

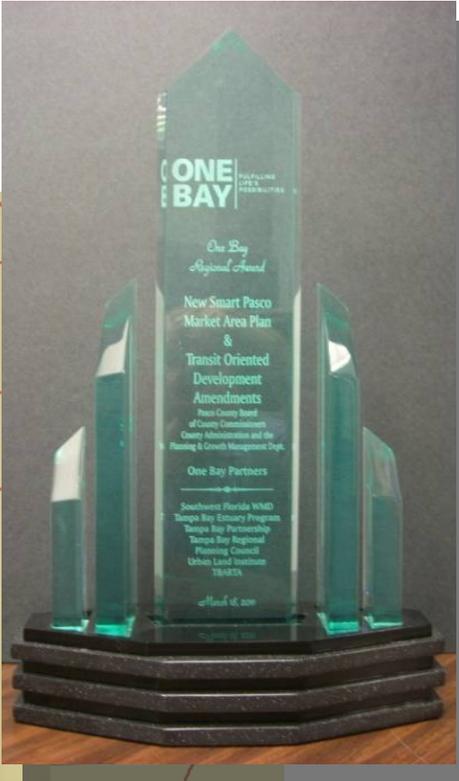
# PASCO COUNTY

## ECONOMIC DEVELOPMENT PLAN

BRINGING  
OPPORTUNITIES  
HOME



2013-2025



**Pasco County - The Future of the Region - One Bay**

# PASCO COUNTY

## ECONOMIC DEVELOPMENT PLAN 2013-2025

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## ACKNOWLEDGEMENTS

The preparation of the Economic Development Plan: 2013-2025, is the culmination of a year and a half collaborative effort involving a host of key stakeholders, public and non profit agencies, and citizens working together to help plan the economic growth of the County.

Special thanks is given to the following:

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# I

# EXECUTIVE SUMMARY



Sally says the place to grow in Tampa Bay is Pasco County. Thousands of entitled acres, I-75 access and a huge talent pool have caught the attention of companies like T. Rowe Price and Raymond James. Taxes and fees? So low we can't advertise them. To learn more about the Pasco County advantage, call Sally at (888) 60-PASCO or drop her a line at [info@pascoedc.com](mailto:info@pascoedc.com).

**PASCO**  
Economic Development Council  
Room to Grow  
in Tampa Bay

Pasco  
County, FL



**Pasco County is the perfect location for growing both your expanding business and your lifestyle. Pasco County is connected to Tampa Bay’s vibrant economy and cultural amenities with easy access to major highways, airports, railway lines and Tampa Bay’s deep seaport.**

Pasco is a diverse and rapidly growing mix of communities with unique character, charm and opportunity for growth. Once a bedroom community for the rest of Tampa Bay, Pasco is emerging as a thriving center for business and commerce. An excellent quality of life and a supportive environment for business and industry have helped Pasco become one of the top 40 fastest growing counties in the United States.

Pasco is outpacing the rest of the Florida in terms of new employers and employment opportunities and was recently named a “hot bed” for small business and entrepreneurial growth. Accelerating Pasco’s economic prosperity is our ability to leverage our valuable assets of location, competitively priced and available land, skilled employment sectors, attractive business incentives and government committed to prosperous, high-quality and balanced growth. Pasco’s leadership and progressive actions have been recognized through receiving “The Future of the Region” One Bay Award by Tampa Bay’s Regional Planning Council for two consecutive years.



**Pasco Labor Force Growth with Unemployment Rate Trend Line**

**Pasco County's employment base is transitioning from a regional bedroom community into a large diversified regional employment base.**

Modern Pasco County has its roots in the 1960s and 1970s when retirees discovered the coastal life at a reasonable price, close to Clearwater and Tampa, but still in small and quiet neighborhoods. US 19 and the connectivity it provided along the Gulf of Mexico made discovering Pasco an adventure.

Historically settled by the silent film industry, as well as the lumber and rail industries, and known by small town bluegrass and Opry stars, the general masses soon discovered the hidden gem of a boater's paradise.

The County Seat, (Dade City), and the villages of St. Leo, San Antonio, and the City of Zephyrhills have developed much like they had since the early 1800's- small towns, slower pace, and acres of nature just far enough from the hustle and bustle of big city life, connected by one main road (US 301) for commerce and industry.

The construction of I-75 in late 1960s pulled some industry away from the US301 corridor, and the businesses located within it. With these improvements and the expansion of



system, the southern parts of the County began to capture developer interests as Hillsborough and Pinellas Counties began their northwardly progression.

In 2002, housing costs in Pinellas and Hillsborough Counties rose significantly and Pasco began to supply the region with more affordable housing for the Tampa Bay area's workforce, thereby solidifying Pasco as a bedroom community for its southern neighbors. Hillsborough continued expanding north, and within two decades, New Tampa soon spilled over into Southern Pasco, leading to a nearly 150% increase in population over the past ten years.

**Pasco County's Economic Base**

Pasco County's historic eco-

omic base has been largely determined by retiree and seasonal populations in the construction industry and the corresponding businesses to service these populations, such as medical care, restaurants, and retail services. These types of business do not export products or services outside the region and, therefore, do not bring new capital or revenue into the County.

Equally important, for the seasonal residents, a substantial amount of services and goods supporting this resident population have historically been located in Pinellas and Hillsborough Counties. The loss of these sales to surrounding counties is referred to as economic leakage. Just prior to the Great Recession (2007), the County's economic base

## Pasco's Top Ten Manufacturers

|  |     |
|--|-----|
| 1. Pall Aeropower Corporation          | 579 |
| 2. Zephyrhills Bottled Water Co.       | 325 |
| 3. VLOC, subsidiary of II-VI, Inc.     | 200 |
| 4. Zephyr Egg LLC                      | 175 |
| 5. Preferred Materials, Inc.           | 125 |
| 6. B.E.T.ER Mix, Inc.                  | 119 |
| 7. Earth Tech, Inc.                    | 106 |
| 8. American Food Distributors, LLC     | 104 |
| 9. Great Bay Distributors              | 104 |
| 10. Cemex Construction Materials, Inc. | 90  |

## Pasco's Top Ten Employers

|   |      |
|---|------|
| 1. Pasco County Public Schools              | 9289 |
| 2. Wal*Mart Supercenter (NPR, PR, ZH, Hud.) | 2050 |
| 3. Pasco County Government                  | 2000 |
| 4. Pasco County Sheriff                     | 1300 |
| 5. State of Florida                         | 1296 |
| 6. Regional Medical Center Bayonet Point    | 1074 |
| 7. Florida Hospital Zephyrhills             | 1050 |
| 8. Medical Center of Trinity                | 1012 |
| 9. Florida Medical Clinic                   | 909  |
| 10. Morton Plant North Bay Hosp./Rec. Ctr   | 777  |

was maturing and its economic leakage was declining as the service industry realized that residents in Pasco would support those industries within the County.

The United States Department of Commerce estimated that in 2010, Pasco County had 184,865 people employed, of which 94,089 worked within the County. Nearly 90,000 commuted to other counties, the majority to Hillsborough and Pinellas Counties.

The State of Florida estimated at the end of 2009, Pasco's employers had nearly 131,000 employees and approximately 37,000 commuted into Pasco for their jobs from surrounding counties. This data indicates that Pasco's resident workforce (those that live and work in Pasco) could theoretically remain in Pasco instead of commuting out, provided the quality of jobs are equal to those in surrounding counties.

Pasco County has seen significant growth in jobs within the County. Between 2001 and 2009, (which includes part of the Great Recession), Pasco added 29,000 jobs.

The bulk of jobs were related to retail, health, local government and restaurants and hotels. While Pasco did add positions, the housing bust of 2007 also caused a drastic change and is the clear indicator of the high unemployment rate for Pasco's residents, especially related to the construction industry.

Average wage earnings are an important measure of a County's economic base - it directly relates to housing values, expenditures and ultimately government revenues used to support government services and facilities.

Three of five counties in the Tampa Bay Region (Hernando, Hillsborough, Citrus, Pinellas, & Pasco ) saw drops in house-

hold income between 2000 and 2010. Pasco was one of two that improved this statistic and can claim bragging rights statewide for the largest percentage increase —nearly 20%. Pasco's household income growth topped all Florida counties.

The average wage for a County resident in 2011 was \$33,344. By far the highest paid jobs were Federal civilian workers (\$91,200), Management of companies (\$82,200), Utilities (\$81,900) and manufacturing (\$52,000). The goal of most economic development programs is to attract wages that exceed 125% of average wage or in the case of Pasco County, would be roughly an annual salary of \$42,000.

### Poised for Growth

Pasco is well positioned at the center of the Tampa Bay MSA growth corridors - US19, US41, the Suncoast Parkway, I-75 and US301. The County's

Master Planned Unit Developments and Developments of Regional Impact represent the “Greenfield” opportunities of Pinellas and Hillsborough Counties’ northern growth corridor. Currently, Pasco’s DRIs and MPUDs have nearly 34 million square feet of commercial and office space entitled and 3.5 million square feet of industrial space in our Greenfield areas. Through aggressive and proactive planning, Pasco is positioned to propel itself into the future for its residents and to **“Bring Opportunities Home.”**



**MAJOR ANNOUNCEMENTS**

**Raymond James Financial Services**

- 600,000 s.f. office park
- 750 Jobs
- \$26 Million in County and State Incentives

**Florida Hospital Wesley Chapel**

- 300 beds
- 400 jobs
- 100,000 s.f. medical building

**T. Rowe Price**

- 450,000 s.f. office park
- 1,500 jobs
- \$26 Million in County and State Incentives

**Medical Center of Trinity**

- 235 bed accredited acute care center
- Opened 2012

**OFFICE PARKS**

**NorthPointe Village**

- 1,000,000 s.f. entitled
- Mixed-Use development
- 25 Minutes to Tampa International Airport
- No Transportation Impact Fees

**Long Lake Ranch**

- Future home of T. Rowe Price
- 25 Minutes to Tampa International Airport
- No Transportation Impact Fees

**Ashley Glen**

- 260 Acres master planned development
- 1,800,000 s.f. office
- 480,000 s.f. retail
- 20 minutes to Tampa International Airport
- No Transportation Impact fees

**INDUSTRIAL PARKS**

**Zephyrhills Municipal Industrial Airpark**

- 400 Acres
- 30 Miles to the Port of Tampa and Tampa International Airport
- CSX Seaboard Line siding

**ComPark 75**

- 40 Minutes to Tampa International Airport
- 60 Available Acres
- Abuts Interstate 75
- No Transportation Impact Fees

**Pasco Commerce Park**

- 35 Miles to the Port of Tampa and Tampa International Airport
- 170 Acres
- 1,500,000 s.f. entitled
- Strategically located at SR 52 and I-75 interchange

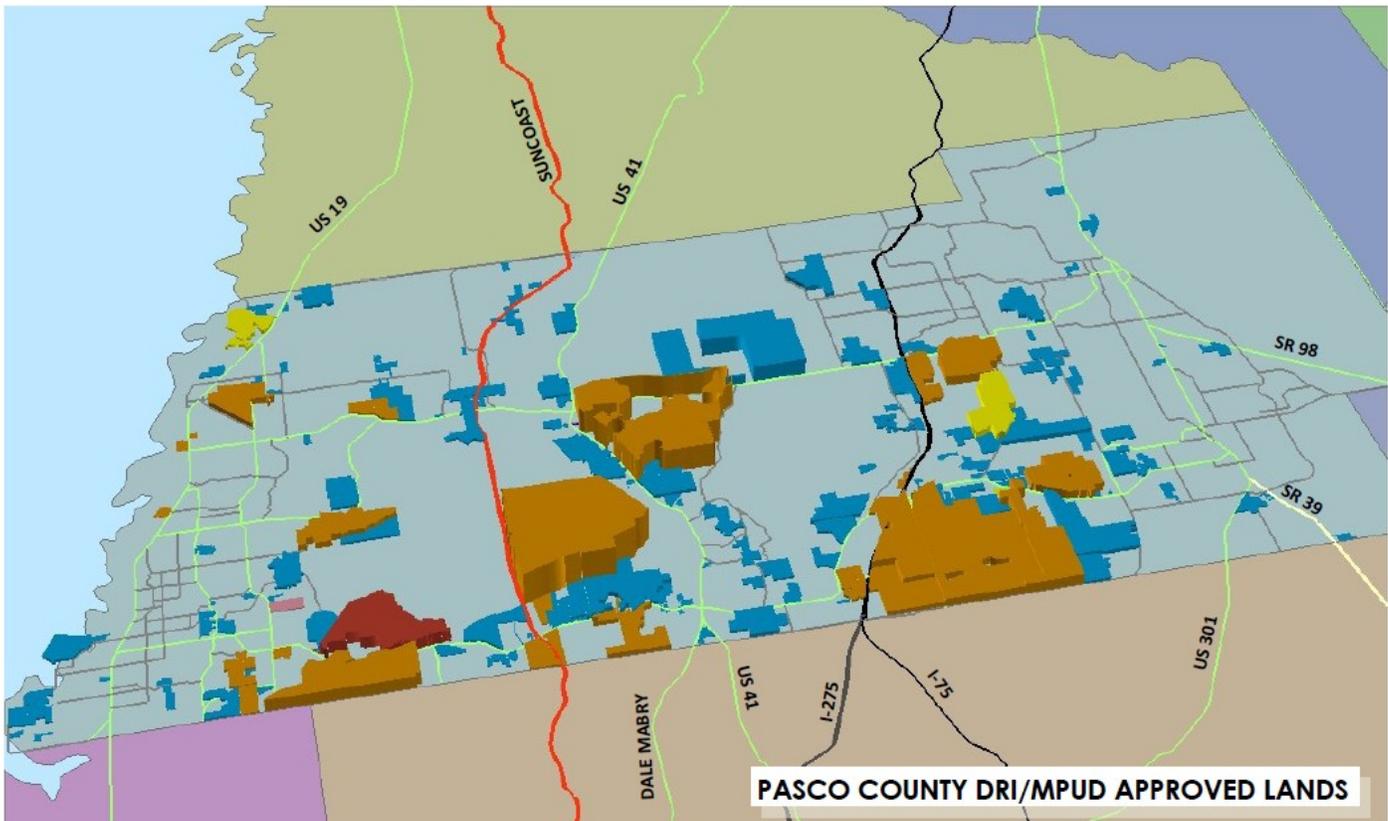
PASCO COUNTY  
ECONOMIC DEVELOPMENT  
PLAN

**NON-RESIDENTIAL APPROVED ENTITLEMENTS**

|                   |                          |
|-------------------|--------------------------|
| <b>Commercial</b> | <b>21.1 Million s.f.</b> |
| <b>Office</b>     | <b>12.6 Million s.f.</b> |
| <b>Industrial</b> | <b>3.5 Million s.f.</b>  |
| <b>Hotel</b>      | <b>2,600 (rooms)</b>     |

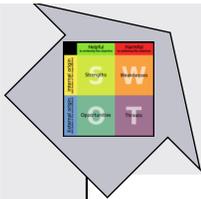
**RESIDENTIAL APPROVED ENTITLEMENTS**

|                      |                               |
|----------------------|-------------------------------|
| <b>Single Family</b> | <b>117,000 Dwelling Units</b> |
| <b>Multifamily</b>   | <b>130,000 Dwelling Units</b> |



# I

# ASSESSMENT OF EXISTING CONDITIONS & ECONOMIC OPPORTUNITIES



## Strategy Development-Themes

|   |  |
|---|--|
| <b>Image / Brand</b>  |  |
| <ul style="list-style-type: none"><li>• Transform the County's Perceived Image</li><li>• Place Making</li></ul>   |  |
| <b>Growth Leadership / Infrastructure</b>   |  |
| <ul style="list-style-type: none"><li>• Growth Management</li><li>• Availability of Infrastructure</li><li>• Connectivity</li></ul>   | <ul style="list-style-type: none"><li>• Revenue Enhancement</li><li>• Focused Level Planning and Funding</li></ul> |
| <b>Business Climate</b>   |  |
| <ul style="list-style-type: none"><li>• Proactive County Government</li><li>• Predictability in Permitting</li><li>• Targeted Attraction and Expansion of Mixed Economic Base</li></ul> |  |
| <b>Workforce / Talent</b>   |  |
| <ul style="list-style-type: none"><li>• Vocational</li><li>• Incumbent Training</li></ul>   | <ul style="list-style-type: none"><li>• Higher Education Facilities and Linkages</li><li>• Seniors</li></ul>       |
| <b>Quality of Life</b>  |  |
| <ul style="list-style-type: none"><li>• Environmental Protection</li><li>• Education</li></ul>  | <ul style="list-style-type: none"><li>• Arts &amp; Cultural Development</li><li>• Housing Mix</li></ul>            |

# PASCO COUNTY

## ECONOMIC DEVELOPMENT PLAN

**A number of industrial target and economic development plans have been prepared for the greater Tampa Bay region (Citrus, Hernando, Hillsborough, Manatee, Pasco, Pinellas, Polk, and Sarasota).**

These studies have noted that available, competitively priced, developable land is in short supply in both Pinellas and Hillsborough counties and in abundance in Pasco.

