

PART II. PLAN STRATEGIES

CHAPTER 4.

LAND USE COMPONENT:

ISSUES, POSITION STATEMENTS, AND STRATEGIES

ISSUE 1: The current land use pattern has consumed virtually all developable vacant land, but in the process, has left some parcels undeveloped, underutilized, or abandoned.

Position Statement 1.1: Productive use of land

Encourage the productive use of undeveloped, underutilized, or abandoned parcels.

Strategies:

1.1.1. Evaluate land development regulations to identify impediments to the usage of such parcels.

1.1.2. Employ appropriate incentives such as density bonuses, land assembly, and like techniques to encourage the usage of such parcels.

1.1.3. Provide technical assistance and/or other incentives to encourage redevelopment of abandoned and underutilized structures and parcels.

1.1.4. Encourage development and redevelopment projects to locate in areas served by adequate infrastructure.

ISSUE 2: The approach of buildout and the resultant development of infill parcels and redevelopment projects constructed at increased densities/intensities, can contribute to a perception that the county is becoming “overdeveloped.”

Position Statement 2.1: Infrastructure and public open space

Ensure that adequate public infrastructure and open space is maintained, and quality of life amenities are provided, in areas where development and redevelopment occurs.

Strategies:

- 2.1.1. Continue to invest in new parks and trails; improve major roadway corridors with public landscaping and buried utility lines; improve beach accesses; and beautify other public grounds and facilities.*
- 2.1.2. Continue to strictly enforce land use regulations protecting environmentally sensitive land.*
- 2.1.3. Establish standards for developers to provide private recreational amenities or fees in lieu to serve higher-density residential developments.*
- 2.1.4. Establish architectural and site design standards that foster aesthetically pleasing redevelopment.*

Position Statement 2.2: Appropriate areas for urbanization

Where more intensive urbanization is appropriate, ensure that proper safeguards are in place to avoid potential negative impacts.

Strategies:

- 2.2.1. Designate certain areas as appropriate for redevelopment to higher densities/intensities, where adequate infrastructure is existing or planned.*
- 2.2.2. Encourage planned higher-density and -intensity redevelopment in designated areas, while discouraging scattered, isolated projects in less appropriate neighborhoods and districts.*
- 2.2.3. Take advantage of flexible land use designations to facilitate higher-density and -intensity development in appropriate locations.*
- 2.2.4. Provide that where higher density and intensity is permitted, commitments to preferred development patterns are required to obtain the additional development potential.*

2.2.5. *Identify technical and financial resources available to assist with the conversion of nonviable mobile home and recreation vehicle parks to alternative uses.*

Position Statement 2.3: Neighborhood and district viability

Preserve the viability of existing residential neighborhoods and nonresidential districts through special area plans that recognize their unique characteristics.

Strategies:

2.3.1. *Create special area plans that target specific geographic area(s) where redevelopment is desired and indicate the desired type and intensity of development.*

2.3.2. *As part of the special area plan preparation process, inventory vacant parcels and those having abandoned, underutilized, or dilapidated structures ripe for redevelopment.*

2.3.3. *Local governments and their private sector partners should clearly articulate the communitywide benefits of redevelopment for existing neighborhoods and nonresidential districts.*

2.3.4. *Ensure that special area plans are developed in conjunction with an active public participation process.*

2.3.5. *Support local government policies for redevelopment projects to provide landscaping, pedestrian amenities, and necessary infrastructure improvements.*

2.3.6. *Adopt and implement housing rehabilitation programs where needed and appropriate.*

ISSUE 3: Higher levels of intercounty vehicular travel negatively impact the level of service of existing transportation facilities.

Position Statement 3.1: Intercounty mobility

Support, through implementable plans, enhanced transportation mobility for those traveling to and from Pinellas County.

