

GATEWAY

to the future

***Positioning County-owned Properties, Interests
and Policies in the Gateway Area
To achieve
Maximum County-wide Benefit***



**Prepared by the Pinellas County Planning Department
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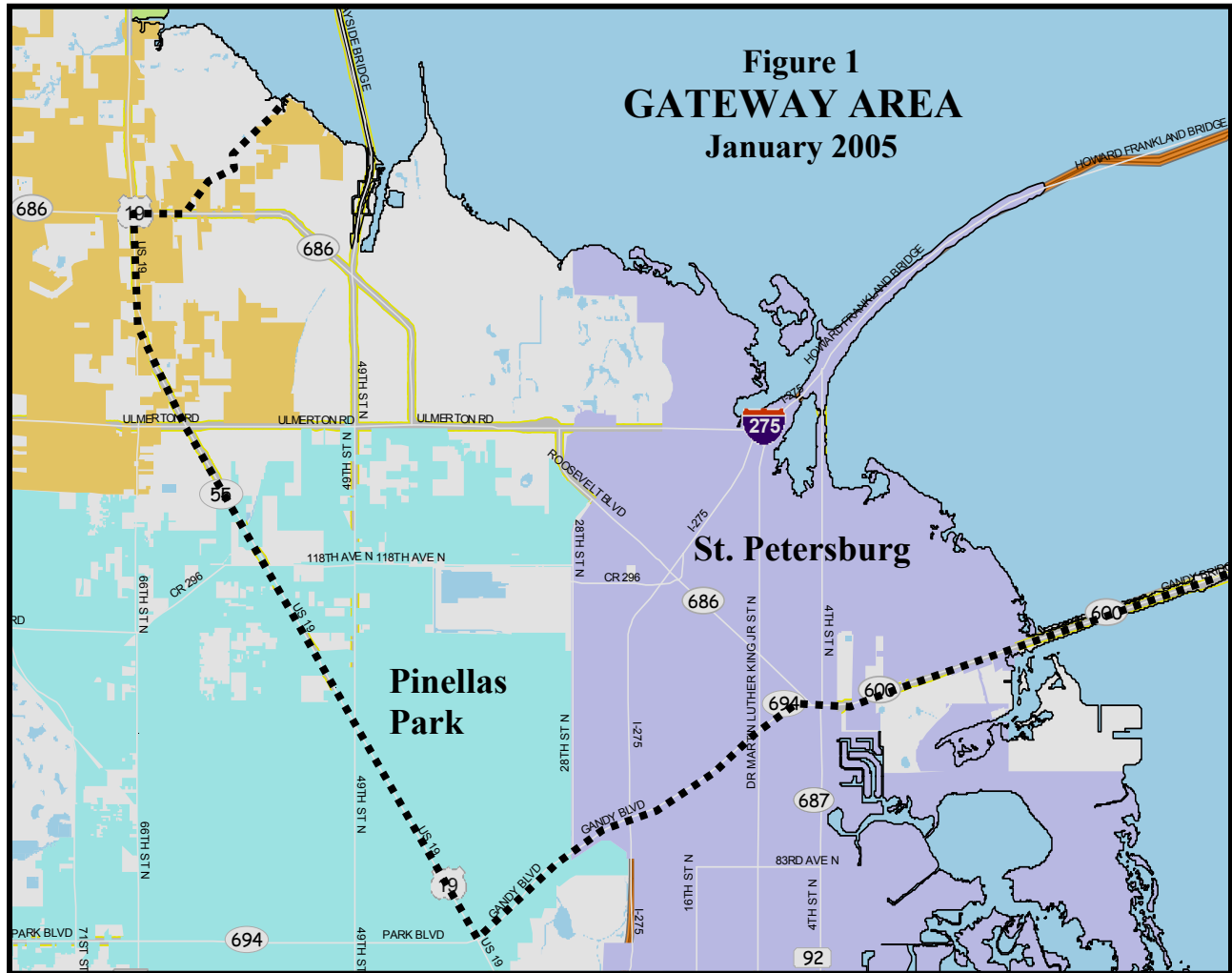
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■ Overview of the Gateway Area ■

The Gateway Area is defined, for the purpose of this report, as an area of almost 12,700 acres east of U.S. Highway 19, bounded on the north by Long Branch Creek, on the east by Tampa Bay and to the south by Gandy Boulevard. Within these “triangular” boundaries today lie portions of four jurisdictions – the unincorporated County, the City of Largo, the City of Pinellas Park and the City of St. Petersburg. **Figure 1** depicts municipal and unincorporated boundaries in the Gateway Area.



Almost thirty years ago, the County’s first land use plan recognized the significance and potential of this mid-county location. That comprehensive plan identified the location as an economic and employment area, and the Board of County Commissioners applied the supporting land use designations that remain largely in effect today. Thirty years ago, most of the Gateway Area was unincorporated. The importance of residential land uses to support the employment in the Gateway Area was also recognized. In fact, the major residential areas today in the Gateway Area were either already anticipated or already under development thirty years ago, again with the support of the appropriate

land use designations. For the most part, the Gateway Area has built out over the past thirty years in a manner consistent with the original land use plan.

Today, the Area is indeed a “gateway” to the County, well positioned mid-county with regional transportation linkages via several major roadways, bridges and the St. Petersburg-Clearwater International Airport. In addition, the Area is regionally significant for its proximity to the Tampa International Airport, as well as to the employment opportunities across Tampa Bay. The Area is the site of significant new construction, including large-scale office development in the Carillon Office Park and new residential development along Gandy Boulevard in St. Petersburg. While the County is virtually built-out, the Area still contains opportunities for development of sizable tracts of vacant land as well as redevelopment of under-utilized properties. There are also properties of varying sizes and uses, which are currently in public ownership, including several in County ownership, and notably, the Area contains a significant concentration of the County’s industrial land uses.

Planning for the Area is currently being undertaken at several different levels, by several different agencies and governments, and for several different purposes. For example, master plans have been completed by the County for the St. Petersburg-Clearwater International Airport, private developers are devising plans for multi-use and mixed use projects in the Area, countywide redevelopment planning is focusing on the Area for its economic potential, the federal government is partnering with the County on a watershed revitalization pilot project in a portion of the Gateway Area, and several cities, notably the Cities of Largo, St Petersburg, and Pinellas Park, are including portions of the Area in their long range economic development planning. Clearly, conditions, relationships and planning in the Gateway Area are dynamic and complicated.

■ Purpose of the Plan ■

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A primary purpose of this Gateway Plan is to ensure that County-owned properties in the Gateway Area are positioned to provide maximum contribution to achieving the economic potential of the Gateway Area, and thereby maximum return, or value, to the citizens of the County. As an equally important purpose though, the Plan addresses how policy-level commitments by the Board of County Commissioners can contribute to not only achieving the economic and employment goals of the Area, but also to improving the overall character and quality of the Gateway Area.

Effective, and creative, integration of County-owned properties into an overall plan for the Gateway Area is one facet of the comprehensive planning approach needed to achieve Area-wide success. In fact, County properties in the Gateway Area should be examples of quality development, and should serve as models for sustainable planning and design, both separately and in combination with one another.

The Gateway Area is also a residential area, and the protection and enhancement of the local quality of life is also important, if not integral, to the long term success of the Area.

The final, and key, purpose of this Plan is to promote and commit to the coordination with the cities of St. Petersburg, Largo and Pinellas Park needed to move the Gateway Area into the future as the economic and employment centerpiece of the County, but in a manner that compatibly integrates with the surrounding communities and the natural environment.

Existing Conditions

Demographic and Economic Profile

While the Gateway Area is already recognized as an employment and economic center of Pinellas County, it is also home to over 33,000 people. The 2000 Census indicates that the Gateway Area has a large percentage of its population in the labor force age. Compared with the countywide population, 39 percent of the residents in the Gateway Area are between the ages of 25 and 44 years old, while countywide, 27 percent are in this age group.

TABLE 1
Comparison of Population¹ by Age Group
Gateway Area: 1990 and 2000

1990					2000				
Age Group (in years)	County- wide	%	Gateway	%	Age Group (in years)	County- wide	%	Gateway	%
>19	169,303	20%	5,166	3.1%	>19	195,198	21%	5,144	2.6%
20-24	45,951	5%	3,184	6.9%	20-24	41,432	4%	2,909	7.0%
25-44	242,382	28%	12,539	5.1%	25-44	251,954	27%	12,560	5.0%
45-64	172,355	20%	5,108	3.0%	45-64	225,335	24%	6,555	2.9%
65+	221,668	26%	7,387	3.3%	65+	207,563	23%	5,948	2.9%

SOURCE: U.S. Census, 2000.

¹ Permanent Population

The demographic composition of the Gateway Area is diverse and representative of several income levels. Household income data show that both the Gateway Area, and Pinellas County as a whole, have 53 percent of their households earning less than \$40,000 a year. However, the Feather Sound area (bounded by the St. Petersburg-Clearwater International Airport to the west, eastward to Tampa Bay and north of Ulmerton Road) has a median household income of \$71,310 and a household poverty level of 0.8 percent. In contrast, the neighboring South Highpoint area (bounded by U.S. 19 eastward to 49th Street N. and Roosevelt Boulevard southward to Ulmerton Road) has a median household income of \$29,440 and a household poverty level of 21.4 percent. The area is also home to a large number of retirees. The following table compares the countywide population by age group to the Gateway Area to give an idea of the demographic composition in the area.

There are currently 1,652 companies operating in the Gateway Area, employing a total of 52,065 people. The average employment size for an Area business is 31 people. The average yearly wage (estimated) per employee is \$42,508.¹ This figure is notably higher than the countywide average yearly wage of \$33,384 for the same timeframe.²

¹ Es202 data (estimated for 1st quarter, 2004), Pinellas County Economic Development

² Es202 data, countywide (estimated for 1st quarter 2004), Pinellas County Planning Department

■ ■ ***Housing Conditions***

Housing in the Gateway Area is a mix of single and multi-family structures. Single-family concentrations include the Highpoint area in the northwest portion of the Gateway Area, the Mainlands along the western boundary of the Gateway Area and U.S. Highway 19, and Feather Sound east of the Airport properties, as well as some new high-end residential construction along Gandy Boulevard. Residential land uses make up close to 14 percent of the current land uses in the Gateway Area.

