

Strategic Business Plan: Economic Development, Redevelopment, & Housing



1. Overview of Economic Development, Redevelopment and Housing Strategic Focus Area

The purpose of the Economic Development, Redevelopment and Housing (EDRH) Strategic Focus Area Plan is to implement the goals and strategies approved by the Board of County Commissioners in the county's Strategic Plan.

Economic Development and Redevelopment

Pinellas County is home to a thriving business community, with 35,000 businesses and a labor force of 478,000. In the past decades, there has been a gradual shift in the nature of the primary industries in Pinellas County. While retirement is still the biggest single contributor to our economy, it has decreased significantly, and even tourism no longer plays the central role in Pinellas. In fact, the county enjoys the 2nd largest number of employees in manufacturing in the state of Florida, with high-tech specialties that include microelectronics, medical technology, optics and photonics, and aviation/aerospace. Our diverse industry base also excels in financial and business services, information technology, and marine science. The Economic Development Department specifically targets these types of high-wage industries in its business recruitment and expansion programs. At a minimum a vibrant business environment requires an educated and skilled workforce, adequate infrastructure, and a reasonable cost of doing business. The most significant issue currently facing our business environment is the unavoidable product of limited geography and population growth: a rapidly diminishing amount of developable vacant land and rising real estate costs. Without adequate and suitable land and building supply for future quality business growth to occur, the high standard of living in Pinellas is threatened.

The Pinellas Community recognized the unique challenges facing its economy and embarked on a four-year planning process that recently culminated in the Board of County Commissioners adopted "Pinellas By Design," (www.PinellasByDesign.org). This economic development and redevelopment plan for Pinellas County is a strategy that seeks to preserve and enhance our community's quality of life, while fostering business expansion and job growth. A primary goal is to grow, attract and retain 50,000 new high-wage jobs over the next 20 years through an aggressive redevelopment program. The Pinellas by Design plan delineates actions that the county can take to provide an environment which will influence primarily private market forces to create high-wage jobs.

Housing

Our county also enjoys a national reputation as a choice residential community that enjoyed most of its residential growth between 1950 and 2000, when approximately 85% of all the housing was constructed. While a variety of housing types exist here, the predominant is the single family detached home, interspersed with low rise, garden type apartments and mobile home parks. Any significant expansion of high-wage jobs will result in a demand by new employees for nearby housing. Again, since the county is nearly "built out," new housing development is limited to scattered infill locations and redevelopment opportunities. Any significant employment expansion, without the provision of corresponding new housing and mixed-use redevelopment efforts, will likely exacerbate the current home price escalation and add traffic congestion.

Employment can expand without causing negative housing and traffic congestion effects by facilitating new housing construction, in and proximate to primary employment areas. However, providing new housing poses many challenges including limited vacant land availability, obsolete structures, real estate costs that require higher densities and mixed residential and commercial use to make such ventures feasible, and finding alternatives to automobiles for the journey to work from nearby residential neighborhoods to employment centers. We must also broaden public perceptions regarding the advantages of housing variety, including the compatibility of mixed housing types developed at varying heights and

densities, proximate to established neighborhoods of single story, detached housing. Basic public expectations of the County's role in housing are to ensure affordability and access, safety, and neighborhood compatibility and integration.

The Board of County Commissioners' Strategic Vision for the Economic Development, Redevelopment and Housing Strategic Focus Area seeks a balanced approach to redevelopment that supports county residents in homes that are attainable relative to their income and assets, and maintains a strong business environment. The deliverables of this business plan will direct actions that the county's leaders will take to ensure there is a balance of attainable housing and real estate opportunities to support continued economic growth through high-quality redevelopment projects, adequate infrastructure and transportation/transit planning, overall neighborhood compatibility and integration, and protection of open spaces.

2. Economic Development, Redevelopment and Housing Strategic Focus Area Summary of Situational Analysis

The Pinellas by Design process generated extensive community input and planning exercises provides a well-vetted plan. In addition, escalating real estate costs have afforded extensive housing dialogue that indicates a consensus for County-led efforts in this area. Many entities are looking to the County for leadership, as well as a primary funding source for redevelopment efforts; however, certain constituencies oppose change or are not interested in participating in County led efforts.

