Collaborative Labs
at St. Petersburg College
Accelerate business results

presents

Pinellas County
Code Update Perspectives & Priorities
Collaborative Engagement

July 31, 2012

Real-Time Record

Click here to download a Word document of this Real-Time Record

Welcome and Introductions

Milo Paich: I want to welcome everyone to the Collaborative Labs of St. Petersburg College. Before we begin today's engagement about Code Update Perspectives & Priorities, I think it's helpful to know who is here. I'm an Executive Facilitator with the Collaborative Labs. Joyce is our documenter and will capturing your notes today. Alan will also be facilitating. PJ will be running our technology and Jonathan is our Business Illustrator. Jonathan will be capturing your ideas in picture form today.

The attendees introduced themselves individually. SEE ATTENDEE LIST.

Milo: We have quite a mix of stakeholders and resources. Again, welcome. I'm now going to turn it over to Larry Arrington.

Larry Arrington: I am the Planning Director for Pinellas County. I want to thank the staff who organized this under Gordon's leadership. I want to place in context the discussion under the Urban Regeneration Imperative. It involves more than just code updates. We're trying to put together an urban regeneration tool kit. We were hired to do a strategic plan for Pinellas County Development. We interviewed a lot of people, did focus groups. We tried to identify some trends in Pinellas County.

Purpose
- Welcome
- Thank organizers
  - Staff under leadership of Gordon Beardslee
    - Liz Freeman
    - Glenn Bailey
    - Marcella Faucette
    - Ryan Brinson
- Collaborative Lab
- Opening Remarks
  - Place in context our discussion of:
    - THE URBAN REGENERATION IMPERATIVE
      - Update of Development Code
      - Part of what is termed an "Urban Regeneration Tool Kit"

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The vision has changed for Pinellas County:

Pinellas in Transition
(Observations Made in 2006)

Old Vision

- **From** a predominately suburban, developing County
- **From** over-dependence on population growth, construction and tourism
- **From** demand for traditional public policies, services and infrastructure in response to high growth

New Vision

- To an urbanizing, built-out, redeveloping/regenerating County
- To attraction and retention of businesses that produce above average wage jobs with high technology and global economic linkages
- To new urban policies, services and infrastructure in response to demands of urbanized, built-out region seeking to build a prosperous economy

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Pinellas in Transition

Old Vision

- **From** a clear role for PINELLAS COUNTY GOVERNMENT as a provider of traditional, general county services and municipal services and regulations for unincorporated areas
- **From** a low level of community engagement in policy development and administration

New Vision

- To include a more emergent leadership role in forging and implementing collaborative approaches to countywide and regional, urban problems
- To a high level of community engagement in policy development and administration
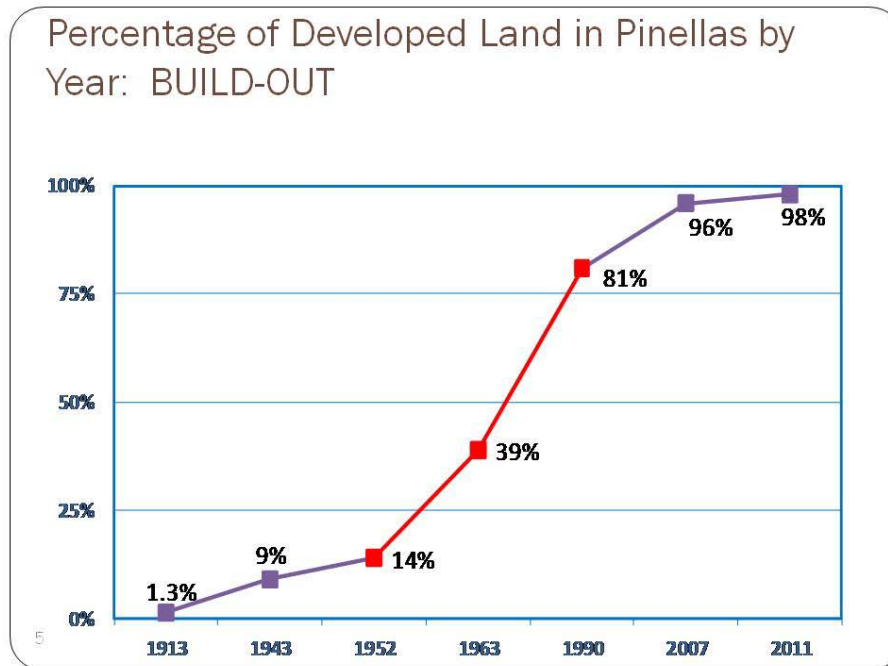
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Convergence of Two Trends: Build-out & Economic Downturn

- RESULT: "New Normal"
  - Many urban problems from massive growth boom (1950-2008) demand attention
  - Development, economy, and public revenue have slowed dramatically
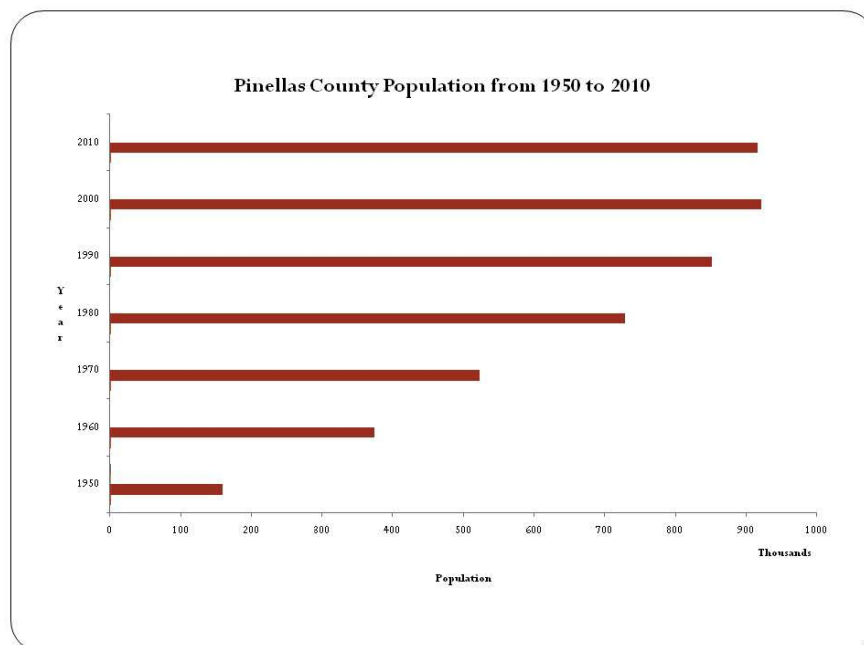 - Problems worsen as capacity to respond diminishes

4

Convergence of two trends – build-out and economic downturn. In order to retain our quality of life, these demands need our attention.

This graphic teaches a lot about Pinellas County. It is a theme of what we're talking about today. Much of the growth in the county was very rapid. In the 90's and 2000's, we reached a peak of capacity. Much of the development regulatory work was done after the growth occurred.

Percentage of Developed Land in Pinellas by Year: BUILD-OUT

A line chart showing the percentage of developed land in Pinellas County by year, with the following data points: 1913: 1.3%, 1943: 9%, 1952: 14%, 1963: 39%, 1990: 81%, 2007: 96%, 2011: 98%.

From 1950 until 2010, which was the last census, we saw a huge spike in this population. In Florida alone, it was about 496%. In the last two years, we've seen a decline.

Pinellas County Population from 1950 to 2010

A horizontal bar chart showing Pinellas County population (in thousands) by year from 1950 to 2010, with bars increasing from about 160 thousand in 1950 to about 920 thousand in 2000 and 2010.

In the percentage change, we see a huge spike in the 1950's and 60's. In 2010, for the first time, we saw negative growth. It was very small, and is expected to pick back up, but it's nowhere near what it was in the past.
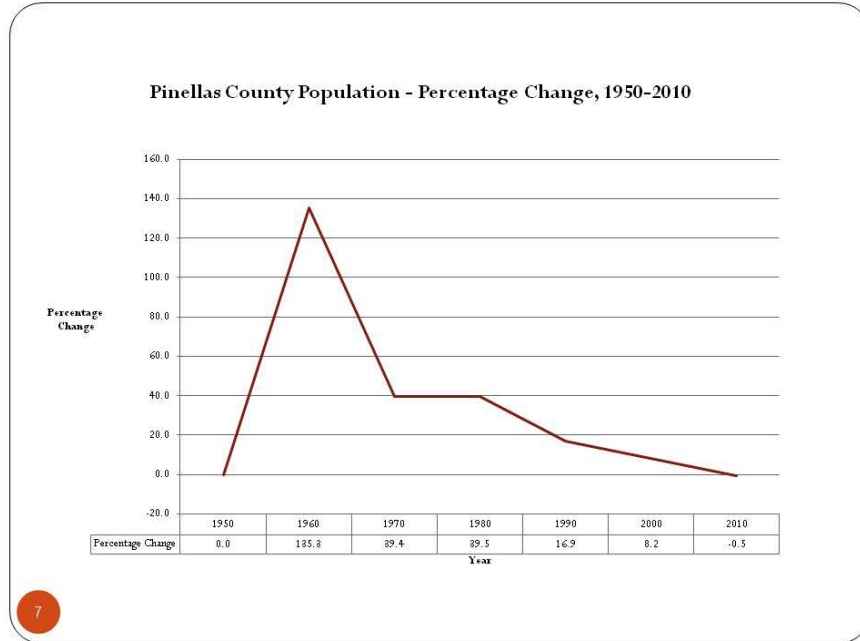
This is a graph of building permits. The numbers are extraordinary. This is for Pinellas County. It has taken a huge hit.
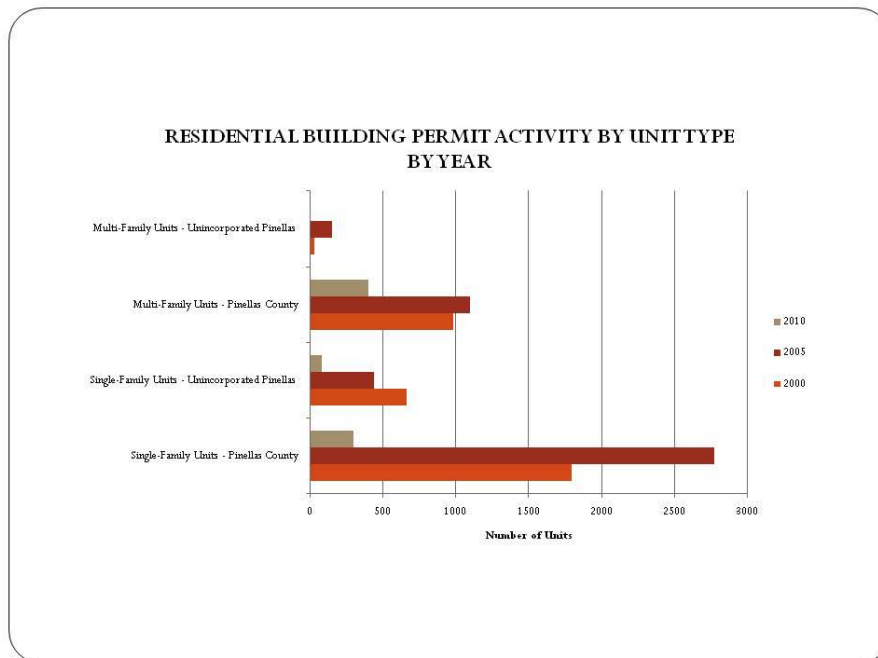
There are many complex and multi-faceted problems.