The Feather Sound residential community is located in the unincorporated County and contains a mix of single-family homes, townhomes, and multi-family structures, as well as significant greenspace and a golf course. These amenities, as well as the proximity to several major transportation corridors, help to make Feather Sound a successful residential community, and make it desirable to the City of St. Petersburg who has expressed significant interest in annexing the community. The Mainlands is a large 65+ single-family retirement community in the City of Pinellas Park that also includes a golf course. The community is attractive to seniors and retirees due, most likely, to more moderate housing prices, its golf course and its sense of community. The nearby Lakes community contains housing for families with children as well as for 65+ families. The Highpoint community, located in the unincorporated area, is comprised largely of single-family homes and duplexes. It is the location of an ongoing neighborhood revitalization commitment by the County, and the City of Largo has recently expressed some interest in annexing the community.

Multi-family housing is concentrated along the north 4th Street corridor and the Gandy corridor. Multi-family construction appears to be both viable and desirable in the area, and is related to the area's connectivity to major transportation corridors allowing for easy access to local employers as well as employers in Hillsborough County across Tampa Bay.

■ ■ ***Facilities of Countywide Significance***

Facilities of countywide significance are, for the purposes of this Plan, properties owned or managed by the County, that contain facilities or uses providing a countywide benefit. In the Gateway Area, there are several facilities of countywide significance including the St. Petersburg-Clearwater International Airport and associated properties under Airport ownership, the Criminal Justice and Jail Complex (which is actually located on property leased from the Airport), Solid Waste Operations, the proposed intermodal hub/county road 296 connector, and the Gateway Preserve. These facilities represent a substantial long term financial and planning commitment by the Board of County Commissioners for a countywide purpose, and they are not uses that can be re-located.

■ ■ ***Existing Land Uses and County Properties in the Gateway Area***

The Gateway Area is comprised of just over 12,700 acres. Approximately 34 percent of the Area is in the unincorporated County, 6 percent is in the City of Largo, 24 percent is in the City of Pinellas Park, and 36 percent is in the City of St. Petersburg. The predominant existing land use in the Gateway Area is Conservation/Preservation at 20

percent. For the most part, this is represented by the regionally significant Gateway Preserve, over 1,500 acres of pristine coastal land, recently annexed by the City of St. Petersburg, but managed by the County as a part of the Weedon Island Preserve system.

Public/Semi-Public uses represent the next largest percentage of existing land use at 18 percent. This is reflective of the major County facilities in the Area including the St. Petersburg – Clearwater International Airport, the Resource Recovery Facility and Bridgeway Acres landfill, and the Criminal Justice Complex and Jail. Other major County properties in the Area include the Airport's Airco Golf Course, and several smaller vacant properties. **Table 1** summarizes, by acreage and type, the existing land uses in the Gateway Area, by jurisdiction, including the acreage associated with County-owned land. **Figure 2** depicts existing land use information for the Gateway Area. However, the pace of annexation in the Gateway Area is such that the percentages associated with municipal versus County jurisdiction change frequently.

Figure 2 goes here

Figure 3 goes here

In addition to the significant County-owned properties, the Gateway Area is home to the largest Coast Guard air station in the Country, the District Seven U.S. Coast Guard Facility, as well as the new Army Reserve Black Hawk Training Facility. In addition, the U.S. Army Reserve Training Center is located in Gateway Centre. This training facility also houses the U.S. Army Reserve Medical Center Headquarters for the entire U.S. Army Reserve. Much of the active residential and business development is taking place in the several large Developments of Regional Impact (DRIs). Most of the DRI development is in either the City of St. Petersburg or the City of Largo.

TABLE 2
GATEWAY AREA BY EXISTING LAND USE ACREAGE

ELU CATEGORY	SAINT PETERSBURG	PINELLAS PARK	LARGO	UNINCORP.	TOTAL	PERCENT	COUNTY OWNED
Single Family	31.797	361.404	50.868	367.189	811.258	6%	2.459
Mobile Home	23.923	88.115	1.162	189.837	303.037	2%	0.000
Duplex-Triplex	0.000	0.000	0.000	70.244	70.244	0%	0.000
Multi-Family	495.498	29.504	114.118	113.348	752.468	6%	0.000
Commercial	420.375	367.899	169.777	448.710	1,406.761	11%	65.281
Industrial	224.787	700.227	136.590	480.197	1,541.801	12%	86.308
Public/Semi-Public	376.206	410.977	40.730	1,438.924	2,266.837	18%	1,640.585
Agriculture	0.000	34.596	1.354	9.182	45.132	0%	0.000
Recreation/Open Space	32.583	117.020	16.605	297.823	464.031	4%	127.364
Vacant	774.445	599.723	115.424	416.730	1,906.322	15%	470.943
Miscellaneous	223.522	182.751	16.110	275.327	697.710	5%	138.646
Conservation / Preservation	2,036.989	107.572	47.909	280.257	2,472.727	20%	205.040
Marinas	0.000	0.000	0.000	0.000	0.000	0%	0.000
TOTAL	4,640.125	2,999.788	710.647	4,387.768	12,738.328	99%	2,736.626

Run Date 12/3/2004. Source: Pinellas County Planning Department.

Figure 3 identifies, in particular, County-owned properties, as well as several significant federal, state and other local uses, and depicts their relationship to Developments of Regional Impact and several unincorporated communities.

■ ■ **Regulatory (Future) Land Uses in the Gateway Area**

The existing mix of regulatory future land use designations is not inconsistent with the County's employment and economic goals for the Area. For example, 33 percent of the land has an industrial land use designation, while 16 percent support residential uses. Twelve percent of the property in the Gateway Area has a future land use designation of Transportation/Utility. This is due, for the most part, to the presence of the St. Petersburg – Clearwater International Airport. Recreation/Open Space, representing five percent of the property in the Area, applies to the two golf courses and the closed Toytown Landfill. The Residential/Office General category, a mixed use category reflective in this case of mostly offices and apartment complexes, represents about 6 percent of the land in the Area and is mostly associated with the DRI properties or the residential uses along 4th Street North and 9th Street North in St. Petersburg. Notably,

18 percent of land is designated as Preservation on the Future Land Use Map and is primarily represented by the Gateway Preserve. The significance of this amount of environmental land should not be underestimated, as it contributes to the overall character and environmental quality of the Gateway Area and should be a factor in balancing the desired development and redevelopment goals.

The primary land use designations supporting private employment in the area are Industrial Limited (IL), Residential/Office General (R/OG), and Commercial General (CG). The IL and R/OG categories are flexible and accommodate a mix of uses conducive to industry, business, and office development. R/OG also allows for residential uses, and due to a recent amendment to the Countywide Future Land Use Plan, under certain conditions, residential uses may also be allowed in the IL category. The County-owned properties are largely Institutional or Transportation/Utility, reflecting the Criminal Courts Complex and Jail, and the Airport and Solid Waste Operations. There are, however, a few large properties owned by the County that are not similarly designated, offering the potential for conversion to uses that better support the economic goals of the Gateway Area, and the County as a whole, or are compatible instead with the associated goal of improving the overall character and quality of the Gateway Area.

Figure 4 depicts the (regulatory) future land use mix in the Gateway Area. **Table 2** summarizes the corresponding future land use data, including the future land mix associated with County-owned properties. Opportunities to enhance the employment, economic and recreational potential of the area through amendments to the Pinellas County Future Land Use Map are explored later in the document.

**TABLE 3
GATEWAY AREA BY FUTURE LAND USE ACREAGE**

FLU CATEGORY	SAINT PETERSBURG	PINELLAS PARK	LARGO	UNINCORP.	TOTAL	PERCENT	COUNTY OWNED
Residential Rural	0.000	0.000	0.000	0.000	0.000	0%	0.000
Residential Estate	0.000	0.000	0.000	7.215	7.215	0%	0.000
Residential Suburban	0.000	0.000	14.666	5.108	19.774	0%	0.000
Residential Low	63.641	0.000	138.958	269.101	471.700	3%	25.007
Residential Urban	115.635	586.300	73.106	260.880	1,035.921	8%	79.852
Residential Low Medium	22.132	92.958	14.577	320.770	450.437	3%	16.843
Residential Medium	23.923	0.000	41.982	0.947	66.852	1%	0.000
Residential High	0.000	0.000	0.000	0.000	0.000	0%	0.000
Residential Very High	0.000	0.000	0.000	0.000	0.000	0%	0.000
Residential/ Office Limited	0.000	0.000	0.563	0.181	0.744	0%	0.000
Residential/ Office General	628.634	22.102	12.395	135.637	798.768	6%	0.000
Residential/Office/Retail	54.267	19.342	0.000	0.000	73.609	1%	0.000
Resort Facilities Medium	0.000	0.000	0.000	0.000	0.000	0%	0.000
Resort Facilities High	0.000	0.000	0.000	0.000	0.000	0%	0.000
Commercial Limited	0.000	0.000	0.000	0.000	0.000	0%	0.000
Commercial Recreation	0.000	0.000	0.000	10.978	10.978	0%	3.080
Commercial General	82.115	194.117	88.640	215.913	580.785	5%	33.991
Industrial Limited	888.201	1,098.307	225.733	1,106.370	3,318.611	26%	513.385
Industrial General	0.000	457.912	0.000	115.057	572.969	4%	58.481
Preservation-Resource Mgmt.	0.000	0.000	0.000	0.000	0.000	0%	0.000
Preservation	1,919.354	92.465	41.498	218.076	2,271.393	18%	155.106
Recreation/Open Space	246.290	80.976	0.000	244.661	571.927	5%	359.533
Institutional	39.657	3.039	15.955	272.174	330.825	3%	165.084
Transportation/Utility	311.489	247.748	37.254	933.117	1,529.608	12%	1,200.827
Community Redev. District	0.000	18.997	0.000	0.000	18.997	0%	0.000
Central Business District	0.000	0.000	0.000	0.000	0.000	0%	0.000
NO/DES	67.099	0.000	0.000	3.782	70.881	1%	0.036
WATER	140.011	85.525	3.525	162.510	391.571	3%	111.991
Water/ Drainage Feature	37.677	0.000	0.000	0.000	37.677	0%	0.000
Commercial Neighborhood	0.000	0.000	1.795	6.407	8.202	0%	0.000
NO/D/W	0.000	0.000	0.000	98.884	98.884	1%	13.400
TOTAL	4,640.125	2,999.788	710.647	4,387.768	12,738.328	100%	2,736.616

Run Date 12/3/2004. Source: Pinellas County Planning Department.