Strategies:

- 3.1.1. Support the creation of high-quality transit links to adjacent counties.*
- 3.1.2. Protect the county's viable and productive airports and port facilities.*

Position Statement 3.2: Roadway capacity

Discourage local actions that decrease capacity on arterial or collector roadways serving multiple jurisdictions without the provision of adequate and convenient reliever facilities.

Strategies:

- 3.2.1. Develop criteria, applicable to all jurisdictions countywide, that must be met before the roadway capacity of an arterial or collector may be reduced.*
- 3.2.2. Allow reductions in roadway capacity only for corridors that contain unused capacity at peak hours, or that lie parallel to roadways that can absorb displaced traffic, with adequate connector links between the roadways.*
- 3.2.3. Ensure that reductions in roadway capacity are accompanied by provision for increased transit service along the same corridor.*
- 3.2.4. Ensure that reductions in roadway capacity are consistent with provisions of state growth management legislation and are accompanied by a redevelopment plan designed to encourage walking, bicycling, and transit use.*

ISSUE 4: Transportation planning historically has emphasized managing personal motor vehicle traffic, resulting in insufficient and inadequate multimodal transportation options.

Position Statement 4.1: Improved transit options

Support approved strategies to increase the use of transit, particularly along routes serving low-income and other transportation disadvantaged users, and ensure transit affordability.

Strategies:

- 4.1.1. Identify arterial roadways connecting major activity centers and high-density areas, where transit services are provided or planned.*
- 4.1.2. Encourage higher-density/intensity, walkable, mixed-use development to locate in proximity to approved transit stations, consistent with station area plans.*
- 4.1.3. Support future transit enhancements through land use plan amendments that permit high densities/intensities in proximity to approved stations, consistent with station area plans.*
- 4.1.4. Support partnering between the public and private sectors to create transit-oriented development projects.*
- 4.1.5. Permit new development to provide attractive stops as a partial fulfillment of landscaping/beautification requirements, in coordination with PSTA transit needs.*
- 4.1.6. Encourage redevelopments, to the greatest extent possible, to provide attractive stops, in coordination with PSTA transit needs.*

Position Statement 4.2: Neighborhood connectivity

Develop patterns and design strategies that reduce automobile dependence by increasing connectivity between county neighborhoods.

Strategies:

- 4.2.1. *Encourage the use of traffic calming measures that employ alternatives to barricades and street closures to reduce cut-through traffic.*
- 4.2.2. *Require new subdivisions to be designed with street layouts in an interconnected pattern, without dead ends or barricades that block travel between neighborhoods.*
- 4.2.3. *Limit new street closures and barricading in existing residential neighborhoods.*
- 4.2.4. *Take advantage of opportunities to eliminate existing street closures and barricades.*

ISSUE 5:

The absence of adequate pedestrian and bicycle facilities on many neighborhood streets and major roads discourages walking and bicycling in Pinellas County, thus limiting use of those alternative forms of transportation.

Position Statement 5.1: Pedestrian/bicycle safety

Enhance safe circulation of pedestrian and bicycle traffic throughout the county.

Strategies:

- 5.1.1. *Support local government policies for new developments to provide sidewalks, crosswalks, and pedestrian access ways that are buffered from vehicular traffic.*
- 5.1.2. *Construct and maintain sidewalks, particularly those connecting residential areas to schools, parks and recreation facilities, and other uses frequented by children.*
- 5.1.3. *Support the continued installation of striped bicycle lanes or wide outside lanes when arterial and collector roadways are constructed or improved.*

Position Statement 5.2: Pedestrian/bicycle facilities

Continue to implement policies for pedestrian and bicycle facility installation and maintenance.

Strategies:

- 5.2.1. Support the efforts of the Pinellas County Metropolitan Planning Organization to coordinate trailway and sidewalk plans.*
- 5.2.2. Support the creation of a countywide network of on-street bicycle lanes and off-street pedestrian/bicycle trails.*
- 5.2.3. Provide, through local plans, the establishment of sidewalk installation programs.*

ISSUE 6:

Congestion on area roads is exacerbated when users drive on the same facility at different speeds and for different purposes, creating conflicts between fast-moving arterial traffic and slower-moving, frequently turning vehicles accessing local businesses and residential developments.