The growth of both Pinellas and Hillsborough counties has historically been in a northerly pattern and runs along the north-south transportation corridors.

Pasco County, with its supply of entitled greenfield sites and supporting infrastructure, will continue to attract a large proportion of Tampa Bay's business growth. This growth is not a reflection of the historic or even existing County economic base but rather that of an ever-expanding region.

Business will locate due to the regional employment shed for which Pasco has excellent accessibility, as witnessed by the two major recent industry attractions: T. Rowe Price and Raymond James Financial Services. Once constructed

and in operation, these two firms alone will add nearly 5,000 direct and indirect jobs along the SR 54 and SR 56 growth corridor.

### **Background**

Creating an Economic Development Plan is an all inclusive "bottom-up" process. The framework of the Plan requires consensus internally and externally, especially as we assess our competitive position with respect to the Tampa Bay region, the Florida Super Region, the Southeast United States, and globally.

Two major factors are critical to the development of a successful Economic Development Plan. First, a realistic assessment of the County's competitiveness with regard to economic development, and second, that there is internal consensus among major stakeholders regarding the fundamentals and Vision set forth in the planning process.

It all begins with a Strength, Weaknesses, Opportunities, and Threats (SWOT) analysis, which is the first step in the creation of the County's first Economic Development Plan with metrics to measure its success.

The SWOT analytical process is a major component of this "bottom up" approach to realistically assess the County competitive position by engaging key professionals that engage daily in all parts of economic development, as well as to gain consensus and active participation from community and business leaders for successful implementation.

The SWOT findings are individually deemed important issues. In analyzing all the data collected through Pasco's process, five common themes emerged as a framework for future success:

- 1) Image/Brand;
- 2) Growth Leadership/Infrastructure;
- 3) Business Climate;
- 4) Workforce/Talent;
- 5) Quality of Life.

### **Pasco Population Projections**

The State of Florida has traditionally suggested using University of Florida, Bureau of Economic and Business Research (BEBR) population projections for comprehensive planning purposes. BEBR provides annual projections on low, medium or high projections, and recommends medium projections unless there are extenuating circumstances

to choose low or high projections. BEBR has consistently underestimated Pasco County's long-term growth projections. For the most part, census counts have exceeded BEBR's high projections for the last two decades.

For purposes of the County's Economic Development Plan, BEBR high projections are being used for the reasons discussed above, specifically, that the County represents the Tampa Bay MSA's majority of entitled greenfields and lies within the region's primary growth corridor.

In addition to these assumptions, Pinellas County has reached build-out stages, and the traditional market will not locate to southern Hillsborough County due to the additional traveling distance from the Southeast US region as a whole.

### Office & Industrial Employment and Land Use Projections

Real Estate Research Consultants (RERC) prepared an analysis of office and industrial land use needs based on the high BEBR population projections and POLICOM employment figures, which are available as appendices to this Plan. After

the projections were prepared, Market Area boundaries were adjusted. The s.f. of absorption of office and commercial for future projections will need to be modified for each market area in the future.

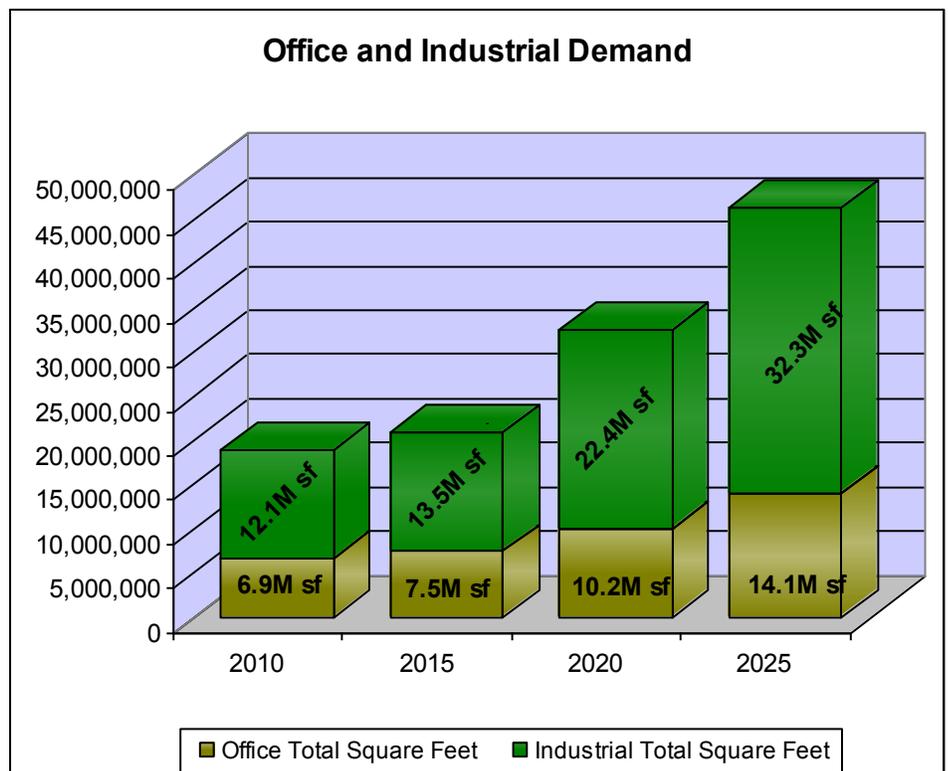
### Characteristics of Pasco County Office and Industrial Market

The County had a total of 6.8 million square feet of office space at the end of 2011. Almost half of the space was added in the period between 2000 and 2010. Average annual office space absorption rates generally ranged from 75,000 to 140,000 square feet per year prior to 2000, but increased to over 300,000 square feet annually between

2000 and 2010. Pasco County had only 38 square feet of office per job compared to the 60-72 square feet of benchmarked counties.

Pasco County also experienced significantly less industrial space per job when compared to the benchmarked counties. In total, Pasco County had only 12 million square feet of industrial space, or 89 square feet per job, compared to 130-137 square feet for the benchmarked counties.

In the analysis, RERC looked at several other "similar" Florida counties that serve as a benchmark for analytical purposes and as part of the calculations for where Pasco needs to be in the future. The similarities included land area, socio-



economic data, and proximity to state and interstate connectivity. For purpose of comparison, 1999 was selected as it reflects normal growth (excluding the anomaly of the 2000-2005 building boom which did not reflect true real estate demand).

### **Projections**

Office employment and space requirements were projected for the year 2025. Calculations indicate that Pasco will need approximately 14.0 million square feet for projected de-

**All industries contribute to determining the output per worker of our economy, but industries that compete nationally and internationally have far greater long-term economic growth potential. (San Diego Regional Economic Prosperity Strategy)**

mands. Industrial demand calculations indicate a need for 32 million square feet. To achieve these goals, Pasco's development community must add **600,000 square feet of office and 1.6 million square feet of industrial space per year** through 2025.

## **Target Industry Approach**

Pasco is unique with respect to the past structure of its economic base and the future growth opportunities for the Tampa Bay Region (MSA). The most effective means of increasing the economic prosperity and quality of life for its citizens is to create an environment that will grow and attract higher paying *quality* jobs as well as diversify the county's tax base from one largely dependent on residentially based revenues to a more balanced mixed base.

As of 2011, residential property uses account for 76.3% of the County's ad valorem (property) taxes, while improved commercial and industrial properties accounts for 14.5% of ad valorem revenue.

Pasco County has grown from a relatively isolated agricultural, retiree-oriented community to the bedroom community of Pinellas and Hillsborough Counties. With Pinellas County virtually built out, and Hillsborough County having limited vacant developable land within its growth corridor, the future of

Pasco County lies in its ability to provide the necessary land and infrastructure to capture

the natural commercial, office, and industrial growth of the region.

The growth potential will include both primary jobs (basic industries that export goods and services outside the region) and non-basic jobs that will serve the local regional consumers (retail and service-oriented establishments).

Additionally, growth will come from new regional, national and global industries that will be attracted to this vibrant region because of the existing companies, quality of life factors, and regional workforce. Using a target industry approach allows Pasco and Pasco Economic Development Council to focus its energy and resources on retaining and attracting firms in an efficient manner.

The Target Industry Approach also allows local governments and public officials to address new issues, use new tools, and experience measurable results through providing high-value specialized services to key industries from educational needs to infrastructure and support systems.

## **Economic Clusters**

Another measure of Economic

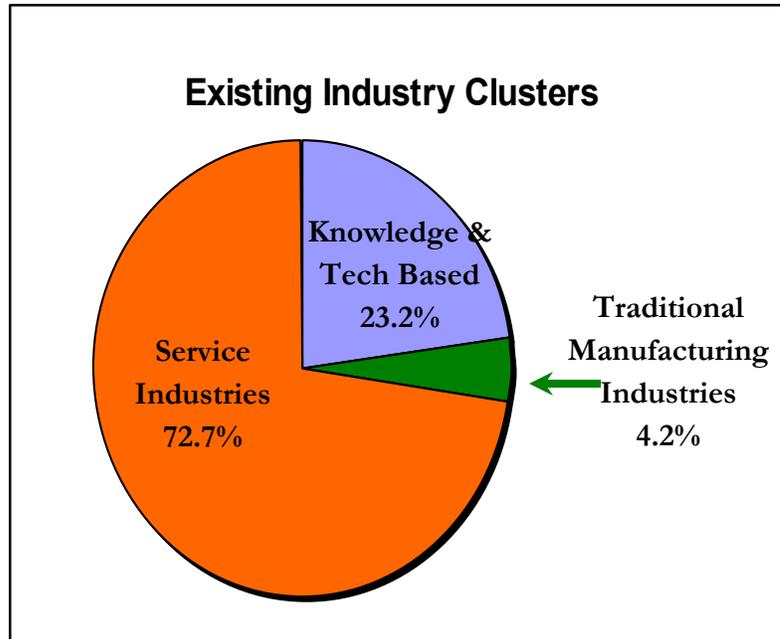
Base is the clustering of jobs and whether that cluster exceeds the National average. It is often assumed that a cluster which exceeds 1.0 (national average), is exporting goods and services and therefore are primary or basic industries. Pasco's existing clusters that exceed the National average are not considered primary or basic. They include:

- Retail Trade
- Waste Management
- Construction & Real Estate
- Life Sciences and Medical Services
- Education and Government
- Tourism

At first glance, one might assume that Life Sciences and Medical services could be considered primary or basic, but in Pasco's case, most are employed by hospitals or in medical offices.

According to the information gathered for the Tampa Bay Partnership by SRI, almost 73% of Pasco County industries are service oriented; 23% are knowledge & technology based; and 4% are Traditional and Manufacturing.

Not all jobs are created equal. As shown in the bubble diagram on the following page, knowledge based jobs not only



have higher annual pay but tend to show growth, where as some of the service jobs have grown but earn significantly less.

### Pasco County Target Industries

The County will pursue innovative approaches to the retention, expansion and attraction of new businesses and jobs to the County. The objectives and strategies will be focused on expanding and diversifying the County's employment base by attracting the region's growing sectors especially where there is a net outflow of purchases and services to surrounding counties (economic leakages).