Urban Problems: The Surface Water Example

- Highly complex, multi-faceted challenges:
  - Water Quality
  - Water Quantity (Drainage)
- Multiple causes of problems require multi-faceted responses
- Funds to adapt to surface water challenges must come from public and private sectors working collaboratively in the future

Challenges: Our responses have to be multi-faceted as well. Specifically, we'll be looking at land redevelopment.

Challenges

Surface Water Management Challenges

Aging Infrastructure & Information Gaps
Development History
Limited Public Outreach
Fewer Resources
Financial Needs Exceed Revenue
Flooding and Erosion
Increasing Regulations
Poor Water Quality
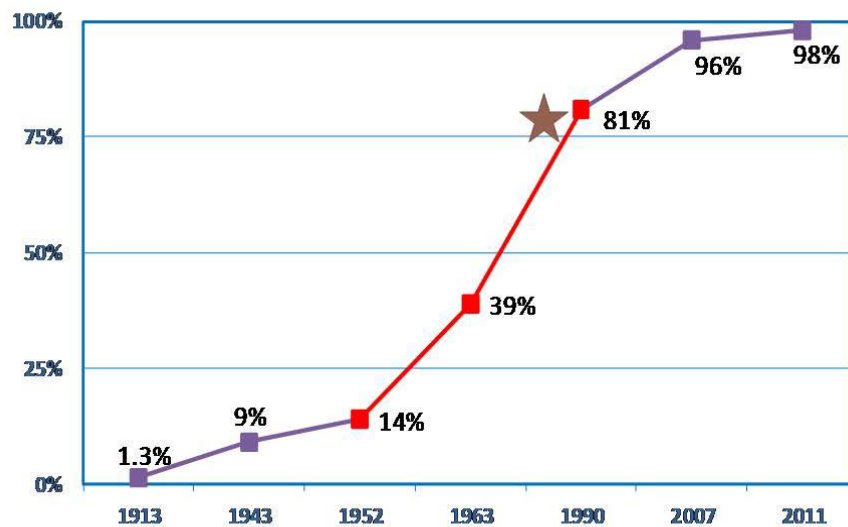
Approach

It wasn't until the late 1980's and early 90's that the county put in surface water regulations. By that time, much of the development had already taken place.
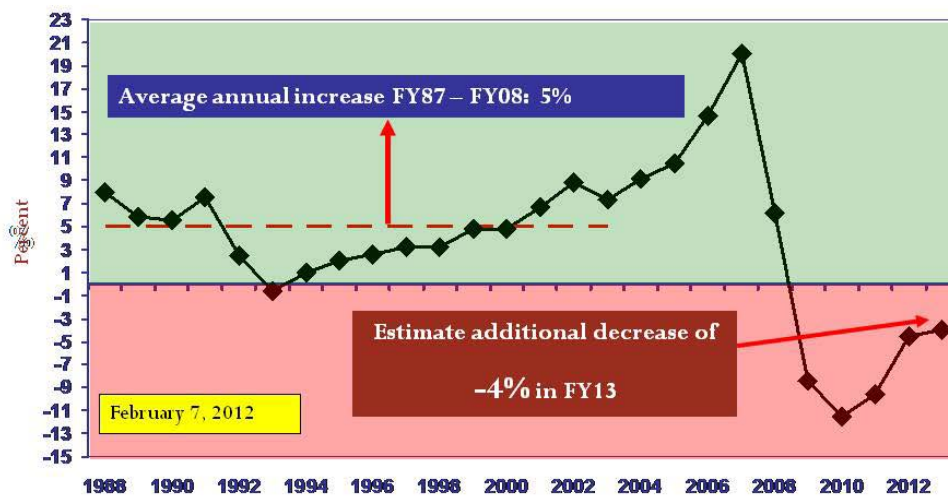

Percentage of Developed Land in Pinellas County before Local Surface Water Regulations

We have diminished capacity and a sharp decline in revenues. Look at the trends in taxable values. In government, we're usually one to two years behind the economy.

## Countywide <u>Taxable</u> Values
Annual Rate of Change

Average annual increase FY87 – FY08: 5%

Estimate additional decrease of

–4% in FY13

February 7, 2012

Consequences of Convergence of Trends:
Build-out & Economic Downturn

- Diminished capacity for public investment in adapting to urban challenges
  - Sharp decline in public revenues:
    - Revenues hardwired to new growth
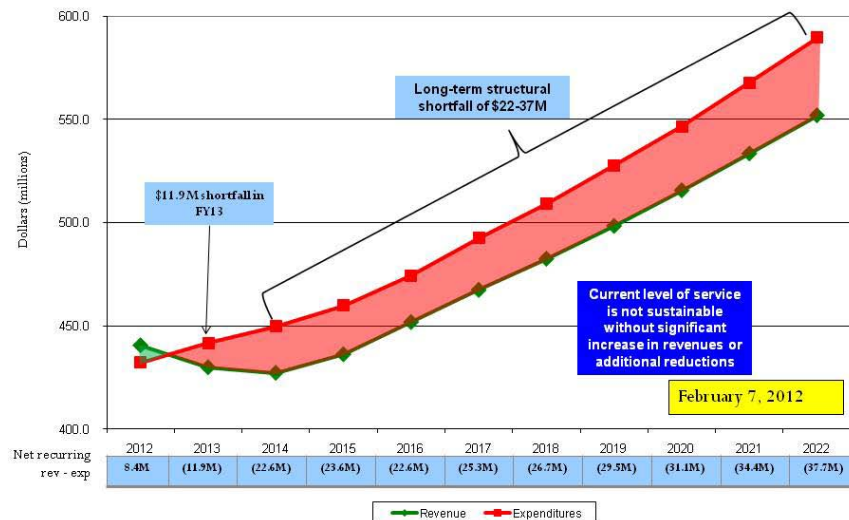   - Declining property values = Declining public Revenues

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We have a structural fund deficit.
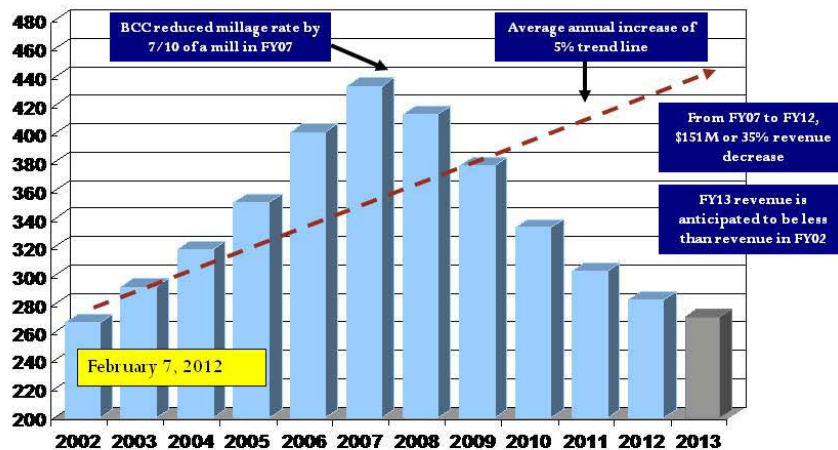
If we look at the General Fund Forecast, it shows the imbalance. Local government cannot deficit spend. We either have to see cuts in the level of service, increases in revenue or both.
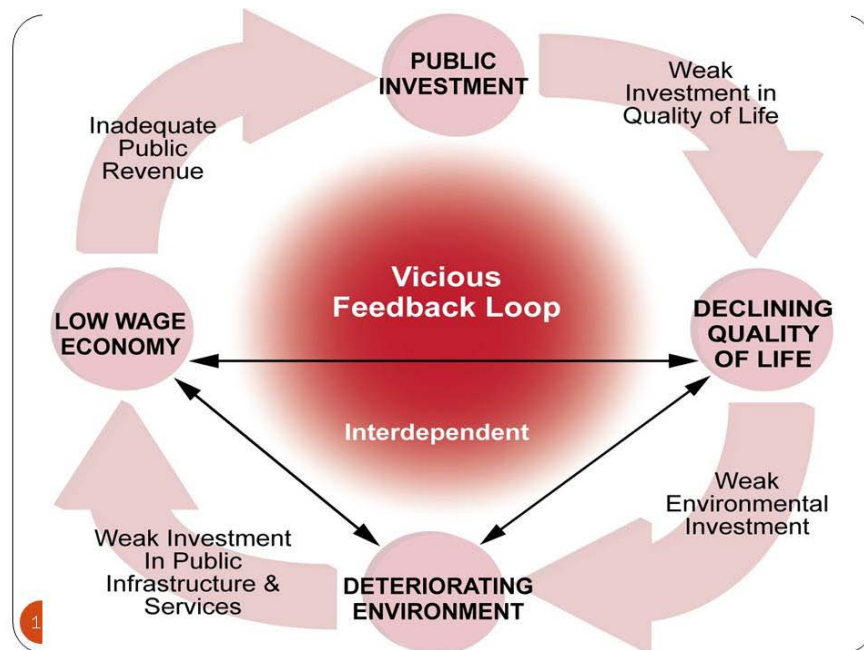
In the transportation fund, we are already running a structural deficit here. These also fund a lot of the drainage systems here. All of these fiscal trends are unsustainable and we have to look at changing them.
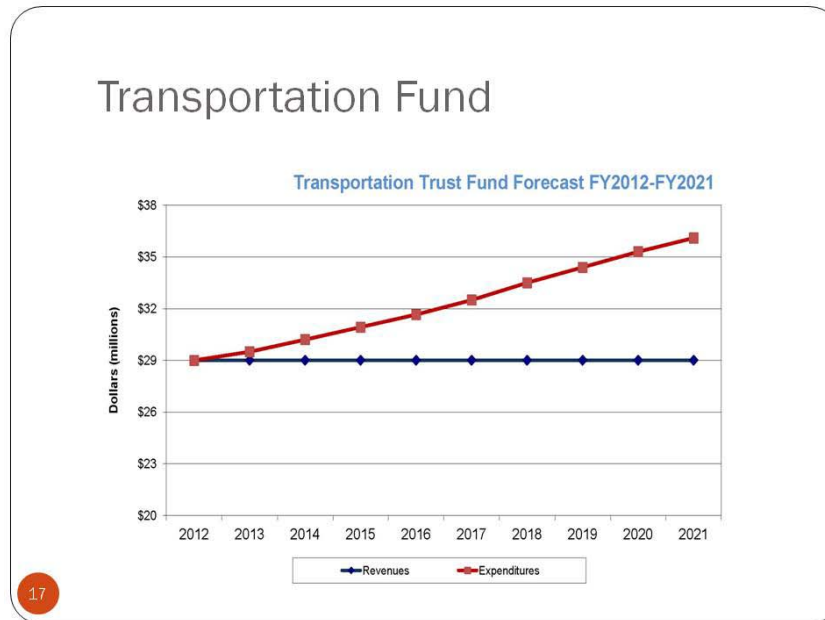
We're in a Vicious Feedback Loop: We've got to undertake some strategies to break this cycle. These loops are affecting us in an egregiously negative way.

We need to look at urban regeneration, which is another way to say "redevelopment."

The Strategic Response:
The Urban Regeneration Imperative

- "*Urban Regeneration*" describes the redevelopment process.
- The goal is to achieve a degree of harmony among the ECONOMY; QUALITY OF LIFE; & NATURAL AND BUILT ENVIRONMENT
  - These are interdependent.
  - All three contribute synergistically to the capacity of a community to prosper; and to meet the needs of the present without compromising the future.

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If we're too strict, we hurt the economy. If we don't respond strongly enough, then the quality of life and the environment gets hurt. We have to look for harmony and balance.