Position Statement 6.1: Efficient vehicle movement

Continue to plan for and construct transportation facilities that facilitate efficient vehicle movement.

Strategies:

- 6.1.1. Support local government policies that limit the number of driveways allowed per lot and establish minimum driveway spacing standards.*
- 6.1.2. Support local government policies that promote, and require whenever possible, efficient vehicle movement on private property including cross-access easements, shared driveways, and other appropriate on-site improvements.*

- 6.1.3. *Discourage the continued proliferation of strip commercial development along collector and arterial roadways.*

ISSUE 7:

Current parking standards and development patterns typically result in an overabundance of surface parking, widely dispersing different land uses, which requires the use of private automobiles resulting in negative traffic circulation and environmental impacts.

Position Statement 7.1: Parking efficiency

Work to meet the parking needs of communities by maximizing the use of existing surface parking, replacing it with parking structures where feasible, and decreasing demand by encouraging alternative transportation modes.

Strategies:

- 7.1.1. *Establish standards for adjacent developments to provide cross-access easements for both pedestrian/bicycle traffic and automobiles.*
- 7.1.2. *Allow developments to “buy into” public parking lots or structures in lieu of providing on-site parking.*
- 7.1.3. *Maintain public parcels that can be used both for overflow parking on peak days of the year, and to serve other community purposes, e.g., ballfields, plazas, and drainage areas.*
- 7.1.4. *Amend land development regulations to include maximum as well as minimum parking space standards.*
- 7.1.5. *Amend land development regulations to allow administrative approval of reduced parking standards.*
- 7.1.6. *Provide parking credits for developments that present research demonstrating lower parking demand than that anticipated by existing standards.*

- 7.1.7. Develop incentives for the construction of desirable installations including pedestrian, bicycle, transit facilities, and spaces for motorcycles and other small vehicles.*
- 7.1.8. Promote the use of shared parking agreements between adjacent developments.*
- 7.1.9. Amend land development regulations to more precisely correlate parking requirements of different uses within non-residential land use designations.*
- 7.1.10. Establish standards for developments to provide trees or other vegetation in parking areas, to create shaded areas and drainage opportunities.*
- 7.1.11. Encourage the use of permeable paving materials and landscaping to limit stormwater runoff from parking areas.*
- 7.1.12. Amend land development regulations to permit a portion of required parking spaces to be unpaved.*
- 7.1.13. Minimize surface parking in transit station areas by incorporating parking structures within the station site design.*
- 7.1.14. Incorporate within redevelopment regulations or plans provisions supportive of the “park once” concept.*

ISSUE 8: As new development and more intense redevelopment move the county toward buildout, market forces may impact natural open space areas.

Position Statement 8.1: Natural open space protection

Acquire, maintain, preserve, and protect natural open space that provides public benefit.

Strategies:

- 8.1.1. Pursue funding to acquire and protect remaining natural lands, particularly along the coast, for public open space.*
- 8.1.2. Continue to implement local or countywide transfer of development rights (TDRs) regulations that apply to open space protection or environmentally sensitive areas and other appropriate properties.*
- 8.1.3. Support the preservation of natural lands through conservation easements and/or other appropriate techniques.*
- 8.1.4. Pursue funding for the purchase and restoration of disturbed or previously-developed areas to a more natural condition.*
- 8.1.5. Continue to require protection of, or mitigation of impacts to, wetlands or other environmentally sensitive land.*
- 8.1.6. Encourage new developments to preserve existing tree canopy, and incorporate natural open space as an amenity in remaining undeveloped portions of the county.*
- 8.1.7. Support local government policies that recognize and are sensitive to the value of mature trees as integral components of the environment.*

ISSUE 9: Redevelopment in the county’s waterfront areas may negatively impact open space and scenic views, potentially decreasing the abundance of these important amenities.

