



# Quality Pinellas Community

Presentation to LPA

May 8, 2013

# QUALITY PINELLAS COMMUNITY PLAN

## MAJOR PLANNING TOOLS

- Comprehensive Plan\*
- Pinellas by Design
- MPO Plan
- Capital Improvements Plan
- Penny for Pinellas
- Countywide Plan
- 10-Year Financial Forecast

\* Will be incorporated into Quality Pinellas Community Plan

## QUALITY PINELLAS COMMUNITY ELEMENT

Vision  
Mission  
Leadership Philosophy  
Master Challenge Narrative  
Major Performance Metrics

## OTHER PLAN ELEMENTS

- Effective Government
- Urban Regeneration and Built Environment
- Natural Environment
- Healthy Communities
- Safe Communities
- Prosperity, Education and Culture
- Public Investments

## EACH ELEMENT CONTAINS:

- Challenge Narrative
- Strategic Initiatives
- Metrics

(Plan Elements build Sustainability Case)

## STRATEGIC PRIORITIES

- **Future Fiscal Issues**
  - General Fund Long-term Sustainability of Service Levels
  - EMS Funding
  - Stormwater Utility
  - Fire District Funding
  - Transportation Trust Fund
- Countywide Plan and Land Use Map
- Updated Land Development Code and Review Procedures
- Extreme Weather and Sea Level Rise
- Practicing Sustainability and Stewardship Ethics in County operations, products and services
- 25 Equal 1, and other Collaborative Capacity-building Efforts and Initiatives

## DEPARTMENT PLANS

- By Program linked to Budget
- Performance Metrics build Business Case

(Departmental Plans build Business Case)

# The Planning and Management Approach

- Quality Pinellas Community (QPC) is an on-going sustainability planning and adaptive management **process** undertaken by the Pinellas County Commission.
- QPC is a visionary, mission-driven, holistic and integrated approach.

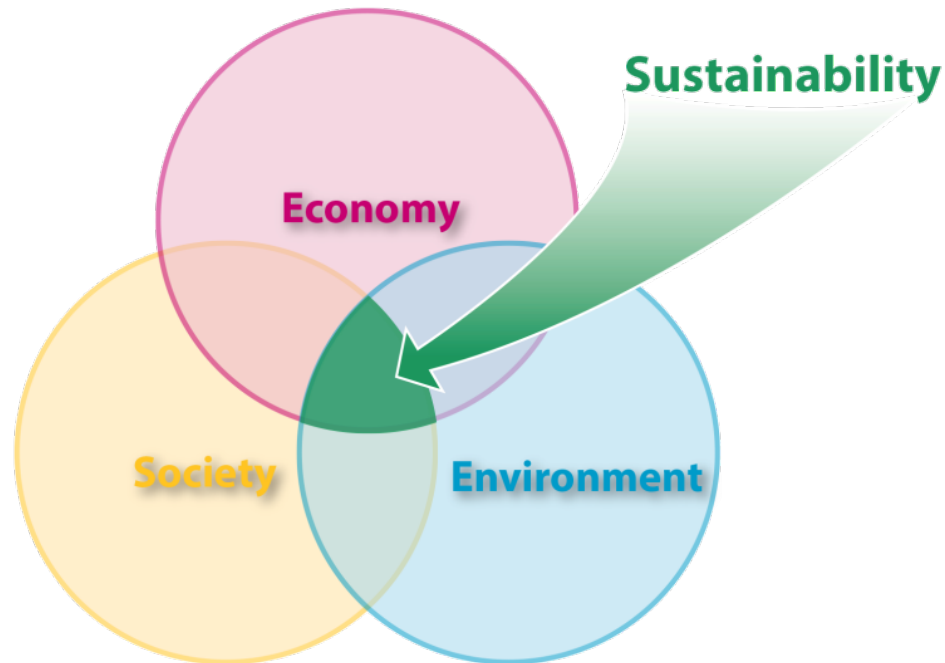
# Vision Concepts

- The broad *vision* of QPC is to produce a sustainable “community of communities” that meets the needs of the present without compromising the future.
- Incorporates BCC 2012 Strategic Direction Vision Concepts:
  - 25 Equal 1, Municipalities and County working together
  - Inclusive community of engaged citizens
  - Aligned economic and education community
  - Revitalized and redeveloped communities
  - Protect, promote our region’s natural resources