Figure 4 goes here



Major Employers in the Gateway Area

The St. Petersburg-Clearwater International Airport complex currently employs over 3,000 people, including over 500 in airline-related operations, over 600 in military-related operations and facilities, over 300 in government-related business, and over 1,600 in jobs that support, or are related to, Airport operations. The Airport houses the National Aviation Academy, an aviation maintenance technology training school, and other uses including United Parcel Service, Air Cargo and general/corporate aviation. The entire 2,000-acre Airport property, including the Airport Business Center and Industrial Park, is designated as a Foreign Trade Zone (FTZ193).

The United States Coast Guard Station located on the western edge of the Airport is the largest Coast Guard air station in the Country, and is the busiest in the world, employing over 500 people. The new Black Hawk (a military front-line utility helicopter) Aviation Support Facility at the 244th Aviation U.S. Army Reserve next to the Coast Guard property is one of only 16 such facilities nationwide.

In close proximity to the Airport is the Aviation Business Center and Industrial Park, a 42-acre business park owned and managed by the Airport with office suites ranging from 200 square feet to 32,540 square feet. The Park is equipped with high speed internet access and SMART PARK fiber optics technology. The occupancy rate at the Center is currently 90 percent and the current occupants include government offices as well as the Tampa Bay Business Journal, Lincare, AFLAC, Synergistic Computer Systems, All American Semiconductor and the Mary Kay Training Center. The Pinellas County Criminal Justice Complex, County Jail and Juvenile Court Facility are nearby and employ over 1,000 people.

The main offices of the Pinellas Suncoast Transit Authority are moving to a location south of Ulmerton Road and next to Roosevelt Boulevard. The new location should be operational by April of 2005, employing approximately 310 people.

The DRIs in the area are all in varying stages of build-out and account for nearly 3,000 acres of the Gateway Area (**see Figure 3**). These DRI's contain some of the County's largest employers and represent a significant number of the County's economic contributors. For example, Raymond James Financial employs approximately 3000 employees and is the largest employer in the Area. Tech Data is the second largest employer in the Area with 1800 employees, and Jabil Circuit and the Home Shopping Network each employ approximately 1600 people.³

³ Es202 data, 2004, Pinellas County Economic Development



INFRASTRUCTURE - the framework of the Gateway Area

POTABLE WATER SUPPLY

Potable water is supplied to customers in the Gateway Area by Pinellas County Utilities and the City of St. Petersburg. The County is a wholesale water provider to the City of Pinellas Park, while the City of Largo is served by the County's retail water system. Tampa Bay Water, as the regional water authority, provides water to both the County and the City of St Petersburg from the regional water system. Tampa Bay Water is also planning the installation of brackish water wells and a treatment facility in the vicinity of Pinellas Park to augment the available regional water supply, although concerns over the location of the brackish water treatment facility and wellfield must first be adequately addressed, as pumping may affect groundwater conditions and the required inward gradient at the slurry wall surrounding Solid Waste Operations. The County and Tampa Bay Water are working together to evaluate ways for these two public facilities to co-exist without negatively impacting each other. Available water supply capacity exists to support redevelopment in the Gateway Area.

WASTEWATER COLLECTION AND TREATMENT

Wastewater collection and treatment within the Gateway Area is provided by the County, the City of St. Petersburg, the City of Largo, and the City of Pinellas Park (collection only). The County's South Cross Bayou Treatment Plant, which serves a large part of south County, has undergone recent upgrades and is expected to accommodate existing and planned future flows without further upgrades. The City of Largo has an aging wastewater collection system, prone to effluent overflows that impact area water quality. The City of Largo, however, has recently committed to collection system improvements designed to address this critical and persistent problem.

SOLID WASTE OPERATIONS

The County's solid waste operations are self-contained within approximately 703 acres in the Gateway Area. Most of the solid waste in the County comes to this facility for disposal. The facility today is an example of innovation, housing a waste-to-energy facility that combusts waste and generates enough electricity to power 40,000 homes. This electricity is sold to Progress Energy to generate income, which helps to keep solid waste management costs low. In addition, day-to-day solid waste activities include metals recovery and landfill operations, as well as waste diversion programs like electronics and chemical waste collection, recycling and the artificial reef construction. The Bridgeway Acres landfill property also houses the St. Petersburg College shooting range, and the soon-to-be constructed Sheriff's K9 facility. On adjacent Utilities' properties not yet in active use for solid waste operations there are several different active leases for co-located uses including a laser testing range, the Bay area bomb disposal site, a BMX track, and the Utilities' fat, oil and grease treatment facility. Overall, Solid Waste Operations provides a low cost, long-term disposal method, which is attractive to businesses locating in Pinellas County.

Recently, land use decisions by the City of St. Petersburg, supported by the Pinellas Planning Council and the Pinellas County Board of County Commissioners (acting both locally and in their countywide planning capacity), approved residential land uses in close proximity to the County's Solid Waste Operations. While the issue of compatibility of land uses is meant to be addressed through the County's imposition of certain conditions and criteria, including a buffer zone, it remains to be seen whether or not eventual opposition to a landfill operation adjacent to residential uses threatens the long-term visibility of this critical County operation. While the project is intended to help integrate residential uses into the surrounding employment area, it is imperative that countywide solid waste disposal responsibilities and operations remain the priority in this location.

RECREATION

Countywide, the ability to meet increasing demand for active recreation is a challenge. In a County that is virtually built-out, with little vacant land left, there are simply few - if any - sizable venues for new recreational ventures. In some cases, entire communities feel left out when it comes to recreational opportunities. For example, the unincorporated Highpoint community (**see Figure 3**) desires better access to community-level active recreation, but finding a location to meet their needs has proven difficult. With a scarcity of land, it is likely that the solutions to recreation in the future will be based more on partnerships among providers, agencies and governments, enhancements to the existing infrastructure, and simple ingenuity. The challenges of providing for recreation in this County need to be seriously considered in the planning for the Gateway area, particularly if the population is to increase as a result of the residential construction in the Area. While some of the new residential development will likely provide for a playground area, clubhouse, pool and maybe tennis courts for their residents, this will do little to address the burgeoning demand for organized and diverse public recreational opportunities as the overall population increases.

TRANSPORTATION

An effective transportation system is critical to sustaining a healthy economy. This includes roadways that operate at acceptable levels of service, public transportation that provides timely service to and from employment centers, and walking and bicycling facilities that allow bicyclists and pedestrians to travel safely. Transportation and employment are logically related, and planning successfully for employment requires planning effectively for the transportation system needed to get employees to and from work. But the transportation system must also serve the overall mobility needs of the residential communities located in the Gateway Area, not just get people to and from work. The following describes the diversity of the planned and existing transportation infrastructure in the Gateway Area.

The St. Petersburg - Clearwater International Airport

Clearly, the St. Petersburg - Clearwater International Airport is the Area's major transportation facility. It is critical to the Pinellas County economy, both as an employer and as the means to move goods nationally and internationally. The movement of goods in and out of the Area is so important that the entire 2,000 acre Airport property, including the Airport Business Center and Industrial Park, is designated as a Foreign Trade Zone (FTZ193).

The Airport has undergone recent renovation, including construction of a multi-million dollar U.S. Customs and Immigration Facility and a new baggage claim area, and plans are underway to expand an existing runway to 10,000 feet to accommodate non-stop trans-Atlantic flights. Although two major passenger carriers in financial difficulty recently left the Airport, planning to attract future carriers requires an ongoing commitment to upgrade and expansion.

The 2004 Airport Master Plan Update was made available for public review and comment in the summer/fall of 2003, and several subsequent public meetings were conducted in the Area. The Master Plan Update details long range plans for Airport operations over the next twenty years and the facilities to support those operations. An approved Master Plan is required in order to make the Airport eligible for Federal Aviation Administration and Florida Department of Transportation monies, and is critical to addressing a changing Airport environment. The Airport Master Plan also describes planned uses on Airport-owned property not associated with Airport operations.

Roadway Infrastructure and Improvements

In regard to roadway improvements, the three highest priorities (according to the Pinellas County Metropolitan Planning Organization's recently adopted 2025 Long Range Transportation Plan) are U.S. Highway 19, Ulmerton Road, and the Roosevelt/CR296 Connector (including 118th Avenue, 102nd Avenue and Bryan Dairy Road). These are the major transportation facilities serving the Gateway Area, and are among the heaviest traveled roadways in the County. These roads also traverse several different jurisdictions and are impacted by development approvals by the County, as well as several municipalities, including the cities of Largo, Pinellas Park and St. Petersburg.

U.S. Highway 19, Roosevelt Boulevard, Ulmerton Road and Interstate 275 are all currently experiencing level of service, or operating, deficiencies associated with traffic volumes. While development in the Gateway Area can add trips to the deficient roadways and exacerbate road congestion levels, all of the vehicle trips do not originate from development in the Area, nor is a Gateway property necessarily their destination. Traffic might simply be passing through the Area using the major road system. For all of these reasons, transportation planning for the Gateway Area remains a challenge.

Planned roadway improvements that will affect the Gateway Area are summarized in **Table 3**. In addition, **Figure 5** is included to depict planned road improvements in the Area as well as their proximity and relationship to major employers (DRIs) and Pinellas Suncoast Transit Authority (PSTA) routes and stops. These planned improvements amount to an expenditure of almost a half billion dollars over the 22-year period from now to the Year 2025.