ECONOMY

NATURAL & BUILT ENVIRONMENT

SOCIAL/ QUALITY OF LIFE:
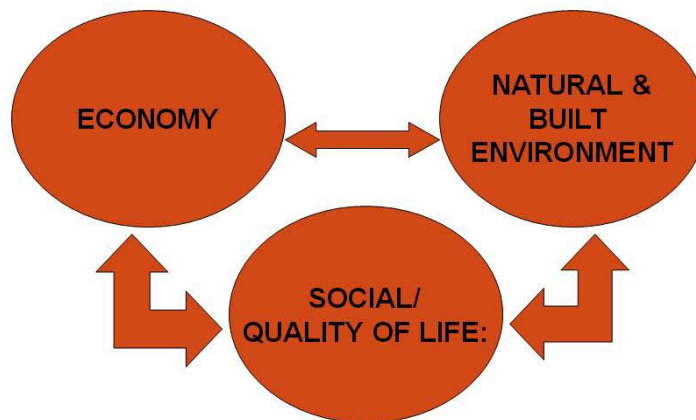
INTERDEPENDENCE; HARMONY; BALANCE

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You want policy that is adaptive, flexibility and innovative and has a lot of collaboration and less rules driven and more creative and customized. I want to focus in on inter-sector collaboration. I know there have been times when the bureaucrats and the developers were knocking heads with each other. That has to end. We have to find ways to make regeneration work in a different paradigm. Liz Freeman said that every project is an opportunity to build sustainability.

Urban Regeneration Demands Resilient Public Policy

- Resilient public policy has:
  - Capability to bounce back rapidly in the face of turbulent change.
  - The ability to absorb shocks and stresses and to adapt to change, unforeseen circumstances and risks.

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Urban Regeneration Demands Resilient Public Policy

- Core Attributes of a Resilient Development Code:
  - Adaptability
  - Flexibility
  - Innovation
  - Inter-sector Collaboration
  - Inter-agency Collaboration
  - Less Rules-driven
  - More Creative and Customized

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Urban Regeneration Demands Resilient Public Policy

- Every project is an opportunity to build resilience by:
  - Correcting problems of the past
  - Building resilience in the present
  - Helping to ensure a more sustainable future.

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We are developing an urban regeneration toolkit – we can do this in context of this toolkit. I think it's the best redevelopment plan I've ever seen. We're trying to build off a number of those ideas as we go forward with this toolkit.

Urban Regeneration Tool Kit

- Pinellas is seeking to build an Urban Regeneration Tool Kit that achieves Resilience
  - Development Code is a primary tool

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URBAN REGENERATION TOOL KIT

Policy Direction Requirements	Incentives where appropriate and beneficial	Plans and Policy direction	Regulations	Projects and Initiatives
• Address the potential or threat of conversion of dedicated open spaces to other uses – as once its gone its gone. • Linking land use and infrastructure decisions with coastal adaptation and resiliency issues • Economic development goals and industry targets • Effective comprehensive and strategic planning programs	• TDRs • Land assembly to facilitate and direct a redevelopment outcome • Tax abatement – if and where appropriate • Ensure an efficient development review process • Tax increment "capture" • Public/private partnerships • Creative financing strategies	• Comprehensive Plan/General Plan • Updated Countywide Plan and Rules • Watershed Plans • Post Disaster Redevelopment Plan • TOD and mobility plans • Determine additional planning needs (e.g., corridor redevelopment plans, sector plans , etc.) to guide decision-making • New land use categories (e.g., supporting corridor and center development)	• *__Land Development Code update - oriented towards a redevelopment landscape__* • Flexibility – net site improvement vs strict regulatory interpretation • New zoning districts and overlays • Creative parking management strategies	• Pursue comprehensive surface water initiative (address regional retention, funding strategies, etc.) • Healthy Communities Initiative • Sustainable Infrastructure investments • Quality of life investment (e.g., environment, culture, education, etc.) • Public engagement in planning, decisions and outcomes • Business Improvement Districts

We need your engagement. Today, we'll all be working together. If we're going to collaborate in the future, we need to be talking to each other.

Your Engagement is Needed

- As we build the tool kit in the immediate months and years ahead, your personal engagement is solicited. Without productive inter-sector collaboration, urban regeneration is an impossibility.
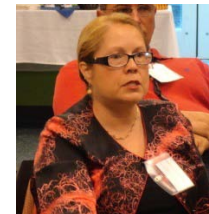
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Comment: How does that impact working together with the 24 different municipalities?

Larry: I really think that we've got to reform that system through time. Begin dealing with the cities and the county together and the cities and cities together, in a way that the really good ideas get showcased. I'm not naïve enough to believe that we can have one regional development plan. Politics is not logical or regional. We have to work with 24 cities. There are indications where cities adopt similar development regimes. There is a lot of room here between fragmentation and one regionalized structure. To be frank, I think we're somewhere in between those. We can't be operating in isolation, particularly with surface water and transportation.

Comment: I'd like a clarification of the phrase "built out." Are you saying that there is only 2% of our land that does not have commercial or residential buildings on it?

Kelly: It's the lands that are available for development.

Comment: So you take the parks out of it and there is only 2% left?

Milo: There will be a number of graphics and resources on display to help us with that.

Comment: It seems to me that with all the components we're dealing with, that there has to be one coming first. If we don't become factory friendly to bring in higher paying jobs, if we aren't friendly

to them, the word gets out, "Don't go there." Some municipalities are so parochial that you can't work with them. We're going to have to tear down some things.
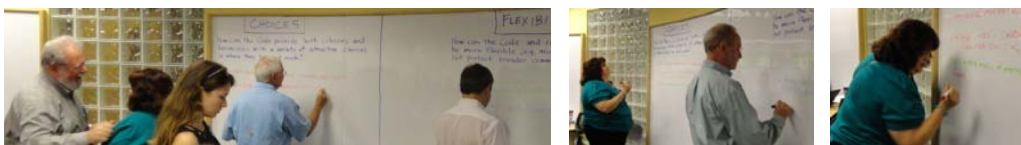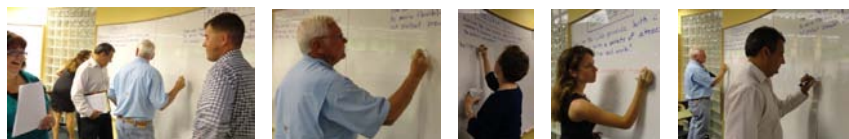
Milo: This is a great segue into today's objectives. In Larry's presentation, he gave us a broad context on which to build our work. Today's objectives are to share perspectives and organize priorities for updating the Pinellas County Land Development Code to better support quality redevelopment that is resource-efficient and integral to a sustainable economy.

Two words that I underlined were "shared" and "organize."   Two other words – analyze and decide are not there. Today, we will capture as much as input as we can today. The end product today will be a document that we create for you today. The Real-Time Record is a document that everyone has access to and will become the basis of your work going forward.

We have three dimensions to think this through: choices, flexibility and preservation. We started this morning asking you to bring ideas that you'd like to think about in these categories. I'd like to get a couple of highlights from these boards.

Opening Activity: "A Strong Base from 2010"

Welcome to the Collaborative Labs! Let's get started right away.

"Walk about" and consider the valuable work that was done during the 2010 focus groups (summarized in your pre-reading).

Let's _fill the whiteboard wall with 5-to-8 word examples of ideas_ from 2010 that serve as a base of strengths for today's work.

The wall has spaces labeled **Choices**, **Flexibility** and **Preservation**. Here are our working definitions of these focus areas:

|	
Choices	How can the Code provide both citizens and businesses with a variety of attractive choices in where they live and work?
Flexibility	How can the Code and review processes be more flexible (e.g. minimize variances) but protect broader community interests?
Preservation	How can the Code preserve quality of life, retain community character, and foster stewardship of the natural environment?

Each participant, please _contribute at least one item_ to any of the walls.

We'll kick off the engagement by leading a round of "laser reporting" where you can volunteer to share your example.

Opening Activity: "A Strong Base from 2010"

| Choices: How can the Code provide both citizens and businesses with a variety of attractive choices in where they live and work? |
| --- |
| • Let the market decide.
• Project natural environment – restore built enviro.
• High-end jobs – incentives – code, taxes reduced, cost < expedited process.
• Develop multiple modes of transport.
• Promote mixed use urban development focused on transit & education.
• Provide density incentives for well-placed mix use developments.
• Provide multi-modal opportunities tied to incentives. |
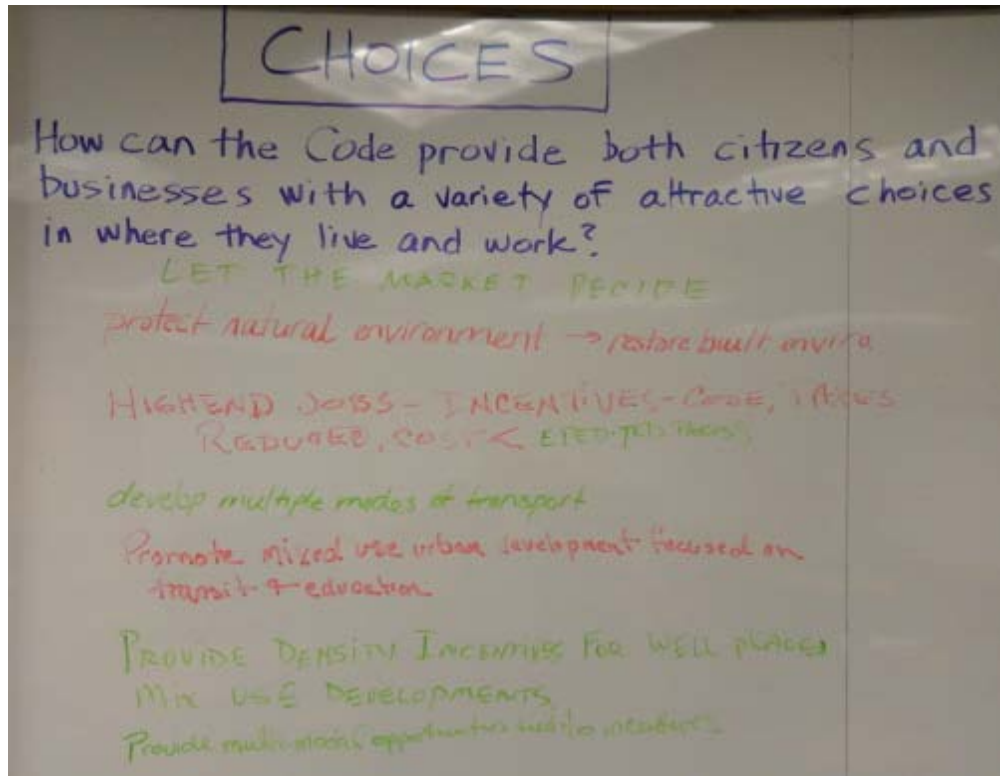
Comment: Commercial real estate – the market determines what people want and then produces it. If you lose that, you constrain what you want. I see that tendency in a lo tof the regulations.