Other agencies involved in Economic Development, Redevelopment and Housing issues include Local Governments, the Florida Department of Community Affairs, the Metropolitan Planning Organization, the Pinellas Planning Council, the Tampa Bay Regional Planning Council, WorkNet Pinellas, the Florida Housing Coalition, the Florida Housing Finance Corporation, the Florida Association of Housing Finance Authorities, the Pinellas County Housing Finance Authority, the Tampa Bay Partnership, the Tampa Bay Builders Association, the Pinellas Realtor Organization, the Bay Area Apartment Association, Area Chambers of Commerce, business leaders, builders, developers, community and faith-based groups, and non-profit corporations.

The county's Comprehensive Plan and its Land Development Regulations provide the current framework for redevelopment efforts. Many actions in this business plan seek to review and modify these plans and their related development control authorities. For instance, the existing Comprehensive Plan lacks an Economic Development Element which will be addressed through the implementation of this business plan. Other direct actions address supplying infrastructure and real estate product, funding programs for housing and economic development, improving agency coordination and ensuring quality design standards and historic preservation. Overall, the business plan seeks to ensure that economic development and housing plans are linked with transit and transportation and livable communities' efforts.

The primary county departments charged with implementing this plan are Economic Development, Housing, and Planning. However, the success of the plan also depends on transportation, transit, and infrastructure improvements programs which will require collaboration with the Public Works, Utilities, Development Review Services, and General Services (Real Estate) departments. The business plan covers a three to five year time period, and while some projects may be completed within that time frame, other work may simply be initiated.

Overall, the business plan will be gauged by the following measurements developed for the four identified Priority Outcome areas:

1. Priority Outcome - Improve Economic Vitality
 - a. Total Employment Growth in Targeted Industries (County and State)
 - b. Average Earnings per Worker (County and State)
 - c. Average Earnings per Worker in Targeted Industries (County and State)

2. Priority Outcome - Smart Redevelopment
 - a. Total Available Square Feet of Industrial Space
 - b. Total Available Square Feet of Office Space
 - c. Future Land Use Acreage by Open Space/Recreation and Preservation Categories

3. Priority Outcome - Availability of Affordable Community Housing:
 - a. Number of New Homes in "Attainable" Price Range
 - b. Median Sales Price compared to Median Total Household Income
 - c. Average Rental Rate compared to Average Total Household Income

- d. Number of Housing Foreclosures
 - e. Number of New Homeownership Loans from Assistance Programs
4. Priority Outcome - Monitor Incentives Programs
- a. Number of jobs, housing units, and/or assessed real property value for each incentivized project.

3. Economic Development, Redevelopment and Housing Strategic Focus Area Goals

The goal of the business plan is to provide a focus on those actions and roles that pertain to supporting a strong business community and an attainable housing environment, while ensuring that redevelopment occurs in a balanced and sustainable manner and promotes high quality of life goals.

EDRH-1 - Promote development in targeted employment centers.

EDRH-2 - Protect loss of well-located industrial lands from conversion to other uses.

EDRH-3 - Encourage productive use of un/underdeveloped lands.

EDRH-4 - Attract and retain businesses that produce above average wage jobs.

EDRH-5 - Avoid overdevelopment and ensure there remains adequate open spaces, parks and recreational amenities.

EDRH-6 - Develop new attainable housing stock.

EDRH-7 - Support existing residents to retain their housing.

EDRH-8 - Assist residents striving to purchase homes.

EDRH-9 - Assist residents dislocated out of current housing.

EDRH-10 - Ensure there is a balance of attainable housing options for the workforce.

The execution of this plan will result in better land use regulations resulting in efficient and productive land use, comprehensive plan policies that preserve our quality of life while providing for attainable housing and high-wage job creation opportunities, and high-quality designed products that promote mixed-use and reduced traffic.

By the end of Year 2, many of the desired modifications to county codes and regulatory procedures will have been made, guidelines for protecting industrial land and open spaces will be clear, incentive programs targeting high-wage jobs will be prepared, and the new housing initiatives programs will be put in place. Also, local governments will be reviewing, rewriting or modifying their land use regulations, while funding sources for economic development and housing efforts are secured and overall more residents and businesses are understanding the county's redevelopment efforts. During years three through five, the land assembly programs should be underway, and the county would be working on infrastructure improvements that are linked to economic development and housing projects.

