charlie Taylor Rd: N Frontage Rd to new E-W Rd	2105			12,445	B		Improve 0.7 miles of 2-ln rural road to County Stds.	\$4,200,000
<b>Sub Totals</b>		<b>44,105</b>	<b>2</b>	<b>12,445</b>		<b>4</b>		<b>\$18,468,000</b>
<b>Interior Roads</b>								
New E-W Rd: County Line Rd to Charlie Taylor Rd	NA		0	NA	NA	1 miles of new 2-ln rural road		\$10,000,000
<b>TOTAL OF ALL ABOVE</b>								<b>\$46,936,000</b>

**NOTE:** 1. Cost estimates based on FDOT cost per centerline mile for Hillsborough County, dated June 2008 for Urban Arterials, rounded to three significant figures. Does not include r.o.w.

2. Cost to improve substandard roads to County standards estimated as equal to the cost to add one lane or \$6M per centerline mile.

3. Included in Plant City NE Master Plan

# I-4 Corridor: Economic Development Study

## Transportation Analysis

### Area J: Son Keen Rd & US 92

	Exist. AADT	Exist. + Prop. Traffic	Exist. No. of Lanes	Exist. Capacity	Exist LOS	No. of additional lanes needed	Improve to County Standards <sup>2</sup>	Estimated cost <sup>1</sup>
<b>Major Roads</b>								
Son Keen Rd: S Frontage Rd to NA US 92			2U	NA	NA		Improve 1.0 miles of 2-ln rural road to County Stds.	\$6,000,000
<b>Interior Roads</b>								
New E-W Rd: Son Keen Rd to NA 2600 feet west thereor			0	NA	NA	0.5 miles of new 2-ln rural rd		\$5,000,000

<b>TOTAL OF ALL ABOVE</b>								<b>\$11,000,000</b>
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**NOTE:** 1. Cost estimates based on FDOT cost per centerline mile for Hillsborough County, dated June 2008 for Urban Arterials, rounded to three significant figures. Does not include r.o.w.  
 2. Cost to improve substandard roads to County standards estimated as equal to the cost to add one lane or \$8M per centerline mile.

# I-4 Corridor: Economic Development Study

## Transportation Analysis

### Area K: Area within City of Tampa

<u>Major Roads</u>	<u>Exist. AADT</u>	<u>Exist. + Prop. Traffic</u>	<u>Exist. No. of Lanes</u>	<u>Exist. Capacity</u>	<u>Exist LOS</u>	<u>No. of additional lanes needed</u>	<u>Improve to County Standards</u>	<u>Estimated cost</u>
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No Data

TOTAL OF ALL ABOVE								
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# I-4 Corridor: Economic Development Study

## Transportation Analysis

Area L: N Park Rd & I-4

<u>Major Roads</u>	Exist. AADT	Exist. + Prop. Traffic	Exist. No. of Lanes	Exist. Capacity	Exist LOS	No. of additional lanes needed	Improve to County Standard	Estimated cost
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See Plant City NE Master Plan

TOTAL OF ALL ABOVE								
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# Appendix D: Target Business Areas

# I-4 CORRIDOR STUDY

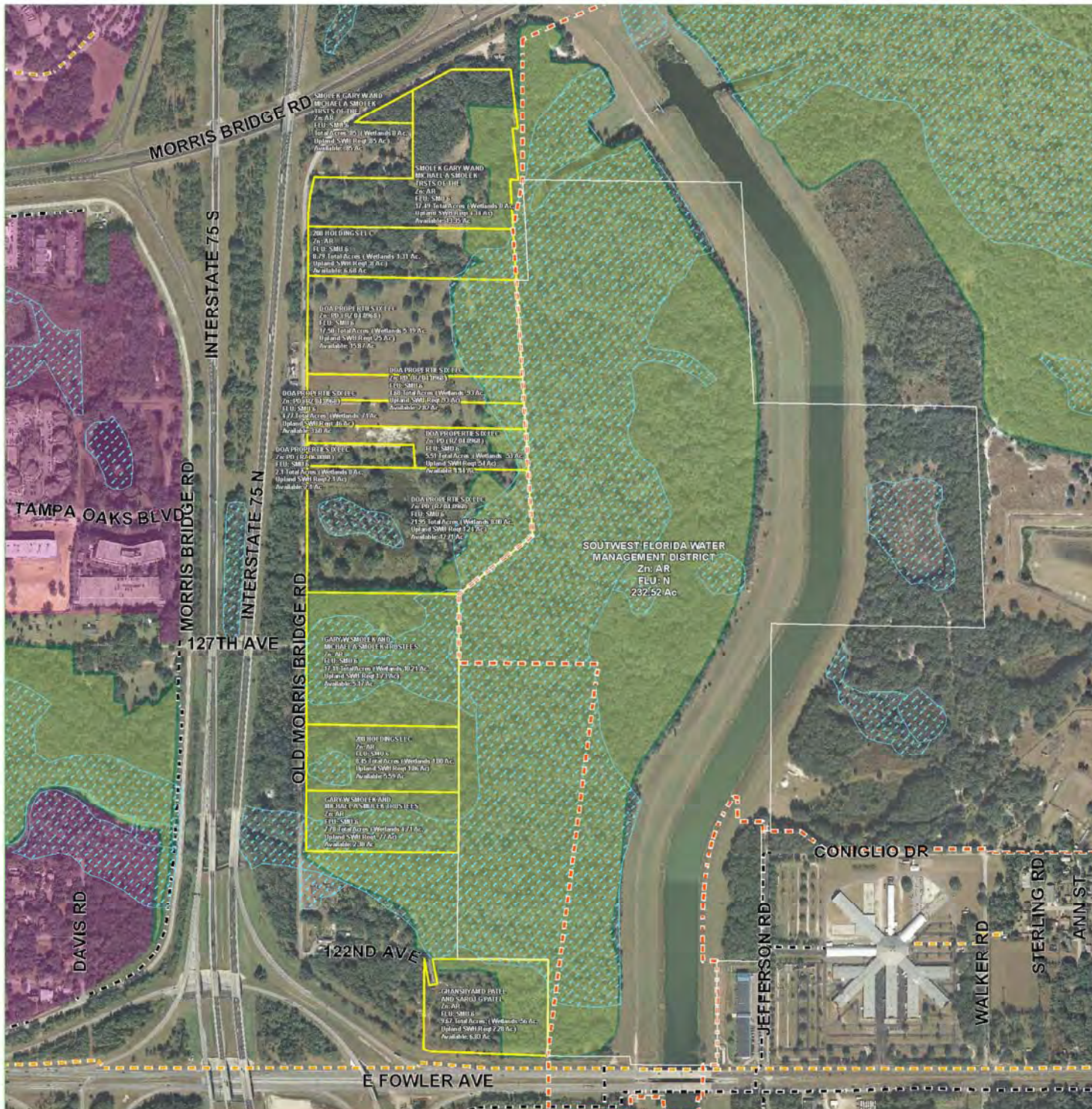
## Fowler Ave & Fletcher Ave (AA)

13 Parcels >= 5 Ac  
 Total 126.65 Acres - Wetlands and SWH Acres  
 = 82.31 Potential Developable Acres  
 Acreage subject to field verifications and future Wetlands delineation.