Position Statement 9.1: Protection of waterfront scenic views

Protect existing scenic waterfront views and promote the creation of new ones.

Strategies:

- 9.1.1. *Ensure that site design regulations, e.g., setbacks, building width, height, and envelopes, in waterfront areas do not result in the loss of scenic views between buildings.*
- 9.1.2. *Consider allowing increased building height in exchange for increased setbacks and building separation to enhance scenic views.*
- 9.1.3. *Work with appropriate agencies to ensure that as bridges and causeways are replaced, new infrastructure supports and enhances the protection of scenic views.*

Position Statement 9.2: Benefit and investment balance

Balance the short-term economic benefit of private coastal development with the long-term economic investment of creating and maintaining attractive waterfront open space.

Strategies:

- 9.2.1. *Educate the private sector about the economic value of waterfront open space and encourage business participation in efforts to preserve and maintain that amenity.*
- 9.2.2. *Ensure that existing public beach accesses are maintained and new ones created as visible, high-quality amenities.*

9.2.3. Restore coastal vegetation and dune systems seaward of the Coastal Construction Control Line wherever possible.

9.2.4. Protect coastal vegetation and dune systems from disruption through the use of walkovers and public education efforts.

ISSUE 10: Development in the Coastal High Hazard Area (CHHA) and the 100-year floodplain must be balanced with public safety in order to reduce the potential for harm to people and for significant economic losses.

Position Statement 10.1: Natural hazard mitigation

Take positive action to mitigate risk and potential loss resulting from hurricanes, tropical storms, and other natural hazards.

Strategies:

10.1.1. Ensure that existing tourist-oriented developments have and maintain disaster plans pursuant to county requirements.

10.1.2. Provide guidelines in the Countywide Rules to address the requirement for an evacuation plan to accompany any request for increased density/intensity in the CHHA or the 100-year floodplain.

10.1.3. Limit land use amendments that support density increases in the CHHA or the 100-year floodplain to projects located in approved redevelopment areas.

10.1.4. Adopt standards to balance density increases that occur in the CHHA and the 100-year floodplain with actions that reduce densities on other parcels in those areas, e.g., land acquisition, conservation easements, or TDR provisions.

Position Statement 10.2: Flooding and water quality mitigation

Continue to mitigate freshwater flooding risks and protect surface water quality.

Strategies:

10.2.1. Maintain setbacks and vegetative buffers around natural and artificial drainage structures, e.g., lakes, ponds, and canals.

10.2.2. Support the creation of regional drainage facilities as an alternative to individual on-site retention facilities.

ISSUE 11: In a post-disaster environment, there will be strong pressure to redevelop damaged areas and structures as quickly as possible, which could set the stage for poorly-planned redevelopment.

Position Statement 11.1: Post-disaster redevelopment plans

Adopt post-disaster redevelopment plans and be prepared to implement them.

Strategies:

11.1.1. Create redevelopment plans that can be implemented in a post-disaster scenario, as well as under normal situations.

11.1.2. Develop post-disaster redevelopment plans that establish land use designations reflecting the benefits to be derived from the desired future community development pattern, including type of development, residential densities, and nonresidential intensities.

11.1.3. Clearly articulate the criteria for grandfathering of nonconforming uses in adopted post-disaster redevelopment plans.

11.1.4. Coordinate post-disaster redevelopment plans with economic development and redevelopment plans.

Position Statement 11.2: Post-disaster redevelopment

Ensure that post-disaster redevelopment adheres to community goals and redevelopment plans.

Strategies:

11.2.1. Prior to a natural disaster event creating a post-disaster scenario, jurisdictions should establish policies for such topics as repair and redevelopment guidelines and priorities.

11.2.2. Establish a countywide post-disaster fund that could be used after a disaster to purchase land that should not be redeveloped to its previous density or intensity pursuant to adopted redevelopment plans.

ISSUE 12: New development and more intense redevelopment increase the demand on the potable water supply, which is also taxed by regular patterns of drought.