Overall, the success of this strategic focus area plan will be gauged by the results of seven key performance measures that will be reviewed on an annual basis and at the end of the fifth year. For each measure, the Economic Development Redevelopment Housing Strategic Focus Area Team will establish a data source, methodology for measurement, baseline measurement and performance goals. The measures are:

- Number of new jobs
- County average wage to national average wage
- Assessed land values by category of use
- Future land use acreage by category

- Incentives and outcomes – by specific project
- Housing foreclosures
- Housing units by assessed valued compared to median income

4. Economic Development, Redevelopment and Housing Strategic Focus Area Strategy Execution and Proposed Deliverables

⇒ **Strategy EDRH 1.0 - Support the endorsement of “Pinellas By Design” by municipalities and other stakeholders by active Board of County Commissioners advocacy and allocation of staff resources**

A) A presentation will be made to each municipality on the Pinellas By Design plan. This is a high priority. The presentations began in 2006 and are expected to be completed in the first quarter 2007. There is no additional budget needed for this item. The deliverable is a resolution from each municipality in support of Pinellas By Design. It is expected that some municipalities will not adopt a resolution of support. The primary organizational responsibility for this item lies with the Economic Development Department, which will coordinate with the Pinellas Planning Council.

B) The Pinellas By Design web site documents the visioning and planning processes conducted during the development of the plan and will be maintained for educational and informational purposes. This is an on-going low priority. The annual budget required to maintain the web site is minimal. The deliverable is the PinellasByDesign.org web site. The primary organization responsibility for this item lies with the Economic Development Department, which will coordinate this activity with the Pinellas Planning Council.

C) Continuing dialogue on significant redevelopment topics in the Pinellas By Design will also be accomplished through the on-going Economic Development Summits. This is a high priority and the deliverable is for the summits to be held at least biennially. The estimated budget per summit is \$10,000. Economic Development is the primary department responsible for the summits.

⇒ **Strategy EDRH 2.0 - Engage the State of Florida’s Department of Community Affairs leaders and state representatives in a dialogue regarding the unique redevelopment issues in Pinellas County**

A) The Planning Department will develop a report that can be used for the basis of redevelopment discussions with key state leaders. This is a high priority as any significant regulatory change(s) will require state-level approval. The Planning Department will dialogue with similar urban centers in Florida and local municipalities to identify our unique redevelopment issues and the primary areas affected. Once the department identifies the type of relief needed and the methods that could provide the relief needed, it will also dialogue with surrounding counties, the Florida Department of Transportation and other regulatory agencies, and other local areas that may be affected by associated changes. The deliverable will be the production of a written report for submission to the Board of County Commissioners for input and approval. The final report recommendations will be communicated to the Florida Department of Community Affairs.

Work will begin on this highly complex issue in the 2nd quarter of 2007. It is expected that it could take up to two years to complete the written report for the Board of County Commissioners. The estimated budget required for this item is \$50,000. The primary responsibility for this item is with the Planning Department.

⇒ **Strategy EDRH 3.0 - Consider proactively establishing a Development of Regional Impact project at the Gateway Center**

A) The Planning Department will develop a report that can be used by the county's administration to consider establishing a Development of Regional Impact project in Gateway. The Planning Department will identify the goals, costs, benefits etc. of establishing a Development of Regional Impact project. Meetings will be held with the cities of St. Petersburg, Pinellas Park and Largo to discuss the proposal and gather input, and then with the Tampa Bay Regional Planning Council to discuss the proposal and gather input. The deliverables will be a Map of Existing Development of Regional Impact projects in Pinellas County, and a written report on pursuing a Development of Regional Impact project, for consideration by the county's administration and/or the Board of County Commissioners.

This process will begin in the 2nd quarter of 2007 and be completed in approximately one year. This is a moderate priority that requires no additional budget during this planning stage. The primary responsibility for this item is with the Planning Department.

⇒ **Strategy EDRH 4.0 - Consider regulatory incentive programs that incentivize redevelopment**

This Strategy was combined with Strategy 5.0.

⇒ **Strategy EDRH 5.0 - Review full scope of regulatory tools and urban design recommendations of "Pinellas By Design" to determine which recommendations should be applied in county regulatory schemes or planning programs.**

A) The Planning Department, working in conjunction with the Pinellas Planning Council, Development Review Services and Economic Development, will develop a report that can be used by County Administration to consider regulatory amendments implementing "Pinellas By Design." The Planning Department will review the Pinellas by Design Plan to determine the components that should be applied and where they would be applicable. Upon completion, it will also review and inventory the County's Comprehensive Plan and Land Development Regulations in order to determine any needed amendments. The deliverable will be a written report that details the amendments, issues, required actions and implementation timeline.

This process will begin in 3rd quarter of 2007 and is expected to take one year to complete. This is a high priority that requires no additional budget. The primary responsibility for this item is with the Planning Department.