The Florida Department of Transportation (FDOT), in cooperation with the Pinellas County Metropolitan Planning Organization, is charged specifically with developing and maintaining plans for improving the Florida Intrastate Highway System (FIHS), or more recently transitioning to the Strategic Intermodal System, or SIS. In this regard, FDOT has recently completed a roadway-widening project on Interstate 275 in Pinellas County, and is planning phase one construction of Intelligent Transportation System (ITS) improvements (e.g., coordinated signals via fiber optics, centralized controls, etc.) on both Interstate 275 and U.S. Highway 19. Specifically, on Interstate 275, closed circuit television will be installed for both incident detection and traveler information. On U.S. Highway 19, FDOT plans include coordinated signals managed through a centralized control center. FDOT is also partnering with the County and the municipalities to implement ITS improvements on non-FIHS facilities such as Ulmerton Road.

**TABLE 4
GATEWAY AREA PLANNED ROAD PROJECTS**

	Road	From	To	Existing Lanes	Project Description (Lanes-Facility Type)	Const. Year	Cost (in thous.) *
1	CR 296/Roosevelt Bl. Connector	East of 40th St.	West of 28th St.	N/A	Construct 6P	By 2006	\$30,742
2	CR 296/Roosevelt Bl. Connector	North of Ulmerton Rd.	East of 40th St.	N/A	Construct 6P	By 2025	\$125,984
3	CR 296/Roosevelt Bl. Connector	49th St. Bridge	North of Ulmerton Rd.	4D	Reconstruct to 6P	By 2025	\$117,900
4	CR 296/Roosevelt Bl. Connector	At 49th St. Interchange		N/A	Construct 6P	By 2025	\$74,000
5	CR 296/Roosevelt Bl. Connector	At I-275		N/A	Construct Interchange	By 2025	\$43,700
6	CR 296/Roosevelt Bl. Connector	At I-275		N/A	Construct Ramp	2007	\$19,623
7	East-West 118 th Ave. Expwy	US Highway 19	East of 40th St. /CR 296	6D	Reconstruct to 6P **	By 2015	\$103,903
8	Gandy Blvd.	US Highway 19	West of Grand Ave.	4D	Reconstruct to 4P	By 2025	\$20,975
9	Gandy Blvd.	West of Grand Ave.	West of I-275	4D	Reconstruct to 4P w/ overpass - Grand Ave.	By 2025	\$36,058
10	Gandy Blvd.	West of I-275	East of 9th St.	4D	Reconstruct to 4P w/ overpass - 16th St.	By 2015	\$77,003
11	Gandy Blvd.	East of 4th St.	West of 9th St.	4D	Reconst. to 4P w/ intrchgs. at 4th and 9th St.	By 2015	\$41,470
12	Roosevelt Blvd.	Ulmerton Rd.	28th St. North	4D	Reconstruct to 6D	By 2015	\$16,144
13	Roosevelt Blvd.	I-275	4th St. North	4D	Reconstruct to 6D	By 2015	\$14,991
14	Ulmerton Rd.	East of U.S. Hwy. 19	East of 49th St. North	4D	Reconstruct to 6D	2005	\$19,506
15	Ulmerton Rd.	West of 38th St.	West of I-275	4D	Reconstruct to 6D	By 2015	\$19,600
16	US Hwy 19	North of 49th St.	South of 126th Ave. North	6D	Reconst. to 6P w/ Intrchg at 118th Ave.	2006	\$70,536
17	126th Ave. N.	34th Street	US Hwy. 19	OD/2D	Construct 2D/4D	2020	\$10,000
						TOTAL	\$842,135

Project Description Notes:

1) D = Divided median 2) P = Partially controlled access

* cost figures are based on the MPO 2025 Long Range Transportation Plan, adopted 2004, and MPO Transportation Improvement Program

** Funding is only available for ROW acquisition at this time. Preliminary estimate for 6P is \$250,000,000

Figure 5 goes here

Hurricane Evacuation

Several of the roadways in the Gateway Area are considered by the Tampa Bay Regional Planning Council to be critical emergency evacuation links, including the Roosevelt Boulevard/Gandy Boulevard/4th Street North intersection, and all northbound I-275 ramps. Critical links are considered to be already congested road segments that will need to carry a high number of evacuating vehicles. Several of the major roads in the Gateway Area serve as a specific evacuation route, but almost all are subject to flooding due to low elevations, according to the Tampa Bay Hurricane Evacuation Study 2000, prepared by the Tampa Bay Regional Planning Council. The evacuation routes in the Gateway Area not only need to move significant traffic volumes eastward from the County's west coast, but they also need to allow for internal traffic as residents move around to get supplies, seek shelter, and get home from work to prepare for the storm. Consequently, development and redevelopment in the Gateway Area must recognize the countywide importance of the Area's roadways during an evacuation emergency.

Pinellas Mobility Initiative – Guideway and Bus Rapid Transit Considerations

In addition to planning for roadway improvements, the MPO has been exploring the feasibility of premium transit services including an elevated guideway (monorail), enhanced express bus service, trolleys, etc. to enhance the public transportation opportunities in the Area. Federal approval of the "new starts" application for the elevated guideway, completed in July of 2003, remains pending. Most recently, plans for the Area are focusing on the near-term feasibility of implementing Bus Rapid Transit (BRT). The Area might also provide an ideal location for testing a "Looper" bus/trolley system to move people around the Gateway Area and/or to and from the adjacent residential areas. Similar trolley circulators are being looked at in other parts of the County.

The Pinellas Suncoast Transit Authority (PSTA)

The PSTA recognized the mid-County Gateway Area as the County's major employment area in their Mid Range Transit Plan in 1998, and the significance of the Area was reaffirmed during their 2004 visioning process. This has resulted in several new route enhancements designed to better serve Gateway Area commuters. For example, the PSTA extended Route 58 to serve County Road 296 east of US Highway 19 as well as the Carillon DRI. The route continues onto Roosevelt Boulevard, providing service to Gateway Mall. Route 11 is scheduled to be extended northward from Park Side Mall to mid-county via Gateway Center and 28th Street within the next fiscal year. This route currently serves the Rubin-ICOT Center on Ulmerton Road and 58 Street north of Ulmerton Road to Whitney Road. Also scheduled in 2004 is the introduction of express service on US Highway 19, tentatively planned to extend from Countryside Mall in Clearwater to Central Plaza in St. Petersburg, along with later evening service for Routes 19 (US Highway 19), 52 (Roosevelt Boulevard/49th Street/Ulmerton Road) and 59 (Ulmerton Road/49th Street/9th Street). One of the most

recent and most innovative improvements, which came online in August 2003, is the new premium/luxury coach service providing commuter service to the Ulmerton Road area, Interstate 275 and then crossing Tampa Bay to downtown Tampa. Existing PSTA routes and bus stops are depicted on **Figure 5**, and are evident in relation to major employers, including the various DRIs. Recently, PSTA has expressed interest in using a portion of the area completed by the recent acquisition of the Speedway property for a Cross-Bay terminal and the County is already considering co-locating several transportation alternatives in this location to create an intermodal transportation “hub.”

Developments of Regional Impact (DRIs) and Associated Roadway Improvements

Several DRIs are located in the Gateway Area. DRIs are required to mitigate the impacts of their development on the roadway system through construction of road improvements or by contributing to improvements implemented by State and local agencies. Most of the DRIs in the area have already fulfilled their transportation related requirements. DRIs with outstanding transportation-related obligations include St. Petersburg’s Gateway Areawide DRI and the Gateway Center DRI located in the cities of St. Petersburg and Pinellas Park. Development orders for both projects require contributions to transportation improvements in the Area, including improvements to Ulmerton Road, Gandy Boulevard, Roosevelt Boulevard and 28th Street.

Summary of Transportation Plans

Clearly, in addition to roadway improvements, plans for major investment in non-traditional and high-speed transportation modes are being discussed, and perhaps opportunities might even exist in certain areas to integrate bicycles safely into the mix of transportation options in the Gateway Area.

■ ***Future Plans and Opportunities*** ■

Supporting Economic and Employment Potential with County Projects and Plans

Integral to achieving the maximum potential of the Gateway Area is a comprehensive planning approach that recognizes the diversity of uses and activities in the Gateway Area and seeks logical connections among and between those uses and activities. With sound planning, the County has the ability to use County-owned properties to help fill the gaps in needed or desirable services and uses, and to create the synergistic relationships with area businesses, industries and governments that will position the Gateway Area for successful local, regional, national and international interaction. With the same confluence of conditions that first set the Area apart for its economic and employment potential thirty years ago still in place today, and with significant development activity still underway, the Gateway Area is already a diverse and dynamic employment center of the County. How then to make it better? The evaluation of the County-owned properties in the area, particularly those that might be underutilized from a contributory economic and employment perspective, is critical to this question.

Maximizing the employment potential of the Area requires attracting and retaining businesses and industries. How does this impact the transportation network, and the ability to effectively manage traffic carrying capacity of the major roadway system? How will development and redevelopment affect the natural environment? How do we ensure that planning for new opportunities is compatible with the need to plan and fund needed support facilities and services? And finally, how do we make sure that the quality of life for Gateway Area residents remains protected, and even enhanced, by implementing a long range plan for the Gateway Area? To answer these questions requires that we have well-thought-out plans and policies to guide critical future decisions. The following discussion explores the potential for County projects, properties and planning in the Gateway Area to impact and influence the goals and outcomes for the Gateway Area.