RZ-04-0968 = 180 Single Family Homes

5 Acres





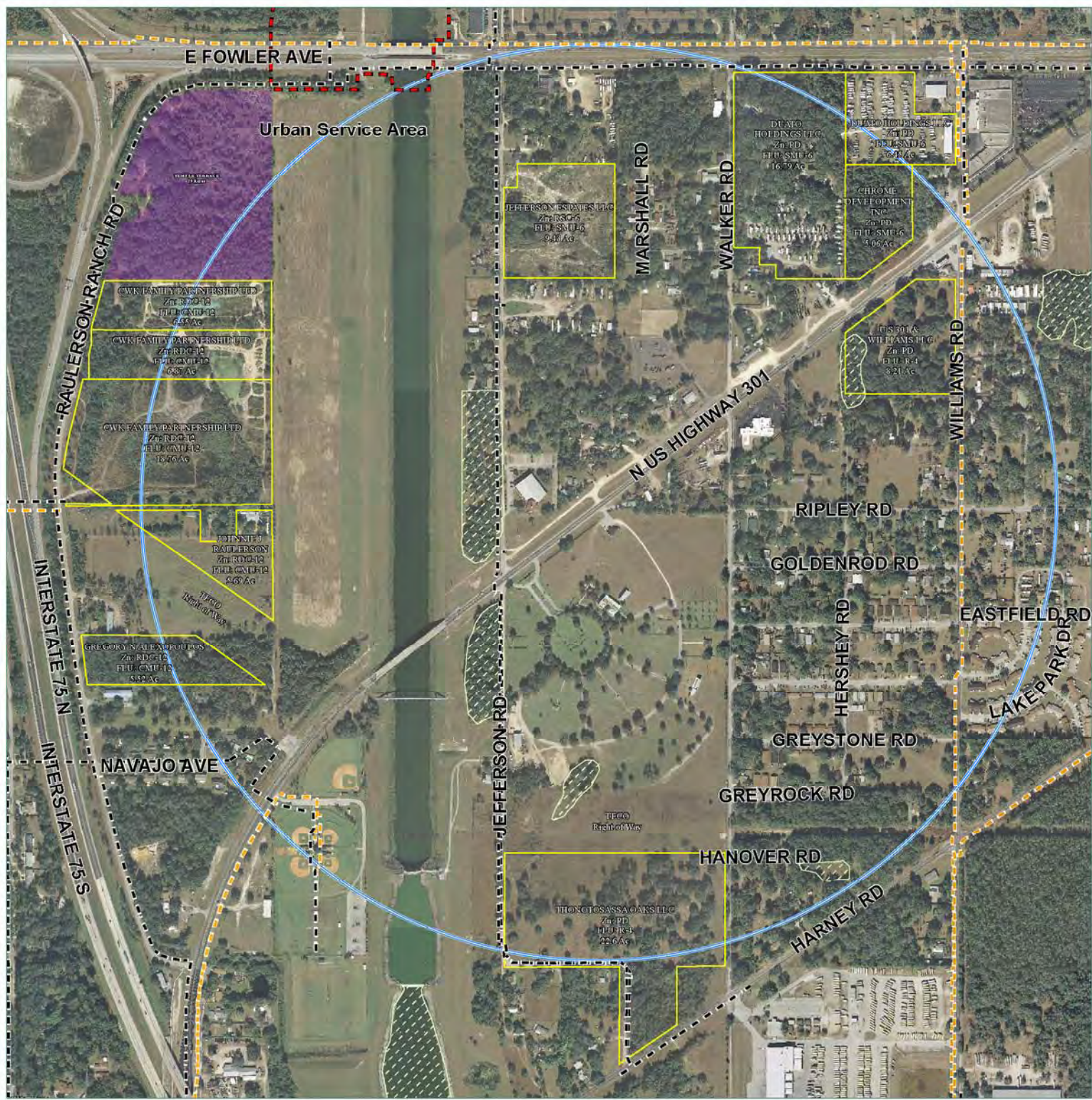
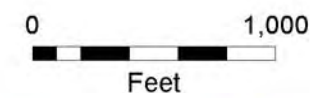
# I-4 CORRIDOR STUDY

## Fowler Ave & US 301 (A)

11 Parcels  $\geq$  5 Ac  
Total 111.9 Acres



5 Acres



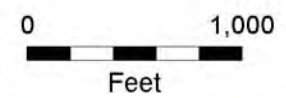
# I-4 CORRIDOR STUDY

## Harney Rd & US 301 (B)

13 Parcels  $\geq$  5 Ac  
Total 339.5 Acres

-  500 Acres
-  Potable Water
-  Waste Water
-  Urban Service Area
-  Cities
-  Unincorporated County
-  Wetlands

5 Acres





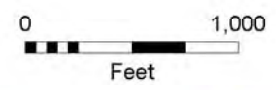
# I-4 CORRIDOR STUDY

## SE of Vandenberg Airport (C)

20 Parcels >= 5 Ac  
Total 366.1 Acres

-  500 Acres
-  Potable Water
-  Waste Water
-  Urban Service Area
-  Cities
-  Unincorporated County
-  Wetlands