⇒ **Strategy EDRH 6.0 - Consider recommendations from Historic Preservation Task Force as they are developed for historic preservation incentives and other tools**

A) The Board of County Commissioners adopted the creation of the Historic Preservation Task Force to review, analyze and facilitate the implementation of preservation policies for historically significant structure, neighborhoods, districts and improvements throughout the county. The Planning Department is monitoring the progress of the Historic Preservation Task Force and will review its final recommendations. The Planning Department will develop a list of plan and code amendments based on the recommendations and incorporate the list of proposed amendments into a full report detailing issues, required actions and implementation timelines.

The task force has been meeting since early 2005 and recommendations are expected by the end of 2007. While this is a high priority task force, for the purposes of this plan it will be considered a lower priority, due to the amount of time needed for the task force to complete its work prior to implementation of this strategy. The deliverable will be the written report. The primary responsibility for this item is with the Planning Department.

⇒ **Strategy EDRH 7.0 - Review tools and plans to ensure economically challenged and oppressed neighborhoods are benefiting from economic development and redevelopment incentives and efforts**

A) A series of recommendation to address affordable housing needs in Pinellas County was presented to the Board of County Commissioners in late 2005 that support this strategy. The Community Development Department is the lead agency in implanting these recommendations.

A.1 - The department will conduct a Nexus study to develop the parameters and basis of the inclusionary housing policy. The study is currently underway and is expected to be completed in the first quarter of 2007.

A.2 - An Inclusionary Housing Policy will be submitted for approval by the Board of County Commissioners during the 2nd Quarter of 2007.

A.3 The Board of County Commissioners previously approved the establishment of a Community Housing Trust Fund. Funding for the first year of the Trust Fund has been established. The Community Development Department will determine the revenue sources for funding the program through 2011. This will be completed by the 4th Quarter of 2007.

A.4 - Create a model ordinance aimed at further reducing the impact of government regulations on the price of housing. This will be completed by the 2nd Quarter of 2007.

A.5 - A Community Land Trust has been adopted by the Board of County Commissioners. The Community Development Department will begin to use the mechanisms provided by the Trust to utilize County-owned land for community housing and mixed-use developments. This will begin in the 2nd Quarter of 2007 and will be an on-going program.

A.6 - Utilize approved Community Land Trust and Community Housing Trust Funds to provide housing assistance and to leverage private funding for housing development and renovation.

A.7 The Community Development Department will ensure that there is a focus on challenged neighborhoods during the review of Land Development Regulations in Strategy 5.0 and the identification of potential Community Redevelopment Areas in Strategy 10.0.

These strategic initiatives are a high priority and many are underway. The deliverables will be the adoption an Inclusionary Housing Policy, the creation of a Model Ordinance, and the funding of the programs. Community Development is the primary department responsible for this strategy. A proposed budget of \$30 million has been established for the first three years of the Housing Trust Fund; the County has approved \$10 million for the first year of implementation. A request for funding for the Community Land Trust from the Penny for Pinellas Program, in the amount of \$35 million, has been submitted.

⇒ **Strategy EDRH 8.0 - Develop countywide policy that addresses loss of green spaces, including but not limited to, private and public golf courses to redevelopment of other uses**

A) The Planning Department will conduct an inventory of private golf courses and identify the issues surrounding the conversions. It will develop guidelines for resolution by the Board of County Commissioners to be used for proposed Comprehensive Plan and Zoning Map amendments. This process is underway and will be completed in the first quarter of 2007. This is a moderate priority that requires no additional budget. The deliverables will be a map of golf courses and a Board of County Commissioners resolution outlining the policy. The Planning Department is the primary department responsible for this item.

⇒ **Strategy EDRH 9.0 - Additional pursuit of federal and state funds**

A) For funding related to housing programs, the Community Development Department is the implementing department. The Community Development Department will:

A.1 Support legislative action to retain the full amount of dedicated documentary tax revenue in the State Housing Trust Fund for affordable housing programs.

A.2 Support amendments that will allow all charter counties to levy a discretionary surtax on commercial property documents for the purpose of financing, rehabilitating, or purchasing affordable housing.

These actions will be pursued during each legislative session, beginning in 2007, and will continue until successful. This is a high priority. The deliverable will be a resolution from each municipality supporting such actions, and the ultimate capitalization of new and ongoing community housing programs. No additional budget is required for the strategy.

B) For funding related to economic development programs, the Economic Development Department is responsible for implementation. The Economic Development Department will seek to support state legislative action to identify a consistent and permanent funding source for economic development efforts. This is a high priority which will be pursued during each legislative session, beginning in 2007, and will continue until successful. The deliverable is the implementation of a state-wide permanent funding source for economic development. No additional budget is required for the strategy.