■ ■ **Recreational Plans and Opportunities**

The most significant recreational opportunity located in the Gateway Area, and perhaps for the County as a whole, is associated with property under Pinellas County Utilities/Solid Waste Operations ownership. The **241 acre closed Toytown landfill** is one of the few large properties not yet committed for a specific development (**see Figure 2**). Particularly if associated with adjacent privately-owned property, creative multi-use recreational opportunities exist at this location. However, since it is a closed landfill, any future development for a public use, including a recreational use, must be planned to address the physical, environmental and permitting limitations imposed by the site characteristics. With the County's build-out condition, opportunities to purchase or develop vacant tracts of this size are rare. But a tract of this size is required if the County is going to plan for any sort of regional recreational venue. Recreational

planning has taken on increased importance in the past few years with the completion of the Active Recreation for Pinellas County Residents report in 2002, resulting in the current recreational master planning process underway. Use of the Toytown property for recreational purposes was discussed in that report, recognizing that the size and contiguity of the property presented significant opportunity. The proximity of the property to the planned Progress Energy Trail alignment of the Pinellas Trail provides further value to the location as an accessible recreational hub. In addition, the fact that the property is centrally located with major roadway access in all directions makes it desirable for the types of regional recreational uses that benefit local residents, as well as the local economy by attracting recreational enthusiasts at both regional and national levels to Pinellas County. For these reasons, a study of the recreational potential of Pinellas County Utilities' Gateway Area properties is being undertaken. This scale of recreation does not necessarily address community-level recreation needs, requiring that the County continue to plan at a community-level, even while devising a regional plan for recreational and economic success. In fact, a recreational survey has been devised for the Highpoint area to gauge recreational interests.

As mentioned above, the **Progress Energy Right-of-Way/Easement** is currently under consideration as an eastern alignment of the Fred E. Marquis Pinellas Trail. Recently, a lease agreement was completed between the County and Progress Energy allowing for co-location of the Trail along the powerline alignment. Currently, construction of the portion of the Trail north of Ulmerton Road is planned to begin in 2006 using Penny for Pinellas dollars. The County has received approval and allocation of Federal Congestion Mitigation Air Quality (CMAQ) funding to complete overpasses. Portions of the project have been scheduled by the MPO and put into the FDOT work program. The southern alignment in the vicinity of the County's Bridgeway Acres landfill will still need to be worked out with Solid Waste/Utilities and environmental permitting officials. An alignment to connect the Progress Energy Trail with the closed Toytown landfill property, a potential future recreational venue, is under consideration in association with the mixed use development project planned in proximity to the County's Solid Waste Operations; however, there are no final plans. The Pinellas County Comprehensive Plan requires bicycle lanes and sidewalks to be included along with any County roadway construction projects in the Area. Ongoing attention to bicycle facilities planning and safety in the Gateway Area is important, not only from a recreational, but also a transportation perspective, as the Area matures and integrates as a residential and employment center.

The **Gateway Preserve** is over 1600 acres of County-managed preserveland. While the Preserve is largely wetland, there may be the potential for some trail development, including a "blueway," or canoe/kayak trail destination. However, the site constraints are significant for public access as very little of the land is upland. Still, the Preserve is an integral and defining environmental feature of the Gateway Area and must be considered in the County's long range planning.

■ ■ *An Intermodal Transportation Hub For The Future*

An intermodal “hub” is envisioned in the Gateway Area, with its confluence at the 112 acre former “Speedway” and adjacent horse stables site. The area is seen as an ideal site for the co-location of several transportation-related uses, including the Roosevelt Boulevard/CR 296 connector and an intermodal/high speed rail terminal. According to the 2002 Airport Master Plan Update, “it is envisioned as a consolidated regional transfer center for passengers using the Airport, monorail, local/regional bus service, and rental cars” and would be designed to accommodate high speed rail. The monorail is currently proposed to connect the Airport to downtown St. Petersburg and downtown Clearwater. Funding has been earmarked for the Roosevelt Boulevard/CR 296 connector, and the Speedway site was recently acquired for this purpose. Construction dollars are not yet committed. Several segments of the CR 296 connector are already in design, but construction is not anticipated until the outer years of FDOT’s work program. There are also plans for integrating the rest of the intermodal plan, including elevated guideway and bus rapid transit, into the Area. Because of the suitability of the Speedway site, should a specific commitment be made to the intermodal projects, up to two thirds of the property is currently considered “reserved” for these uses.

As mentioned earlier, PSTA is interested in using a portion of the property for a Cross-Bay terminal, for commuter buses to and from Hillsborough County. The County, the FDOT and PSTA will be working closely during 2005 to evaluate the options, and develop a conceptual plan, for optimal co-location of uses at this site.

PSTA, FDOT and the MPO are currently evaluating Ulmerton Road to determine its suitability for Bus Rapid Transit strategies such as signal priority and “queue jumpers” (i.e., allowing the bus to advance first at intersections by using the right lane to “jump” around cars). Trolleys, or “loopers” are being considered in other locations around the County to move people around a limited area; an evaluation of the Gateway Area for such a service might be warranted to complete the mix of integrated mobility options.

Overall, this intermodal “hub” would be designed to support the economic, employment and transportation goals of the Gateway Area and the County as a whole, by optimizing mobility in and around the Area. Obviously, to achieve this will require coordination and a common interest among County departments, as well as federal, state and local agencies and governments. Therefore, in regard to planning and decision-making, the County should be a leader, as countywide interests are at stake with the commitments made to this project area, or mobility “hub.”

■ ■ *Implementing Airport Plans and the St. Petersburg-Clearwater Airport Master Plan Update*

Airport Operations

The Board approved the Airport Master Plan Update on December 21 of 2004. Because airport markets and climate are volatile, the County must plan for a future that recognizes the cyclical nature of the industry. The Master Plan contains specific funding

strategies for the needed capital improvements, initially focusing on a pay-as-you-go approach. Adoption of the Master Plan is the first step towards eligibility for State and Federal grants. Developing a plan for, and construction of, the terminal structure should be underway soon, contingent upon approval of a specific project by the Board of County Commissioners. Any short-term terminal improvements will be financed on a “pay-as-you-go” basis.

Airco Golf Course

The Airport’s Airco golf course property, at over 124 acres, is a focal point of the County’s redevelopment plans in the Gateway Area. The golf course use is planned to be phased out for development to a use with more countywide economic benefit. While specific plans are not formalized, the site is intended to be developed as a business and employment center. This property is required to be used to provide revenue for the Airport, according to the provisions of by the Federal transfer of property in 1947. Because of the size of the site, the County will need to determine if redevelopment plans are of a threshold requiring treatment as a Development of Regional Impact (DRI). Regardless, the site planning process will require that such things as compatibility with adjacent uses, the adequacy of roads and infrastructure, compatibility with the onsite and surrounding environment as well as the neighboring community be adequately addressed.

Airport Industrial Park and Business Center

As described earlier, the existing 42 acre Airport Industrial Park and Business Center is a successful business location, although several of the occupants are public sector uses. It is expected that the Center will continue to be an employment focal point, but will receive new attention regarding marketing, accessibility and visibility, particularly as the public sector uses onsite re-locate to the EpiCenter in the Rubin Icot Center.

Commercial Property to the South

There are several commercial properties to the south of existing Airport operations, under Airport ownership, totaling approximately 33 acres. Most of the properties have direct access to Ulmerton Road. While small commercial interests have expressed interest in developing the properties, and a Cracker Barrel restaurant is under construction now, there is benefit to looking at the remaining contiguous properties as a whole before parceling out opportunities individually. Ulmerton Road is already experiencing level of service deficiencies and additional commercial attractors along the roadway may not be the best development alternative.

Properties to the East

The Airport also owns the properties to the immediate east of Airco golf course and existing Airport operations. These properties are important for several reasons. They provide an excellent buffer between the planned activities at the Airport, along with the planned development of a business and economic center at the Airco Golf Course, and the residential areas to the east. Additionally, the proximity of the property to the nearby

Yat Kitischee archaeological site makes it likely that significant cultural resources might be found on this property as well. The site also offers potential for a stormwater management purpose associated with redevelopment of the Airco property. Overall, maintaining this County property in a largely natural condition, coupled with analysis of a compatible stormwater management function, and the potential for passive public access, is recommended. However, additional cultural exploration should be the initial priority in order to determine the level of activity and accessibility appropriate for this property.

■ ■ ***Plans for Other County Properties***

Solid Waste Operations

Solid Waste Operations will continue to develop its landfill operation. In fact, development will occur on a continuous basis for at least the next 50 years. New residential and industrial development planned in the vicinity may be impacted by this ongoing operation. It is imperative, however, that the landfill operation continue in this location, otherwise solid waste will need to be transported out of the County, resulting in an extraordinary increase in the cost of solid waste disposal for all County residents and businesses in the future. This is the reason for the reluctance to allow residential uses too close to the operating landfill, and the reason, therefore, for the creation of a buffer zone regulating development around solid waste operations. Anticipating that future residents would object to build-out of the landfill operation, the Board of County Commissioners adopted regulations that would control the location of residential and mixed-use development in proximity to Solid Waste Operations. In this manner, the Board can balance the economic objectives of the Gateway Area with the long-term needs of countywide solid waste disposal and management responsibilities.

Criminal Justice Complex and Jail

The Criminal Courts Complex is complete, and the Jail facility is in phase 2 of its 3 phase development, as described in the Florida Quality Development application for the Complex. Phase 2 includes a 432 bed health care facility for the Jail, and remodeling/reconstruction of the food service, dining and laundry facilities. Build out of the FQD is expected by 2012. However, additional land will still be required for some limited expansion associated with juvenile justice operations. The vacated PSTA site on 49th Street appears to provide the location for this expansion. Coordination with the City of Largo on use of the PSTA site will be required. As the entire Complex is in close proximity to the Cross Bayou Canal, any development and all future operations associated with this sizable operation should contribute to improving overall environmental quality and water quality in the Canal, consistent with the purpose of the Cross Bayou Watershed planning underway.

Jumbo Sports Site

This property, while having certain site constraints, still has redevelopment potential to a use with more economic and employment value. Pinellas County Economic Development is currently marketing the property under its existing commercial general land use designation. To support this purpose, the County should evaluate the benefit of amending the site to an Industrial Limited land use designation in order to support uses with a higher level of employment and economic return. With the exception of commercial land uses around the intersection, the surrounding area is largely industrial. The traffic impacts associated with light industry would likely be less than that associated with commercial development.