Comment: High-end jobs – the way you can improve the economy is to have high-paying jobs. Tax incentives may help that. There are a lot of large sites available. There was a chart of the demographics – Service jobs have incrfeased, but they will not provide what we need.

| **Flexibility: How can the Code and review processes be more flexible (e.g. minimize variances) but protect broader community interests?** |
|---|
| • Redevelopment – easier for existing sites – flexibility codes.
• How can we shorten the rezoning process to less than 3 months?
• Use performance (impact) to merge land use designations.
• Land use changes = density on constrained roads.
• Provide certain variances on a "formula Basis" depending on pre-defined types/characteristics of proposed development.
• Create non-use variances for site development requirements, i.e., buffers, setbacks, etc, tied to performance based objectives. |
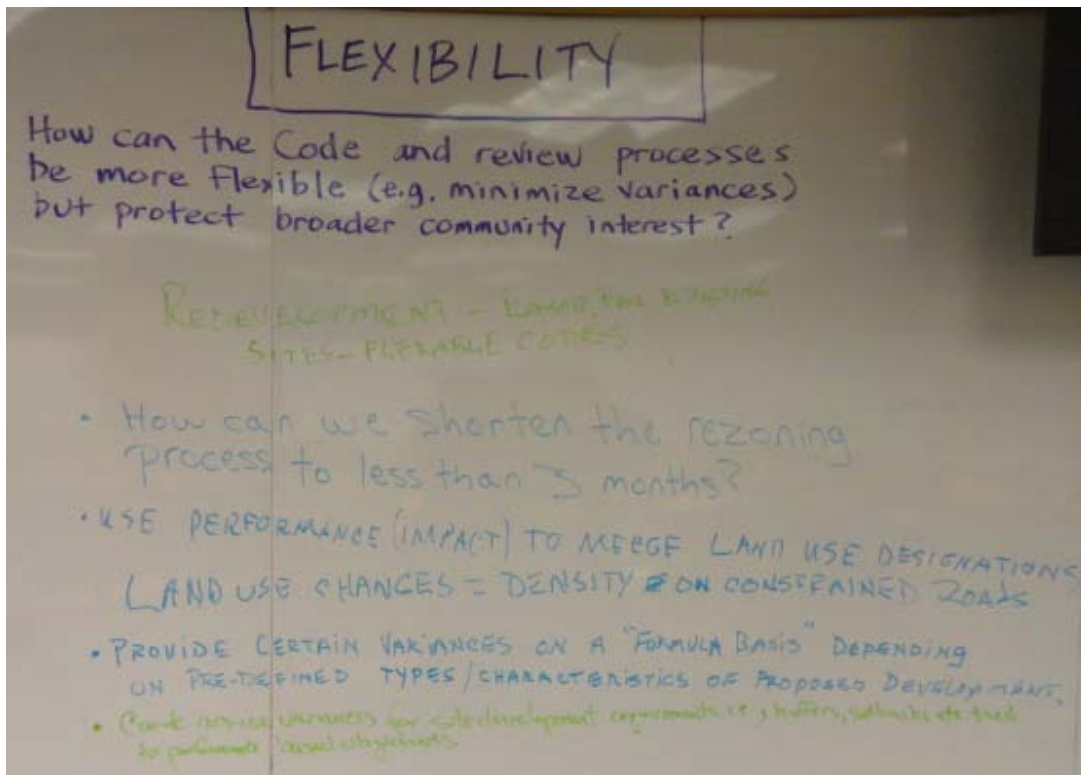
Comment: Alternative development options – look at site development rules. Variances are constraints. Allow some different options that allow flexibility to the market. Quality development versus quantitative analysis. Non-use variances in Miami are related to landscape, buffers, parking, etc. Giving flexibility and it also gets you out of the litigation as well. We need to put the objectives in writing.

Comment: The rezoning process takes four or five months. We need to shorten this.

Preservation: How can the Code preserve quality of life, retain community character, and foster stewardship of the natural environment?

- Meet the required nitrogen limits for Tampa Bay without undue burden on govt or private sector.
- Ensure sufficient parks/green space.
- Ensure quality conservation/preservation of open space/environmentally sensitive areas rather than a quantitative analysis.
- Need to maintain existing neighborhoods.
- Encourage and support locally-owned businesses.
- Include building and land design criteria that protects the natural environment.
- Consolidated approach vs. parcel approach.
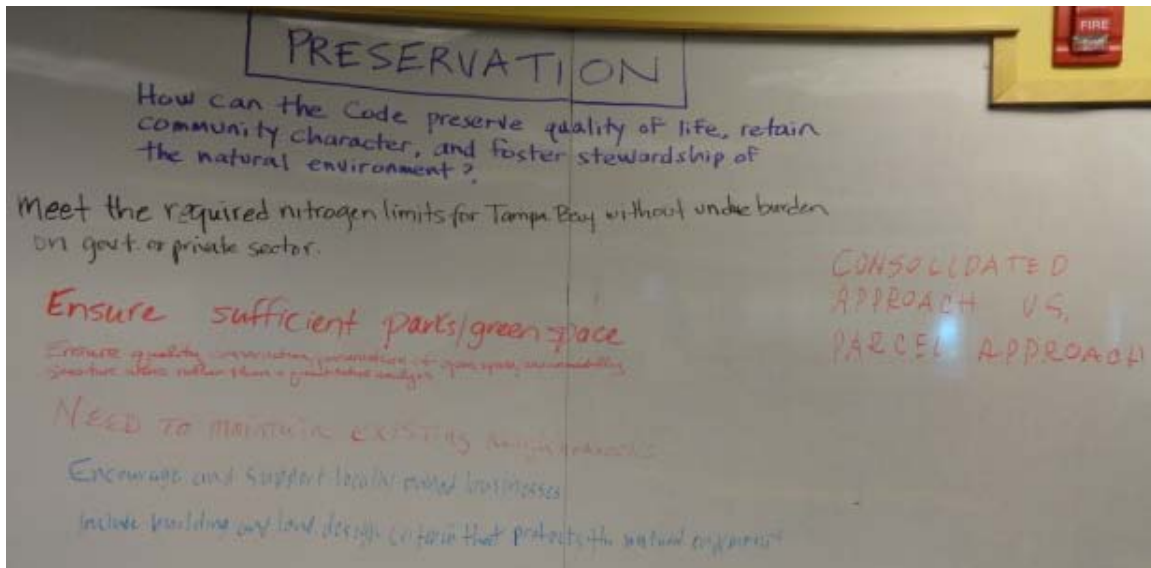
Comment: Required nitrogen limits for Tampa bay. That goeos straight to water qality. Writing into the development code ways to have low-impact development and storm water requirements.

Comment: Encourage and support locally owned business. Trying to retain the character of the community. This needs to be a more focused area.

Milo: We've already got a strong basis of ideas to go forward and are beginning our goal of collaboration. It's important to have informed collaboration. In order to have that, there are two topics where we thought it would be helpful to have more information on Storm Water and Transit. Kelly Levy is going to talk to us first about Storm Water.
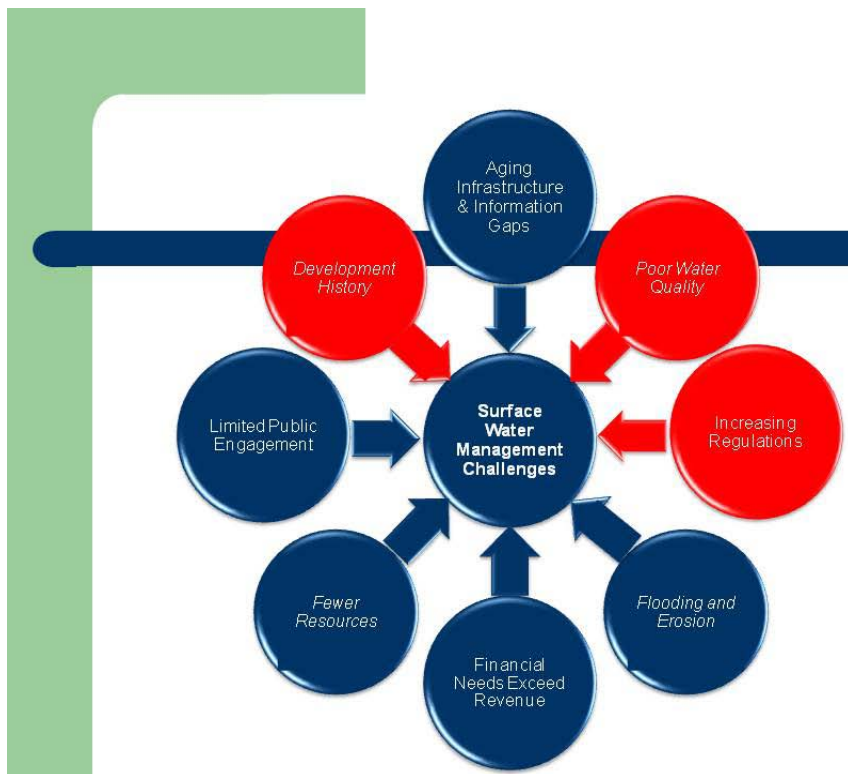
Kelly Levy, Pinellas County Watershed Management: Larry has already set a good foundation for the challenges we are facing.

There are several contributing factors. I'll focus on the three red circles: Development history, poor water quality and increasing regulations.

Our development history is one of poor water quality and increasing regulations.

In the regulatory picture, we're talking about our stormwater. Every facet is regulated. We have to think about this holistically. For example, a business who discharges nitrogen can't emit anymore – we can't add anymore to Tampa Bay.

If you exceed the limit, you have to bring it back down. They take these numbers and evaluate water bodies. If you're above it, you get a total maximum daily load. Those TMDLs are placed into a storm water permit. We have quite a few a number of water bodies for which we need to plan and fix.

Regulatory Picture

- NPDES
  - Clean Water Act
  - Regulates stormwater discharges
  - Specifies operational requirements
  - Mandates stormwater treatment for redevelopment
  - Water quality improvement mandates

Only Rain Down the Drain
No Trash or Debris
$500 Fine for Violation

No Tire Basura
$500 de Multa por Violacion
Solamente Lluvia en el Dren

Regulatory Picture

- Numeric nutrient standards ratified by the 2012 Florida Legislature
  - Springs
  - Streams
  - Lakes
  - Tampa Bay
  - Boca Ciega Bay
  - Clearwater Harbor
  - St. Joseph Sound

- Total Maximum Daily Loads (TMDL)
  - Clean Water Act
  - A calculation of the maximum amount of a pollutant that a waterbody can receive and still meet water quality standards

Seventy-four percent of our surface waters are not fishable or swimmable. We are mandated by agencies to correct this. This is not a good marketing tool. This is good stewardship. We need innovative solutions to solve a complex problem.

We are going to herculean heights to solve past problems. All because of our past.

Development History – Our Past & Our Present

Where the star is indicates where the regulations began, but our problems were already in place. The majority were permitted under less than optimal conditions.
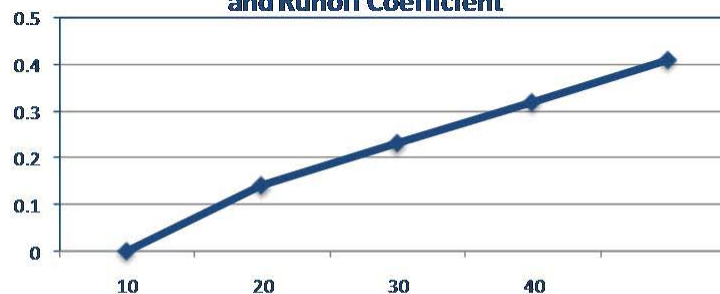

Percentage of Developed Land in Pinellas County

Incrementally, these are huge increases in run-off.

Importance of Land Use and Zoning Decisions

Relationship Between % Impervious and Runoff Coefficient

10% increase in impervious cover = 9% increase in runoff

We need flexible development policies. They have to be site specific. We typically knock everything down and flatten it. We are setting ourselves up to fail.

Redevelopment and regeneration is the only way that Pinellas County is going to improve. They have to be part of the equation. We have to look at the old '70's parking lots and how we fix them. Can such policies encourage redevelopment? Being adaptive is the critical piece here.