C) The Economic Development Department, in conjunction with the Community Development Department will conduct a review of state and federal funding programs. This is a lower priority and the deliverable will be report on federal and state funding sources. This process will begin in the 3rd quarter of 2007 and the report is expected to be completed in the 2nd quarter 2008. No additional budget is required for the strategy.

⇒ **Strategy EDRH 10.0 - Consider "Pinellas By Design" recommendations regarding options for new county Community Redevelopment Areas and Community Redevelopment Districts as funding sources**

A) The Planning Department, working in conjunction with the Community Development and Economic Development departments, will develop a report that can be used by the county's administration to consider the creation of new Community Redevelopment Areas. The Planning Department will identify areas that meet the criteria for being a Community Redevelopment Area or Community Redevelopment District and, in conjunction with the Economic Development and Community Development departments, will prioritize the identified areas. Goals and objectives for redevelopment efforts for the specific areas will be developed and an assessment report that identifies costs, timeframes and funding sources (Tax Increment Funding districts, bonds, etc.) will be prepared.

This process will begin during the 1st quarter of 2008 and is expected to be completed by the 1st quarter of 2009. This is a moderate priority and the deliverable is a map of potential Community Redevelopment Area locations and the assessment report. No additional budget is required. This initiative will be coordinated by the Planning Department.

⇒ **Strategy EDRH 11.0 - Consider "Pinellas By Design" recommendations regarding a possible county role in land assemblages**

A) The Economic Development Department will work with the Pinellas Planning Council and Planning Departments to plan for targeted land assembly projects. A study will be completed that identifies the land-based needs of targeted industries over the next 20 years, with a prioritization of the means to address the needs including land assembly and infrastructure improvements. Based on the study results, targeted areas for land assembly will be identified

and prioritized. The Economic Development Department has requested Penny for Pinellas funding and will continue to identify additional funding sources for the land assembly program. Once funds are available, the county will utilize the Pinellas County Economic Development Authority as a mechanism to purchase and utilize land for business development projects.

The study process has begun and is expected to be completed in the 3rd quarter of 2007, with areas for land assembly being targeted by the 1st quarter of 2008. This is a high priority. The deliverables are the Study Report and a map of potential land assembly areas. Further implementation is not possible without a budget to initiate a land assembly program. If the land assembly program is implemented, the county will need to expand its real estate capabilities. The Economic Development Department is responsible for the planning for this item.

⇒ **Strategy EDRH 12.0 - Consider "Pinellas By Design" recommendations regarding options for better coordinating and administering Community Redevelopment Areas countywide**

A) The Planning Department will complete a review of the Florida statutes regarding Community Redevelopment Areas, and identify issues relative to Pinellas by Design goals. It will also inventory the existing Community Redevelopment Area boundaries and plans, and identify potential employment areas adjacent to Community Redevelopment Areas. Finally, it will initiate dialogue with local municipalities regarding options for better coordination and administration of Community Redevelopment Areas. This is a moderate priority that requires no additional budget during this planning stage. The deliverable will be production of a map of existing Community Redevelopment Areas, and a written report on issues and opportunities. This process will begin in the 1st quarter of 2008 and the report will be completed by the 4th quarter of 2008. The map of existing Community Redevelopment Areas will be completed by the 2nd quarter of 2008. The primary responsibility for this item is with the Planning Department.

⇒ **Strategy EDRH 13.0 - Review roles and relationships of Countywide Planning Agency and Pinellas Planning Council to ensure that partnerships and efficient resources result**

A) This task will be coordinated by the Planning Department, in cooperation with the Pinellas Planning Council. The Planning Department will review the existing Pinellas Planning Council Special Act and provide a detailed explanation of the Special Act to the Board of County Commissioners. It will also develop an outline of opportunities, limitations and options with regard to these partnerships. This is a moderate priority that requires no additional budget. The deliverable will be production of a written report that can be used by county's administration and the Board of County Commissioners. This process is underway and a presentation to the Board of County Commissioners is expected in the 3rd quarter of 2007. The primary responsibility for this item is with the Planning Department.

⇒ **Strategy EDRH 14.0 - Promote coordination of federal, state and regional agencies toward redevelopment goals**

A) The coordination of many state and regional agencies toward redevelopment goals will also be encouraged through the implementation of the Strategy 2.0 noted above.