5 Acres



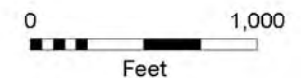
# I-4 CORRIDOR STUDY

## Williams Rd & Sligh Ave (D)

20 Parcels  $\geq$  5 Ac  
Total 496.3 Acres



5 Acres



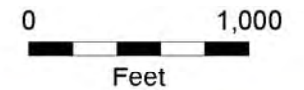
# I-4 CORRIDOR STUDY

## CR 579 & Joe Ebert Rd (E)

15 Parcels  $\geq$  5 Ac  
Total 647.4 Acres



5 Acres



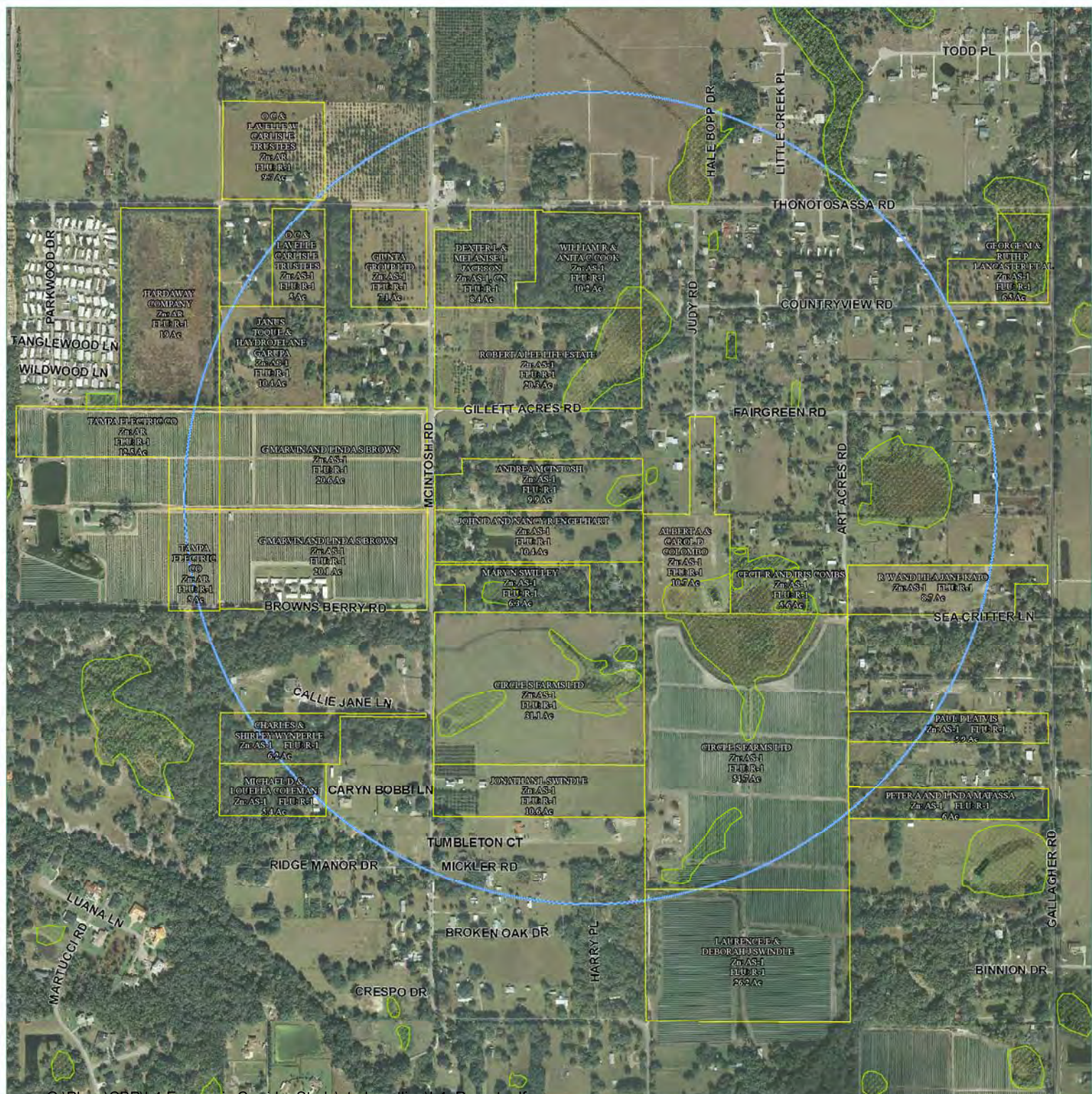
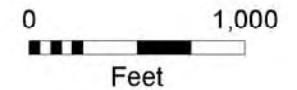
# I-4 CORRIDOR STUDY

## McIntosh & Thonotosassa Rds (F)

26 Parcels  $\geq$  5 Ac  
Total 346.7 Acres



5 Acres



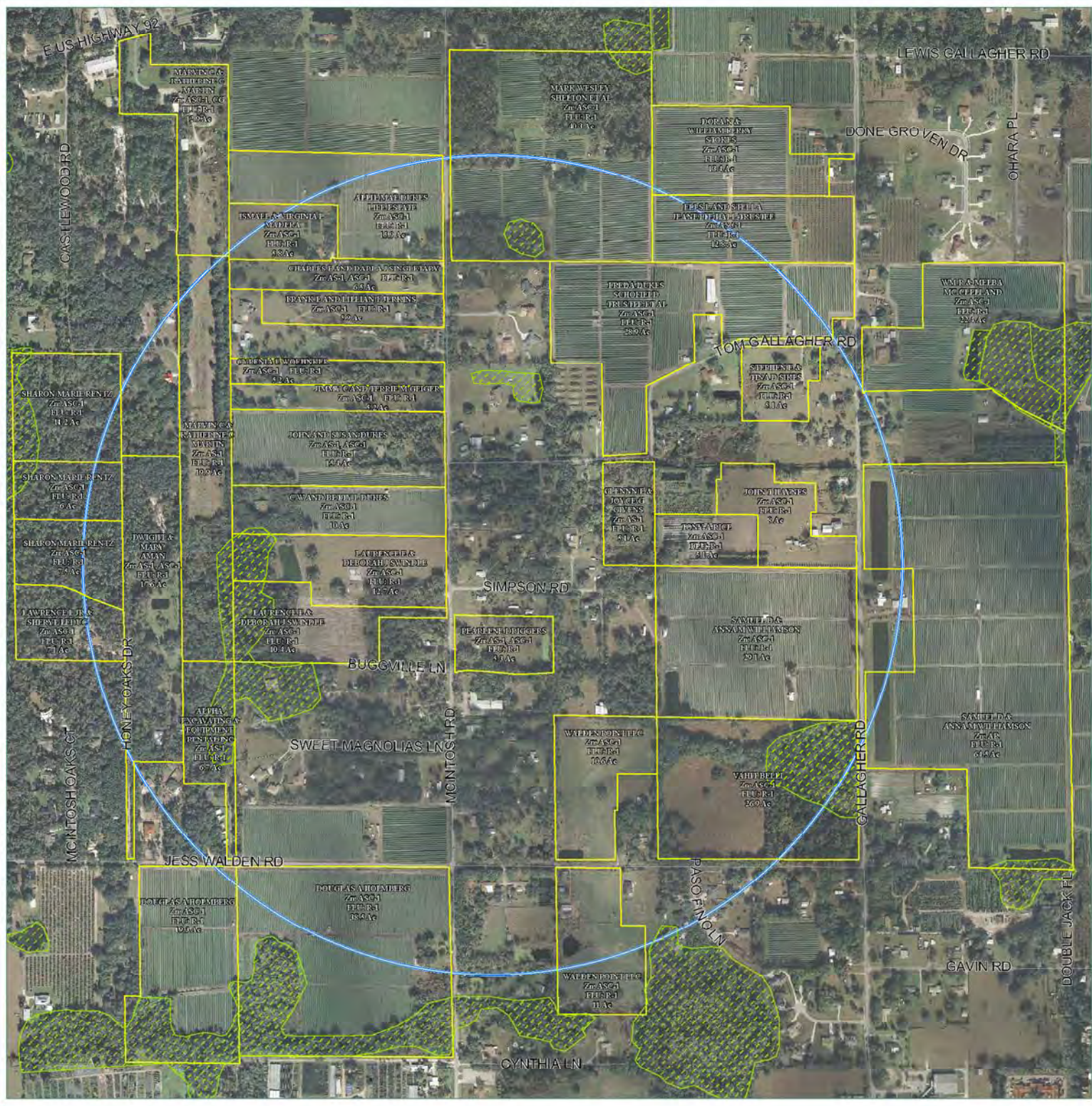
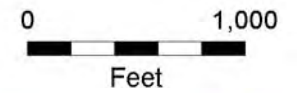
# I-4 CORRIDOR STUDY