Vacated PSTA site on 49th Street

While a portion of this property will be reserved for use by the City of Largo for expansion of their wastewater operations, the remainder of the site is available for other uses. However, the site might provide the appropriate location for expansion of Criminal Justice operations rather than additional economic development.

Cross Bayou Out-Parcel (formerly Turtle Club)

This 9-acre property is currently vacant; and was the site of a former restaurant use. While a land use change was recently proposed in order to make the property more commercially viable, the proposal was eventually withdrawn. The site is for sale at this time with its current Industrial land use designation.

150th Avenue North Site

This 29 acre property, located behind the Crossroads (previously Bay Area Outlet) Mall, is currently being marketed for sale by Economic Development. It is in a largely natural condition, with jurisdictional wetlands, a retention pond, and a small area of uplands. While the site was originally envisioned for a major drainage purpose, Pinellas County Public Works has since determined that the location is not ideal for this purpose. Hence, the site might have greater overall value in association with a redevelopment purpose, particularly since it is adjacent to the Mall property.

Integrating Plans and Opportunities Successfully into the Surrounding Environment

The success of the Gateway Area depends on more than projects; it depends on successful integration of the plans and projects into the surrounding natural and community environment. The desire to maximize the economic and employment potential of the Gateway Area cannot be at the expense of the natural surroundings, nor should it jeopardize financial commitments made by the County to the protection of the Gateway Preserve, or the County's upcoming commitments to watershed restoration and management.

Additionally, planning for the Gateway Area must recognize existing neighborhoods - Gateway is home and community to many people. The residential land uses contribute to both the vitality and diversity of the Gateway Area. Consequently, County projects and plans must be sensitive to neighborhood concerns and needs. For example, residents both in and outside of the Gateway Area have expressed concern over plans to expand Airport operations, particularly in regard to noise levels. Concerns such as these require creative and ongoing planning to resolve.

The following details provide further description and context to these types of concerns and relate natural surroundings and quality of life to the planning process for the Gateway Area.

Natural Resource Protection and Public Use Opportunities

The Gateway Area contains at least two significant environmental features, the approximately 1,600 acre Gateway Preserve and the Cross Bayou Canal. The Gateway Preserve is a part of the County's network of managed environmental lands, managed by the Environmental Lands Division of the Pinellas County Department of Environmental Management. It is unique in that it was the first large environmental investment by the County for natural resource protection. Today, the Preserve is managed by the County for its significant regional habitat value and for its contribution to the overall goals of the Tampa Bay Estuary Program. The Preserve was recently annexed by the City of St. Petersburg.

The Cross Bayou Canal bisects the County, and is navigable in portions. Off and on, the Canal has been the subject of discussion by the County as a possible canoe trail, or blueway. However, for several reasons, including security issues associated with the proximity to the Coast Guard Facility and the Black Hawk Training Facility, it has been difficult to advance a plan for such a use. Regardless, the Cross Bayou Canal remains a significant environmental feature in the Cross Bayou Watershed and water quality issues have contributed to its priority in the County's watershed planning program. Watershed diagnostics and planning are currently underway by staff from the County, the City of Largo, the City of Pinellas Park and the Southwest Florida Water Management District. The Cross Bayou watershed management initiative recently received a designation by the U.S. Environmental Protection Agency's (EPA) Land

Revitalization/One Clean-up Pilot Program which will provide financial support for the County's watershed management and land revitalization goals. Additionally, the EPA recently awarded the County an environmental assessment grant complementing the Cross Bayou designation. This designation goes hand-in-hand with the County's brownfield initiative, and the program components of both can be applied throughout the watershed to achieve watershed improvement and County redevelopment goals.

The Gateway Area is also home to significant cultural resources and was the site of a major archaeological excavation, the Yat Kitischee site, in the 1990s in the proximity of the Airport. Protection of the Yat Kitischee site and its resources as a reflection of Pinellas County's past remains important to the County. The Yat Kitischee site is currently protected, but it is likely that archaeological resources are located on other properties in the vicinity. The Airport completed an archaeological assessment of the area in 2005 and additional protection measures might be worthwhile and appropriate.

Incorporating Environmental Protection into the Planning Process

Protection of the natural resources in the Gateway Area should be a priority as the County has invested significant time and dollars towards the creation, development and management of the diverse and dynamic coastal preserve system represented by the Gateway Preserve, and Weedon Island to the south. The Pinellas County Comprehensive Plan recognizes, and commits to, the value of using environmental lands for education and public enjoyment in a manner that instills environmental stewardship. The wise integration and enhancement of the environment into the planning for Gateway, and representing the preserve lands as an integral feature of the Area, is key to ensuring stewardship for the surrounding natural environment. Planning for public access to the natural lands, therefore, is essential, even if access is largely by kayak or canoe.

Road planning, redevelopment planning and site planning present the opportunity for incremental environmental improvement. For example, exploring creative regulatory and funding strategies and priorities for beautification, habitat restoration and landscaping will contribute positively to the character and environmental value of the Area. Planning for road improvements can offer, for example, the opportunity to enhance the aesthetics and environment along the roadway corridor.

The Gateway Area is situated predominantly in the Cross Bayou and Roosevelt drainage basins. Consequently, long range planning for the Gateway Area needs to recognize specific watershed issues and must contribute to watershed improvement. For example, multi-jurisdictional watershed planning for improvements in the Cross Bayou Basin is underway (as previously described) between the County, the cities of Largo and Pinellas Park, and SWFWMD. In both watersheds, the issues to be addressed include compliance with the water quality improvement aspects of the County's National Pollutant Discharge Elimination System permit and importantly, compliance with new surface water quality standards regarding maximum allowable pollutant loads (i.e., total maximum daily loads, or TMDLs). The Roosevelt Basin in particular drains to Tampa Bay, a National Estuary, which is a priority waterbody for

improvement both locally and nationally. As a member of the Tampa Bay Estuary Program (TBEP), and playing a key role in the development of TBEP's Comprehensive Conservation and Management Plan for Tampa Bay, the County has made a significant technical, scientific and financial commitment to improving conditions in Tampa Bay. Tampa Bay will soon be subject to new water quality and watershed restoration requirements associated with Clean Water Act compliance, which should have an impact on how development activities are evaluated and regulated in the Roosevelt Watershed.

All of the property controlled by Solid Waste Operations is currently subject to National Pollutant Discharge Elimination System permit requirements, which is one reason why the location of Tampa Bay Water's brackish wells and water treatment facility are a concern. The withdrawals have the potential to affect the ground water level gradient required to maintain the integrity and function of the slurry wall around the Solid Waste properties, which is required by State regulations.

Clearly, planning for the Gateway Area must be consistent with, and help to implement, regulatory directives, but planning and redevelopment in the Gateway Area also presents the opportunity for the County to be a model for sustainable environmental planning and low impact site design (i.e., environmentally-friendly site planning techniques that conserve natural resources and hydrologic functions). In particular, this is possible with the projects under direct County control and in the development/redevelopment of County-owned properties. In turn, the County's planning and actions should be a model for other local governments and the private sector in sustainable and quality redevelopment.

The Residential Community

An additional consideration in long range planning for the Gateway Area is the evaluation of opportunities to provide new and better integration of residential land uses into the Gateway mix. That is, by providing housing closer to employment, the potential to decrease the number of trips on the overall roadway system exists. For example, the ability to coordinate local transit with the location of housing and employment so that employees can get easily from home to work and back without a car is a desirable goal. To be effective, this is likely to require the introduction of new housing options directly into the mix of business and employment related land uses. Consequently, land use changes to support mixed use development may be appropriate in certain areas. In addition, there may be sites that offer redevelopment potential by conversion to a residential use.

Existing neighborhoods must also be considered in the long range planning for the Gateway Area. The unincorporated residents of Feather Sound, for example, have already expressed concern over the build-out of the Airport properties and the potential impact on their quality of life. Ongoing communication between the County and residents is critical.

The residents of Highpoint have more immediate concerns over neighborhood revitalization, including access to active recreational opportunities. In regard to the

Highpoint Area, the County has an ongoing neighborhood revitalization effort, and is continuing to look for sites with community recreation potential. County and City of Largo staff have discussed the future of providing recreation in the community through collaboration, and the City has discussed potential annexation, although the City has not expressed any definitive plans at this time.

It is important then, that individual community needs and issues be recognized and addressed when planning for the Gateway Area if the existing residential communities are to remain viable, and if additional residential uses are going to be successfully integrated into the Area.

RECOMMENDATIONS



The following are general recommendations for Board approval. They include both policy level recommendations, as well as more site-specific recommendations. Following this summary of recommendations is a listing of more immediate recommended actions presented for Board approval. Board approval of these recommendations and actions will provide County staff with the direction and support needed to plan comprehensively for the Gateway Area. It will also direct the intergovernmental coordination and collaboration required to plan successfully for the Gateway Area as a whole.

The County properties that represent a specific opportunity in the Gateway Area are identified at the end of this section (they are depicted on original Figure 3).

PLANNING TO STAY IN THE GATEWAY AREA ***The influence of Board Principles and Policies***

The Board of County Commissioners adopted the **Planning to Stay** Element of the Pinellas County Comprehensive Plan in May of 2003. The reason for adopting this new Element of the Comprehensive Plan was to recognize the build-out condition of this County, and to provide principles to guide the planning decisions of the future so that Pinellas County remains desirable and viable as a community, retains a dynamic and successful economy, and sustains the environmental quality that is a remarkable hallmark of this urban county.

The Gateway Area is representative of all these things, and is, in some ways then, a microcosm of the County as a whole. It is the ideal setting in which to not only implement appropriate principles of **Planning to Stay**, but also to identify and refine the Board's policy and direction for the future.

The County is presently undertaking an evaluation and appraisal of its Comprehensive Plan, required by the State to be conducted every 7 years. It is likely that this evaluation will result in a significant update to the Comprehensive Plan. The incorporation of additional policy direction in the Comprehensive Plan will benefit not only the Gateway Area, but development and redevelopment activities throughout the County.