B) The county can help to coordinate adoption of multi-jurisdictional development regulations. This will require extensive dialogue with regional and state agencies with regulatory roles impacting our redevelopment efforts. This dialogue is expected to begin by the 3rd quarter of 2007 and will be on-going. This is a moderate priority that requires no additional budget. It should be recognized that this is a very difficult and time consuming issue that require

extensive effort to achieve any change. The primary responsibility for this item is with the Planning Department.

C) Pinellas County will engage Enterprise Florida and the Office of Trade, Tourism and Economic Development regarding redevelopment efforts. This is a high priority item and dialogue has been underway for some time. While Enterprise Florida has included a focus on rural issues in its state-wide strategic plan, it has not done so for urban issues. It is expected that it will continue to be difficult to achieve the deliverable of a State-wide Strategic Plan with a focus on urban redevelopment. The primary responsibility for this item is with the Economic Development Department.

D) Pinellas County will add an Economic Development Element to County's Comprehensive Plan. This data gathering process is already underway and the written plan is expected to be completed during the 4th quarter of 2007. This is a moderate priority that requires no additional budget. The primary responsibility for this item is with the Planning Department, with extensive support from the Economic Development Department.

⇒ **Strategy EDRH 15.0 - Consider methods the county can use to coordinate with schools (public and private) to promote economic development goals**

A) The Community Development and Economic Development Departments will pursue partnerships with the school district for community housing and/or mixed use developments. Dialogue with the School District is expected to begin in the 2nd quarter of 2007 and will be on-going. This is a moderate priority. A budget for land assembly will be required, which has been included in other strategies within this plan. The deliverable will be a successful project located on former school property. The primary responsibility for this item is with the Community Development Department.

B) The Economic Development Department will monitor current discussions regarding changes to the school district's vocational education programs. This process is underway and new programs or strategies could be completed by 2009. This is a low priority as the county has no control over public school curriculum. No budget is required for this strategy. The deliverable will be a report to Administration should any change occur within the system. The primary responsibility for this item is with the Economic Development Department.

C) The Economic Development Department will continue to support high-wage employment by collaborating with institutions of higher education and WorkNet Pinellas to develop curriculum and training programs for targeted industries. This is a high priority on-going work program.

⇒ **Strategy EDRH 16.0 - Consider "Pinellas By Design" recommendations regarding Pinellas County's role in coordinating economic development incentive programs on a countywide basis, including regulatory incentive programs that incentivize redevelopment**

A) This strategy is a joint effort of the Economic Development and Planning Department with extensive input from and coordination with the Pinellas Planning Council and municipalities. The Economic Development Department will:

A.1 - Utilize the study completed for Strategy 11.0 above to assist in the development of incentive programs.

A.2 - Prepare a preliminary matrix that provides criteria to be used to determine appropriate business development incentive programs to be used on a countywide basis. At a minimum, the incentives may include infrastructure improvements, tax credits/refunds or grant programs, and the use of the land assembly program in Strategy 11.0.

A.3 - Meet with municipalities to obtain input and commitment to incentive programs. If consent or funding commitments can not be obtained, reconsider limits of incentive program.

A.4 - Establish and administer incentives program(s).

This process will begin in the 3rd quarter of 2007 and will be completed by the 3rd quarter of 2008. This is a high priority that will require a new program budget to implement. In addition to the funding request for land assembly, the Economic Development Department has requested \$15 million to implement this strategy. The deliverables include the Pinellas Planning Council report as noted in Strategy 11.0, a matrix of incentives and a written set of countywide incentives. The primary responsibility for this item is with the Economic Development Department, with input from the Public Works and Utilities Departments regarding infrastructure programs.

B) The Planning Department will evaluate the Countywide Plan Map and rules to determine if they are well-suited for and appropriately address targeted, as well as other business uses. It will evaluate potential governmental actions that will support the retention and expansion of targeted employers. This will include regulatory incentive programs, such as density and/or intensity bonuses, for desired redevelopment projects. This process will begin in the 3rd quarter of 2007 and will be completed by the 3rd quarter of 2008. This is a high priority that will not require additional funding. The deliverable is a report identifying potential regulatory actions to support employers. The primary responsibility for this item is with the Planning Department, in collaboration with Development Review Services Department and the Pinellas Planning Council.

⇒ **Strategy EDRH 17.0 - Expand public engagement**

A) The Community Development Department will continue public outreach efforts to gain input from the general public, housing providers, real estate professionals, builders, and the development community. It will create a public information campaign that the County Connection Centers can promote and execute. The process will begin in the 1st quarter of 2007 and will be on-going. This is a moderate priority that does not require an additional budget.