Position Statement 12.1: Potable water resources

Conserve county potable water resources by promoting responsible water usage.

Strategies:

12.1.1. Consider, as a factor in the consideration of plan amendments and site plan approvals, proposed water usage in light of current and projected water supply.

12.1.2. Amend landscaping requirements to encourage the use of native, drought tolerant species and to promote limiting the amount of turf in new development.

- 12.1.3. *Require mandatory rain sensor devices in development with automatic irrigation systems, in accordance with state law.*
- 12.1.4. *Encourage the installation of water-saving plumbing fixtures, such as low-flow showerheads, faucets, and toilets in new and redevelopment projects.*
- 12.1.5. *Support the efforts of the Southwest Water Management District, Tampa Bay Water, Pinellas County, and municipalities to provide and conserve potable water in the Tampa Bay region.*

ISSUE 13: Residential and commercial development pressures threaten to decrease supplies of land needed by primary employment centers and businesses vital to the local economy.

Position Statement 13.1: Retention of industrially-designated land

Limit the conversion of parcels designated for manufacturing and high-tech businesses, e.g., Industrial General or Industrial Limited, to other designations.

Strategies:

- 13.1.1. *Include retention of industrial land as a criterion to be considered in countywide land use plan amendment review procedures.*
- 13.1.2. *Continue to require manufacturing and related uses to meet standards for buffering noise, odors, traffic, visual blight, and other negative impacts on surrounding areas.*

Position Statement 13.2: Mixed-use development

Promote mixed-use development by allowing economically productive uses to be integrated with residential and commercial land, where appropriate.

Strategies:

- 13.2.1. Permit manufacturing and other non-commercial businesses to locate as allowable uses in underutilized or abandoned strip commercial developments, provided impacts are restricted to the affected site.*
- 13.2.2. Permit and facilitate abandoned strip commercial developments to be redesignated as industrial or mixed-use where determined to be appropriate.*
- 13.2.3. Consider amending land development regulations to allow home-based occupations, accessory offices, and mixed-use dwellings in appropriate residential areas.*

Position Statement 13.3: Tourist accommodations

Recognizing that tourism is, and will remain, a significant component of the local economy, protect tourist accommodations from conversion to residential uses.

Strategies:

- 13.3.1. Discourage land use plan amendments that convert tourist accommodations to permanent residential uses, particularly on coastal lands.*
- 13.3.2. Designate tourist accommodation protection zones in appropriate areas.*
- 13.3.3. Support the revitalization and retention of tourist transient accommodations in order to bolster the county tourism industry.*
- 13.3.4. Develop criteria to help decision-makers determine the appropriateness of land use amendment requests from transient accommodations to residential.*

ISSUE 14: Rising housing and transportation costs threaten to drive away lower-income workers, who are critical to the tourism and service industry sectors.

Position Statement 14.1: Mobility for lower-income workers

Increase mobility options between residential areas and employment centers, especially for lower-income workers and transportation-disadvantaged populations.

Strategies:

- 14.1.1. Support the creation of affordable housing in areas near employment centers.*
- 14.1.2. Support increased mass transit service between residential areas and employment centers.*
- 14.1.3. Support local government policies for new and redeveloped employment centers to incorporate high-quality pedestrian, bicycle, and transit facilities into their site designs.*

Position Statement 14.2: Affordable housing

Maintain an adequate supply of affordable housing for current and future residents.

Strategies:

- 14.2.1. Consider facilitating construction of affordable housing, by allowing and encouraging smaller residential lots, accessory units, attached housing, and multifamily buildings in appropriate areas.*
- 14.2.2. Allow residential property owners to construct accessory apartments or “granny flats” in single-family neighborhoods without requiring a land use plan amendment, where determined to be appropriate.*

- 14.2.3. *Provide incentives, such as alternative provision for fee payment and density bonuses, to residential developments and redevelopments that wholly or in part serve lower-income residents.*

ISSUE 15: A dwindling supply of undeveloped land, the rising cost of remaining parcels, and regulatory complexities associated with redevelopment may discourage basic industries from locating or remaining in the county.