## McIntosh & Simpson Rds (G)

35 Parcels  $\geq$  5 Ac  
Total 528.1 Acres

-  500 Acres
-  Potable Water
-  Waste Water
-  Urban Service Area
-  Cities
-  Unincorporated County
-  Wetlands

5 Acres



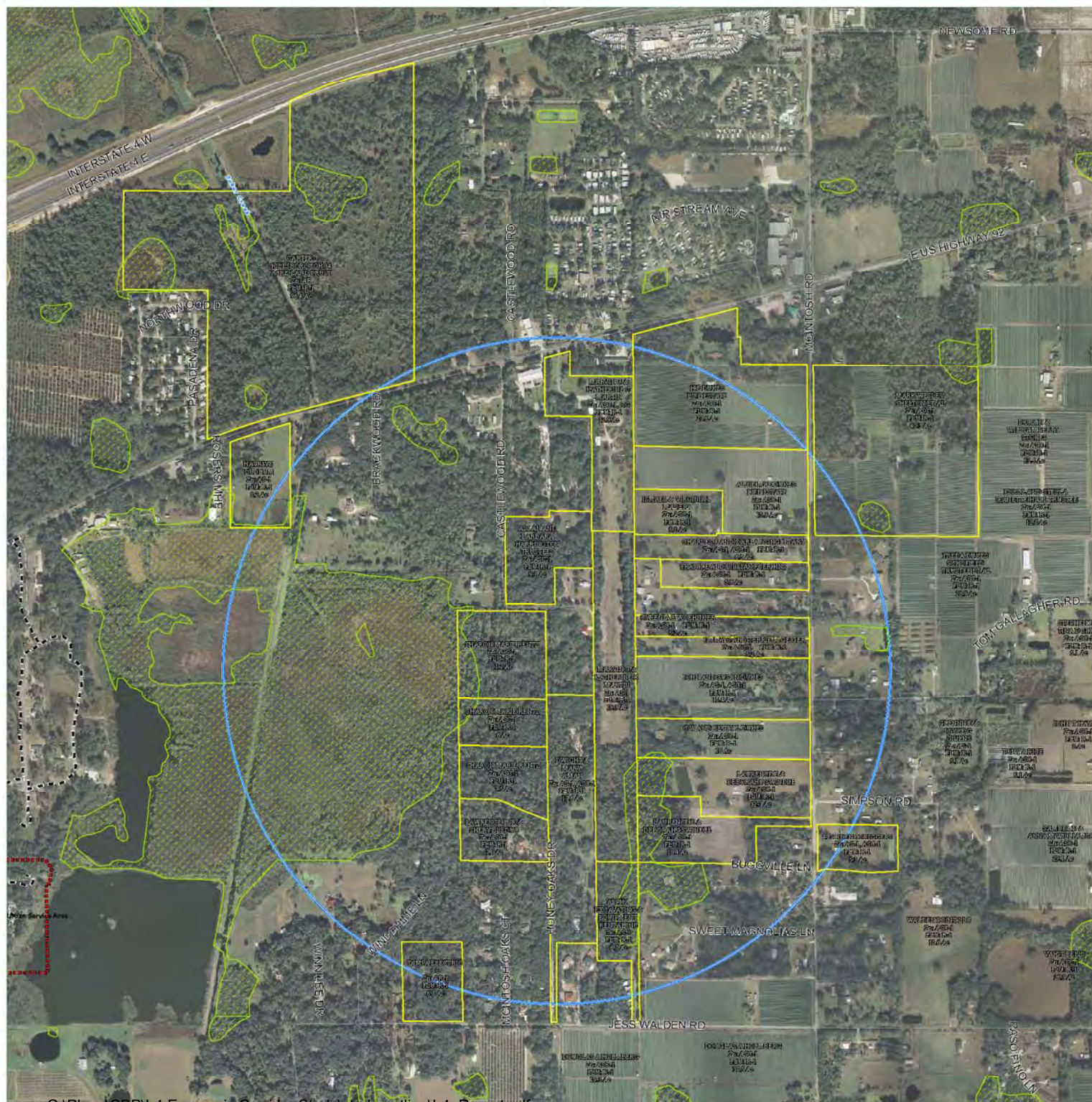
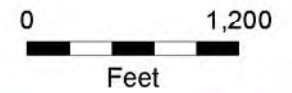
# I-4 CORRIDOR STUDY