# Vision Concepts

- Incorporates existing Comprehensive Plan Principles and Values
  - **Principle 1:** *Sustainability is fundamental to every county policy, plan and decision, to ensure that our actions today do not compromise the quality of our future.*
  - **Principle 2:** *Pinellas County is committed to meeting its existing needs without compromising the ability of future generations to meet their needs.*
  - **Principle 3:** *The long-term impacts of each policy decision will be evaluated to ensure that they do not compromise a sustainable future.*

# A Quality Community is Sustainable



*Sustainability acknowledges the interdependence of society, the economy and the environment, and it encourages long-term strategic thinking that promotes effective stewardship of our natural, social and economic resources.*

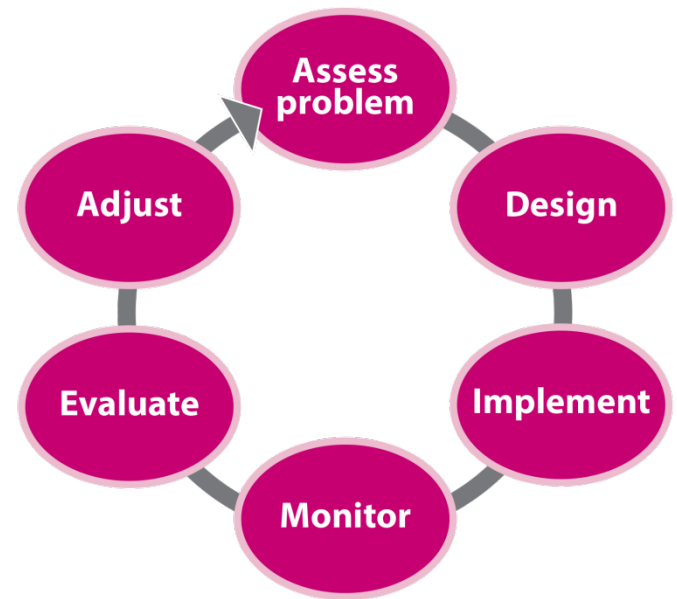
# The Vision Narrative and Statement

- Vision will evolve as the QPC process continues.
- Vision narrative and statement will incorporate citizen needs, aspirations and values as reflected in:
  - Opinion surveys
  - Focus Groups
  - Direct deliberation and collaboration with citizen-stakeholders
  - Other tools of community engagement

# Mission Concepts

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- The mission of Pinellas County Government (PCG) is to bring the vision to life by helping to build a sustainable economy, an attractive quality of life, and a protected and restored environment.
- PCG, in order to be publicly credible and exemplary, must practice adaptive management at high levels of performance.
- PCG must conduct its operations and deliver its products and services mindful of the ethics of sustainability and stewardship of the resources entrusted to it.

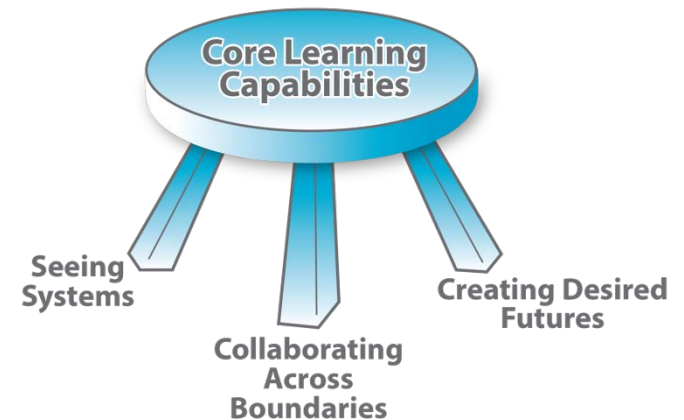


High  
Performing  
Workforce



# High Performance Capabilities

- Three capabilities are needed to perform at high levels:
  1. To think in systems, to understand PCG as a part of larger systems of private, non-profit and other public stakeholders that interrelate and depend on each other
  2. To collaborate with others across “siloed” boundaries within and outside of PCG
  3. To create a desired future of Pinellas County and to pursue the vision through the mission of the organization