Position Statement 15.1: Business redevelopment incentives

Provide incentives to primary, contributory businesses that add to the county's economic vitality.

Strategies:

- 15.1.1. *Streamline the redevelopment permitting process to expedite renovation and rehabilitation of existing structures.*
- 15.1.2. *Modify administrative procedures in order to facilitate the redevelopment process.*
- 15.1.3. *Provide incentives such as land assembly assistance and infrastructure installation to targeted development and redevelopment projects.*
- 15.1.4. *Work with the Pinellas County Economic Development Department, local chambers of commerce, and other economic development agencies to identify the land use needs of existing and prospective local businesses, and to match these businesses with appropriate developable parcels.*

Position Statement 15.2: Attractiveness to basic industries

Support the attraction and retention of basic industries.

Strategies:

15.2.1. Provide and maintain sufficient facilities, e.g., transportation systems, and amenities, e.g., beach accesses, to sustain the workforces needed by basic industries.

15.2.2. Identify land use regulation or infrastructure policies that make Pinellas County less attractive to basic industries, and where feasible, amend or eliminate them.

ISSUE 16: To protect the economic vitality of Pinellas County and the larger Tampa Bay region, it is essential to maintain a solid base of high-tech businesses and other basic industries.

Position Statement 16.1: Telecommunications infrastructure

Provide for telecommunications infrastructure to meet the needs of existing and prospective businesses and industries.

Strategies:

16.1.1. Coordinate with regional economic development entities, such as the Florida High-Tech Corridor Council, to maintain an ongoing comprehensive assessment of existing telecommunications infrastructure.

16.1.2. Coordinate with local and regional high-tech business representatives to determine needs and opportunities for enhancements to telecommunications infrastructure.

Position Statement 16.2: Attractiveness to high-tech workforce

Create and promote lifestyle amenities that attract workers needed by basic industries, especially those that support a young, technically skilled workforce, while also enhancing the quality of life for residents and visitors.

Strategies:

16.2.1. *Encourage the development of local art, music, and performing arts venues, and protect existing venues from pressure to redevelop to other uses.*

16.2.2. *Incorporate public art into development and redevelopment projects and public facilities, particularly in downtown areas.*

16.2.3. *Integrate college and university campuses with surrounding neighborhoods and downtowns, emphasizing pedestrian and bicycle links.*

16.2.4. *Promote a youth-friendly image, emphasizing nightlife, outdoor recreation, and community diversity.*

ISSUE 17: As a maturing and evolving county, Pinellas is transitioning from predominantly greenfield development to redevelopment, infill, and brownfield/grayfield reclamation.

Position Statement 17.1: Redevelopment regulations

Support local and countywide efforts to address the regulatory changes necessitated by the transition from a greenfield to a redevelopment environment.

Strategies:

17.1.1. *Encourage a collaborative countywide approach in support of “redevelopment-friendly” code provisions.*

17.1.2. *Examine and make necessary amendments to provisions of the Countywide Rules that unreasonably impede redevelopment efforts.*

17.1.3. *Examine and make necessary amendments to local land development regulations that unreasonably impede local redevelopment efforts.*

Position Statement 17.2: Brownfield/grayfield redevelopment

Establish a countywide approach to brownfield/grayfield reclamation and redevelopment.

Strategies:

17.2.1. *Establish a task force composed of members from the county and municipalities to examine the variety of issues associated with brownfield redevelopment.*

17.2.2. *Promote brownfield and grayfield redevelopment as one means to increase the supply of land needed for economic sustainability.*

Position Statement 17.3: Follow-up to redevelopment study

Implement recommendations and follow-up actions supportive of redevelopment, in keeping with approved plans and strategies.