**The targeted industries for future efforts have been nar-**

**rowed down to three sectors:**

- **Leading Edge Development**
  - **Transportation Centers**
  - **Sustainable Resources**
- Leading Edge Development Sector** harnesses the intellectual and creative capacity of the County to research and then develop new ideas and technologies into the marketplace. This category encompasses concepts such as technology-led development, high-level entrepreneurial activity, and high tech development and includes:
- Technology/Electronics/ Instruments/Manufacturing
  - Computer & Software Systems Design & Integration
  - Digital Media
  - Info-technology
  - IT Hardware
  - Measuring and Controlling

# PASCO COUNTY

## ECONOMIC DEVELOPMENT PLAN

- Devices Manufacturing
- Optics/Photonics

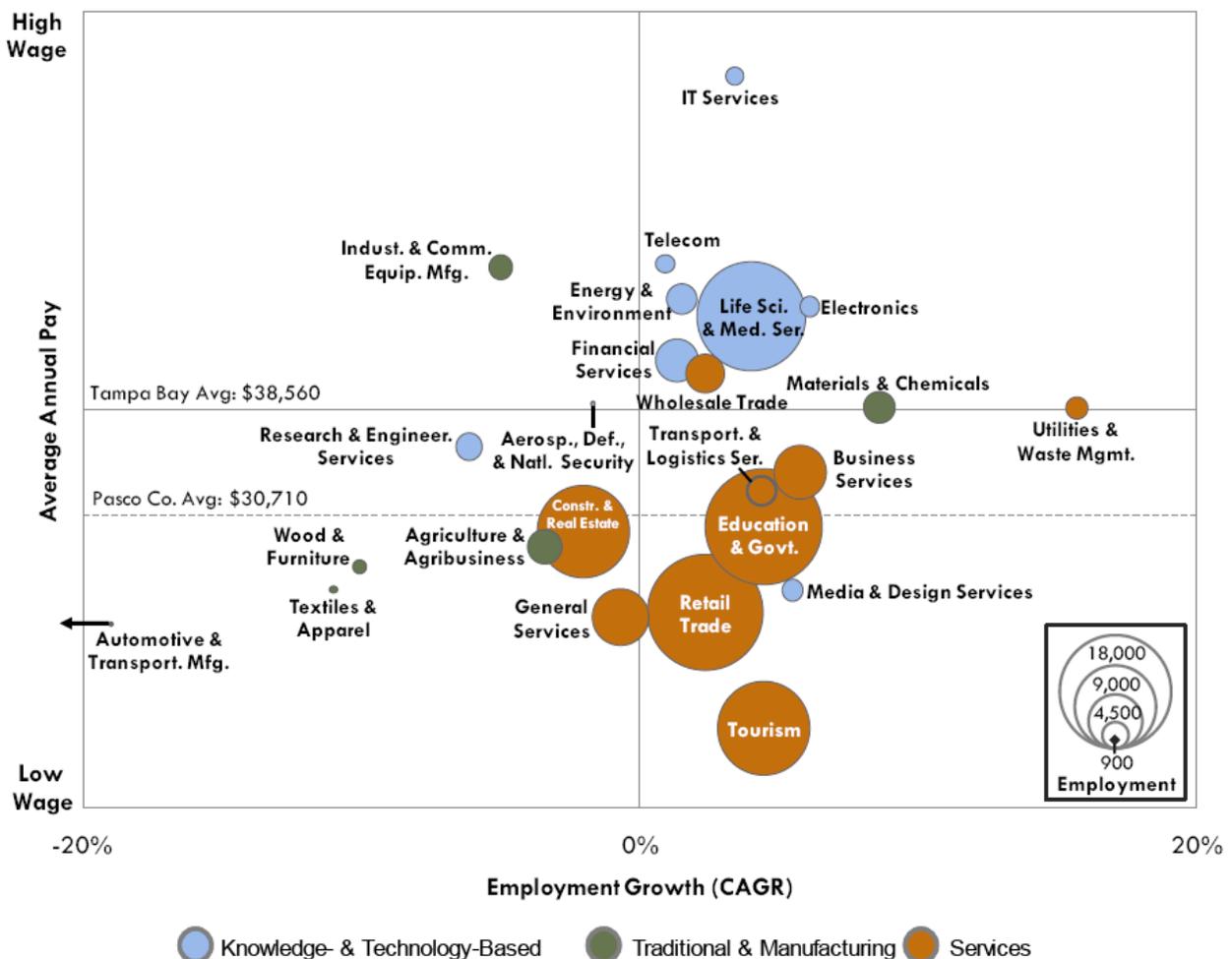
**Transportation Centers Sector** recognizes the need by large companies to locate transportation distribution centers as a cost-effective means to transport goods from producer to consumer.

Subsectors include:

- Intermodal Loading Centers
- Distribution
- Wholesale Trade

**Sustainable Resources Sector** not only recognizes the opportunity to create jobs through the restoration of brownfields or grayfields, but also the longer-term opportunity to create opportunities on land that may be located near rural, conservation or environmental preservation areas. Developing the sustainable resources sector can also include activities to restore and preserve the environment while enhancing cultural and recreational areas.

### Overview of Pasco County Industry Clusters, Q3 2009



# III

# ECONOMIC DEVELOPMENT VISION



*“Bringing  
Opportunities  
Home”*



PASCO COUNTY  
ECONOMIC DEVELOPMENT  
PLAN

The Economic Development Plan (EDP) is a living document that establishes direction for Pasco County's short- and long-term economic development. The EDP identifies goals, and implementation actions for the County to pursue as it: enacts business retention, expansion, and attraction efforts; supports a fiscally healthy government; realizes key development projects across the County; and makes Pasco a better place to live and work. In addition, the EDP is the primary tool for the implementation of the Economic Development Element of the County's Comprehensive Plan.

The Programs and actions proposed in this plan will provide the foundation for maintaining a collaborative working relationship among the public and private sector entities involved in promoting economic development in Pasco County. They will provide achievable implementation strategies to guide decision making based on the concerns expressed during the interview and charrette processes conducted for this study, and to provide a successful model for county-wide application.

The Economic Development Plan has been shaped and driven by the following overall vision statement:

---

**Pasco will develop and implement an award-winning transformational model for planned urbanism, placemaking, redevelopment, and the integration of natural and built environments.**

# PASCO COUNTY

## ECONOMIC DEVELOPMENT PLAN

### Principles

**Through the analysis and stakeholder participation driven by the vision statement, the development of goals and objectives were based upon the four following principles:**

**One:** To effectively pursue economic growth, the community must better manage its total economic process (business development, tourist development, community development and workforce development). A new emphasis on thinking and acting as a unified county, requiring better cooperation between cities, the county and private sector, and as a multi-county (MSA) region.

**Two:** The County's economic development efforts must refocus attention on programs to support existing business and existing job skills. Further economic diversification is also needed, through continued development of Manufacturing, Hospitality, Distribution, Health Care and Knowledge-Based Commerce; through aggressive, targeted business attraction programs; and through expanded support for entrepreneurs and growth in our midst.

**Three:** Significantly greater

funds must be invested over the next decade in adult workforce development and education, public infrastructure, and managing and marketing this sustainable economic development program.

**Four:** To achieve effective and consistent leadership for planning, infrastructure investment and the delivery of other public services to support economic development, cooperation among all stakeholders will be required. Growth must accommodate the protection and enhancement of the natural and manmade resource base that defines the community's existing quality of life. Economic Growth & Diversification and Environmental Protection must proceed hand-in-hand.

Initiatives have been identified throughout the EDP to address most of the County's opportunities for future growth. However, funding these proposals will not be easy. Although the County has committed significant resources, other public and private resources (state, regional and national) will be required to fully implement the EDP.

Economic Development is no longer seen as merely a real estate marketing effort to en-

tice businesses to relocate into the area. Today, economic development is truly about enhancing quality of life. It's about increasing per capita wages, training its workforce, and enhancing infrastructure that in turn will protect and enhance the area's natural resources. Today, economic development encompasses not only business expansion and retention; it also addresses tourism, community development, workforce development and environmental protection.

On these key points this EDP has achieved a resounding consensus. The time now has come to move forward with implementation. The greatest strategic challenge facing Pasco County is no longer a matter of establishing the correct goals and objectives.

The attention of civic and private sector leaders must now focus on ensuring that the community has viable mechanisms to harness the public and private resources at hand, to develop additional resources, and to deploy them in a way that will make a tangible difference in the future performance of Pasco County's economy.

## Goals

As a result of significant public input and through the SWOT analysis, the following five goals were arrived at through the themes previously mentioned:

### Goal 1: Tell the Pasco Story

Pasco will tell the story of its aspirations and achievements in a bold and creative way that draws positive regional, national, and international acclaim.

### Goal 2: Encourage Continued Positive Growth

Pasco will use its resources and authority to become one of the most competitive business environments in the Southeast United States.

### Goal 3: Grow Businesses

Pasco will relentlessly pursue new partnerships and alliances to create a robust, connected entrepreneurial culture.

### Goal 4: Grow Pasco's Workforce

Pasco will educate, train, and attract a top-notch workforce to support its employment base and propel targeted economic sectors.

### Goal 5: Enhance Pasco's Quality of Life

Pasco will create and maintain

state of the art community services and facilities including education, recreation, cultural and tourism-related amenities, while enhancing our environmental resources.

Each of the Goals listed above have numerous objectives and strategies countywide and by individual market areas, which provide the means of attaining their individual and collective results.

This EDP is comprehensive. It should be noted that there is considerable overlap between goals, objectives and strategies, and that responsibility for the objectives/strategies involves a host of public and private stakeholders. Without cooperation among all parties, the EDP will fail.

## Critical Issues

Of particular importance to the SEDP was reaching a consensus on the issues facing the County, both at the market area level for implementation purposes and for the County as a whole.

The unanimous agreement on the importance of economic development and its value to community, the importance of education, workforce training and tourism as part of the economic development process, and the need for a mix of jobs

requiring a variety of skill sets was heard from all participants across the county in each of the sessions held.

Additionally, the stakeholders felt that the general public did not understand the role or importance of economic development and its impact on quality of life for residents.

As was reported in more detail within the Strengths, Weakness, Opportunity and Threats (SWOT) section of the initial analysis, each geographic area of the County had slightly different economic development issues. However, all areas generally agreed on past problems with the permitting process, local employee skill levels, connectivity issues and image problems. A variety of skill sets was heard from all participants across the county in each of the sessions held.

*“The County’s roadway system has a good spine, but no ribs.”*

*-SWOT Session Participant*

During all sessions, stakeholders noted that Pasco County had great connectivity for north and southbound traveling, but

a very limited grid system for traffic flow east and west. It was also noted that an opportunity exists with the possibility of developing a transportation or intermodal HUB at the Zephyrhills Airport, with proximity to the CSX mainline and highways.

The Ridge Road extension project was highlighted in each session, and deemed an important issue that the County needed to see through to construction and completion. This road provides the opportunity to open up the county, not only from a safety standpoint for hurricane evacuations, but also for access for businesses and travelers.

Education, at the high school, vocational school, and higher educational levels, was highlighted with a call to bring more innovative approaches and partnerships to benefit the existing and future workforce, while assisting businesses in their needs to expand and locate in the County.

A major issue that emerged was image and placemaking. Participants expressed their concerns that while locals know the assets, a sense of community and place was lacking to outsiders and was detrimental to the attractiveness of the County to prospective busi-

nesses. Slum and blight along the US 19 corridor was cited as a deterrent or portrayed a negative connotation for the County as a whole.

Participants strongly recommended that the aging corridors be incented to redevelop, and that the Greenfield sites should develop as urban centers in a effort to attract talent, the arts, and more cultural events to help create a strong sense of community and belonging.

In addition to County-wide issues brought forth by participants, each session recognized that each section of the county had distinct and unique characteristics, and that implementation of a County-wide plan would best be served if individual market area goals and objectives were pursued. Participants also suggested that community-level planning should be done for each of the market areas, similar to the process followed for Market Area I— The Harbors.

## **Stakeholder Participation**

### ***Inter-County Round Tables***

Pasco decided to do something different than most do. Staff from Pasco and PEDC met with business and economic development agencies

in the surrounding counties to gain an understanding about how Pasco is actually perceived in the region. Through candid conversations, staff learned that Pasco almost did not exist in their worlds. Many in Hillsborough County assumed that Wiregrass, a major regional mall, was located in New Tampa, not in Pasco County. Information gathered at these meetings was used to help formulate many of the goals and objectives in the Economic Development Plan.

### ***Local Participation***

Building on the efforts of the ULI report and PEDC economic development efforts, the County wants to ensure that its Economic Development Plan has the consensus of those individuals, companies and institutions that are linked to economic development. To this end, Pasco sent invitations to 434 individuals to attend a series of workshops to solicit their thoughts, ideas, and concerns for active participation in the creation of the County's Economic Development Program.

Over the course of a year and a half, over 90 participants met, discussed, and came to a consensus to help formulate the goals and objectives for this plan through the SWOT Strategic Planning Sessions.

# PASCO COUNTY

## E C O N O M I C   D E V E L O P M E N T P L A N

During the process, stakeholders were asked to focus on two geographies. First, the participants were asked to consider the County as a whole, then secondly, on the market area they represented. Strengths (what we do best) and weaknesses (areas we need to improve on) are internal to the County, while opportunities (who in the region can we partner with to improve?) and threats (state and federal mandates) are external to the County. In addition to the meetings, comments were received via email and phone calls and were incorporated into the overall SWOT analysis that was presented to the Board of County Commissioners in 2011.

A Summary Table containing information gathered from the SWOT process follows with the consensus results in ranked order.

| <b>PASCO COUNTY SWOT ANALYSIS SUMMARY</b>               |  |
|---|--|
| <b>STRENGTHS</b>  | <b>WEAKNESSES</b>                                  |
|   | <b>Permitting, Regulations, Fees</b>               |
| <b>Location to Region, Markets, Port, Air, Rail</b>     | <b>Workforce Skills &amp; Education</b>            |
| <b>Transportation Corridors</b>                         | <b>East-West Connection</b>                        |
| <b>Available Developable Space</b>                      | <b>Image</b>                                       |
| <b>Available Large Tracts of Land</b>                   | <b>Lack of Business Investment</b>                 |
| <b>Medical Industry</b>                                 | <b>Education Levels</b>                            |
| <b>Lower Property Taxes</b>                             | <b>Lack of Shovel Ready Sites</b>                  |
| <b>Water Access to Coast &amp; Lakes</b>                | <b>Lack of Infrastructure</b>                      |
| <b>Stable Government</b>                                | <b>Long Term Water Supply Concerns</b>             |
| <b>Infrastructure</b>                                   | <b>Lack of Consistency/Vision</b>                  |
| <b>Leadership with County &amp; Regional Partners</b>   | <b>Crime</b>                                       |
| <b>Affordable Lifestyle</b>                             | <b>Bedroom Community</b>                           |
| <b>Proximity to Regional Culture &amp; Professional</b> | <b>Lack of Cities</b>                              |
| <b>Available Labor &amp; Cost</b>                       | <b>Beach Not Accessible</b>                        |
| <b>USF</b>  | <b>Lack of Regional Engagement</b>                 |
|   | <b>Limited Culture &amp; Creativity Industry</b>   |
| <b>Location to Metro Region</b>                         | <b>Permitting, Regulations, Fees</b>               |
| <b>Available Land</b>                                   | <b>Past Perception of "Closed for Business"</b>    |
| <b>Incubators, Entrepreneurs, USF</b>                   | <b>Undiversified Economy</b>                       |
| <b>54/56 Transit &amp; Transit Oriented Development</b> | <b>State Legislature</b>                           |
| <b>Redevelopment Opportunities (West side, Sunwest</b>  | <b>Neighboring Communities' Perception of</b>      |
| <b>Establish Culture to Attract Businesses</b>          | <b>Insurance Costs</b>                             |
| <b>Representative Weatherford</b>                       | <b>Not Completing Planning Process</b>             |
| <b>Port of Tampa &amp; Panama Canal Expansion</b>       | <b>Fishing Ban</b>                                 |
| <b>Medical Research &amp; Trials</b>                    | <b>Lack of Water Permit Availability</b>           |
| <b>Alliance with Neighboring</b>                        | <b>Infrastructure (Roads, Water, Sewer, Fiber)</b> |
| <b>Green Industry Opportunities</b>                     | <b>Energy Costs</b>                                |
| <b>Changing Political Environment</b>                   | <b>No Cohesive &amp; Shared Long Range Vision</b>  |
| <b>Rail</b>   | <b>Regional Competition</b>                        |
| <b>Regional Transit System</b>                          | <b>Water Usage/Sink Holes</b>                      |
|   | <b>Number of Skilled Workforce</b>                 |
|   | <b>Deteriorating Quality of Life Atmosphere</b>    |
| <b>OPPORTUNITIES</b>                                    | <b>THREATS</b>                                     |

# IV

# ECONOMIC DEVELOPMENT STRATEGY



**Pasco will leverage its strategic advantages to implement the following aggressive goals to grow the economy, drive job creation and retention, and expand capital investment to become one of the Southeast United States' leaders in an innovative, entrepreneurial economy.**

## **COUNTY WIDE GOALS**

### **Goal 1: Tell the Pasco Story**

**Pasco will tell the story of its aspirations and achievements in a bold and creative way that draws positive regional, national, and international acclaim. This goal addresses the need for a consistent theme and brand throughout the County. Implementation of the goal will improve the County's image for regional, national, and international acclaim and internally to Pasco's residents.**

**Objective 1.1:** The "New Pasco: Room to Grow in Tampa Bay" theme will be elaborated in five market area narratives that convey the overall vibrancy of Pasco, its creative lifestyle and the economic choices available to residents, businesses, and visitors.