Development & Redevelopment

- Flexible development policies that provide a menu of alternatives/tools
- Site specific
- New: preserves unique and important conditions of a site
- Redeveloped: Incremental improvements in both water quality and water quantity
- Can such policies help encourage redevelopment over new development?
- ADAPTIVE

This parking lot is in St. Petersburg. All the islands are up. Why aren't they down? Let them be the drainage. The technology is improving greatly and you can use the tools where you need them.

We can be disconnecting impervious surfaces – when they are disconnected, we are creating places for permeation. Sometimes, it's just rethinking something.

We are combining Florida friendly landscaping with storm water treatment. We're trying to get people away from high-maintenance landscaping.

The ideas are limitless. We need a code that allows for all the opportunities.
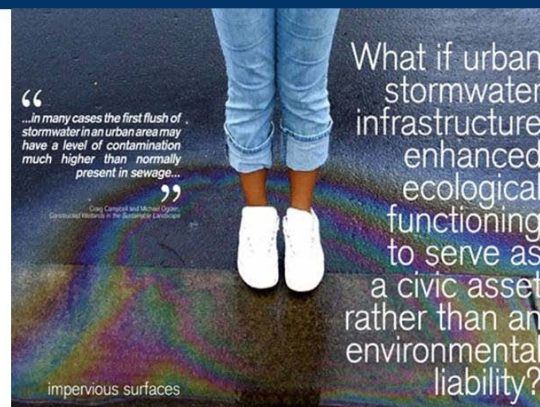
Kelly: Questions?

Comment: We can look at height requirements. This can decrease the footprint. Also, look at the parking code – they are seas of concrete. We're having median theft. Clearwater has effectively reduced their parking requireemnts and it has improved things.

Comment: Working with the flexibility of setbacks. More connected greenspaces – look at adjacent uses. Allow that movement so you have larger green spaces. Create a system that is more connected.

Kelly: You've just described a "treatment train."

Ray: Is there any technology that remediates nitrogen at the manufacturing site.
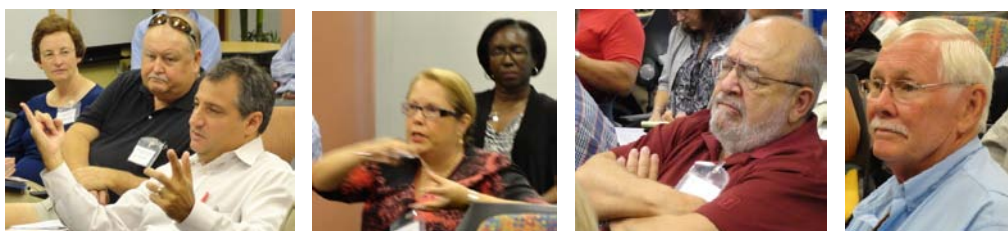
Kelly: Nitrogen is one of the most problematic elements to remove from manufacturing. At least at the waste water treatment side, this was regulated back in the 70's.

Ray: Is there technology at the manufacturing site?

Kelly: Nitrogen has different components. Some pieces are next to impossible to remove, some are easier. The cost is so prohibitive that they can't do it.

Jake: There is a certain amount that we can't control.

Milo: All of our presenters will be here throughout the day for continued conversations. Sarah Ward is going to present information on Transit.

Sarah: Good morning, I'm with the Pinellas County Planning Dept and the Metropolitan Planning Organization.

TRANSIT ORIENTED DEVELOPMENT

Local Planning Initiatives

Pinellas Alternatives Analysis: This is required by the federal government for a county seeking funding for a transit project. We looked at a number of items.

Pinellas Alternatives Analysis

- Study Area
- Project Goals
- Land Use Coordination
- Station Locations and Typologies
- Locally Preferred Alternative

The three major activity centers are Clearwater, St. Petersburg and the Gateway area – this was studied. We looked at transit between now and 2035 and then to 2060 for long-range. The priority was for connecting Pasco, Hillsborough and Pinellas County. We're looking at collaborating with Hillsborough County.

We were looking at the economic development impact and building quality communities.

Map of Study Area
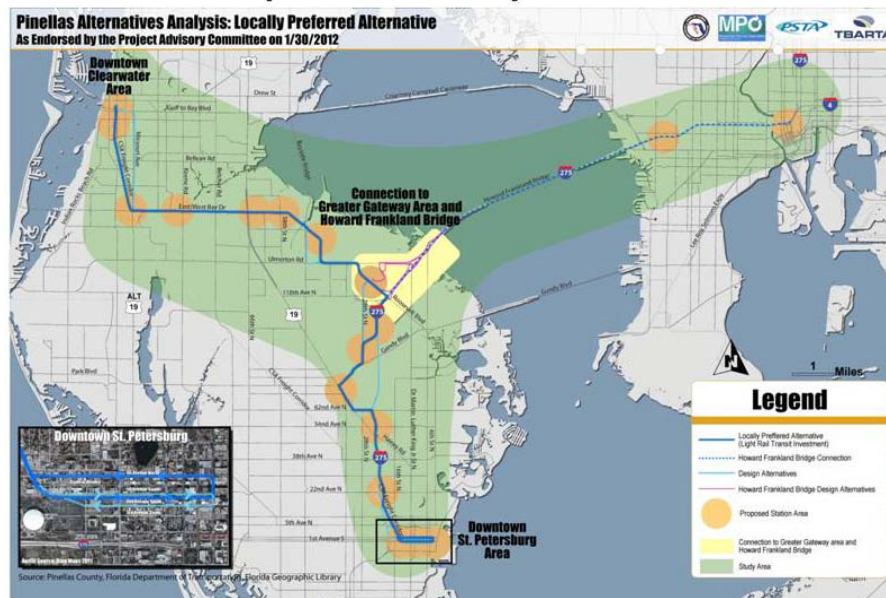
The Advisory Committee for Pinellas Transportation conducted a study. There were four agencies involved: The Florida Department of Transportation, the Pinellas County Metropolitan Planning Organization, the Pinellas Suncoast Transit Authority and the Tampa Bay Area Regional Transportation Authority. The group identified six project goals. We looked at transit development and how that would assist us in redevelopment activities. Also, we wanted to be sure that they would be supported by the public. We wanted to engage the community in meeting their desires. Lots of community outreach in terms of getting support and input from the public. We also looked at how it would support sustainabiity goals.

It needs to connect the activity centers. Before Governor Scott vetoed the high-speed rail project, we had planned to connect to that system. Also, we wanted to attract new transit markets.

Project Goals

- Maximize Economic Development Opportunities

- Pursue Improvements Supported by Public

- Encourage Sustainability Through Land Use Initiatives

MPO

Project Goals cont'd

- Provide Local and Regional Connections to Activity Centers

- Provide Efficient Super Regional Connections

- Attract New Transit Markets

MPO

We formed the Transit Oriented Development Working Group. We did not look at reallocating populations to around the transit lines. We were looking at increased growth along the corridor. We determined that we already have in place the population densities and employment densities to support transit.

Land Use Coordination

- TOD Working Group
  - Methodology and Assumptions for Population and Employment Forecast

  - Allocating Forecasted Growth

  - Development of Socio-Economic Data for Transit Ridership Modeling

MPO

We looked at how many stations would be needed. We determined there would be 18; 16 in Pinellas County and two in Hillsborough. We looked at where we are in terms of policies for transit growth. They identified four station types: Type 1 are more intensive types of stations like downtown St. Pete or the Gateway area. We also looked at peer communities and how growth occurred around the station areas. We used this to project out how it would affect transit-oriented development.

Station Locations and Typologies

- Local Government/Pinellas Planning Council Initiatives
  - Adoption of Station Area Typologies

  - Identification of Station Development Potential/Market Analysis

  - Distribute Growth to Primary and Secondary TOD Areas

MPO

We identified other services that might feed the transit line. You have to have a robust bus network to feed the transit system and to support the rest of the county. This is the first study where we've gotten to a point of consensus among the agency partners in terms of offering a proposed system. We're also looking at public/private partnerships around these stations. The public agency putting in the system, but the gains to the private areas as well. We're continuing the community engagement at the corridor level. We're not looking at US 19 as a corridor for the transit system, but we'll be looking at how it might connect. We'll are continuing to look at it to see how we can serve that area with transit.

Locally Preferred Alternative
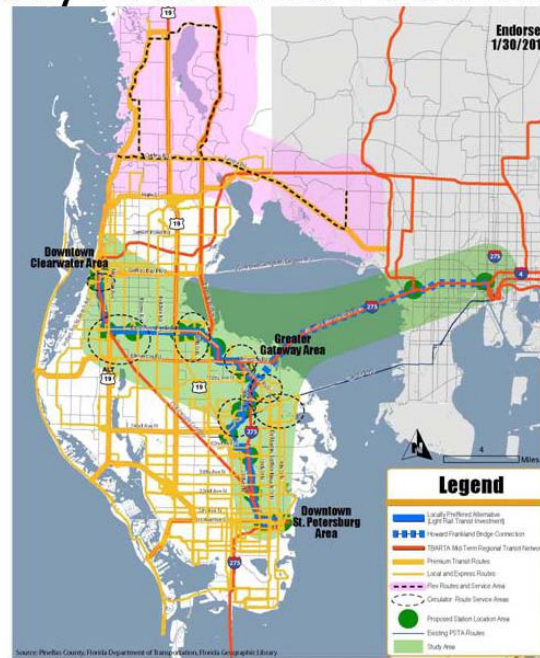
Today, you might look at things we could do with our code to support transit. Questions?

Jake: Population – you need a large population to support this. How are you planning to require the 98% built out? How do you plan to do this?

Sarah: We compare favorably with Portland and other areas. Intensification – looking at increasing this. We found that the systems that have been put in in the last decade, in most cases, ridership has exceeded the planned ridership. We want to see how we can get those numbers higher. We're looking at different ways to access the station – some walk-up only, or bike. Some would be park and ride.
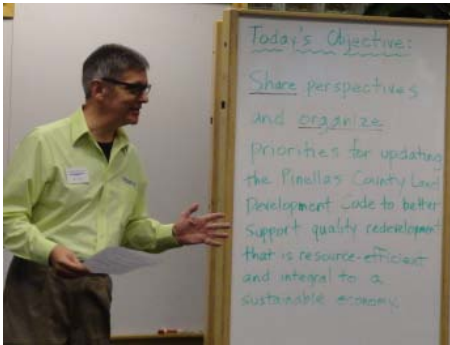
Comment: Is there any flexibility built into the future for a developer who wants to tap into this?

Sarah: Yes, the idea would be to allow flexibility going forward.

Comment: Concurrent with other planning?

Sarah: Concurrent with – we'd be looking at land use concurrent with these.

Milo: We just looked at storm water and transit. Kelly has shared that the storm water is a line in the sand. In Sarah's presentation, transit stations need land. They need routes that depend on population density. So, now, we're going to "squeegee the mental windshield." We want you to look forward to 2020. This is a visionary activity so you can imagine what you want to see in 2020.

We'll be asking you to use our magazine cover software to create a vision of a cover story about how improved land development code has impacted redevelopment and impacted resource-efficient communities. None of your ideas get lost. You'll pick a magazine title, sub-headlines and pick artwork to support your vision. When you are finished, we'll reconvene and team representatives will present your magazine cover to the rest of the group.

Team Activity 1: "Envisioning Code Impact in 2020"

Instructions:

- Draw a numbered ticket to join a team.

- Appoint a "**keyboarder**" who will capture the team's ideas using our magazine software on the lap top computer.