## McIntosh & Simpson Rds (GG)

25 Parcels  $\geq$  5 Ac  
Total 375.6 Acres



5 Acres





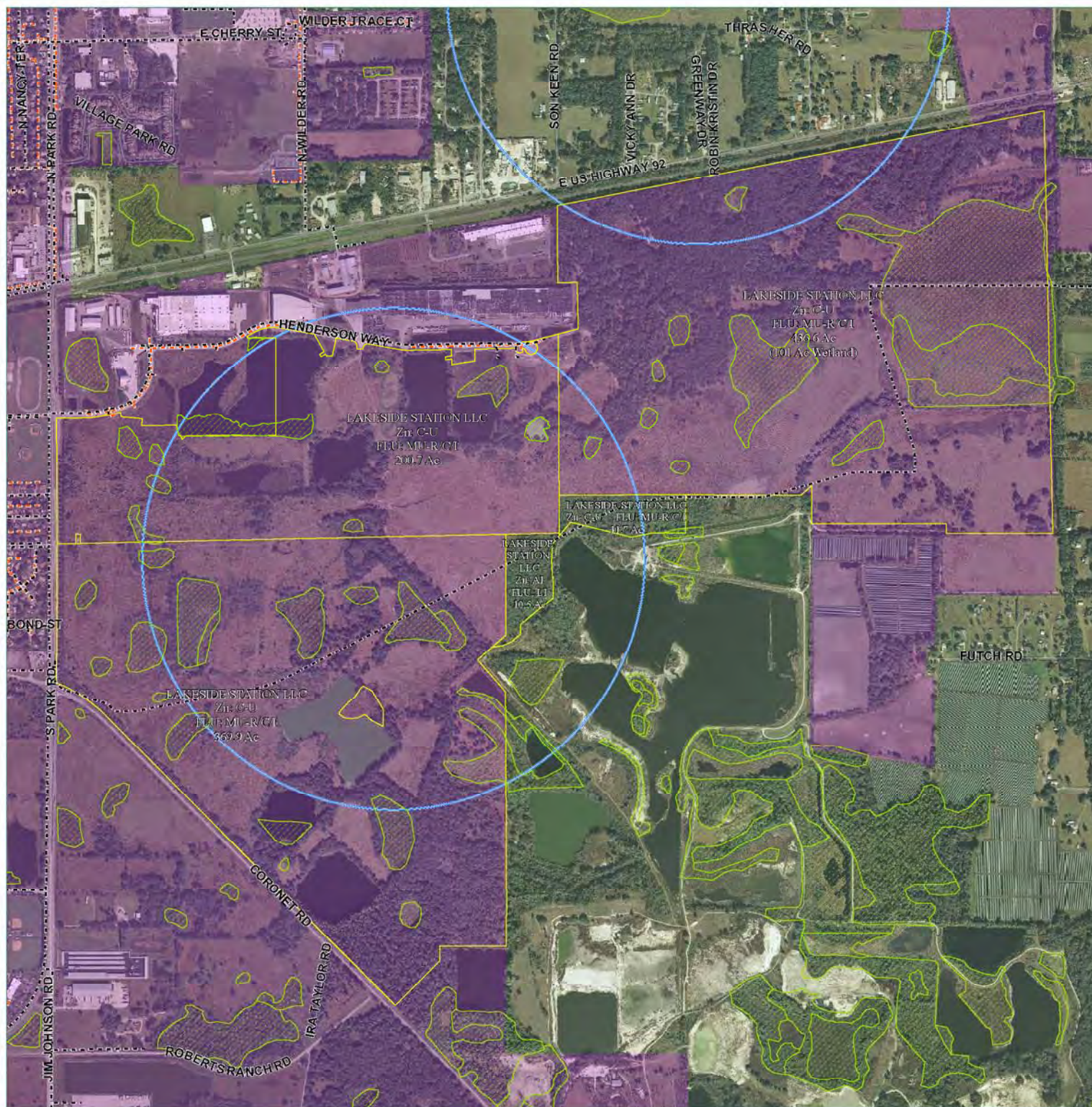
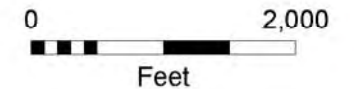
# I-4 CORRIDOR STUDY

## S. Park Rd & US 92 (H)

5 Parcels  $\geq$  5 Ac  
Total 1,029.3 Acres



 5 Acres



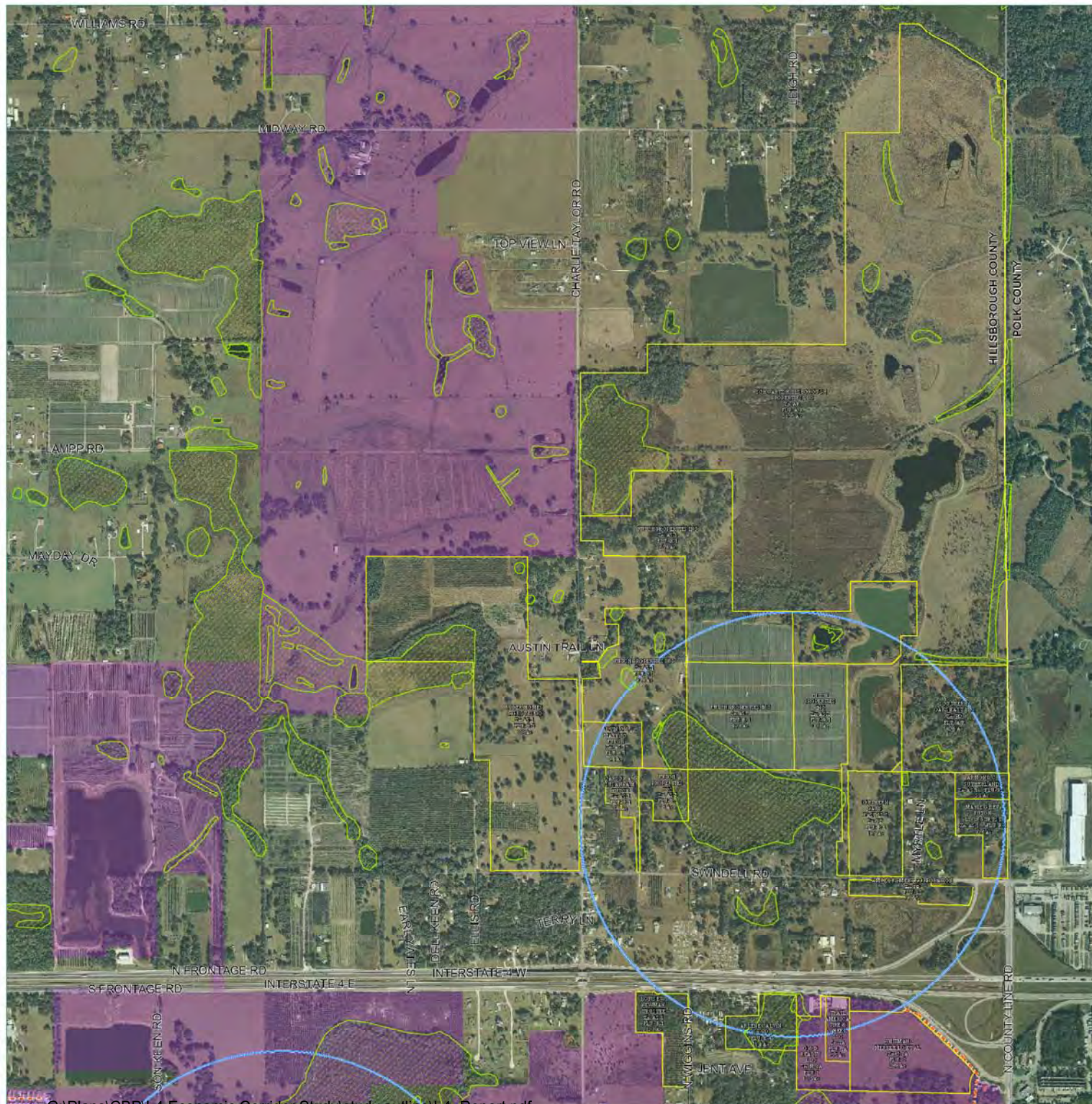
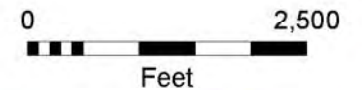
# I-4 CORRIDOR STUDY