# Leadership Philosophy

- A *leadership philosophy* reflects the values, organizing principles and BIG IDEAS implicit in the BCC's strategic direction, including the QPC Vision and Mission.
- The leadership philosophy describes the organization's ways and means of providing leadership, and generally communicates the behaviors expected of leaders.
- A written leadership philosophy descriptive narrative and a summary statement will be developed for BCC

# “North Star”

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- The vision, mission, leadership philosophy (*values, principles and BIG IDEAS*) taken together, describe the navigational “North Star” of the QPC process.



# Strategic Priorities

## Future Fiscal Issues

- General Fund Long-term Sustainability of Service Levels
- EMS Funding
- Storm Water Utility
- Fire District Funding
- Transportation Trust Fund

- Countywide Plan and Land Use Map
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# Scheduled Workshops on Strategic Priorities: Connecting the Dots

- April 18: Future Fiscal Issues
- April 30: Surface Water Management Initiative  
*(Focus on Stormwater Utility Fee Program)*
- ▶ June 6: Urban Regeneration Strategies/Land Development Code
- Other Strategic Priority Workshops will be scheduled after the Budget is adopted.

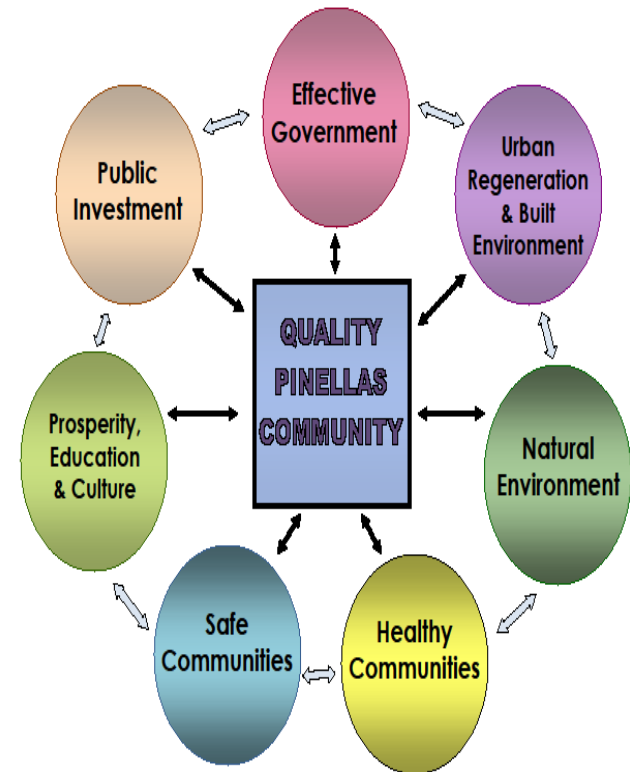
# Quality Pinellas Community ELEMENTS

## Complex And Interconnected

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- Each QPC Element is organized by functional area.
- The interactions within and among the elements are interrelated and complex.
- Challenges are analyzed and strategies are developed in an integrated, systemic and holistic way.

### PLAN FOR A QUALITY PINELLAS COMMUNITY



# ELEMENT

## Effective Government, Capacity-Building

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### CORE COMPONENTS

- Workplace cultural transformation initiatives
- Support Services:
  - County Attorney
  - Purchasing
  - Fleet
  - Risk
  - OMB
  - Human Resources
  - Technology
  - Communications
  - Human Rights
- Element contains strategic initiatives designed to build and sustain the organization's ***capacities in these categories:***
  - Leadership/Management
  - Fiscal
  - Technical
  - Citizen-Stakeholder Support

# ELEMENT

## Urban Regeneration & Built Environment

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### CORE COMPONENTS

- Land Use and Future Land Use Map
- Urban Design
- Housing
- Balanced Transportation System
- Public Facilities (*Wastewater Treatment and Reuse, Potable Water, Solid Waste, Parks & Public Lands, Public Buildings, Surface Water Mgt., Energy*)
- Concurrency
- Planning
- Community Redevelopment Areas
- Building and Development