Strategies:

17.3.1. *Establish a clear framework for intergovernmental coordination to support the achievement of redevelopment goals.*

17.3.2. *Utilize public/private investment techniques to assist in accomplishing redevelopment goals.*

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PART II. PLAN STRATEGIES

CHAPTER 5.

INTERGOVERNMENTAL
COORDINATION COMPONENT:

ISSUES, POSITION STATEMENTS, AND STRATEGIES

ISSUE 1: Pinellas County is approaching a “built-out” condition and redevelopment of the built environment is not only inevitable, but also necessary to maintain and improve the countywide economy and quality of life.

Position Statement 1.1: The Economic Development and Redevelopment Plan for the Pinellas Community

A coordinated approach and clearly articulated end objectives are essential for achieving the maximum benefit from redevelopment, thus enabling Pinellas County to achieve the goal of becoming a “community of quality communities.”

Strategies:

- 1.1.1. Monitor the fundamental economic and land development issues that will influence redevelopment and affect countywide economic vitality and quality of life.*
- 1.1.2. Establish and maintain a broad-based leadership group to guide the redevelopment planning process and help maintain consensus on its overall direction.*
- 1.1.3. Develop clear and comprehensive countywide objectives and strategies that will provide a framework and serve to guide the overall redevelopment efforts of the many jurisdictions within the county.*
- 1.1.4. Prepare a countywide economic development and redevelopment plan that provides consistent countywide policy direction and serves as a resource for local governments, while allowing for local discretion and customization.*
- 1.1.5. Designate or create a specific entity, or combination of entities, responsible for implementing the countywide economic development and redevelopment plan.*

1.1.6. Establish an ongoing assessment, reporting, and feedback process, including an annual summit, to monitor and adjust redevelopment and economic development strategies to improve their effectiveness.

1.1.7. Preserve and enhance viable residential neighborhoods to preclude deterioration.

1.1.8. Support the renewal and replacement of infrastructure systems in a manner that enables redevelopment.

ISSUE 2:

To be successful, the redevelopment process requires the participation and support of all those engaged in and affected by redevelopment including the public, elected officials, development and financial interests, and staff.

Position Statement 2.1: Education and communication

Education, communication, and consensus are required to realize the benefits of redevelopment in maintaining and improving the economic vitality and quality of life of the county as a whole.

Strategies:

2.1.1. Make available, through a variety of means, information regarding redevelopment and its benefits for Pinellas County.

2.1.2. Maintain a coordinated effort intended to enhance intergovernmental cooperation and to further the goals of approved redevelopment plans and strategies.

ISSUE 3: Land development regulations play a critical role in determining the feasibility and quality of redevelopment for the county as a whole, and therefore must be specifically tailored to accomplish the desired objectives.

Position Statement 3.1: Code standards

Coordinate the preparation, interpretation, and administration of land development regulations in a manner consistent with the special needs of redevelopment and infill.

Strategies:

- 3.1.1. Develop best practice examples of how local codes can be revised to address specific opportunities in the Economic Development and Redevelopment Plan for the Pinellas Community.*
- 3.1.2. Modify permitting requirements to meet the unique drainage requirements of redevelopment, including an area-wide approach to storm water management that considers both water quantity and quality.*
- 3.1.3. Revise land development regulations to allow true mixed-use projects and encourage their creation.*
- 3.1.4. Revise land development regulations to establish a distinction between significant (unacceptable) and non-significant (acceptable) nonconformities.*

Position Statement 3.2: Governmental procedures

Examine governmental processes in order to identify, remove, or modify those that unnecessarily impede redevelopment and infill.

Strategies:

- 3.2.1. *Reduce the time required by regulatory agencies to review redevelopment projects and foster an improved understanding of private sector carrying costs attendant to redevelopment.*
- 3.2.2. *Provide for expanded administrative discretion that will reduce the complexity and time of the review process, including special procedures that will provide regulatory flexibility for redevelopment, infill, and special area projects.*
- 3.2.3. *Combine separate review procedures, such as conditional uses, variances, and site plan review into an integrated decision-making process.*
- 3.2.4. *While expanding administrative discretion in the review process, ensure adequate community input in the process.*

ISSUE 4:

Multiple unrelated, fragmented, or conflicting policies and procedures will dilute the resources that can be brought to bear on redevelopment and compromise the potential of the countywide efforts to achieve identified objectives.