## County Line Rd & I-4 (I)

19 Parcels  $\geq$  5 Ac  
Total 988.1 Acres



5 Acres



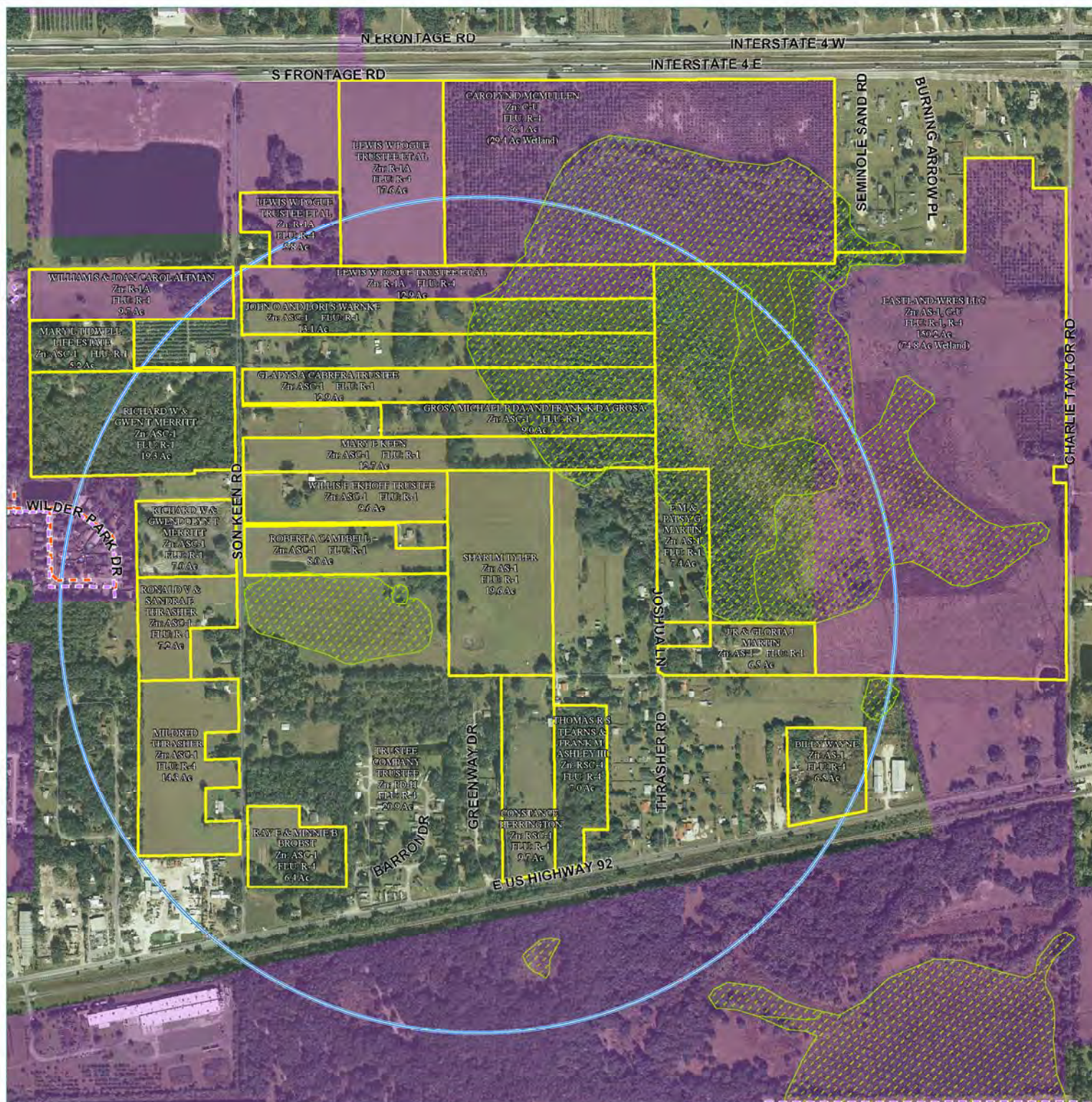
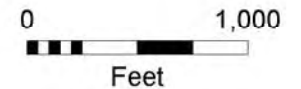
# I-4 CORRIDOR STUDY

## Son Keen Rd & US 92 (J)

24 Parcels  $\geq$  5 Ac  
Total 443.5 Acres



5 Acres



# I-4 ECONOMIC CORRIDOR DEVELOPMENT OPPORTUNITIES

Within the City of Tampa

## LEGEND:

-  I-4 Economic Corridor Area
-  I-4 Potential Economic Corridor Area
-  City of Tampa Limits
-  Under Utilized Improved Parcels  
1 Acre or Greater (Total = 366 acres)
-  Vacant Parcels 1 Acre or Greater  
(Total = 133 acres)
-  Major Developments (see list)
-  Local Historic District
-  National Historic District
-  National Landmark District

## NOTES:

1. Vacate and Improved parcels as shown only include parcels that have a Future Land Use designation of HI, LI, TU-24, HC-24, UMU-60 or RMU-100.
2. Under Utilized Parcels = Parcels that have a FLU of HI, LI, TU-24, HC-24, UMU-60 or RMU-100 and have an assessed improved value of less than 40% of the total assessed value.

## MAJOR DEVELOPMENTS:

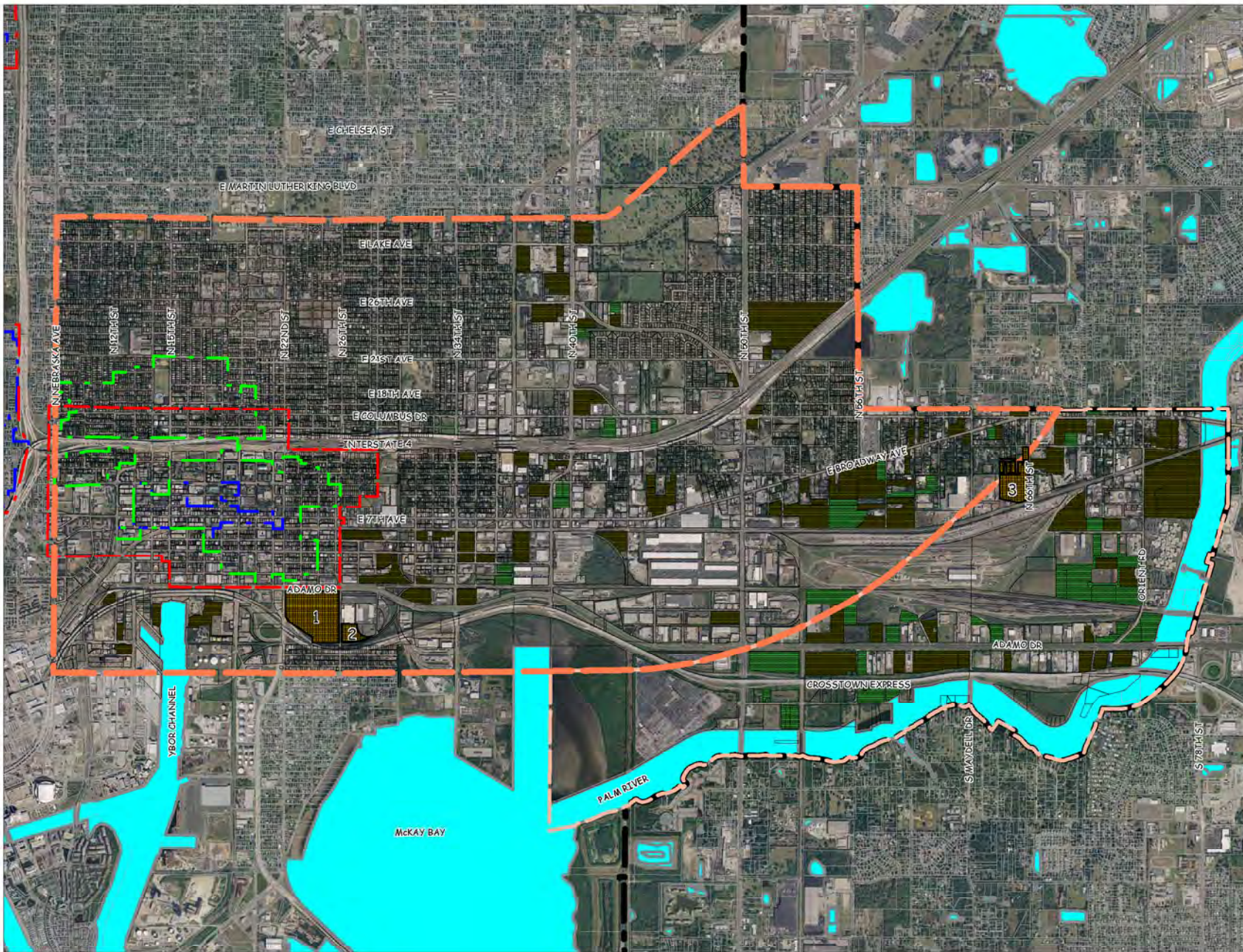
1. IKEA
2. Furniture Row Companies
3. Envirofocus Technologies