### SUPPORT COMPONENTS

- Economic Development
- Public Education
- Community Development
- Transportation – Airport
- Natural Environment
- Emergency Management



# The Urban Regeneration Challenge

- **CHALLENGE:** Need for a comprehensive urban regeneration strategy that supports quality redevelopment, quality communities, and a sustainable land use pattern.
- **INITIATIVE to Address Challenge:** Assemble a “toolbox” of emerging and effective techniques and technologies that can facilitate quality urban regeneration in a county with unique locational opportunities and constraints.
- **PURPOSE OF INITIATIVE:** to respond to the challenges of redevelopment with a series of effective tools and strategies that collectively contribute to a strong and diverse economy, as well as a healthy and sustainable community and environment.

*Taken from the Department of Strategic Planning and Initiatives Departmental Strategic Plan, March 2013*

# Some Tools for an Urban Regeneration Tool Kit

## Policy Direction Requirements

- 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

## Incentives where appropriate and beneficial

- **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

## Plans and Policy direction

- 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)

## Regulations

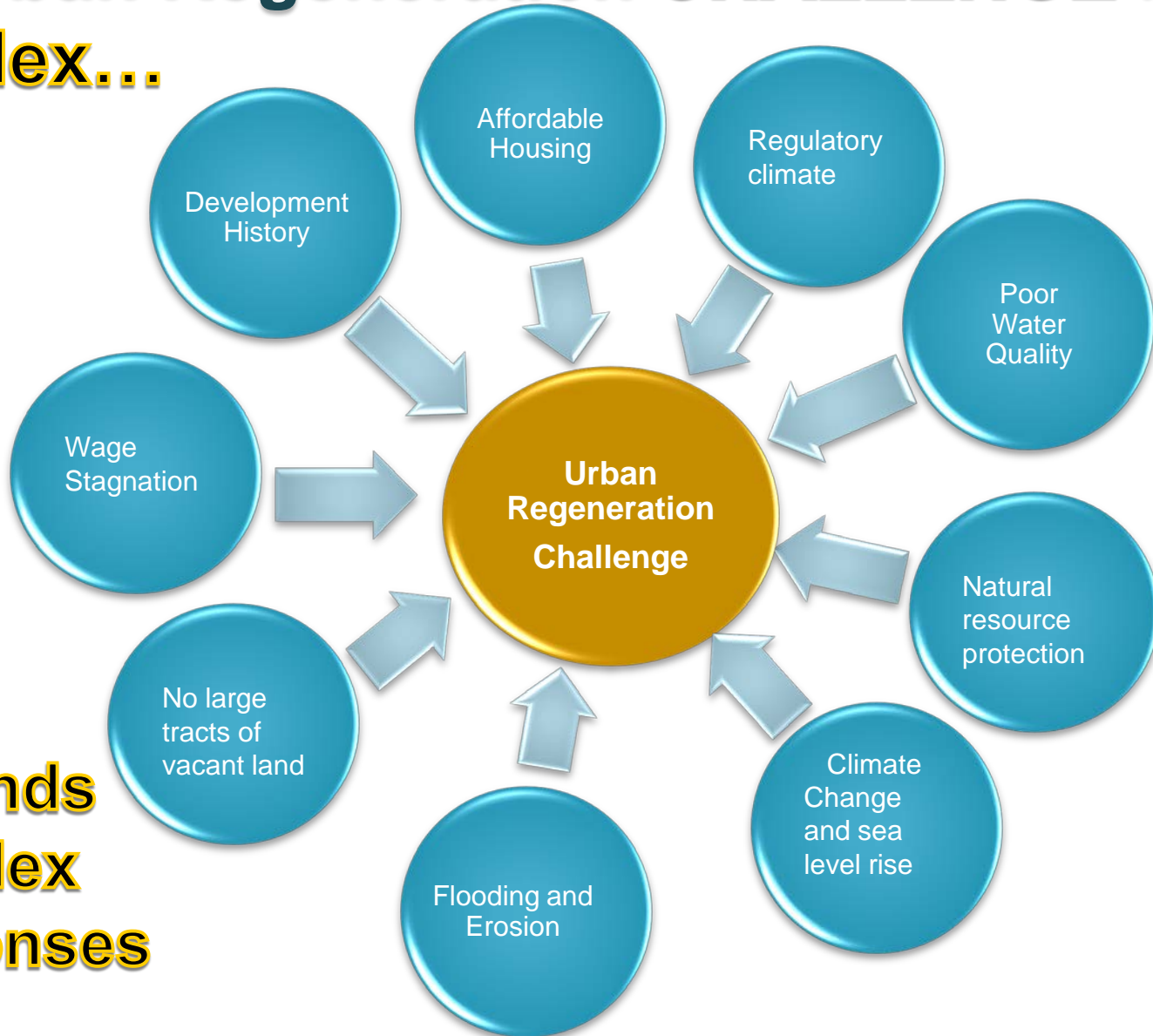
- **Land Development Code update - oriented towards a redevelopment landscape**
- **Flexibility – net site improvement vs strict regulatory interpretation**
- **New zoning districts and overlays**
- **Creative parking management strategies**