B) The Economic Development and Community Development Departments will continue to provide outreach efforts to the general public, housing providers, and the development community through the County's Speakers Bureau. This process has begun and will be on-going for the next 3 to 5 years. This is a moderate priority that does not require an additional budget. The deliverables include more speaking engagements by the Economic Development and Community Development departments. The primary responsibility for this item is with the Community Development and Economic Development Departments.

C) The Economic Development Department will continue to market the Pinellas By Design by emphasizing the web site in speaking engagements, PowerPoint presentations and media relations as the "source" for the latest updates on redevelopment progress and best practices in our community. It will incorporate the Pinellas By Design Plan and PinellasByDesign.org into the county's economic development materials and advertisements, as appropriate and encourage Pinellas County departments with external facing websites to link to PinellasByDesign.org. A variety of promotional programs will be developed and cross promotion through county events and the County Connection Centers will be encouraged. As noted in Strategy 1.0, ongoing summits will be used to continue educate stakeholders. This process has begun and will be on-going for the next 3 to 5 years. This is a moderate priority that requires no additional budget. The deliverables include more speaking engagements,

new promotions and web site visits to the Pinellas By Design site. The primary responsibility for this item is with the Economic Development Department.

⇒ **Strategy EDRH 18.0 - Link economic development and redevelopment into Livable Communities efforts, housing efforts, transportation CIP plans and transit concepts**

A) The County's Economic Development, Community Development and Planning Department's have been developing stronger interdepartmental bonds and plan to continue to regularly meet, discuss and jointly implement this Strategic Focus Area plan, as well as Pinellas By Design and the county's housing initiatives. The departments also will explore prototype projects with economic development and housing components that leverage funding sources to create community housing and new job opportunities while maintaining quality of life in Pinellas County. Strategy 19.0 has further actions the Planning Department will undertake to link transportation to economic development. Linking all these activities began with the Pinellas By Design planning process five years ago, and these efforts will continue over the next five years. This is a high priority that requires no additional budget. The deliverables include projects that mixed-use with consideration for transit options and attainable housing units. The County's Economic Development, Community Development and Planning Departments have the primary responsibility for this item.

⇒ **Strategy EDRH 19.0 - Ensure that transit and transportation agencies are planning systems in coordination with employment center goals and development**

A) The Planning Department in conjunction with the Metropolitan Planning Organization will conduct a comparison of Pinellas By Design employment centers to existing transportation plans. The process will begin in the 1st quarter of 2007 and is expected to be completed by the 3rd quarter of 2007. This is a high priority that requires no additional budget during this review process. The deliverable will be a report that summarizes the results of the comparison. The report will consider all County transportation projects, including recent discussions of the potential re-use of the CSX rail line and the BRT system. The primary responsibility for this item is with the Planning Department, with input from the Economic Development Department.

B) The County will be actively engaged in discussions on creating a regional transportation authority. This is a high priority item that requires no additional budget. This process is already underway and is expected to result in legislative action during the 2007 session.

C) The Economic Development Department will actively participate in the Public Works annual project prioritization process. This is a moderate priority that requires no additional budget and will be done annually over the next five years. The primary responsibility for this item is with the Economic Development and Public Works Departments

⇒ **Strategy EDRH 20.0 - Ensure that affordable housing plans and programs are incentivized in economic development and redevelopment efforts**

A) A series of recommendation to address affordable housing need in Pinellas County was presented to the Board of County Commissioners in late 2005 that support this strategy. The Community Development department is the lead agency in implanting these recommendations. The Community Development Department will:

- A.1 - Conduct a Nexus study to develop the parameters and basis for the Inclusionary Housing Policy recommendation including incentives such as density bonuses to make inclusion housing economically feasible.
- A.2 - Obtain the Board of County Commissioners' adoption of an Inclusionary Housing Policy.
- A.3 - Establish Community Housing Trust Fund to provide housing assistance and to leverage private funding for housing development and renovation.

- A.4 - Implement Community Land Trust.
- A.5 - Provide housing assistance and to leverage private funding for housing development and renovation.
- A.6 - Draft a model ordinance to further reduce the impact of government regulations on the price of housing.
- A.7 - Establish a mechanism to utilize county-owned land for community housing and mixed-use developments.
- A.8 - Consider requiring new development above a minimum size to provide a portion of the units at affordable prices with incentives such as density bonuses to the developer.
- A.9 - Redevelop well-located, buildable land to create community housing by promoting the rehabilitation, adaptive reuse, infill, one-for-one replacement, redevelopment that increases the allowable density, intensity, and/or mix of land uses.