**Objective 1.2:** Engage and connect community leaders with the brand message so they, in turn, believe it, live it, and communicate it.

### **Goal 2: Encourage Continued Positive Growth**

**Pasco will use its resources and authority to become one of the most competitive business environments in the Southeast United States. This goal addresses strategic issues related to government regulations, permitting, and infrastructure at key sites. These objectives will form the nucleus of the County's future employment base with support by public-private partnerships including utility**

**companies, real estate developers, railroads, ports, and telecom providers.**

**Objective 2.1:** Pasco will expand on its successful use of Urban Land Institute panels to develop a general method of assembling expert panels and local leaders on discrete topics where community improvement is warranted.

**Objective 2.2:** Pasco will create up to five large scale Super Employment Zones that will concentrate county resources, aggressive policy making, and speed to market for strategic impact with respect to job creation.

**Objective 2.3:** Pasco will start a local government institute in conjunction with local post-secondary institutions and cities to train a new cadre of government employees conversant in state-of-the-art public management techniques and collaborative, bottom up decision making. This institute will strive to become the thought center for an award winning county-centered laboratory for experimentation in local democracy, public employee productivity, and economic competitiveness.

**Objective 2.4:** Pasco will provide the resources and funding to pursue sub-area planning at the community and census designated place level. Pasco has different scales of planning ranging from unincorporated rural to the need of more traditional urban planning due to large unincorporated areas such as identified census designated places (Hudson, Holiday, Trinity, Wesley Chapel, and Trilby).

**Objective 2.5:** Pasco will increase its overall revenues by diversifying its tax base, providing incentives, and measuring return on investments in order to ensure financial stability.

### **Goal 3: Grow Business**

**Pasco County will relentlessly pursue new partnerships and alliances to create a robust, connected entrepreneurial culture. The County has a need to expand and diversify its tax base through the growth of existing businesses, and attraction of value-added and target industries. This goal addresses the current lack of inventory of industrial, office and shovel ready sites. Based on a land market monitoring analysis by RERC, by 2025 Pasco could absorb an additional 7.2 million square feet of office space (since 2010), and an additional 20.3 million square feet of industrial space.**

**Objective 3.1:** Pasco will become an investor for incubator and accelerator work spaces.

**Objective 3.2:** Pasco will be a regional leader in collaborative efforts to increase the number of

office, industrial, and pad-ready sites for development opportunities.

**Objective 3.3:** Pasco will create a program and inventory for certified and job ready sites.

**Objective 3.4:** Pasco will develop a holistic Tourism Plan that will leverage its substantial recreational, cultural, and historic assets with a particular focus on making Pasco a national destination for active outdoor recreational experts.

### **Goal 4: Grow Pasco's Workforce**

**Pasco County will educate, train, and attract a top-notch work force to support its employment base and propel targeted economic sectors. According to the US Department of Labor, the workforce development field faces a vastly changed national labor market in which millions of employees have been dislocated from their jobs in traditional industries and need new skills to compete for jobs in the labor market.**

Where will  
**growth, value,**  
and **risk** come  
from?



Now more than ever, there is fierce global competition for an educated workforce with industry-recognized credentials and post-secondary education and skills. This goal addresses the strategic issues raised concerning the need to broaden the County's workforce skills and promote linkages to the region's higher education facilities and employers.

**Objective 4.1:** Pasco will create an education and workforce development task force with representation from business, education, government, and social services to align education and training with economic development to raise skill levels in the Pasco.

**Objective 4.2** Pasco will mount an aggressive talent attraction campaign and develop high-quality environments that combine office and lab space, housing, and support retail and services to compete effectively for and attract "creative class" knowledge employees and entrepreneurs to Pasco County.

**Objective 4.3:** Pasco will invest and encourage cooperative efforts between local employers and educational facilities to develop education, workforce training and research programs that foster collaborations to provide employment options to Pasco residents.

**Objective 4.4:** Pasco County Schools will expand the Career Academy Program to every high school and middle school.

**Objective 4.5:** Pasco EDC will organize training coalitions to create career training pipelines in local and regional education and workforce development organizations and align diploma, certificate, and degree programs with employer needs.

## Microloan Financing for Small Businesses

# 64%

of new jobs are created by  
small businesses



# 43%

of **HIGH TECH** workers  
are employed by  
small businesses

# 75%

of funding for young firms is from  
bank loans or credit cards.

The Problem

Credit cards have  
**high interest rates,**  
and many banks won't process  
**small loans.**

The Solution

MICROLOAN

A loan up to \$35,000  
made to a small business  
to spur **entrepreneurship!**



Let us show you  
the money.

PascoEDC.com



FACTS AND FIGURES COURTESY OF SBA.GOV

## **Goal 5: Enhance Pasco's Quality of Life**

**Pasco will be a regional leader in community services and facilities, education, recreation, cultural and tourism-related amenities while enhancing our environmental resources. The County possesses significant natural and man-made resources that need to be protected as well as promoted. This goal positions the County as a leader in environmental sustainability. Quality of Life includes enhanced K-12 schools, expanded Arts and Cultural venues and promoting a mix of housing product that makes the County and attractive place to Live, Work, Play and Shop.**

**Objective 5.1:** Pasco will sponsor and develop policies to provide environmental protection to Pasco's significant environmental resources.

**Objective 5.2:** Pasco will be the region's foundation of educational performance to sustain a highly skilled workforce.

**Objective 5.3:** Pasco will position itself as a regional and super-regional destination for the performing arts, fine arts, sports, and special events.

**Objective 5.4:** Pasco will reinforce the identity, sense of place, and character of the county through infill development, adaptive reuse of existing buildings and infrastructure, historic preservation, and enrich living environments by increasing access to workforce housing and mixed income units.

**Objective 5.5:** Pasco will escape its reputation as one of Florida's "best kept secret" places and be celebrated as one of the best places for active tourism in the region.



# PASCO COUNTY

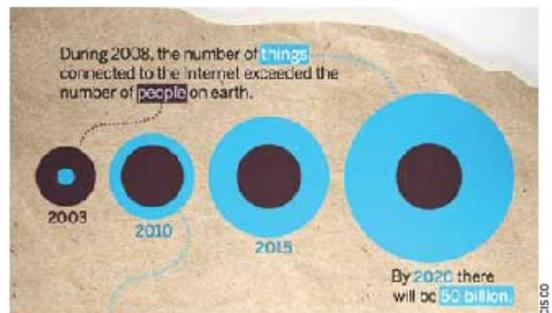
## ECONOMIC DEVELOPMENT PLAN



THE RESEARCH TRIANGLE PARK



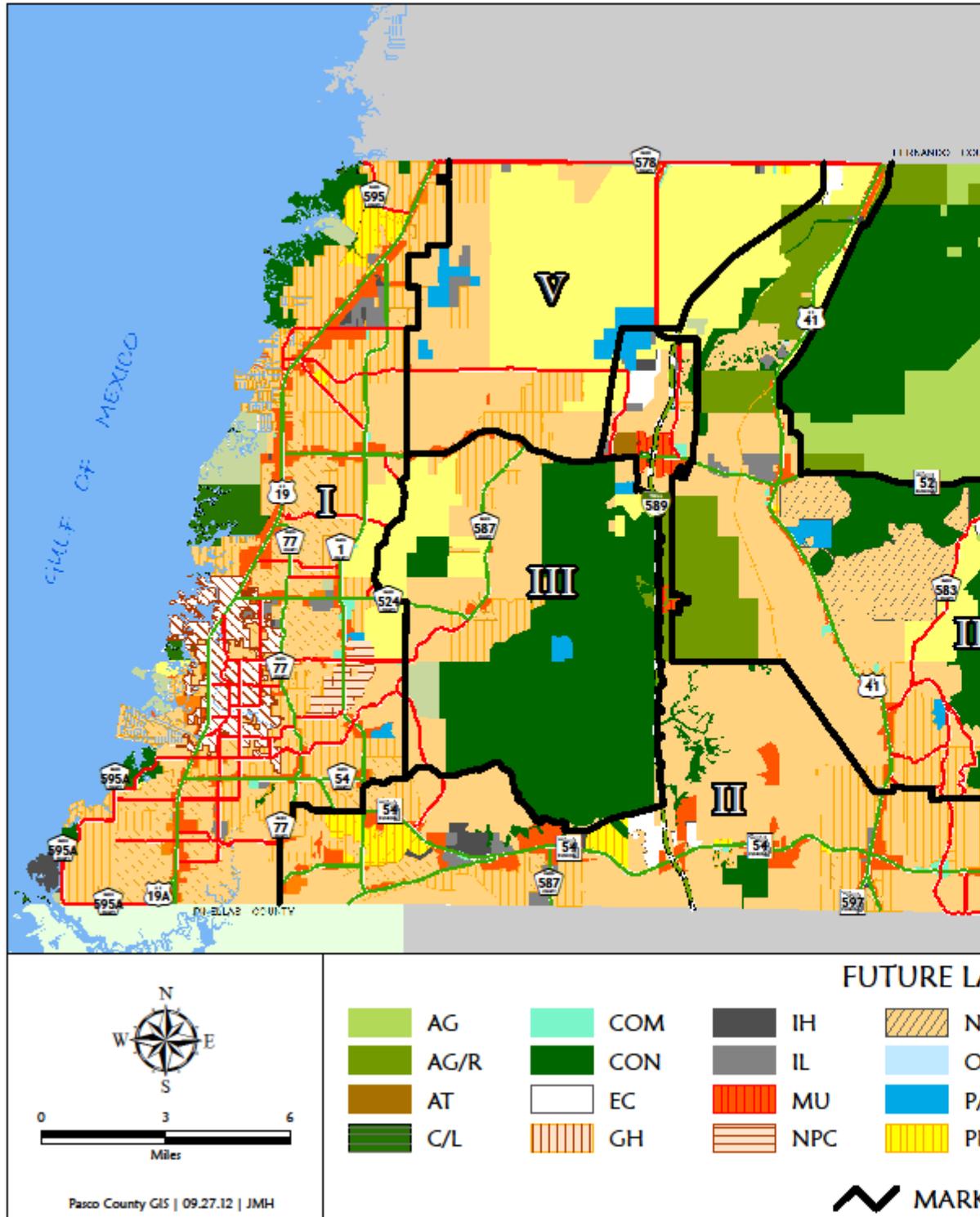
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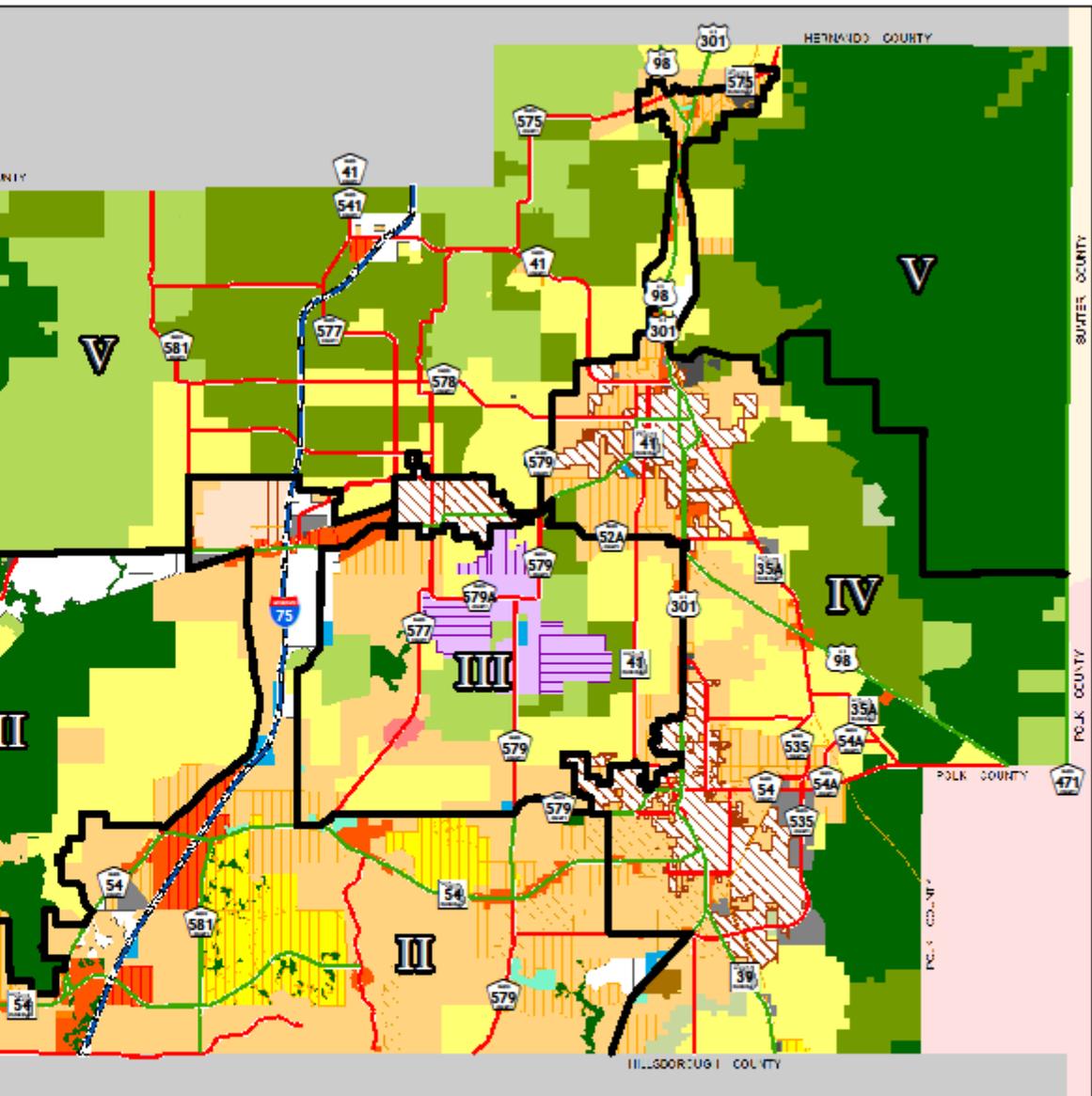


US CO

By 2020 there will be 50 billion things connected to the Internet. How will this change the way we live, work, and play?