Imagine that it's *2020*, and that an updated, improved Land Development Code has achieved such a major impact on quality redevelopment and resource-efficient communities that it is receiving national media coverage!

Your task as a team is to take 25 minutes to *prepare a 2020 magazine cover & headline news success story*, using the electronic magazine cover as your presentation material.

Use your team's *assigned focus area* as the basis of your news story:

Teams 1 and 2:	Teams 3 and 4:	Teams 5 and 6:
Choices	**Flexibility**	**Preservation**

Be sure to add a headline, sub-headlines, images and quotes to your cover story.
Everyone on the team should participate!

Select two or more presenters who will *deliver the news story* to the full group.

When we call time, we'll ask each team to make a 2-minute presentation!

Team Activity 1: "Envisioning Code Impact in 2020"

Milo: There was a lot of great energy and discussion in the teams. We'll hear from each team to present their news story.

Team 1:

Ben: In our presentation, we were trying to represent a situation. We have an old shopping center that's been abandoned. It has become, through collaboration of county government and citizens, regeneration through collaboration. We have mixed uses – places where you can work, live and learn. There is multi-modal transportation – buses, bicycling, vehicles. There are also sidewalks, transit stops, and a bike lane. Being able to access internally and externally, this development.

Speaker: We also had *Choices* as our theme. We also have dormitories, condominiums. Retail and corporate headquarters. Restaurants from Five Guys to Four Seasons. University and local college. Storm water issues are also being handled as a park-like feature so it becomes an asset to the site.

Milo: They artfully wove in elements from all three focus areas.

Florida **Trend**

Regeneration through Collaboration

Flexible Regulations Lead to Innovative Redevelopment with Choices

Pinellas has a New Sustainable Destination: Live, Work, Play, and Learn

Team 2:

Mark: We also were working on choices. We looked as this as a new community being built in a blighted area. Citizens embrace live-work communities. Energy efficient communities resulting from code changes. People being able to do without their cars. They can live, play and work in the same community and take bus transportation.

Florida Trend

Mixing it Up in Pinellas!

Progressive code gives blighted communities new life

Citizens embrace live work communities

Energy efficient communities result from code changes

With mobility options more citizens choose to leave their cars at home

Team 3:

Deborah and Roxanne: We wanted to highlight the Gateway Center which is a high-intensity hub. We wanted to incorporate solar technology with new high-wage jobs. Have a new St. Petersburg College campus which uses solar energy power housing. Industry wants to expand in the future. As transit increases, that would allow use parking lots as green spaces. Mixed use brings all the required elements for live, learn, work and play.

TIME

Pinellas County Lands Solar Technology Magnet and 5000 New High Wage Jobs

New SPC Campus Supplies Trained Workforce; Solar Energy Powers Housing

Multi Modal Transit Hub and Flexible Regulations Key to Attracting Major Industry

New Buildings Rise and Green Space Expands on Old Parking Lots as Transit Use Increases

Mixed Use brings all the required elements for Live Learn Work Play says President of Solar Inc

Team 4:

Speaker: We had very similar ideas. Bring Pinellas County kicking and screaming into the 20th century. More collaborative code between agencies. Parking fields and new green fields. Using turf blocks instead of paving over. Land use leading to transit-oriented and mixed-use development. We want to attract some of the younger generations with higher-paid jobs like in Charlotte and other places in the country. Pinellas County passes its transportation referendum. It includes buses and bicycle uses.
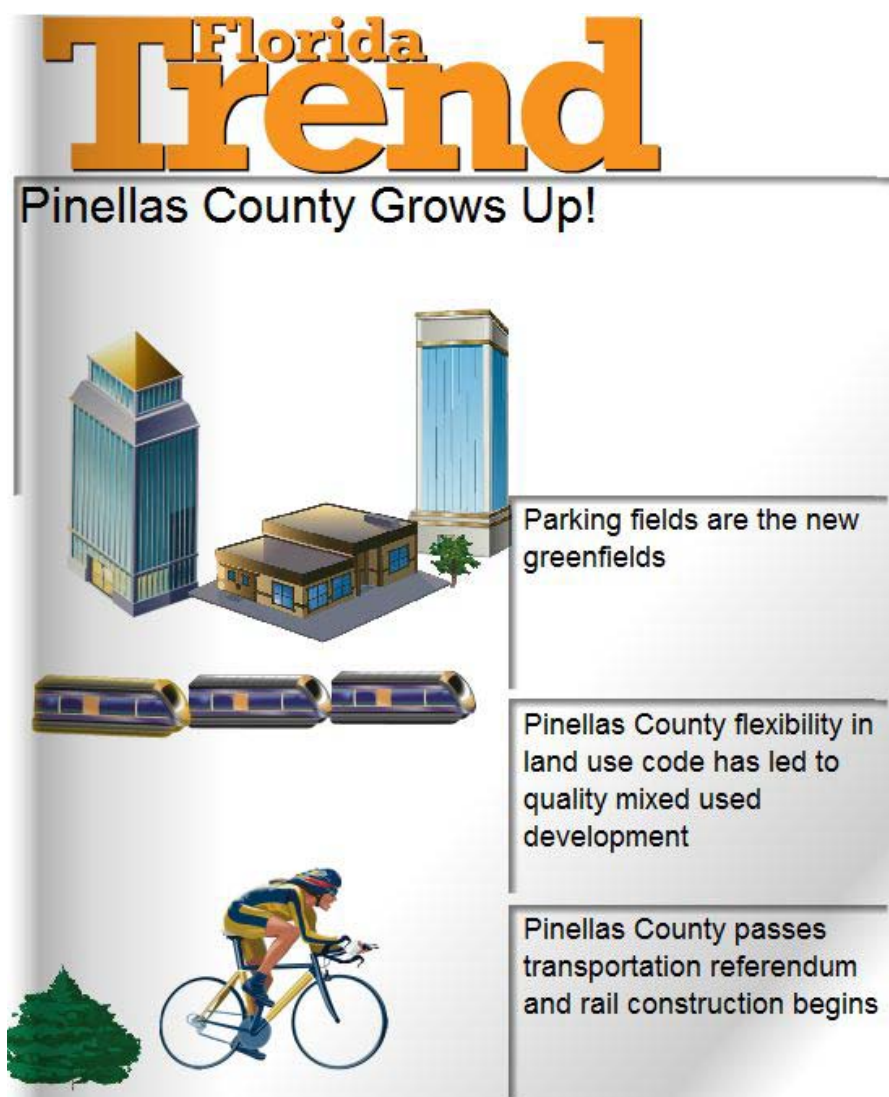
Team 5:

Speaker: Team 5 was a great group of people. We were the most artistically challenged. Prosperity reigns – Pinellas communities unite behind countywide sustainable development code.   We have more eco-tourism.

Speaker: Neighborhoods thrive with increased natural settings – a much better environment for everyone. We have 100 major high technology businesses moving into the area. We also have an eagle in our tree.

WALL STREET JOURNAL

PROSPERITY REIGNS - Pinellas communities unite behind countywide sustainable development code has resulted in improved livability

Award winning park system and beaches attract more eco tourism visitors

Neighborhoods thrive with increased natural settings, walkabilty and transit options - number of vehicles

100 major high technology businesses move to Pinellas County

Team 6:

Jake and Steve: We wanted to catch big fish in Lake Seminole. We can't do that until we solve the storm water issue. We tackled one problem from what we heard this morning. The TMDL quality success based on quality based incentives. The whole tax base goes up based on developers wanting to work here. We won the award because the program has flexibility in the code; it allows greater density and intensity in any one development with more green space around them.

Steve: There's a large area-wide district that allows for a pond instead of individual ponds. The space was bought by bonds, paid for by the property owner, the businesses. They will pay for the bond. Businesses can expand locally. Everyone needs money for funding these projects.

Jake: It would take an existing facility and improve it – make it two-story, for example. We asked Jonathan to add to our art. That tall building has been in almost every presentation.

Milo: How does all that feel?

Comment: I'm curious about this redevelopment activity. That usually means that you're going to have an increased population. Is there anything in the code that ties in the increase in population to the water issue?

Milo: We're gathering just that kind of information. In this next activity, we're going to ask you to brainstorm ideas about desired outcomes and results as a result of code updates and changes. Each team's keyboarder will capture your ideas into our groupware software. You'll be able to see what everybody else is doing as well. As soon as we get to a good length on the list, we'll ask each team to nominate one idea to the "best outcomes and results" folder. As soon as we have that list populated, we'll talk through those. That will also set us up for more detailed work this afternoon.

Team Activity 2: "Outcomes/Results of Code Update"

Instructions:

- Draw a numbered ticket to join a new team.

- Appoint a "**keyboarder**" who will capture the team's ideas using the collaborative groupware on the lap top computer.

Our task is to *develop a set of desired outcomes/results* for the Land Development Code update.

Use the groupware to brainstorm ideas as fast as you can. Everyone on the team should participate!

As soon as we have generated a big enough brainstorming list, we will invite each team to *nominate one outcome/result* to the **Top Ideas** folder.

We will prompt your team to reach consensus and "drag and drop" your #1 outcome/result. Note: You may choose another team's recommendation if your team thinks it is best (and gets to it first!).

After your team has dragged and dropped your #1 item, click on the Top Ideas folder and *add your team number* next to the item you dragged in.

We will discuss the list of Top Outcomes/Results in the full group, capturing details of the discussion for the Real-Time Record of today's event.

Team Activity 2: "Outcomes/Results of Code Update"

Brainstorm Desired Outcomes/Results

1. communities preserved but infused with fresh resources
2. maximizing impact of redevelopment by allowing densification in good locations
3. create area wide storm water management districts
4. create sustainable growth
5. flexible and easy to use code - predictability
6. alternative development options and less variance requests
7. Sustainable development/communities
8. code should be an economic development tool
9. Neighborhood grocery stores
10. density density density
11. Reduction of carbon footprint through energy-efficiency
12. Taking measured steps in redevelopment to match availability of natural resources like water
13. Easy to understand
14. create incentives both in flexible code and financially - impact bonds, development fees, IRB's
15. urban sustainable development techniques embraced
16. Community garden opportunities
17. Flexibility in regulations
18. Water quality improves
19. Walkable communities
20. Easy to implement and interpret development cod
21. psta ridership increases and multi modal transit users increase
22. More people are walking in the county
23. form based zoning - focus on size not use
24. multi-modal options
25. increased number of high paying jobs
26. more people are using bicycles
27. does not regulate the activities inside the building form - limited regulation of uses
28. decreased approval process time
29. Sustaining and enhancing biodiversity
30. Increased mixed-use opportunities
31. embrace green and sustainable goals in land development code by focusing on energy efficiency
32. Respect for the floodplain
33. new developments have reduced energy consumption
34. empowering the community
35. Alternative option/code exchange instead of subjective variances
36. Smart landscaping that minimizes water and fertilizer utilization
37. We will set higher standards in development
38. Code is streamlined, effective, and efficient
39. Diverse communities
40. attract more young people and families
41. incorporate alternative, economically feasible energy sources
42. incentives and flexibility for infill

43. adaptive reuse promoted as an economic redevelopment tool.
44. Cities and County working together
45. design guidelines for smart denser development
46. make it easier for land assembly
47. affordable housing located closer to workforces
48. Increasing return on investment for private infrastructure enhancements that feed into the energy grid
49. older warehouse / industrial areas into residential areas
50. increased certainty in development
51. Increasing return on investment for private infrastructure enhancement that feed into the storm water management objectives and goals
52. Balance flexibility with certainty
53. incentives to promote private/public partnerships that meet or exceed the storm water management requirements for affected parcels
54. land use determined by impact vs. use

Best Outcomes/Results

1. Attractive high-density mixed use development adjacent to rail access
2. Economically feasible redevelopment through creative development options
3. Code results in actual change
4. Regional code, Team 2
5. 100% of Pinellas County's lakes, streams, and bays achieve water quality standards.
6. Regeneration equals a new paradigm vs. population growth

Milo: Any surprises or comments?