The following recommendations are for new or strengthened principles and/or policies for inclusion in the Comprehensive Plan, to be incorporated during the Comprehensive Plan evaluation process currently underway. With their incorporation, they will provide further and more specific Board direction to the plans, actions and activities of the County, in the Gateway Area and the County as a whole.

RECOMMENDATIONS

The following principles are intended to be considered for inclusion in the *Planning to Stay* Element of the Comprehensive Plan; however, they can also be translated into more specific objectives and policies for incorporation into other Elements of the Comprehensive Plan.

Principle/Policy 1: The Board will ensure that the Pinellas County Comprehensive Plan, and corresponding land use and zoning decisions, support an effective land use mix and design for the Gateway Area, in a manner designed to promote and attract primary employers, reduce travel demand, and create a distinctive and quality urban environment.

Principle/Policy 2: The Board will ensure that the Pinellas County Comprehensive Plan supports local and regional employment and economic goals, as well as the intergovernmental coordination required to achieve these goals.

Principle/Policy 3: The Board recognizes that achieving economic and employment goals is of equal importance to protecting environmental quality, the quality of life and the livability of the Gateway Area.

Principle/Policy 4: The Board will capitalize on opportunities and partnerships for land assembly, and creative planning, marketing, leasing and development of that land for a beneficial economic purpose.

Principle/Policy 5: The Board will purposely identify, assemble and market properties to attract high-quality contributory businesses.

Principle/Policy 6: The Board recognizes that industrial land uses are integral to achieving the County's economic and employment goals, and will therefore, limit the conversion of industrial land in the Gateway Area to other uses, and will proactively assemble industrial land uses, where possible and appropriate, to market for employment and economic purposes.

Principle/Policy 7: The Board will ensure that land use decisions in the Gateway Area are compatible with critical hurricane evacuation needs and routes.

Principle/Policy 8: The Board will ensure that the principles of the *Planning to Stay* Element of the Pinellas County Comprehensive Plan and the purpose of the

Countywide Economic Development and Redevelopment Plan are mutually supportive and compatible.

Principle/Policy 9: The Board recognizes that certain public facilities (e.g., Solid Waste Operations and the Airport) cannot be reasonably re-located, and that land use decisions need to be compatible with, and not negatively impact the operation of, existing public uses.

Principle/Policy 10: The Board will foster, commit to, and facilitate where appropriate, the required multi-jurisdictional and multi-agency coordination necessary to position the Gateway Area as a local and regional economic leader.

Principle/Policy 11: The Board will amend the Comprehensive Plan to address the Gateway Area specifically, including the need for multi-jurisdictional and coordinated planning, particularly in regard to land use decisions and progressive environmental policies and projects.

Principle/Policy 12: The Board will ensure that County projects and properties serve as models of sustainable environmental design, ensuring that County properties serve as models for, and represent how to achieve the maximum potential from, quality development, including economic, environmental and/or community success in a manner that can translate to other parts of the County.

Principle/Policy 13: The Board will expect that the needed skills and resources exist in the different County departments, and that departments function collaboratively, to accomplish desired plans, opportunities and goals, including economic development and redevelopment goals, for the Gateway Area.

Principle/Policy 14: The Board and staff will convene regularly with other local governments and agencies in the Gateway Area to establish and work towards common and mutually beneficial goals.

Principle/Policy 15: The Board will ensure, through intergovernmental coordination and by its land use decisions and regulations, that the use and purpose of those properties with countywide significance remains protected, and that incompatible land uses are not sited in a manner that would jeopardize existing or future operations that provide a countywide benefit.

INTERGOVERNMENTAL, INTERAGENCY AND PUBLIC COORDINATION AND INVOLVEMENT *to optimize the countywide potential of the Gateway Area*

County government is only one of the players planning for the future of the Gateway Area. The cities of St. Petersburg, Pinellas Park and Largo all have their varied and vested interests in the economic potential of the Area. Long range planning for the Area can occur independently or in concert with one another. There are currently several different plans underway or being implemented in the Gateway Area. For example, there are several large Developments of Regional Impact (DRIs) in varying stages of build-out, in the City of St. Petersburg especially. The County has just approved the Master Plan for the St. Petersburg – Clearwater International Airport. A master development plan will be required for the Airco property. The City of Largo has developed a strategic redevelopment plan that includes a portion of the Gateway Area. There are four local governments and four comprehensive plans that affect the Gateway Area. The Pinellas County Metropolitan Planning Organization is responsible for long-range transportation planning for the Area. Revitalization plans are underway for the unincorporated Highpoint community, and several municipalities have annexation plans that will affect the Area. There are long range watershed plans and environmental restoration plans that affect the Gateway Area and involve area governments, agencies and federal partners. Perhaps more than any other location in the County, the Gateway Area is a confluence of economic interest, activity and opportunity.

But Gateway is also comprised of several residential communities, unincorporated and municipal, and those residents also have a vested interest in the future of the Gateway Area. Necessarily then, each government must also engage their residents in the planning process for the Gateway Area.

It would seem that planning independently by affected local governments with individual interests will surely not maximize the potential of the Area as a whole. Rather, a commitment to intergovernmental and interagency coordination and mutually-beneficial collaboration on common goals seems critical to maximizing the potential of the Area. For example, the long range planning for County properties and County and countywide interests should be coordinated with the interests and activities underway in the cities. Importantly, each affected local government is in the process of preparing for a major State-mandated update to their local comprehensive plan (referred to as an evaluation and appraisal report) so the timing is appropriate for coordination of, for example, local comprehensive plans, policies and land development regulations. Notably, public involvement is a key component of comprehensive planning in order to make sure that the long-range vision of the community, and not just the government, is represented.

Recommendations for coordination include:

RECOMMENDATIONS

Amend the Pinellas County Comprehensive Plan to include specific commitments and strategies for coordinating with other governments and agencies to achieve common goals in the Gateway Area.

Obtain input from the elected officials of each affected government to determine whether the opportunity for **more formal coordination**, (via a mechanism like a Chapter 163.3245, F.S., Sector Plan, an Area-Wide DRI, a land use or zoning overlay, an alliance of businesses, etc.) would provide unity and multi-jurisdictional benefit to planning and development in the Gateway Area.

Convene with, coordinate and collaborate with, municipal governments and agencies to discuss and identify common goals, issues, opportunities, and priorities for the Gateway Area. Opportunities for mutually beneficial and formalized coordination might include:

- Development and implementation of consistent concurrency management approaches (i.e., managing the impacts of development approvals on facility operating conditions) and overall transportation planning and management strategies for the Area.
- Land use planning, redevelopment planning and decision-making, focusing on the road corridors that serve as a gateway to the Area.
- Obtaining funding for projects or improvements that are mutually beneficial.
- Watershed and regulatory planning, and implementation of innovations in environmental projects and design.
- Development of a specialized economic plan for the Gateway Area.
- Partnering on solutions to the recreational needs in the Highpoint/East Largo area.

Convene County task team(s) to implement Board priorities, which include intergovernmental coordination and planning to achieve individual and countywide benefit.

Include **public input** in the planning process, and include citizen and business representatives on appropriate task teams.

QUALITY DESIGN AND CONTRIBUTORY SITE DEVELOPMENT *In the Gateway Community*

It is likely that existing land development regulations are not able to adequately address the complexities of development and redevelopment in the Gateway Area. To make the Gateway Area an attractive gateway to the County, a successful focal point for business and employment activity, and a desirable place to live requires innovative regulations that address, at a minimum, mobility issues, infrastructure needs, resource protection and aesthetics. Development in the Gateway Area provides an opportunity to model sustainable development practices and to successfully meld economic, environmental and community goals. Some coordination or commonality in development regulations among jurisdictions would be beneficial in this regard, but is a challenging undertaking.

At a minimum, County projects undertaken in the Gateway Area should be models for sustainable and quality design, which requires common direction to, and commitment from, implementing departments. But the fact is that any innovative site development strategy, low impact design principle, and regulation relevant in the Gateway Area is relevant throughout the County.

Therefore, consider that the Area provides an opportunity to implement new and innovative regulations, projects and incentives that achieve Area-specific goals but are the result of the larger review and update of existing regulatory codes and development approaches needed to sustain a quality economy and environment in our built-out County. In other words, the Gateway Area can exemplify how to apply a new and flexible regulatory model to achieve specific goals. In order to accomplish this, collaboration both internally and externally is needed, and public input and involvement by a variety of public and private stakeholders is required, building upon the previous recommendations. The following additional recommendations are suggested:

RECOMMENDATIONS

Convene a **Multi-Departmental Task Team** to coordinate a review and re-write where needed, of the County's land development code in a manner that addresses the build-out condition of the County, embraces low impact design principles, and includes incentives for quality development. Include as a component of this review, input from stakeholders (other governments, residents, businesses, regulatory agencies, etc.). The County's current land development regulations are largely written for development of vacant land and do not effectively address the constraints and complexities of redevelopment. Consequently, **The Team will coordinate review, revision, and re-**

write of the County's Land Development and Land Revitalization Regulations considering the following:

The City of St Petersburg has recently undertaken a significant re-write of their development code to support renewal and redevelopment of properties in the City; this is a good place to start in regard to **ideas for new regulations**.

The County's regulations need to be transformed to reflect a **more urban, versus suburban landscape**.

Redevelopment requires a commitment to including effective and innovative **low impact environmental design** criteria, standards, and requirements in the new regulations (e.g., encouraging creative and flexible site designs that provide for shared access, connectivity, clustering of uses, and protection, enhancement, and/or restoration of natural amenities).

The need for safe and efficient site access is required along our congested roadways, but more creative and flexible concurrency management strategies are required to effectively **manage the impacts of development on the roadway system**.

The application of land development regulations should contribute towards **meeting the long-range watershed and land revitalization goals** already committed to by the County.

An emphasis on economic growth in the Area requires, in some cases, **flexibility in the site planning process**, including the use of incentives that further local government comprehensive plan goals.