# MARKET AREA GOALS





**LAND USE**

|     |        |       |       |
|-----|--------|-------|-------|
| IT  | R/OS   | RES-3 | TC    |
| OFF | RES-1  | RES-6 | VMU1  |
| VSP | RES-12 | RES-9 | VMU2A |
| D   | RES-24 | ROR   | VMU2B |

**MARKET AREAS**

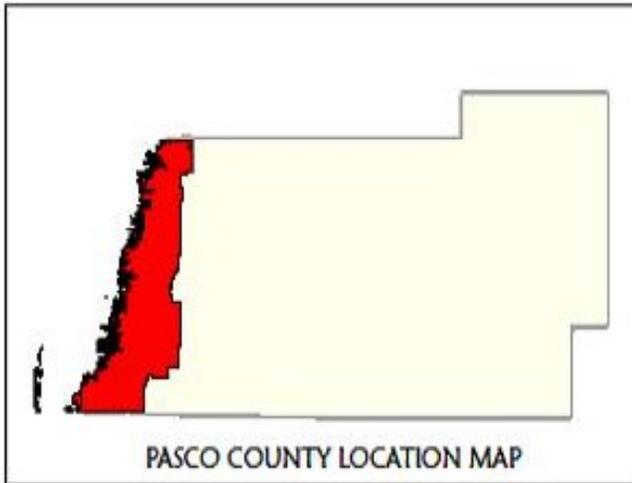
*"Bringing Opportunities Home"*

D:\work\orders\Growth\MarketAreas\mxd\MA\FLU.mxd

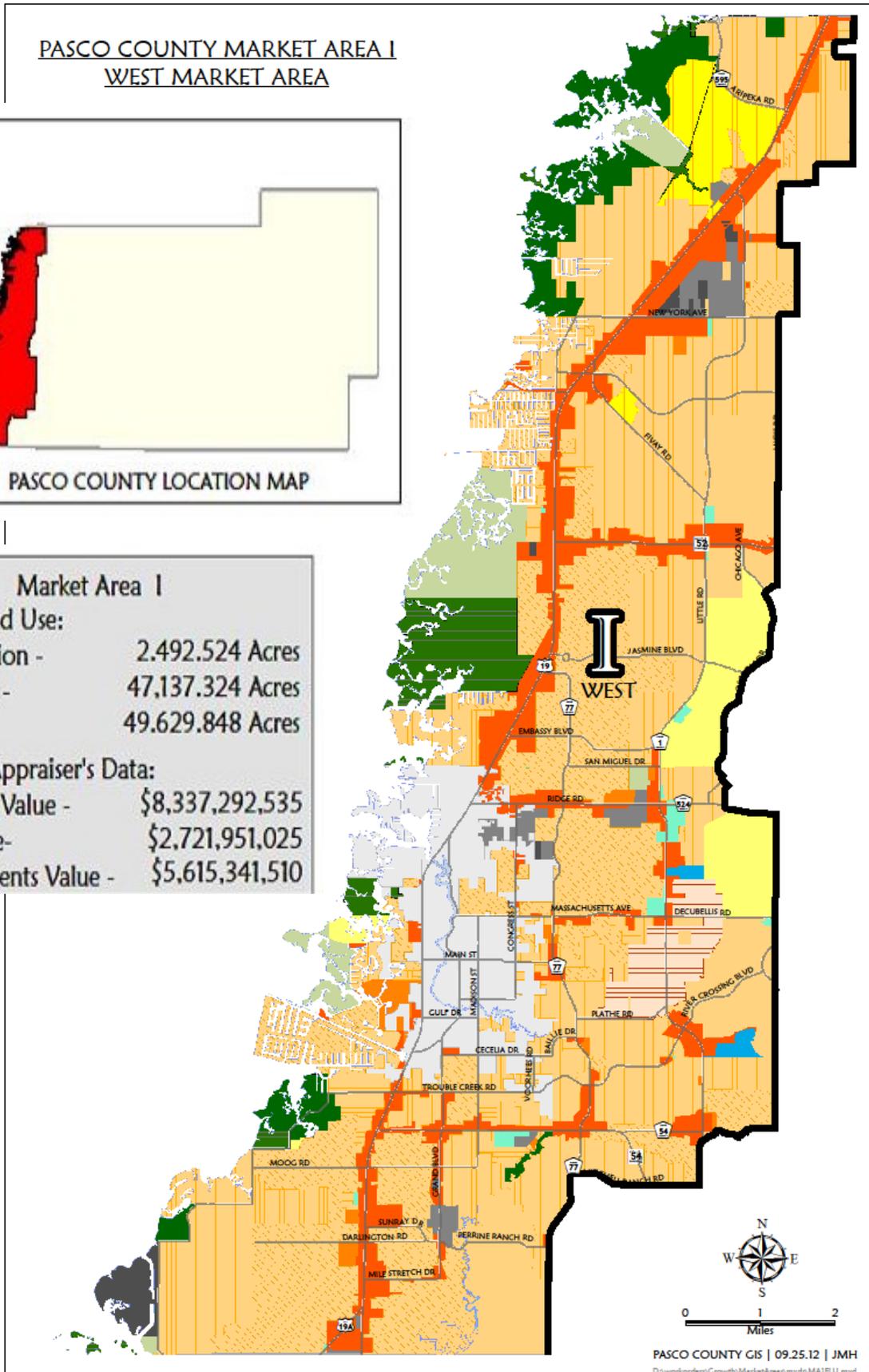
# PASCO COUNTY

## ECONOMIC DEVELOPMENT PLAN

### PASCO COUNTY MARKET AREA I WEST MARKET AREA



| Market Area I              |                  |
|----------------------------|------------------|
| Future Land Use:           |                  |
| Conservation -             | 2,492.524 Acres  |
| All Others -               | 47,137.324 Acres |
| Total -                    | 49,629.848 Acres |
| Property Appraiser's Data: |                  |
| Appraised Value -          | \$8,337,292,535  |
| Land Value-                | \$2,721,951,025  |
| Improvements Value -       | \$5,615,341,510  |



# MARKET AREA I (West) – The Harbors

The Harbors currently has a dated development pattern and areas of urban blight. The Harbors is envisioned to transform into an urban coastal & inland area with redevelopment and infill opportunities. Compact, mixed-use development in a manner that will enhance energy efficiency and conservation while reducing greenhouse gas emissions is encouraged. The mission is the creation of a competitive and unique location with a choice of living, working, shopping, education, employment and leisure time opportunities in an environmentally sound and safe setting.

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## **Goal 1: Tell the Harbors' Story**

The West Market Area (the Harbors) will be re-branded as a marine life nature preserve and boater's paradise. The intent of this goal is to tell how the Pasco Gulf Coast is being transformed into a Marine Paradise and develop a public relations platform to create community identity by providing for an enhanced image and brand that represents individual community visions yet presents a unified brand for the market area.

**Objective 1.1:** Pasco will promote the Harbors as a vibrant urban destination emphasizing its coastal and active water use resources and assets.

## **Goal 2: Encourage Continued Positive Growth**

Pasco will use its resources and authority to become one of the most competitive business

environments in the Region.

**Objective 2.1:** Pasco will aggressively implement the West Market Infill Redevelopment Plan through the provision of urban and historic overlay zoning incentives for residential and commercial development in and near targeted commercial nodes with mixed-use potential for pedestrian and/or transit accessibility.

**Objective 2.2:** The County will create a redevelopment agency or related organization with appropriate responsibility to implement those strategies within the West Market Redevelopment Plan Districts that affect positive economic growth.

## **Goal 3: Grow Businesses**

Pasco will relentlessly pursue new partnerships and alliances to create a robust, connected entrepreneurial culture. The

Harbors has a need to improve its tax base through the recycling of the existing built environment, infill properties where appropriate, and attract value-added industries. This goal addresses the current lack of marketable inventory of commercial/office sites. Based on a land market monitoring analysis by RERC, by 2025 Harbors could absorb an additional 957,500 square feet of office space, and an additional 1.7 million square feet of industrial space.

**Objective 3.1:** Pasco will intensify and retrofit existing office and retail clusters in the Harbors with new pedestrian-friendly mixed use developments through public-private partnerships to provide attractive and competitive live-workshop destinations that reduce dependence on auto travel, diversify the tax base and create quality employment opportuni-

ties.

**Objective 3.2:** Pasco will stimulate the revitalization and re-development of the Harbors' aging commercial corridors and centers through the use of targeted incentive programs, zoning, and public investments in infrastructure.

**Objective 3.3:** Pasco will recruit and grow industries and businesses that are environmentally conscious, promote sustainable practices, and reduce negative impacts on the environment to preserve the natural features and assets of the Harbors.

**Goal 4: Grow Pasco's Workforce**

Pasco will educate, train, and attract a workforce to support its hospitality, commercial, office and industrial employment base.

**Objective 4.1:** Pasco will pursue the creation of a Communication, Arts and Technology (CAT) School, a high school chartered by Pasco County Schools, to transform the Harbors into a nationally recognized center for communications, fine and culinary arts, and technology. This will be one of a series of transformational "magnet" academies that set apart Pasco County schools from its counterparts.

**Objective 4.2:** Pasco will support the needs of a budding and growing medical and medical research niche industry and proactively provide the space and infrastructure necessary to support these industries within the Harbors.

**Goal 5: Enhance Harbors' Quality of Life**

Pasco will pursue the enhancement of educational opportunities, social services and facilities, creation of a strong culture/arts community and tourism-related amenities while enhancing Harbors' environmental resources.

**Objective 5.1:** The Harbors will be recognized as the regional model for environmental stewardship for the Nature Coast and environmentally responsible active water uses.

**Objective 5.2:** The Harbors will be known as the cultural and arts educational center for excellence.

**Objective 5.3:** The Harbors will contain a full range of rehabilitated and new housing opportunities to include mixed use and transit oriented developments to accommodate the dynamic changing demographics.



# PASCO COUNTY

## ECONOMIC DEVELOPMENT PLAN



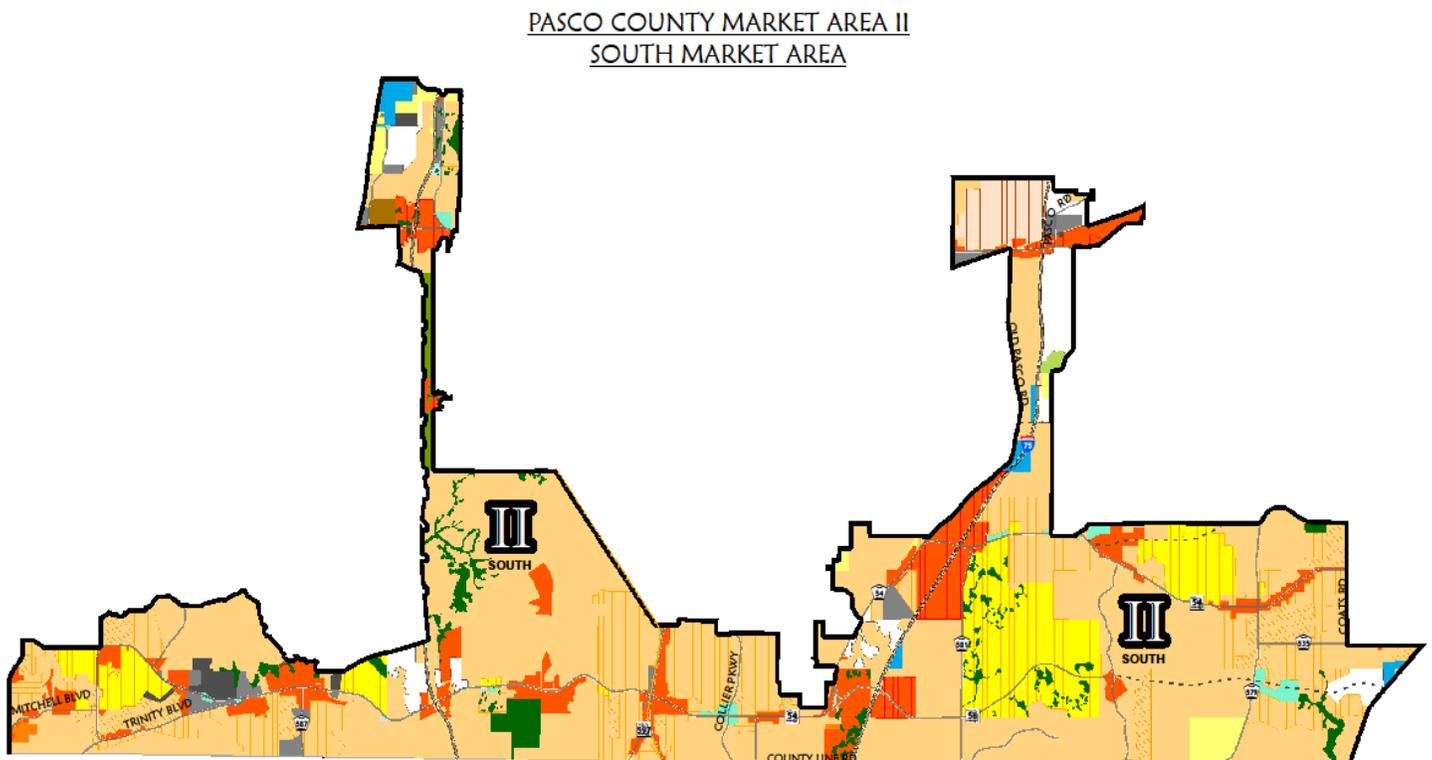
Photo provided by Sandestin Golf & Beach Resort

## MARKET AREA II (South)

# GATEWAY CROSSINGS

Gateway Crossings is envisioned as a premier location for employers, and an urban gateway, able to support transit opportunities in a manner which will enhance energy efficiency and conservation and reduce greenhouse gas emissions. This area shall be characterized by dense, vertical non-residential development and sophisticated residential development.

The mission for Gateway Crossings is the creation of a high-density, compact and mixed use development with quality design, and the intensity and density necessary to support transit opportunities that attracts a broad spectrum of employers and businesses. This area will be developed as a string of dense sophisticated urban communities with high levels of technology, modern architecture, and world class amenities.



## Goal 1: Tell the Gateway Crossings' Story

Pasco will tell the story of Gateway Crossings' aspirations and achievements in a bold and creative way that draws positive regional, national, and international acclaim.

**Objective 1.1:** Pasco will tell how visionary Pasco leadership is knitting a new urban tapestry in Tampa Bay.

## Goal 2: Encourage Continued Positive Growth

Pasco will use its resources and authority to become one of the most competitive business environments in the Region.