Speaker: The regional code is not practical.

Milo: We have some graphics that have been taking shape before our eyes. I want to ask Jonathan to comment.

Jonathan: The picture on the wall contains some things that came out of this morning's comments. Collaboration, balancing of quality of life. We talked about the idea of 98% of the land being developed. I thought of milk cartons and how "land is missing." The nitrogen is not a good thing in the water. It's hard to get out. On the board illustration, there are highlights from your notes and your visions. Catch the big fish, but eat the sardines. The good code stuff will make these problems go away. Code flexibility. All those good things will be happening.
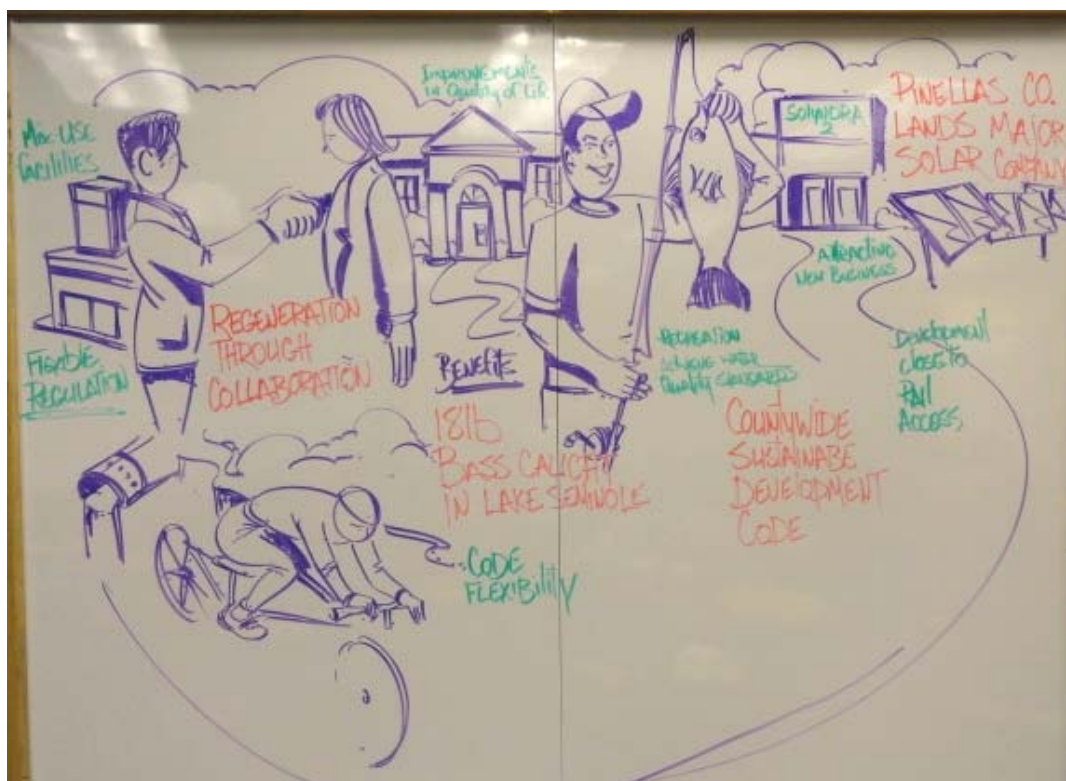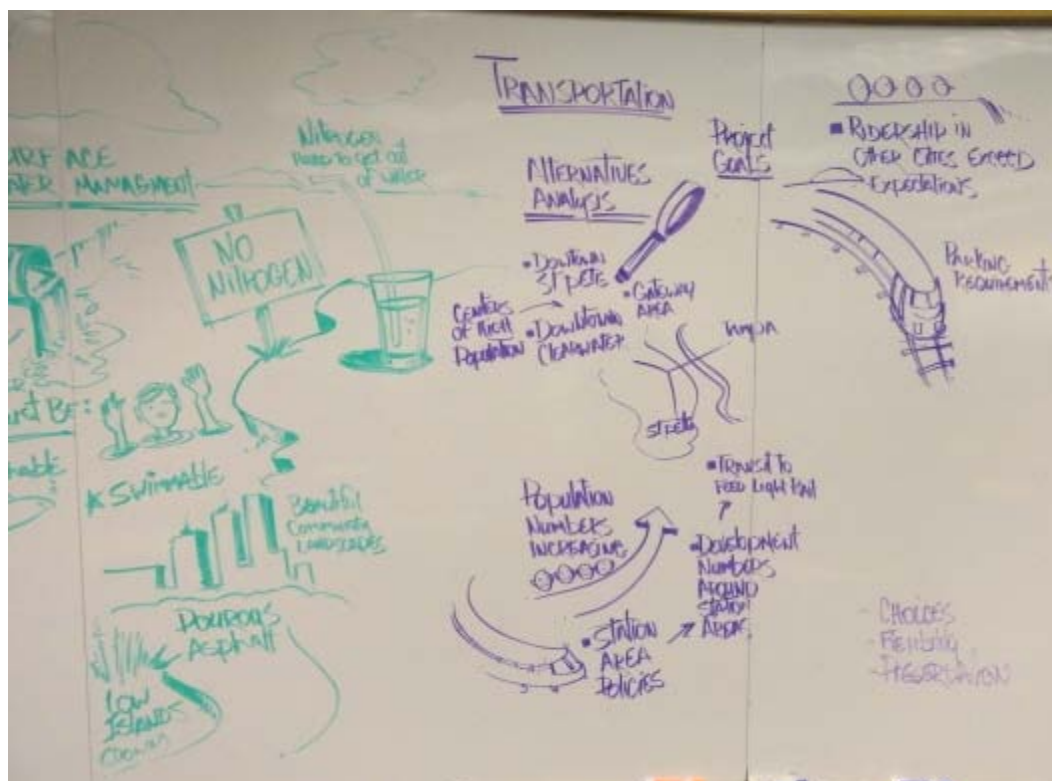
Milo: There will be other graphics that you'll be able to review over lunch.

Mark: We've been consulting with Pinellas County. We've put together a handful of concept plans. We'll have post-it notes available for you to jot your ideas down about the plans. We have three MXD districts (mixed use districts) that we're adding. They are flexible in nature. A more form-based code is the genesis of this. We're looking at a more intense pattern. Open space will be in arterials and connectors. Varying lot sizes and building forms would be incorporated into smaller areas or new subdivisions. Varying single-family development. Residential Plan Development has been made more flexible. Varying in size and lot forms. Added a limited amount of commercial and office space.

We have a new resident fill use. It's redevelopment of established neighborhoods. It allows for flexibility with the number of variances going to board approvals. We also have a commerical redevelopment plan. Making the strip centers more pedestrian and transportaton oriented. We're also allowing for LID (low-impact development) 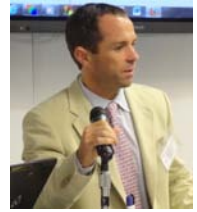options for parking. From the code re-write perspective, we know that storm water is driving everything. The traditional side-slope ponds and new development – it's not going to happen. Your LID options for storm water are not unattainable anymore. They are economical, better for land use and better for the environment. So, take a look, jot down your notes and let us know what you think.

Milo: Lunch is available in room 304 and we'll reconvene here at 12:45pm.

The group broke for lunch.

Milo: This is where the real "roll up your sleeves" work begins. We want to get specific with ideas on what we want to *add, remove or change*. You are welcome to add as much detail as you like. We're gathering as much input as we can for each of these three angles.

This is similar to the work you did this morning, but this time you'll have some space to add a few words that will clarify how your idea fits in. In the "justifications and impact" area, you'll be able to add those comments. Let's get started on this first round – what to add.

Team Activity 3: "Add, Remove, Change"

Instructions:

- Draw a numbered ticket to join a new team.

- Appoint a "**keyboarder**" who will capture the team's ideas using the collaborative groupware on the lap top computer.

Again we will use the groupware – this time in a more sophisticated way.

Now it's time to consider *__specific features and language__* that may become part of the Land Development Code update. We will conduct three rounds of brainstorming and prioritization:

Round 1. What to Add.
What features, language or processes should be added in the Code to support our vision of resource-efficient communities and quality redevelopment?

Round 2. What to Remove.
What features or language should be removed from the Code to clear the path toward our vision?

Round 3. What to Change.
What existing features, language or processes should be modified?

For each round, as soon as we have generated a big enough brainstorming list, we will invite each team to *__drag and drop one item__* to the **Top Ideas** folder.

After your team has chosen one item, again click on the Top Ideas folder and:
- Add your team number to the item.
- Add a few words about *__justifications/impacts__* in the column next to your team's recommendation.

After each round, we will pause to discuss the Top Ideas list as a full group.

After Round 3, we will reconvene to summarize the day and preview next steps.

Team Activity 3: "Add, Remove, Change"

Round 1: What to Add

1. Graphic examples
    1. *Clarification*
2. Incentivize public/private partnerships
    1. *Collaborative use of resources*
3. Add quality-based criteria rather than quantitative criteria
    1. *Provides more flexibility resulting in better outcomes*
4. restrict deed restrictions related to requiring high input landscapes (like St Augustine grass)
5. Resource based community development
6. Cities and Counties Working Together
    1. *We are an urban population. Pinellas is the most dense.*
    2. *Services should be coordinated/consolidated.*
    3. *Shared Pinellas Vision by all communities.*
    4. *Broaden Local mind-set.*
    5. *Shared knowledge among jurisdictions.*
    6. *Unique character, personality, and culture amongst communities.*
7. True mixed use categories with thresholds for certain uses. Allow for phased project so can respond to the market.
    1. *Uses should respond to community's/population's needs*
    2. *Parking standards should respond to market and population it serves*
8. Storm water retention onsite unless part of a regional system
9. better connection of vision with the code and code implementation
    1. *creating unnecessary staff time to attend board hearings*
10. Creative use of storm water retention systems with different technologies.
11. If additional green space is provided then can have additional floor area.
12. delete exemption of schools from code to allow them to be utilized as a neighborhood resource/amenity
13. neighborhoods must have appropriate neighborhood retail.
14. neighborhood walkability -
15. zoning based on available resources - concurrencies must stay in place
16. add option to manage storm water based on giving a management goal without dictating the how
17. allowing housing above/adjacent to commercial/retail - more form based
18. moving parking to rear of stores
19. architectural and site design that encourage energy conservation
20. Create regeneration opportunities if linked to multi-modal transit
    1. *Maximizes preferred development while reducing impact on environment*
21. Intensity/density increases if concurrent with transit-oriented development
    1. *Incentivize economically feasible mixed use and transit development*
22. Reduce parking requirements and if developer/business wants to use old standards these additional spaces would have to be pervious.
23. greater relationship between land use decisions and zoning changes for flood plain vulnerability impact
24. more integration of graphics into the code to make it more user friendly
25. impaired waters overlay options
26. encourage redevelopment to build regional storm water facilities in industrial areas
27. increase wetlands protections and buffers that provide treatment options

28. have the confidence or ability to say "no" when it makes sense
29. add better criteria for locating sustainable and resilient affordable housing
30. add Florida friendly landscaping to the code

Top Ideas What to Add

1. Allow a wide variety of land uses for each property.
   1. *The market should decide appropriate use of a property*
   2. *Some uses are appropriate next to other uses. e.g. health club*
   3. *Each use should be allowed in more zoning districts*
   4. *Protect residential*
   5. *Use appropriateness changes as transportation infrastructure improvements/progresses (e.g. road widening/transit line)*
2. Provide alternative development options
   1. *Provides flexibility to address market and site conditions*
3. Require low-impact development as part of the storm water treatment train
   1. *Mandated improved water quality*
4. Taking measured steps in redevelopment to match availability of natural resources.
   1. *Services must support redevelopment/increase in intensity*
   2. *Plan for anticipated infrastructure before development/redevelopment occurs*
   3. *Energy/water Conservation to increase capacity.*
   4. *Developments need to be more worldly, comprehensively planned*
   5. *Strive to create self-sustaining communities/developments.*
5. form based zoning
   1. *allow market to decide uses, can have negative/positive changes in community*
6. Increase density as of right within 1/4 mile of premium transit stops.
7. Consider increasing maximum height allowance to provide more flexibility in site design. Will need to have provisions to ensure compatibility with adjacent uses, such as single-family homes.
8. create incentives for LID by allowing some of these systems to count toward meeting open space, landscaping, and setback requirement.
9. create incentive to create storm water collaborations &/or area storm water management areas
   1. *moving water off-site to allow increased customer access, can create a community amenity*
10. Greater flexibility for administrative approval of minor variances

Milo: I'll read each of these and ask the team who selected it to explain why they wanted it.