LOCATION MAP



Prepared by  
Land Development Coordination  
Date: 10/29/09



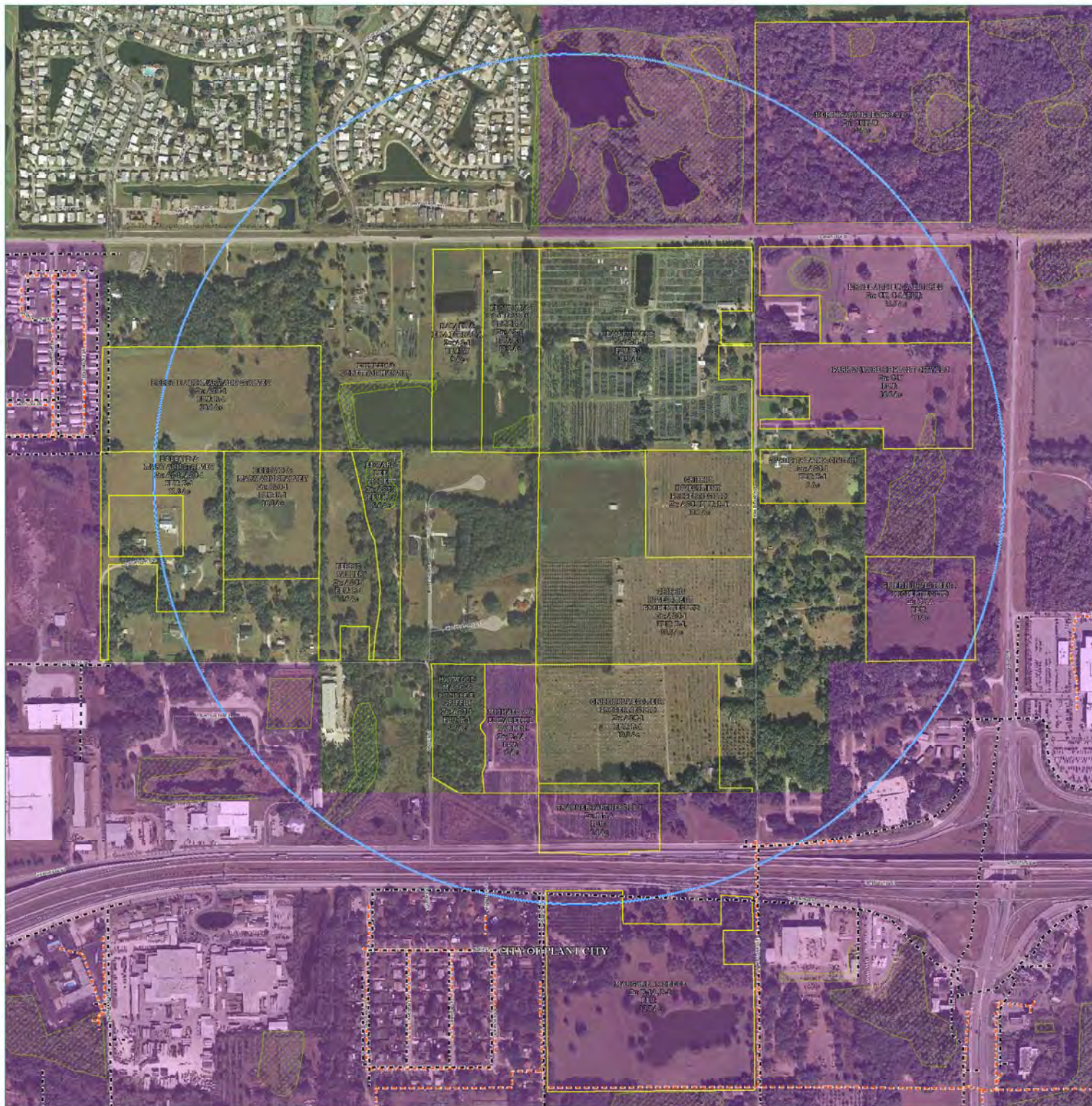
# I-4 CORRIDOR STUDY

## N Park Rd & I-4 (L)

21 Parcels  $\geq$  5 Ac  
Total 319.8 Acres



5 Acres





# Appendix E: Site Evaluation Matrix



I-4 Economic Corridor Study  
Site Evaluation Matrix



Sites Criteria 500 Acre Circles	Transportation Access	Estimated Roadway Improvement Cost per Area at Buildout	Available Land Vacant sites over 5 acres	Compatible ELU	Water & Sewer Available	Urban Service Area
A/ Fowler	I-75 @ Fowler Fowler - B Williams- C US - 301 - D TEA -5mi Bus Service	\$21,720,000	12 Parcels 120 Acres	Mix of Com. Ind. & Res.	W & S lines inside area	Inside USA
B/ US-301 & Harney Rd	1mi→I-4 Interchange US - 301 - F Harney Rd - C TT Hwy - TEA -3mi Bus Service	\$26,500,000	13 Parcels 340 Acres	CMU - 12 Exist. Ind. Parks	W & S lines Inside area	Inside USA
C/ Vandenberg - TEA	1mi→I-4 Interchange Visible to I-4 & 75 Poor Access into site Needs Sligh Bridge Sligh - C Near TEA	\$22,230,000	20 Parcels 366 Acres	Airport & Rural	W & S near by W \$2.0m S \$2.1m	USA on 3 sides TT Urban Exp area
D/ Williams	Adjacent→ I-4 & 75 No interchange Williams Rd. - C US-92 1mi Harney Rd 2mi I-4 interchange 2mi Sligh Ave Impr need TEA - 2mi	\$42,000,000	20 Parcels 496 Acres	Rural LU	W & S Within 1000' W \$1,250,000 S \$2,500,000	USA 750' away
E/ CR 579:@ Joe Ebert	579 - F, 2 lane rural road Joe Ebert: A TEA - 7mi	\$76,260,000	15 Parcels 645 Acres	Rural LU & Gas Transmission	Water Lines within site  S \$1.7m	USA 1mi





I-4 Economic Corridor Study  
Site Evaluation Matrix



Sites Criteria 500 Acre Circles	Comp & Community Plan consistency	Environmental Compatibility	Proximity to Housing & Labor Force	Proximity to Education & Culture- All HCC	Support Services i.e. Shop/eat/Bank	Fire Service	Comments
A/ Fowler	Consistent w/ Comp & Thono Plan CMU - 12	Low area near Tampa by- pass Canal	Temple Terrace Immediately to West	USF 3mi Tampa CBD 11mi TT CBD 2mi	W. on Fowler 3mi	3.8m	
B/ US-301 & Harney Rd	Consistent with Eastlake plan	Low area near Tampa by-pass canal	Eastlake & TT Neighborhood	USF 3mi Tampa CBD 10mi TT CBD 1.5mi  HCC 7mi	Much existing near by	3.7m	
C/ Vandenberg - TEA	Com & CBP not Consistent. TT expansion consist w/airport master plan	Some Wetland Some Landfill	Eastlake & TT to West	USF 5mi Tampa CBD 8mi TT CBD 2mi HCC 8mi	2mi to Support service	3.4m	
D/ Williams	Not Consistent w/Comp or CBP	Appears relatively well drained	.5 to Seffner	USF 8mi CBD 11mi HCC 9mi	3mi	2.6m	
E/ CR 579:@ Joe Eber	Not Consistent w/Comp or Community Plan	Well drained borrow pit	2mi Seffner 4mi→TT	USF 10mi Tampa CBD 14mi  HCC 11mi	4mi	2.9m	



I-4 Economic Corridor Study  
Site Evaluation Matrix



Sites Criteria 500 Acre Circles	Transportation Access	Estimated Roadway Improvement Cost per Area at Buildout	Available Land Vacant sites over 5 acres	Compatible ELU	Water & Sewer Available	Urban Service Area