**Objective 2.1:** Pasco will create and implement a daring market area plan that defines future growth patterns and identifies the policies that

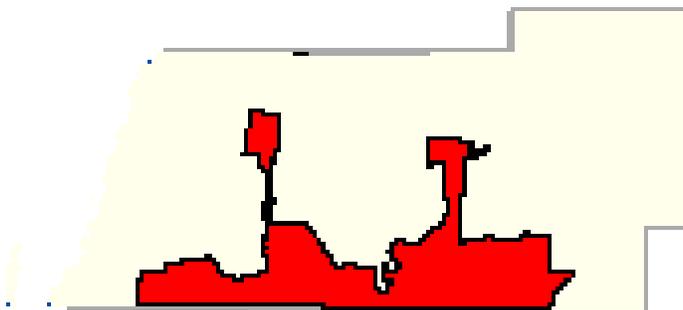
advances it as one of Tampa Bay's major employment hubs.

**Objective 2.2:** Pasco will create zoning and/or future land use definitions/classifications that drive development as dense sophisticated urban communities with high levels of technology, modern architecture and world-class amenities and transportation linkages.

## Goal 3: Grow Businesses

Pasco will relentlessly pursue new partnerships and alliances to create a robust, connected entrepreneurial culture. Gateway Crossings has the prime opportunity to capture the growth of the Tampa Bay Area and improve its tax base through the development of existing entitlements and capitalizing on its proximity to USF using transit-oriented development.

This goal addresses the current lack of market-



PASCO COUNTY LOCATION MAP

| Market Area II             |                  |
|----------------------------|------------------|
| Future Land Use:           |                  |
| Conservation -             | 2,642.893 Acres  |
| All Others -               | 87,019.292 Acres |
| Total -                    | 89,662.185 Acres |
| Property Appraiser's Data: |                  |
| Appraised Value -          | \$8,799,181,382  |
| Land Value-                | \$2,591,893,235  |
| Improvements Value -       | \$6,207,288,147  |

ble inventory of built Class A commercial, office, and commerce park sites. Based on a land market monitoring analysis by RERC, by 2025, Gateway Crossings could absorb an additional 4.5 million square feet of office space (since 2010), and an additional 6.7 million square feet of industrial space.

**Objective 3.1:** Gateway Crossings will focus on high-rise office development and technology-based entrepreneurship to create Tampa Bay’s premier regional employment center in financial services, medicine, information technology, and clean-technology.

#### **Goal 4: Grow Pasco’s Workforce**

Pasco will educate, train, and attract a workforce to support its hospitality, commercial, office and industrial employment base.

**Objective 4.1:** Gateway Crossings will house multiple research and training centers to ensure the appropriate workforce and talent are available to promote Pasco’s targeted industry needs.

**Objective 4.2:** Pasco will collaborate with PEDC and its partners to create a business accelerator cooperative to create a hub to serve as a county-wide, interconnected system to offer services that will foster entrepreneurship and innovation.

#### **Goal 5: Enhance Gateway Crossings’ Quality of Life**

Pasco will be a regional leader in community services and facilities, education, recreation, cultural and tourism-related amenities while enhancing our environmental resources. Gateway Crossings possess significant natural and man-made resources that need to be protected as well as promoted. This goal positions the region as a leader in environmental sustainability. Quality of Life includes enhanced K-12 schools, expanded Arts and Cultural venues and promoting a mix of housing product that makes Gateway Crossings an attractive place to Live, Work, Play and Shop.

**Objective 5.1:** Gateway Crossings will be the transformational model of the region to promote economic and environmental sustainability.

**Objective 5.2:** Gateway Crossings will create a regional presence with placemaking amenities such as professional athletic parks, museums, convention centers, educational facilities, housing, and retail to support a live – work – shop – play environment.

**Objective 5.3:** Pasco will partner with regional universities and other institutions of higher education to offer practical entrepreneurial educational opportunities for students in business, engineering, science, and other majors that foster innovative human and intellectual capital to create jobs in emerging employment sectors.



# PASCO COUNTY

## ECONOMIC DEVELOPMENT PLAN



AP PHOTO/RICK BOWMER

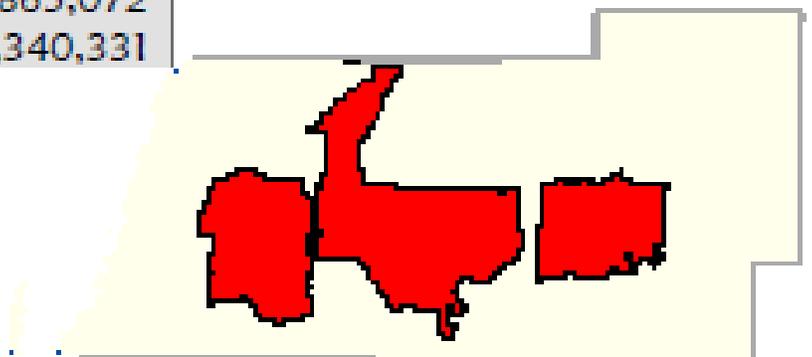
## MARKET AREA III (Central)

### THE MIDLANDS

Unlike the preceding market areas, the Midlands consist of three distinct suburban areas, each with their own sense of place. The Midlands will be developed as a “cottage lifestyle” community combining lakefront living, traditional villages, and regional pedestrian connectivity. Development is in an ecological form consistent with the conservation land in the market area.

The mission for the Midlands is the creation of a compact and mixed-use location to preserve open space, enhance existing ecological areas, and attract a broad selection of employers to designated employment centers and nodes. Compact and clustered development and Traditional Neighborhood Development (TND) shall be encouraged in the Midlands.

| Market Area III            |                   |
|----------------------------|-------------------|
| Future Land Use:           |                   |
| Conservation -             | 32,492.193 Acres  |
| All Others -               | 90,026.360 Acres  |
| Total -                    | 122,518.553 Acres |
| Property Appraiser's Data: |                   |
| Appraised Value -          | \$5,138,205,403   |
| Land Value-                | \$3,748,865,072   |
| Improvements Value -       | \$1,389,340,331   |



PASCO COUNTY LOCATION MAP

## Goal 1: Tell the Midland Story

Pasco will tell the story of the Midland's aspirations and achievements in a bold and creative way that draws positive regional, national, and international acclaim.

**Objective 1.1:** Pasco will create an overarching brand for the Midlands and then create three distinctive sub-area brands that reflect the dynamic personalities of each sub-area: The Preserves, The Lakes, and The Villages.

**Objective 1.2:** Pasco will tell how the Midlands attract a diverse population, offer varied ownership and rental housing options, and is a destination for international vacationers.

## Goal 2: Encourage Continued Positive Growth

Pasco will use its resources and authority to have sustainable employment centers while pro-

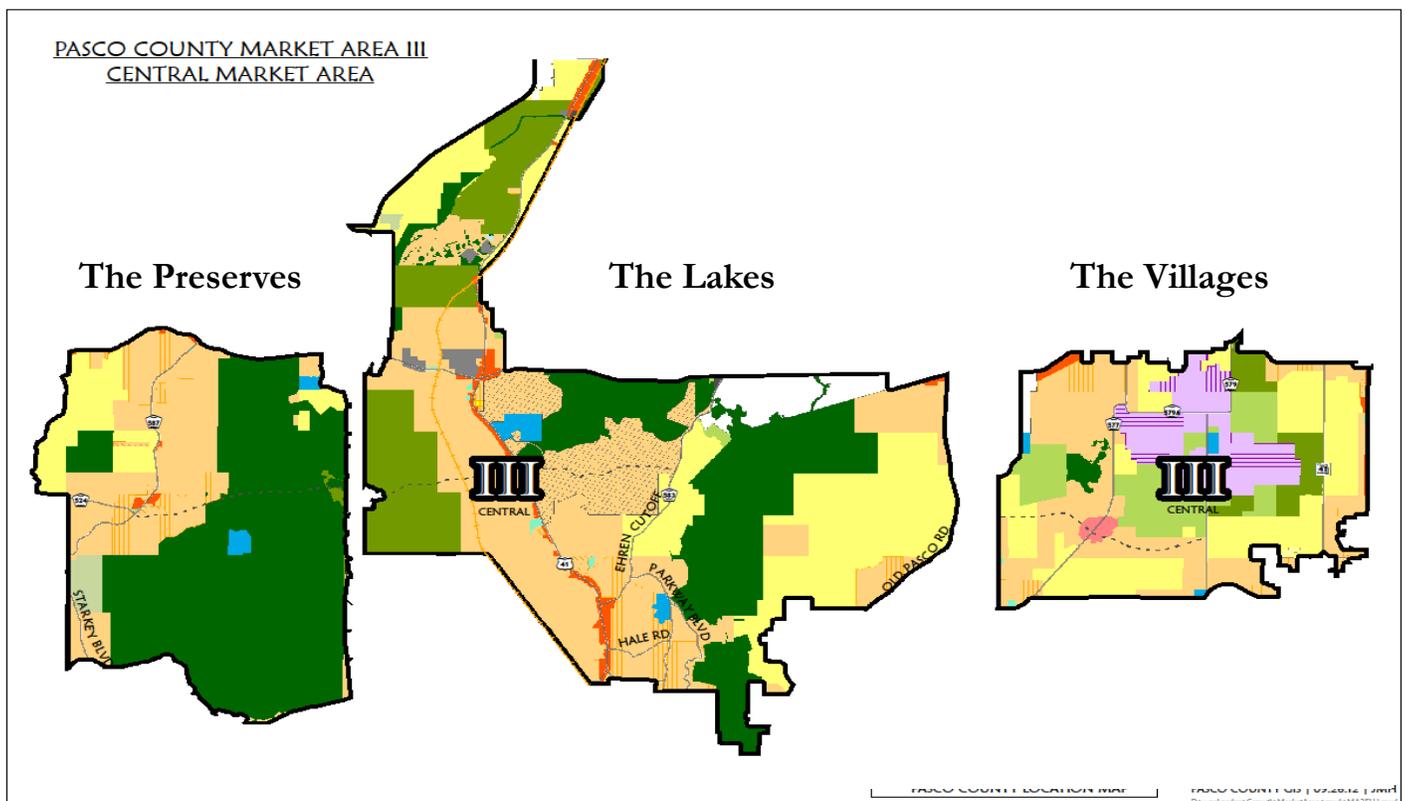
tecting ecologically sensitive areas.

**Objective 2.1:** Pasco will create and implement an ecologically sensitive market area plan that defines future growth patterns and identifies the policies that take advantage of existing employment center entitlements while protecting the multitude of well fields and conservation corridors.

**Objective 2.2:** Pasco will create and implement policies that ensure infrastructure, transportation, and broadband are available to support appropriate future growth for the area.

## Goal 3: Grow Businesses

Pasco will relentlessly pursue new partnerships and alliances to create a robust, connected entrepreneurial culture. Mid Pasco has a need to improve its tax base through the responsible development of Greenfield sites and attract value-



added industries. This goal addresses the current lack of marketable inventory of commercial/office sites. Based on a land market monitoring analysis by RERC, by 2025 Mid Pasco could absorb an additional 883,000 square feet of office space, and an additional 3.5 million square feet of industrial space.

**Objective 3.1:** The Midlands will focus on enhancing job opportunities within existing employment center entitlements.

**Objective 3.2:** Pasco will create public private investments to transform the existing dated building environment into viable employment generators.

#### **Goal 4: Grow Pasco's Workforce**

Pasco will educate, train, and attract a workforce to support its hospitality, commercial, office and industrial employment base.

**Objective 4.1:** The Midlands will build upon the culinary arts, Science, Technology, Engineering, and Math (STEM), as well as the green technology industry to ensure the appropriate workforce and talent are available to promote Pasco's emerging targeted industry needs.

#### **Goal 5: Enhance the Midlands Quality of Life**

The Midlands possesses significant natural and man-made resources that need to be protected. This goal positions the region as a leader in environmental sustainability. Quality of Life includes enhanced K-12 schools and promoting a more suburban life style in clustered developments.

**Objective 5.1:** Pasco will establish the Tampa Bay Sustainability Center to foster the next wave of innovation in sustainable building and living within the Midlands to educate and promote the enhancement of area environmental resources and provide an additional "Magnet School" center of excellence for the region.

**Objective 5.2:** Pasco will develop and engage in programs that encourage responsible growth, and provide enjoyable travel and outdoor recreational experiences that showcase the unique aspects of the county while encouraging travelers to be respectful of the natural resources present in the Midlands.

**Objective 5.3:** Pasco will enhance the vitality and distinctiveness of the Midlands to showcase the sustainable way of life and attract creative class talent.



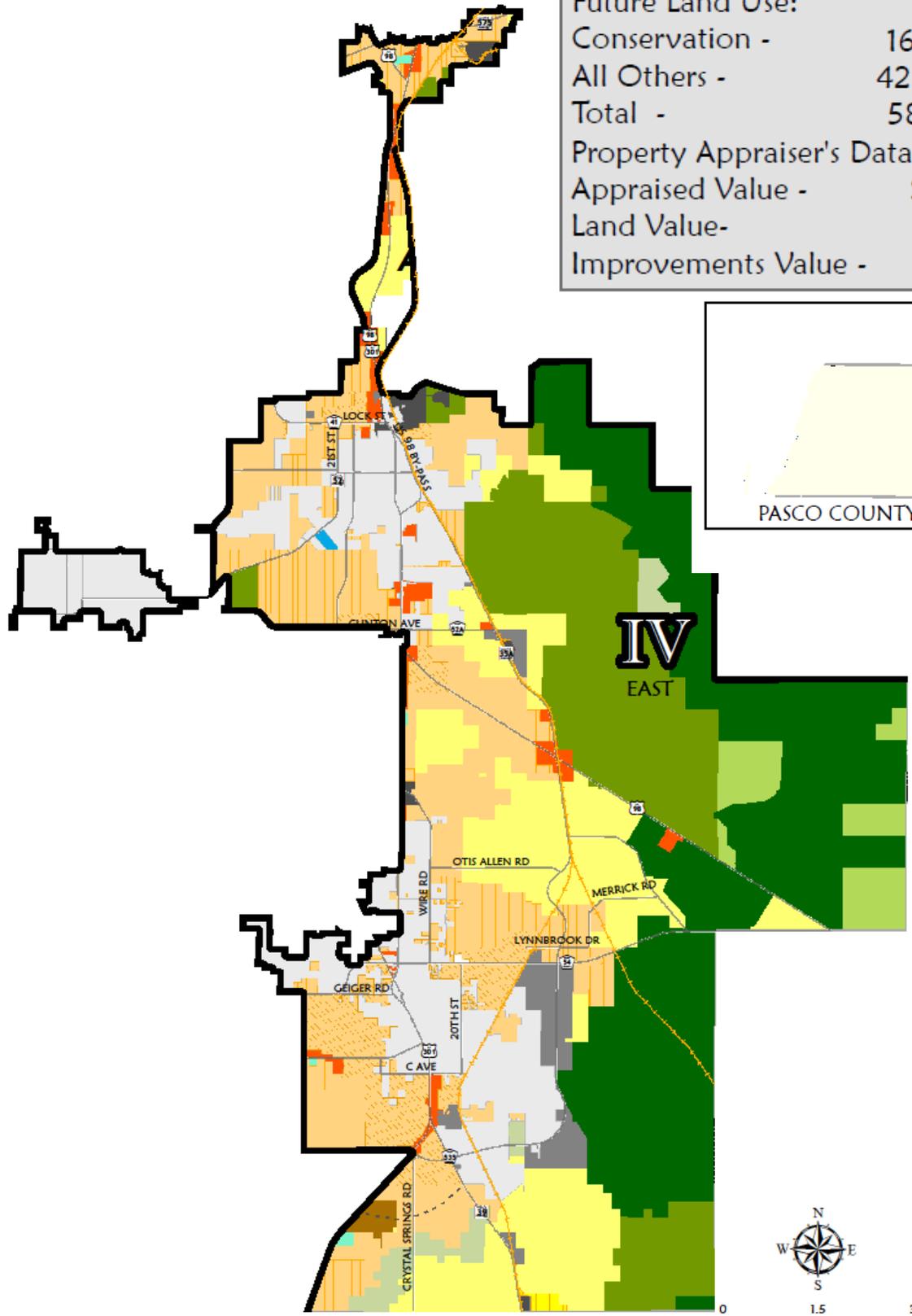
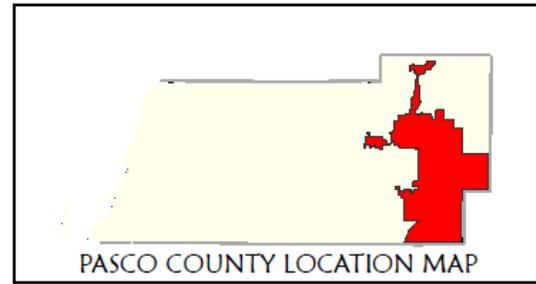
# PASCO COUNTY ECONOMIC DEVELOPMENT PLAN