These strategic initiatives are a high priority and many are underway. The deliverables will be the adoption an Inclusionary Housing Policy, the creation of a Model Ordinance, and the funding of the programs. Community Development is the primary department responsible for this strategy. A budget of \$10 million has been established for the first year of the Housing Trust Fund. An additional \$20 million will be sought over the next two years. A request for funding for the Community Land Trust from the Penny for Pinellas Program, in the amount of \$35 million, has been submitted.

⇒ **Strategy EDRH 21.0 - Monitor incentives effects and outcomes**

A) This strategy was deemed to better serve as a performance measure and is therefore included Section 3 above.

⇒ **Strategy EDRH 22.0 - Monitor job and wage growth and ensure plans are effecting positive trends**

A) This strategy was deemed to more appropriately be employed as a performance measure and as such is also included in Section 3 above.

⇒ **Strategy EDRH 23.0 - Support annexation policy changes consistent with 2005-06 Legislative Package**

A) The Planning Department will work with Community Development and Communications to develop an educational campaign and materials for County residents. The development of the materials will begin in the 1st quarter of 2007 and will be completed by the 3rd quarter of 2007. The educational campaign will continue over the following four years. These actions are a high priority. The deliverable will be the marketing materials that will require an estimated budget of \$20,000 to develop. Planning is the primary implementing department.

B) The Planning Department will seek to sponsor legislation for a local bill supporting the Board of County Commissioners' legislative package goals. The request for a bill will occur in the 3rd quarter of 2007 and if successful, the bill will be implemented in 2008. These actions are a high priority. The deliverables will be a successful bill. An estimated budget of \$100,000 is anticipated to implement this action. Planning is the primary implementing department, and it will work extensively with the Legal and Communications departments to implement this strategy.

⇒ **Strategy EDRH 24.0 - Utilize the Countywide Plan to perform key leadership roles: a) establish procedure that county staff shall originate development of the plan and its rules; b) direct county staff to develop options to redefine the Board of County Commissioners roles and relationship to the Pinellas Planning Council, including**

alternative membership configurations, and combining the county staff and Pinellas Planning Council staff into one planning group as a means of integrating and implementing all major planning initiatives that address countywide issues, including the Board of County Commissioners Strategic Plan, Pinellas By Design, the Recreation, Open Space and Culture Systems Master Plan, and the Livable Communities Initiative

A) The Planning Department will:

A.1 - Review the Pinellas Planning Council Special Act and the history of the Pinellas Planning Council.

A.2 - Identify specific goals desired in this area.

A.3 - Identify opportunities and options for change.

A.4 - Meet with Pinellas Planning Council and local municipalities to discuss options and opportunities.

A.5 - Develop a presentation on the history of the Pinellas Planning Council and produce a written report that can be used by the county's administration and/or the Board of County Commissioners.

This process is underway and a presentation to the Board of County Commissioners is anticipated for the 3rd quarter of 2007. These actions are a low priority. The deliverables include a presentation on the history of the Pinellas Planning Council and Special Act and a written report. No additional budget is required for this strategy unless changes are made to the existing system. The primary implementing agency for this strategy is the Planning Department, which will work with the Legal Department to accomplish this work.

5. Economic Development, Redevelopment and Housing Strategic Focus Area Organizational Capacity Requirements

Specific organizational capacity areas that need to be addressed include:

Workforce: It is important that the implementation of this strategy not be detrimental to the county's current work program. However, the plan does require an increased work load that must be absorbed. The new Redevelopment and Housing programs depend on undertaking new real estate and infrastructure projects, which require new skill sets and/or workforce. Since these will be regular and on-going functions, outside contractors may not be useable.

Development Processes: Internal process changes are needed in the area of project review. Economic Development and Housing should be aware of significant projects under review by Planning or Development Review Services. In turn, the county's Redevelopment and Housing Projects must be developed with and communicated back to Development Review Services, Public Works, and Planning, at a minimum. The Economic Development, Redevelopment and Housing Strategic Focus Area Team should be aware of transportation and public work projects. The needed process changes should involve senior staff members, who can best determine how to incorporate change into the current business processes. In addition to these process changes, the members of the Economic Development Redevelopment and Housing Strategic Focus Area Team need to continue to meet, monitor these actions, and ensure that their efforts are linked.