Area-specific regulations can be designed to meet area-specific goals.

Collaboration with the other local governments in the Gateway Area (a multi-jurisdictional task team?) is desirable in order to collaborate on how best to implement common goals through common criteria and regulations (including consideration of an Area-Wide DRI, sector plan, overlay district, etc.).

Involvement and input from other stakeholders, including residents, businesses, regulatory agencies, etc., to ensure that all facets of a quality development and redevelopment code are addressed, so that residents and businesses will **Plan to Stay** in Pinellas County.

GETTING IN, OUT AND AROUND *the Gateway Area*

A variety of transportation improvements are already planned in the Gateway Area. However, implementing the improvements will be costly and could take many years to complete. But because mobility in, out and around the Gateway Area is key to the Area's success as an economic center as well as its success as a livable community, it is important to look at ways to enhance, integrate and fast-track key projects. It is also important to integrate land uses and modes of transportation effectively so as to provide for shorter travel times, to provide for alternative modes of travel, and to address mobility and safety in and around the Area.

However, coordination of transportation impacts and land use decisions in the Gateway Area is critical so as not to exacerbate roadway congestion and mobility issues, including the significance of the Area's roadways during hurricane evacuation.

Therefore, recommendations for Board consideration include:

RECOMMENDATIONS

With completion of the Airport Master Plan, begin to **review the existing facilities against the projected level of demand** to allow for the identification of, what, if any, enhancements are needed for the Airport to meet forecasted activity.

Work with the FDOT and the MPO to secure State and federal **funding for completing transportation-related capital improvement projects** in the Gateway area.

Request that the MPO complete its evaluation of transportation alternatives, including guideway and the feasibility of Bus Rapid Transit (BRT) in the Gateway Area, to **increase Area-wide mobility options**.

Request that the MPO review the **feasibility of a Gateway "looper"** to move people around the Gateway Area.

Secure funding for, and **complete scheduled improvements** to Roosevelt Boulevard, Ulmerton Road, U.S. Highway 19, Interstate 275, and Gandy Boulevard.

Because of their significance to **hurricane evacuation**, require that County Emergency Management staff be involved in the CIP and project planning process associated with the Area's evacuation routes to ensure that evacuation priorities are considered in all project schedules and designs.

Complete the planning for the Speedway, and adjacent, property for the Roosevelt Boulevard/CR 296 connector and for the **potential intermodal transportation hub** at this location.

Review, and amend as necessary, the Pinellas County Comprehensive Plan and, where appropriate, associated land development regulations, as well as the Countywide Plan, to **support better integration of residential development, and their supporting retail and service uses proximate to employment areas.**

Work with/encourage the private sector to identify areas in the Gateway Area with potential to **develop to affordable residential uses proximate to employment**, thereby reducing automobile dependence.

Review signage needs; consider better directional signage at, for example, the Airport Business Center.

Planning for Continuity and Character in THE GATEWAY TO THE COUNTY

The Gateway Area is just that – it is a “*gateway*” to Pinellas County for travelers from across the Bay, and for Airport travelers from different cities in and outside of the Country. But there is nothing that sets it apart as a distinct and important area.

The Area benefits from a significant natural greenspace provided by the Gateway Preserve, and some of the landscaping done in association with the DRIs is attractive and complements the surrounding environment. But there is no continuity in the surroundings. Opportunities do exist to beautify, or bring character to the landscape, and to enhance the natural surroundings, through coordinated application of development regulations, and through specific themed projects.

The County has significant opportunity to use its properties, its regulations, and its influence in the design of major roadway improvements, to have a positive impact on the appearance, the character and the environment of the Gateway Area.

But some continuity in the design and overall character of the Area might be beneficial and desirable, which necessitates coordination and a multi-jurisdictional commitment. For example, a multi-jurisdictional commitment to things like corridor beautification, continuity in landscaping and landscaping standards, and interspersions of greenspaces, common areas, and onsite or “inter-site” paths and trails would contribute significantly to quality of life in the Gateway Area.

RECOMMENDATIONS

Direct County staff to **identify logical greenspace connections** in the Area and to identify **opportunities for roadway/corridor beautification and enhancement**.

Direct County staff to **explore grant opportunities and partnerships** to implement corridor beautification and enhancement goals.

Coordinate with area governments, agencies and businesses to **identify desirable community design features and standards** for implementation through capital improvements, land development regulations and incentives (e.g., design standards for development along the roadway corridor; an overall community design theme, etc.)

During the review of County development codes, **recognize that certain areas are unique, like the Gateway Area, and may require the development of special codes and requirements** to achieve area-specific goals that arise out of planning efforts like the one described above.

POSITIONING COUNTY PROPERTIES *to Implement Economic Goals and* *Exemplify Sustainable Quality Development Principles*

There are several parcels in County ownership, particularly in the vicinity of the Airport, that can be developed/redeveloped to support light industrial/business uses and marketed to attract high wage jobs and contributory industries (**see Figure 2**). There are also County-owned properties that need to be examined more closely to see how they might contribute to revenue-generation, how they might provide employment opportunities, or be considered for sale. There are also County properties that can be uniquely redeveloped to provide a regional recreational purpose, or should be purposely protected for their environmental or cultural significance. Other properties require examination for their potential to buffer residential areas from certain non-residential uses. Overall, planning for each property requires balancing employment /economic potential with countywide economic contribution, and the potential impacts on public facilities, the natural environment and the surrounding community. **Table 5** provides certain specific recommendations for County properties as follows:

Table 5

1 of 4

TABLE 4

2 of 4

TABLE 4
3 of 4

TABLE 4
4 of 4

Initial Priorities for Action



Clearly, every desirable action cannot be accomplished in the short term. But this Plan can be used to provide a framework for, and a commitment to, long term planning, redevelopment, revitalization and funding in the Gateway Area. It can also provide a starting point for the necessary intergovernmental and interagency coordination required to achieve the regional potential of the Gateway Area.

The coordination and commitment that results from these initial actions, presented here for approval by the Board of County Commissioners, can better shape and focus ongoing planning and actions, and the identified implementing Departments will be on a common track to realize the potential of the Gateway Area. County staff can act to initiate the following actions immediately upon approval by the Board, with significant milestones achievable, in most cases, within the year.

To set the stage for interdepartmental, intergovernmental and interagency coordination ...

Action 1: The County Departments that developed this Plan will continue to coordinate and function, for County purposes, as the Gateway Planning Team.

Gateway Planning Team: Planning; Development Review Services; Airport; Culture, Education and Leisure; Convention and Visitor's Bureau; Economic Development; Environmental Management; Public Works; Utilities; Community Development

Action 2: Determine interest in, and convene, an Intergovernmental Team (i.e, the Cities of St. Petersburg, Largo and Pinellas Park) to cooperatively address the ventures and opportunities described in this Plan, including collaboration on a long range strategic plan for the Gateway Area, that recognizes both individual and countywide roles, responsibilities and goals, as well as the opportunities and benefits of coordination.

Gateway Planning Team and Municipal representatives

Action 3: Initiate/continue public and business sector involvement in the planning process, including area employers, developers and regulatory agencies.

Economic Development Department to act as lead for this coordination, with involvement, as needed, by Gateway Planning Team

To determine the correct planning approach(es) ...

Action 4: Continue to participate in ongoing planning efforts, including the County's Strategic Plan, the Countywide Economic Development and Redevelopment Plan; the Culture, Education and Leisure Master Plan; and the Cross Bayou Watershed Plan to determine what components are appropriate for implementation in the Gateway Area.

County Administration, Planning, Economic Development

Action 5: Consider, and discuss with affected governments and agencies, the value of a more formalized multi-jurisdictional planning approach to the Gateway Area (e.g., a Chapter 163, F.S. sector plan, overlays, etc.).

Board of County Commissioners, County Administration, Economic Development, Planning

Action 6: Develop conceptual plan for optimal co-location of uses at the "Speedway/Intermodal Hub" site.

Planning Department as lead, with PSTA, FDOT, Public Works

Action 7: Determine appropriate/required master plan process for the AIRCO property.

Planning Department, Airport, Economic Development, Development Review Services

Decisions on property we own and property we don't own...

Action 8: Discuss individually with stakeholders, and act immediately on, the recommendations for County-owned properties, particularly in regard to changes in land use and acquisitions (**Table 5**).

Gateway Planning Team; Departments with individual property ownership taking respective lead

Action 9: Actively identify and pursue desirable land acquisitions and land assemblages.

Public Works/Real Estate and Economic Development, with substantial input from Gateway Planning Team

Positioning our plans to support Gateway Area goals...

Action 10: Complete the Cross Bayou Watershed Plan and Watershed Revitalization Initiative, integrating with the County's Brownfield Initiative.

Environmental Management, Public Works and Economic Development; with input from Gateway Planning Team

Action 11: Complete the Evaluation and Appraisal Report and amend the Pinellas County Comprehensive Plan to reinforce Board Principles and Policy on the future of the Gateway Area, and to set strategic direction to achieve its long term potential.

Planning Department, incorporating ideas and outcomes from Gateway Planning Team

Action 12: Identify, evaluate and process any amendments required to the Pinellas County Future Land Use Map and Zoning Atlas in order to maximize contribution of County properties to Area goals.

Planning Department, along with Development Review Services and incorporating ideas and outcomes from Gateway Planning Team

Action 13: Identify/evaluate appropriate amendments to the Pinellas County Code/Land Development Regulations necessary to support implementation of the Gateway Master Plan, livable community concepts and overall quality of life.

Planning and Economic Development; substantial input from Gateway Planning Team

Action 14: Identify potential amendments to the Countywide Comprehensive Plan needed to foster quality redevelopment in the Gateway Area.

Intergovernmental Team, Gateway Planning Team, Pinellas Planning Council

Positioning ourselves to support Gateway Area goals...

Action 15: Provide consistent direction, organization and support to County Departments to ensure consistency and coordination in Departmental commitment and approach to the Gateway Area.

<i>Board of County Commissioners and County Administration</i>
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Gateway for feb05 review.doc August 23, 2005