Courtesy: Dover Cole and Associates

PASCO COUNTY MARKET AREA IV  
EAST MARKET AREA

| Market Area (IV)           |                  |
|----------------------------|------------------|
| Future Land Use:           |                  |
| Conservation -             | 16,105.003 Acres |
| All Others -               | 42,686.807 Acres |
| Total -                    | 58,791.810 Acres |
| Property Appraiser's Data: |                  |
| Appraised Value -          | \$2,472,686,131  |
| Land Value-                | \$925,578,006    |
| Improvements Value -       | \$1,547,108,125  |



0 1.5 3  
Miles

# MARKET AREA IV (East) – THE HIGHLANDS

The mission for the Highlands is to maintain the distinct character and development patterns of small towns, promote downtown redevelopment and economic development opportunities around the Zephyrhills Municipal Airport and the Dade City Business Center, focus and encourage sustainable development along existing corridors, preserve open space and agricultural lands, and improve recreational and employment opportunities while maintaining quality of housing stock.

## Goal 1: Tell the Highlands Story

Pasco will coordinate with Dade City, Zephyrhills, St. Leo, and San Antonio to tell the Highlands story to regional, national and international travelers and businesses looking for fulfilling travel destinations that provide authentic historical, cultural, and natural experiences of an area while embracing the technologies of the 21<sup>st</sup> Century.

**Objective 1.1:** Pasco and PEDC will collaborate with The Highlands partners to create a cohesive and innovative marketing tool that tells the story of bustling historic and natural areas combined with state of the art business and university facilities that create a true sense of place.

## Goal 2: Encourage Continued Positive Growth

Pasco will use its resources and authority to become one of the most competitive business environments in the Region.

**Objective 2.1:** Pasco will strengthen collaborative efforts with area communities relative to planning, infrastructure and economic development.

**Objective 2.2:** Pasco will pursue capital roadway projects to improve overall connectivity

## Goal 3: Grow Businesses

The Highlands is envisioned to concentrate employment activity along the US301/ CSX Rail corridor while encouraging agricultural uses. Based on a land market monitoring analysis by RERC, by 2025 The

Highlands could absorb an additional 622,000 square feet of office space, and an additional 5.4 million square feet of industrial space.

**Objective 3.1:** Pasco will invest in key projects that will address transportation bottlenecks that are barriers to growth, including transit, rail, road, and trails.

**Objective 3.2:** PEDC will assist owners in preparing and certifying their industrially zoned sites to become more competitive in the region.

**Objective 3.3:** Pasco will focus investment efforts on those industrial areas that also serve as key gateways to the County and the communities.

## Goal 4: Grow Pasco's Workforce

Pasco will educate, train, and attract a workforce to support

its hospitality, commercial, office and industrial employment base.

**Objective 4.1:** Pasco and PEDC will pursue the creation of a Science, Technology and Advanced Manufacturing Park (STAMP) and Career Academy, collaborating with Pasco County Schools and PHWB, to transform The Highlands into a nationally recognized center. This will be one of a series of transformational “magnet” academies that set apart Pasco County from its counterparts.

**Objective 4.2:** Pasco and PEDC will coordinate with career academies and local educational institutions to provide training and support to emerging “green-collar” industries to support green industry innovation in the region.

## Goal 5: Enhance Quality of Life

Pasco will be a regional leader in community services and facilities, education, recreation, cultural and tourism-related amenities while enhancing our environmental resources.

**Objective 5.1:** The Highlands will be a national model for environmental sustainability.

**Objective 5.2:** Pasco will develop and engage in programs that encourage responsible growth, and provide enjoyable travel and outdoor recreational experiences that showcase the unique aspects of the county while encouraging travelers to be respectful of the natural resources present such as the Green Swamp and the Withlacoochee River in the Highlands Area.

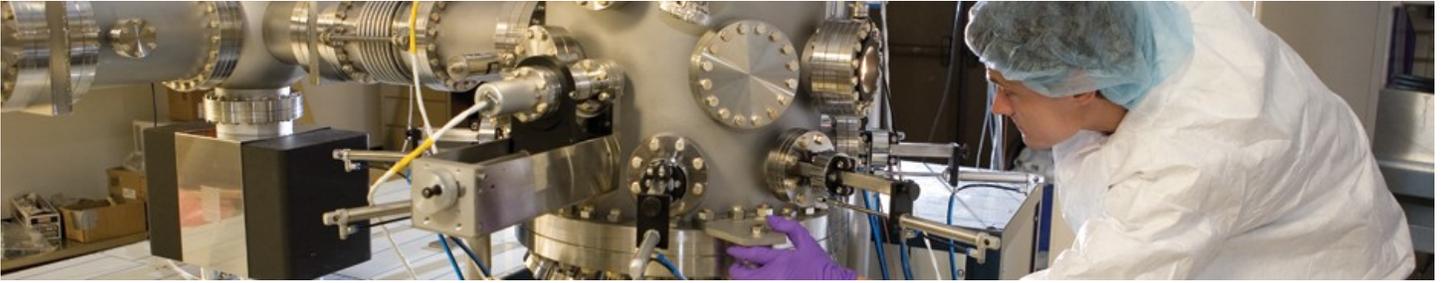
**Objective 5.2:** The Highlands will be a national model for the preservation and improvement of its housing while maintaining its environmental assets.

**Objective 5.3:** The Highlands will target the heritage tourism industry, highlighting what makes each community special, to safeguard the historic assets that create the distinctive sense of place reflective of the culture, heritage, and values within the Highlands, such as we see with the historic cores of Dade City and Zephyrhills.



# PASCO COUNTY

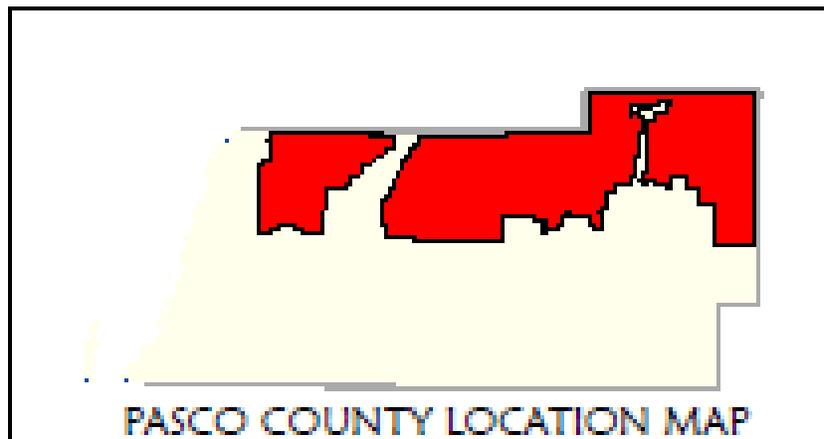
## ECONOMIC DEVELOPMENT PLAN



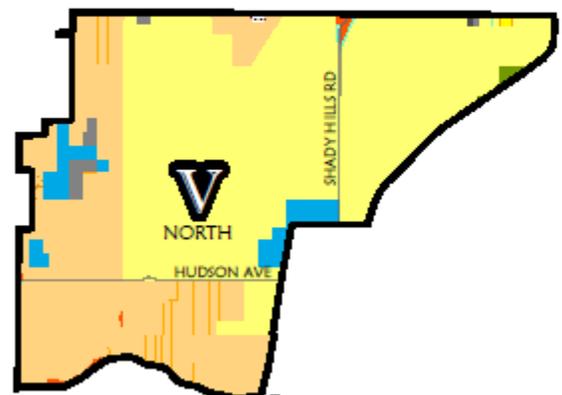
**Obama Administration awards \$20 Million for  
10 Public-Private Partnerships to support  
American Manufacturing**

# MARKET AREA V (North) COUNTRYSIDE

Countryside is envisioned as a model for rural economic development with limited activity centers, employment nodes, and village centers at strategic locations. The mission for Countryside is to preserve a rural lifestyle, agricultural lands and natural resources, while maintaining economic viability, encouraging innovative design and clustered development in a manner that preserves open space and enhances existing ecological areas.



| Market Area V              |                   |
|----------------------------|-------------------|
| Future Land Use:           |                   |
| Conservation -             | 48,311.945 Acres  |
| All Others -               | 103,171.753 Acres |
| Total -                    | 151,483.698 Acres |
| Property Appraiser's Data: |                   |
| Appraised Value -          | \$1,920,221,608   |
| Land Value-                | \$756,739,227     |
| Improvements Value -       | \$1,163,482,381   |



## Goal 1: Tell the Country-side Story

Pasco will tell the story of its aspirations and achievements in creating a model for rural stewardship in a bold and creative way that draws positive regional, national, and international acclaim.

**Objective 1.1:** Pasco and PEDC will collaborate with Countryside partners to create a cohesive and innovative marketing tool that tells the story of bustling rural, agrarian and natural conservation areas uses its resources to create a sustainable rural economic development model.

## Goal 2: Encourage Continued Positive Growth

Pasco will use its resources and authority to have sustainable employment centers while protecting ecologically sensitive areas.

**Objective 2.1:** Pasco will develop a model sustainable development plan for Countryside.

## Goal 3: Promote a Healthy Business Climate

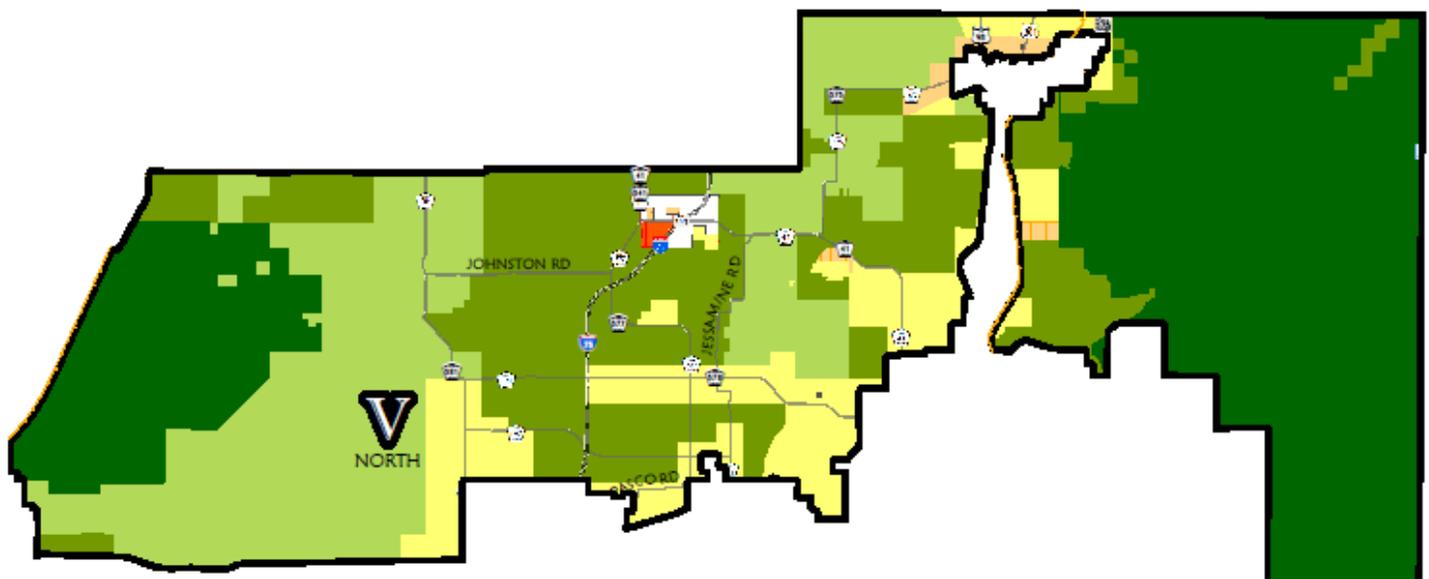
Countryside will develop primarily as an agrarian and eco-tourism destination. Based on

a land market monitoring analysis by RERC, by 2025 Countryside could absorb an additional 260,700 square feet of office space, and an additional 3.0 million square feet of industrial space.

**Objective 3.1:** Pasco will work with university and environmental organizations to develop a sustainable economic development plan focusing on Countryside's agrarian and conservation lands.

**Objective 3.2:** PEDC will assist owners in preparing and certifying appropriate industrially zoned sites to become more competitive in the region.

### PASCO COUNTY MARKET AREA V NORTH MARKET AREA



**Objective 3.3:** Pasco will focus public investment efforts on those industrial areas that also serve as key gateways to the County and the communities.

**Goal 4: Grow Pasco's Workforce**

Pasco will educate, train, and attract a workforce to support its agricultural and environmental resource employment base.

**Objective 4.1:** Countryside will encourage development of appropriate workforce skills as

needed for targeted industries, agricultural and ecological based employment.

**Goal 5: Ensure a Quality of Life**

Pasco County will ensure that Countryside highest level quality of life for area residents while maintaining its rural, agrarian and environmental stewardship.

**Objective 5.1:** Pasco will promote the sustainable economic development potential of Countryside's environmental resources.