Idea #1, Team 2
There are a lot of uses that complement other uses out there. We wanted more flexibility, but also protect residential concerns. It should be very dynamic.

Idea #2, Team 4
Just to provide flexibility to address market and site conditions.

Team 3: You also have to support mixed use. You might not get it all at once. It has to provide flexibility, but it also needs limits. Whatever was wanted at that moment gets put in that space.

Idea #3, Team 4:
We're in a state of non-compliance, so we have to mandate some standards, including water quality.

Idea #4, Team 2:
We already do this in Florida where we have concurrency, but urge energy and water conservation which would increase capacity. We also need to increase services to support that redevelopment.

Idea #5, Team 1:
Form-based zoning is being promoted by cities around the nation. Once you have the building, the activities can be pretty much what you want it to be. So you might have commercial on the first floor, offices on the middle floors and residential on top floors. So the building can have several uses.

Milo: How would that play out with what we heard about mixed use parameters?

Team 1: You still go through the regulatory process.

Team 4: How do you keep it from being one use if the market drives the outcome?

Team 1: It's true that all of it could be retail or manufacturing. Those categories could be used for anything you wish as opposed to designating it as one type and then having to go through a lot to add a use afterward.

Idea #6, Team 3:
We all agreed that increased density within a quarter mile of a transit stop was the only way to get transit put in.

Team 4: We're not certain a quarter mile is sufficient size. We were thinking half a mile.

Team 1: If you're within a mile of a school, you have to walk to it.

Idea #7, Team 3:
If we allow some increase in height, it would give flexibility in the overall site plan and protection of resources. But, with the caveat that it respects adjacent uses.

Idea #8, Team 3:
The idea is that you could add rain gardens or swales along the outside of the property that would take care of storm water and landscaping needs.

Idea #9, Team 1:
If we could get entities to work together to get storm water, it would be better for everyone. You could create amenities that could benefit the community.

Idea #10, Team 5:
We're just trying to cut down on really small variances so everyone doesn't have to go to the board of adjustment over small things. It would save the County money.

Milo: That covers "what to add." Let's move on to "what to remove."

Round 2: What to Remove

1. remove minimum parking requirements
   1. *eliminate excess parking, create more pervious space, based on what the contractor deems reasonable, allows matching to the actual needs*
2. Unreasonable or excessive setbacks and building heights
   1. *Established setbacks that are in line with the intended character*
   2. *Urban/ transit oriented development requires less setbacks*
3. BoCC approval (give more power to Planning Boards).
   1. *we don't agree - this makes it harder to go through the process*
4. removal of restrictions on transfer of development rights within the county
   1. *allows more effective use of properties*
5. Review tree replant requirements
   1. *Reasonable replacement of trees*
6. Have better criteria and process for density bonus
7. Remove gun sales as a residential accessory use
   1. *Neighborhood safety*

Top Ideas What to Remove

1. Remove rigid landscaping requirements to provide more flexible landscape treatments (average landscaping area within the site)
2. Replace TIF with increased gas tax
   1. *TIF is a limited revenue stream with high administrative costs.*
3. Inflexible hard-line singular numerical standards
   1. *Need flexible, performance-based alternatives*
4. Remove transportation concurrency and replace with multi-modal transportation plan
5. Lengthy approval timeline
   1. *some approvals take a long time*
   2. *time frames hinder redevelopment*
   3. *Land Use Decisions can always be appealed BoCC*
   4. *BoCC should not have to approve some uses/development types*
6. Remove curb requirements in parking lots to encourage storm water treatment in internal islands.
   1. *Increases storm water treatment at individual site*
   2. *Reduces development costs by reducing curb and land for storm water treatment.*
7. remove/revise planning council review process for land use changes
   1. *duplication of process - this does not negate responsibility of elected officials to hear and respond*
8. use restrictions in each zoning district
   1. *some uses are appropriate in many locations*
9. remove section on redevelopment exemptions
   1. *move to other areas of the code*
10. remove the area zoning designations
    1. *allows for real mixed use communities. We have very little incompatible uses coming into the county. Should look forward to how things will be.*

Idea #1, Team 3:
If you have a large tree on the site, you can shrink the size of your set-back and have an undulating line versus a 3-foot swath.

Idea #2, Team 3:
The transportation impact fee raises so little money and has to be split so many different ways, that it's worthless. Let's get rid of it and make use of the $.05 gas tax. The legislative process is in the way.

Idea #3, Team 4:
Look at what we're trying to achieve and have some flexibility with that.

Idea #4, Team 4:
We edited this one. We added "and replace with multi-modal transportation plan." Have a multi-faceted plan that deals with more than roads. It allows for redevelopment.

Idea #5, Team 2:
We were wondering why some things have to go through a public hearing and others don't. Why can't it be a shorter process?

Idea #6, Team 3:
We were talking not about the external edge, but how the interior islands require a vertical curve. There is a cost to that. It would encourage storm water treatment in the islands.

Idea #7, Team 1:
We view this as a duplication of process by another review board. Takes extra time for developers to go through.

Idea #8, Team 2:
There really should be a lot more uses in an office district.

Idea #9, Team 5:
There is an extraneous section in the code that exempted redevelopment from drainage and rainwater. It was amended in 2002, but still didn't address drainage. We need to look at every redevelopment opportunity to look at the whole, not just one little piece. It makes it difficult to achieve the longer-term goals if it doesn't address the whole goal.

Idea #10, Team 1:
Very similar to #8. We have some areas that are zoned industrial or commercial and we have to remove some of those things. Looking forward, some of these restrictions won't allow for development in the future.

Milo: This last round is really about things to edit. Some of the things we've already talked about in "adding" or "removing" may have already covered these. This is about changing existing items.

Round 3: What to Change:

1. Hold PRC meetings twice a month
2. Edit home occupation section to prohibit gun sales and expand other suitable home occupations
   1. *Encourages appropriate home occupations which reduces carbon footprint*
3. Review tree replacement requirements
   1. *To provide better opportunity for appropriate landscaping*
4. Modify street design standards to allow more opportunities for street-side swales for storm water treatment.
5. Reduce setback requirements to allow for buildings to be constructed closer to the street
   1. *Permits greater flexibility in use of site*
   2. *Improves pedestrian environment and interaction with buildings*
6. Reduce the distance requirements between alcohol establishments and residential, schools and churches.
   1. *Reduces the number of variances that have to be processed.*
   2. *Reduces time that staff and developers have to spend on variances that are typically approved.*
7. Expand application of the TDR concepts recently approved in Palm Harbor.
8. Residential and non-residential development does not count against each other in mixed use development
9. Allow for greater height when additional green space is provided
10. Amend the use table to allow more land uses in more districts
11. Modify parking ratio standards
12. Define acronyms
13. prohibit deed restrictions that demand using high-input landscapes like St Augustine turf

Top Ideas What to Change

1. examine development review process to improve efficiencies and internal/external coordination
2. change floodplain mgt regulations to include freeboard
3. Modify the language to make the code language concise and understandable. (use short sentences, be specific)
4. integrate storm water and landscaping sections
5. explanatory note for each code to define/explain/rational the purpose

Team 1, Idea #5:
Have something in the code that explains the purpose of that part of the code. It will make it easier to understand the intent.

Team 2, Idea #3:
Get the language more concise in the codes.

Team 3, None

Team 4, Idea #4:
With the new LID and new islands and swales, it is important to know what kind of landscaping would fit there.
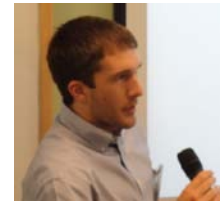
Team 5, Idea #1:
The first one was somewhat internal – how meetings are held and how we coordinate. It's not the most efficient process. We need to look at it internally which will mean a better process for the customer.

Idea #2:
Freeboard would allow us to build in a safety margin above the flood margin. It would allow us to allow for flooding, rising tides, etc.

Mark: Freeboarding is if you design a storm water pond for five feet to meet regulations, you add another foot to allow a margin of safety.

Milo: We've covered what to add, remove and change. Let's reconvene in the Tropics to discuss next steps and wrap this event up.

The group moved back to the Tropics.

Milo: We can now reflect back on a very productive day. We started with our strengths. We had some briefings in terms of the economic realities, the storm water and transit situations. Then we did a visioning exercise for 2020. Finally, we brainstormed some ideas to move toward that vision.

Gordon Beardslee: We appreciate all of your input and ideas today. As far as the next steps, you should have received something this morning. We have spent some time with a consultant to pull some ideas together as well as get some direction. The first thing we're going to do is get a complete record of what was done today. We'll distribute that to all the participants who attended today. You'll have all the information from the boards, the breakout groups – all of the information. We will also post all of this information on our web site.

We plan to use this to help us as we move forward in refining the code. We'll be poring over it and discussing it internally to refine our ideas. We will continue to work with our consultant, but we also want to continue to work with you. Those of you who want to continue in the work group, let us know. We'll probably meet once a month to continue to refine the code. Just email us back when you receive the materials. Once we hear from you, we'll figure out the best way to get together – electronically, face-to-face, whatever works best.

There is still a lot of work to do. We've been focusing on zoning districts – there is still a lot to do. In September, we'll begin work on storm water and flood plain management. We want some guidance and feedback on that section of the code update.

Even if you can't commit to meeting with us on a regular basis, we'll still provide information out to you and on the website. You'll be able to monitor and provide feedback on that basis. What would be most helpful to us is if you could continue being part of the workgroup.

Roger: If everything falls just right, when do you anticipate the final product going to the Board?

Gordon: Our schedule is 2014 when we'll take it to the Board. We want to have some additional public hearings before that as well. We'll give them an update in the fall and by the end of December, we'll give them a report about where we are. We should have a pretty good handle on the zoning

and some work on storm water. We still have to look at site development. The Board has already adopted some amendments on historic preservation and on airport planning.

Larry: There may be sections that have been developed that can be adopted before the rest of it comes together. It could be incremental over the next two years.

Speaker: There were several of us who noticed that Milo has a talent for facilitating and also being a part of it. How?

Milo: We always meet with the client beforehand to gather information. We also do many engagements on related topics that help us.

Gordon: Thanks so much. We hope a lot of you will continue to work with us on the co-development of this.