## Projects and Initiatives

- 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

# The Urban Regeneration **CHALLENGE** is **Complex...**

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**And  
Demands  
Complex  
Responses**

# Why Does the Code Matter So Much

- **THE LAND DEVELOPMENT CODE:**
  - Helps shape the built environment
    - What is built/redeveloped today will likely be defining our landscape for the next 30 years or so
  - Determines how properties, uses, businesses and people inter-relate; impacts the character and diversity of neighborhoods and the community
  - Defines how the built environment relates to the natural environment
  - Protects natural and cultural resources and assets

# Why Does the Code Matter So Much

- THE LAND DEVELOPMENT CODE:
  - Affects transportation and mobility requirements; impacts energy consumption, greenhouse gas emissions/sequestration and air quality
  - Influences resiliency or vulnerability of the built environment and community; impacts hurricane evacuation and shelter needs
  - Affects storm water quality and quantity, and freshwater and coastal waters, resources and habitats
  - Impacts development activity as a primary contributor to the local economy

# ELEMENT

## Natural Environment

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### CORE COMPONENTS

- Non-coastal and coastal environments
- Resource Management & Preserves
- Beach Re-nourishment
- Air Quality
- Surface Water Management
- Aquifer Recharge and Protection
- Climate Change and Sea Level Rise

### SUPPORT COMPONENTS

- Parks
- Planning
- Public Facilities
- BDRS

# ELEMENT

## Healthy Communities

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### CORE COMPONENTS

- Health & Human Services
- Community Development
- Code Enforcement
- Veterans Services
- Justice & Consumer Services

### SUPPORT COMPONENTS

- Economic Development
- Housing
- BDRS
- Animal Services
- Public Facilities
- Planning
- Air Quality
- EMS
- Mosquito Control
- Health Department

# ELEMENT

## Safe Communities

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### CORE COMPONENTS

- EMS
- Fire and Rescue
- Law Enforcement
- Emergency Management
- Justice & Consumer Services
- Animal Services

### SUPPORT COMPONENTS

- BDRS
- Planning
- County Attorney
- Utilities
- Transportation
- Code Enforcement



# ELEMENT

## Prosperity, Education & Culture

25

### CORE COMPONENTS

- Economic Development
- STAR Center
- Tourism Development (CVB)
- Transportation – St. Pete-Clearwater International Airport
- Public Education
- Library Cooperative
- Extension Services
- Preserve Education Centers
- Arts and Creativity
- Historic Preservation
- Heritage Village

### SUPPORT COMPONENTS

- Planning
- Housing
- BDRS
- Public Facilities
- Natural Environment
- Transportation
- Community Development

# ELEMENT

## Public Investment

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### CORE COMPONENTS

- CIE/CIP
- County Budget (*OMB*)
- Tax Increment Financing

### SUPPORT COMPONENTS

- Program Budgeting
- Planning
- DEI

# Scheduling