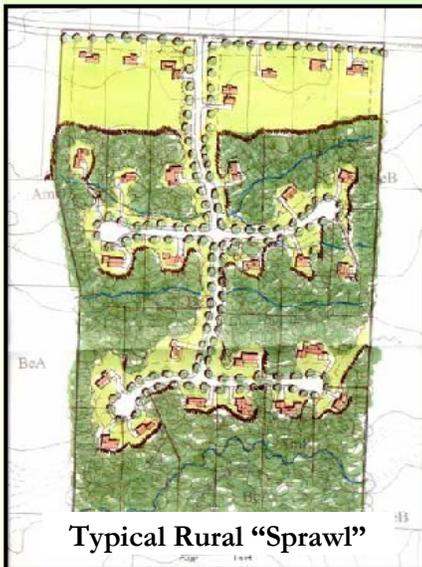
**Objective 5.2:** Pasco will develop and engage in programs that encourage responsible growth, and provide enjoyable travel and outdoor recreational experiences that showcase the unique topography and aspects of the area while encouraging travelers to be respectful of the natural resources present in Countryside.

**Objective 5.2:** Countryside will be a national model for promoting agricultural and rural lifestyle while maintaining the highest level of environmental sustainability.

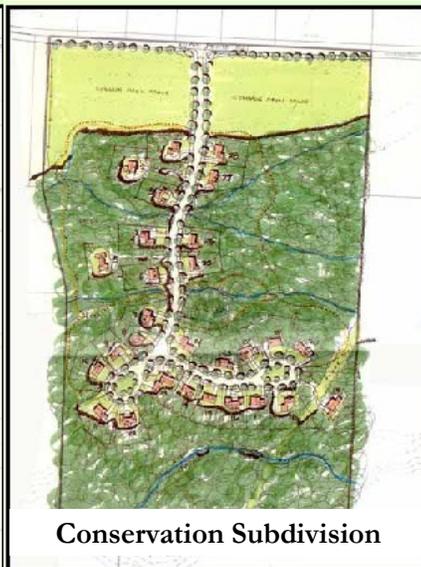


# PASCO COUNTY

## ECONOMIC DEVELOPMENT PLAN



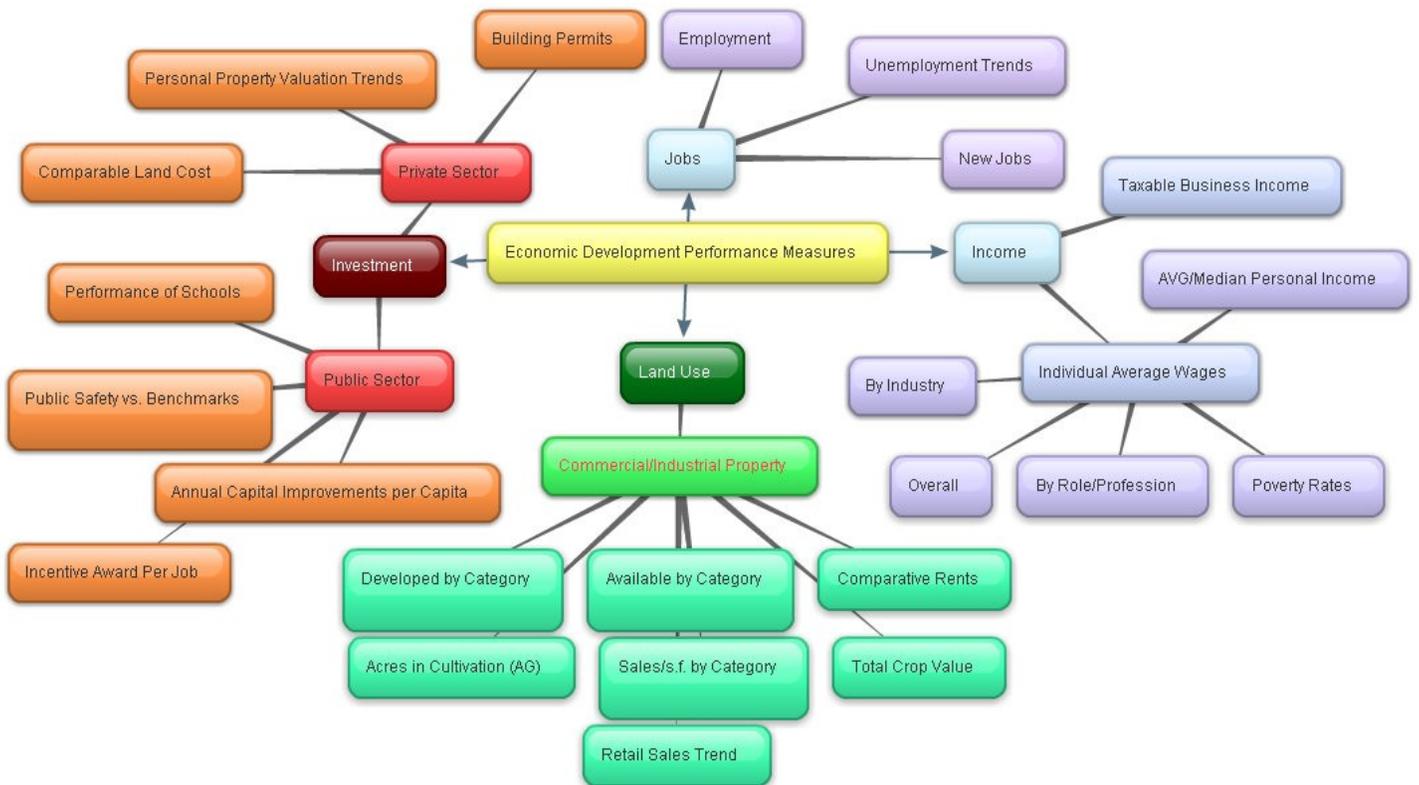
Typical Rural "Sprawl"



Conservation Subdivision



# V IMPLEMENTATION & PERFORMANCE MEASURES



## Implementation

While the Economic Development Plan has defined what Pasco should pursue to advance its economic development objectives, the implementation plan is integrated into the strategy itself. Implementation considerations will be included in each potential action step. These considerations include the identification of potential lead partners, supporting partners, and a timeframe for implementation.

Potential costs and funding sources, as well as detailed measurable matrices or alternative action steps will be defined in an annual implementation work plan.

## Guiding Principles

To develop the implementation plan, decision makers and staff must be cognizant of the following guiding principles:

**One:** Be realistic about the timeline. The transition to a more robust and proactive economic development structure will not happen overnight and will likely require multiple budget cycles to implement.

**Two:** Private sector trust must be earned. Pasco must become a reliable and respected

player in the real estate and development process. Pasco must continue to solicit the involvement of its private sector partners in the implementation of the economic development vision.

**Three:** Staff should be given the ability to work within the confines of set policy. The Board of County Commissioners will set policy and measure staff progress toward development goals.

**Four:** All parties must rededicate themselves to better communication. This includes internal communication between County departments, Cities, private partners, developers, elected leadership and outside investors.

**Five: If expectations are for Pasco to become “proactive” rather than “reactive” in its economic development pursuits, there will need to be significant and sustained investments of funding and political will.**

## Performance Metrics

Performance Metrics will allow staff, the Board of County Commissioners, partners, and the public to monitor and assess the progress toward im-

plementing the County’s Economic Development Plan. Performance measurement is critical to tracking Pasco’s success in achieving goals, the impact of implementation efforts, and the potential return on investment from the efforts of the County and its partners.

## Tables

The following tables outline the County’s goals and objectives and general metrics upon which to measure Pasco’s success. Measuring performance in various indicators can help provide the appropriate context for understanding Pasco’s economic sustainability and implementation progress. Many of the metrics will need to be established in an annual plan in alignment with the key intended results from the County Annual Business Plan by the various partners involved in the implementation of the plan. Just as the Economic Development Plan is a “living document” that should be revisited and modified as necessary in the years ahead, performance metrics should also be reviewed and revised as progress is made or as unexpected circumstances occur.

## Performance Measures

### Goal 1: Tell the Pasco Story

Pasco will tell the story of its aspirations and achievements in a bold and creative way that draws

| Indicator                                    | Measurement  | Responsible Party/Parties     |
|--|--|-------------------------------|
| Consistent theme and brand throughout County | Five market area narratives complete;              | PEDC, Pasco                   |
| Improved Image                               | TBD  | PEDC, Pasco, Chambers, Cities |
| Award winning marketing campaign             | National, International, and State Awards received | PEDC, Pasco                   |
| Engaged Community Leaders                    | Establish PR Ambassador Program for Recruitment    | PEDC, Pasco, Libraries        |

### Goal 2: Encourage Continued Positive Growth

Pasco will use its resources and authority to become one of the most competitive business environments in the Southeast United States.

| Indicator                    | Measurement   | Responsible Party/Parties   |
|------------------------------|---|---|
| Expert panel engagement      | Improved Governance & Regulatory Practices  | PEDC, Pasco   |
| Employment Zones             | Five Zones Established; Infrastructure Investment; Job Creation; Business Tax Receipts                        | PEDC, Pasco, Cities, CSX, Utility Providers                               |
| Public Employee Productivity | Local Government Institute Established; Number of Graduates; Classes Offered; Permitting Process Improvements | PEDC, Pasco, PHCC, St. Leo, Rasmussen, USF, Libraries, Cities; Developers |
| Sub-Area Plans               | Completed Planning Efforts; Funding Committed   | Pasco, Developers/Land Owners   |
| Diversified Tax Base         | Annual Taxable Values; Land Use; Developed by Category; Comparable Rents; Incentives                          | Pasco, PEDC   |

PASCO COUNTY  
ECONOMIC DEVELOPMENT  
PLAN

**Goal 3: Grow Businesses**

Pasco will relentlessly pursue new partnerships and alliances to create a robust, connected entrepreneurial culture.

| Indicator                   | Measurement  | Responsible Party/Parties  |
|-----------------------------|--|--|
| Inventory                   | Private Sector Investment; Permits Issued; Certificates of Occupancy Issued; Absorption Rates; Comparable Rents; Construction of Incubator/ Accelerator Work Spaces; Square Footage Redeveloped Sites  | PEDC, Pasco, Appraiser’s Office, Commercial/Industrial Real Estate Sector,   |
| Private-Public Partnerships | Two 4 Star Certified Sites; Three 3-Star Certified Sites; Four 2-Star Certified Sites; Five 1-Star Certified Sites; Two P3 Funded Infrastructure CIP projects completed; Investments Made via Micro-loans; Tracking of Start-up Establishments | PEDC, Pasco, Cities, PEN Partners, CSX, Utility Providers, Commercial/Industrial Real Estate Sector, Developers, Property Owners |
| Pasco County Employed       | New Jobs, Employed Population, Unemployment Trends, Annual Average Wage, Poverty Rates   | PEDC, Pasco, BEBR, FRED, USF, UF   |
| Increased Tourism           | Number of Semi– and Amateur Sports Tournaments, Bed Tax Revenue, Development of Aggressive/Inclusive Tourism Plan  | Pasco, Parks & Recreation  |

**Goal 4: Grow Pasco’s Workforce**

Pasco will educate, train, and attract a top-notch workforce to support its employment base and propel targeted economic sectors.

| Indicator                         | Measurement   | Responsible Party/Parties   |
|-----------------------------------|---|---|
| Broaden Workforce Skills          | Magnet Schools/Career Training Facilities in each Market Area; Career Ladder Training Program Established; Track Graduation Rates, Degreeed Residents, College-track Students | PEDC, Pasco, Pasco School District, PHCC, USF, St. Leo, Rasmussen, PHWB |
| Increased Green Collar Employment | Training Programs initiated; Number of Start-ups/Tier II Accelerators   | PEDC, PHWB, Pasco, Pasco School District, PHCC                          |
| Magnet Schools                    | Establishment of Magnet Academies in each Market Area; P3 Partnerships Established with Local Businesses for Programmatic Development   | PEDC, PHWB, Pasco, Pasco School District, PHCC, Private Businesses      |
| Attract Workforce Talent          | Creation of Creative-class/ Entrepreneurial Attraction Strategy; In-migration Demographics  | PEDC, Pasco   |

## Goal 5: Enhance Pasco’s Quality of Life

Pasco will create and maintain state of the art community services and facilities including education, recreation, cultural and tourism-related amenities while enhancing our environmental resources.

| Indicator  | Measurement  | Responsible Party/Parties   |
|--|--|---|
| Establishment of Tampa Bay Sustainability Center | Creation of Center; Private/Public Investment;   | PEDC, Pasco, Pasco School District  |
| Increased Tourism                                | Bed Tax Revenue, Hotel Occupancy; Number & Type of Events  | Pasco Tourism; Pasco, Cities, Event Coordinators  |
| Quality Education System                         | Number & Type of A, B, C, D, F Schools; Number of Private/Charter Schools; Graduation Rates; IB Program Graduation Successes; Higher Ed Enrollment   | Pasco, PEDC, PHWB, PHCC, St. Leo, Pasco School District, Charter Schools, Private Schools       |
| Safe Community                                   | Public Safety Statistics (i.e. response time, type/severity of crime index, etc.)  | Pasco, Pasco Fire & Rescue, Cities, Sheriff, Community Development Partners                     |
| Cultural & Fine Arts                             | Established Community Multi-Purpose Event Center; Art Shows, Performing Arts, Athletic Events  | Pasco Tourism, PEDC, Pasco, Parks & Recreation, Private Developers, Pasco Arts Council Partners |
| Mixed Housing                                    | Increased Mixed-Income-Housing Units, Acres Infill Development; Demolition of Blighted Structures; Remodeling of Existing Units; Rental and Home Ownership Statistics; Property Valuations | Community Development, Pasco Partners, Pasco, Private Developers, Cities                        |

## Conclusion

Pasco staff is inspired by the opportunity to accelerate the recommendations made by the Urban Land Institute Advisory Panel in what we believe holds promise for a bright future for Pasco and our residents. As the Future of the Tampa Bay Region, Pasco is positioned to aggressively market and target ourselves to support a fiscally healthy government through a business retention, expansion, and attraction effort that improves the quality of life for its residents.

On November 6, 2012, voters validated through the resounding approval for the Penny for Pasco Renewal what community surveys, the SWOT analysis, and regional interviews found: Job Creation is a top priority for Pasco to focus on. Revenue projections are roughly \$45 Million (through 2025) from the Penny for Pasco to be used for economic development activities.

Now that Pasco has a dedicated funding source, staff and PEDC plan to meet on an annual basis to formulate an annual implementation prioritization and work plan to achieve the aggressive goals set forth, and to evaluate the outcomes of the plan.

Staff has benefitted immensely from the participation received from local stakeholders, elected officials, regional partners, and county neighbors in gathering perceptions, information, and ideas on how to improve job opportunities for Pasco's residents.

By working together, staff has strengthened bonds with those partners and through this process, were able to articulate a shared vision and plan that contains goals and objectives that are measureable and achievable.



PASCO COUNTY  
ECONOMIC DEVELOPMENT  
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