F/ McIntosh @ Thonotosassa	1.5mi to I-4 2 lane rural rds McIntosh - C Thono - B TEA - 9.5mi	\$28,960,000	26 Parcels 347 Acres	LU/Farms	Water Tech difficulty Sewer 3mi W \$6.5m S \$2.9m	USA 3mi away
G/ McIntosh (S)	Convenient to I-4 McIntosh - E US-92 @ Gallagher School conflicts TEA - 7.5mi	\$32,400,000	35 Parcels 528 Acres	Rural LU's	Sewer on Gallagher Water 2mi away- new loop needed W \$1.75m	USA 2mi away
H/ Lakeside Station: C	1.5mi to I-4 Interchange Park Rd - C PC Munic.Aip 4.5mi Rail	\$32,350,000	5 Parcels 1,029 Acres	Industrial property in area	W & S inside area W \$400,000 S \$800,000	Urban area
I/ County Line PC NEMP Charles Taylor: B	Extend County Line road Charles Taylor: B Concurrency \$85m Lakeland Ari 5mi	\$46,936,000	19 Parcels 988 Acres	Adjacent Industrial uses Farms & some homes	Water & Sewer near site W \$400,000 S \$800,000	Plant City expansion area
J/ Charles Taylor : B US-92	Near I-4 Interchange I-4 frontage Rd. PC Munic.Air 7.mi	\$11,000,000	24 Parcels 433 Acres	Farms homes Industrial	near site W \$400,000 S \$800,000	Plant City & PC Expansion area
K/ Tampa	Close to Port Transportation Exception Area Bus Service TIE - 6mi Rail Service	No Data	Many Sm. Par 133 Acres Vac  366 Acres Under utilized	Mix uses	Yes	Yes
L/ N. Park Rd.	Convenient to I-4 access Park Rd: C Sam Allen: B PC Munc. Air 5.5mi	For Road Plans see Plant City NE Master Plan	21 Parcels 320 Acres	Mixed w/existing Industrial	W & S Adjacent W \$400,000 S \$800,000	PC & PC Expansion



I-4 Economic Corridor Study  
Site Evaluation Matrix



Sites Criteria 500 Acre Circles	Comp & Community Plan consistency	Environmental Compatibility	Proximity to Housing & Labor Force	Proximity to Education & Culture- All HCC	Support Services i.e. Shop/eat/Bank	Fire Service	Comments
F/ McIntosh @ Thonotosassa	Not Consistent w/CBP	No Environmental constraints	3mi to Seffner 6mi to PC	USF 10mi Tampa 6mi Tampa CBD 15mi HCC-PC 12mi	Plant City 6mi	4.1m	
G/ McIntosh (S)	Comp Rural CBP in process	Some Wetlands & significant habitat	2mi/Brandon Valrico	USF 15mi Tampa CBD 14mi HCC PC 11mi	3mi	3.6m	
H/ Lakeside Station: C	Consistent	Some Brownfield areas	Within PC	USF 21mi HCC P 1mi Plant City CBD 1mi Tampa CBD 22mi	.5mi	2.9m	
I/ County Line PC NEMP Charles Taylor: B	Yes	Significant wetlands	Adjacent	PC CBD 4mi Tampa CBD 26mi USF 23mi PC HCC Camp 4mi	2.5mi	.09m	Adjacent I-4 County Line Interchange & Lakeland Industrial Park
J/ Charles Taylor : B US-92	Yes	Significant wetlands  Much dry also	Adjacent to PC	PC CBD 2.5mi Tampa CBD 23mi USF 21mi PC HCC 1mi	1mi	4.1m	
K/ Tampa	Yes	Many Brownfield sites	Adjacent	Tampa CBD 2mi USF 9mi HCC PC 1mi	Within 1mi	1.2m	
L/ N. Park Rd.	Yes	Mostly cleared Farmland	Adjacent	USF 20mi Tampa CBD 21mi PC CBD 21mi HCC PC 1mi	Adjacent	2.7m	