Position Statement 4.1: Intergovernmental coordination

It will be critical to the success of countywide strategies to establish coordinated and complementary approaches between local jurisdictions and outside agencies.

Strategies:

- 4.1.1. *Encourage the preparation of local government special area plans for designated areas that further the issues, position statements, and strategies of the Countywide Plan, while allowing for local flexibility in developing those plans.*

- 4.1.2. Identify responsibility and procedures for coordinating local redevelopment initiatives with approved countywide plans and strategies.*
- 4.1.3. Identify opportunities for improved coordination with state and federal agencies.*
- 4.1.4. Work with state and federal agencies to address policies applicable to the coastal high hazard area, balancing the protection of life and property with the need to encourage economic development and redevelopment in coastal communities.*

ISSUE 5:

The manner and degree to which public and private investment decisions can be coordinated and made mutually supportive will influence the realization of redevelopment objectives.

Position Statement 5.1: Public/Private investment

The identification and utilization of the means to facilitate increased public/private cooperation, partnership, and mutually supportive investment is important to an effective redevelopment strategy.

Strategies:

- 5.1.1. Prepare specific redevelopment plans with clear requirements for under-utilized or under-performing areas to direct private investment to those locations.*
- 5.1.2. Encourage the expenditure of public resources, and establish incentives for the private sector, to enhance the aesthetic quality of public buildings, places, and streetscapes.*
- 5.1.3. Identify and create a series of incentives, such as density/intensity bonuses, fee reduction/allocation, infrastructure improvements, and expedited project review which can be used to promote job creation and the fulfillment of other redevelopment objectives.*

- 5.1.4. Provide public assistance with land assembly in designated areas to accomplish specific redevelopment objectives.*
- 5.1.5. Assist in identifying creative financing mechanisms, including coordination with private financial institutions, to meet the unique needs of redevelopment projects.*
- 5.1.6. Develop a coordinated redevelopment strategy that balances the risks and rewards of the stakeholders.*

ISSUE 6:

Twenty-five local government jurisdictions, combined with multiple special purpose service districts, operating within a countywide framework have resulted in inefficiencies and a less than optimum governance structure.

Position Statement 6.1: Governance structure

Opportunities for the consolidation, integration, and coordination of the governance structure should be explored in the interest of more efficient and effective service provision.

Strategies:

- 6.1.1. Governmental jurisdictions that would benefit from consolidation, merger, annexation, and other forms of integration should take action toward those ends.*
- 6.1.2. Use the Pinellas Assembly process to identify and develop alternative governance structures that can deliver public services in the most efficient manner and prove mutually beneficial to participating entities.*
- 6.1.3. Limit the creation of new special districts to those for which there is a definitive need and broad, multi-jurisdictional support.*
- 6.1.4. Seek opportunities to reduce or consolidate existing special service districts.*

6.1.5. Develop and implement equitable arrangements for cross-jurisdictional service provision.

Position Statement 6.2: Interjurisdictional interests

Interjurisdictional conflicts and competing interests reflected in the public debate about such issues as annexation, tax increment financing, and service provision need to be resolved.

Strategies:

6.2.1. Continue to support the use of Community Redevelopment Agencies (CRAs) to encourage redevelopment in areas of special importance or critical need that meet the requirements of Chapter 163, Part III, of the Florida Statutes.

6.2.2. Cooperate in establishing criteria for creating, evaluating, expanding, and dissolving CRAs, to maximize their effectiveness while balancing municipal and county needs.

6.2.3. Establish a process to facilitate transfers of service provision in newly-annexed independent special districts that do not have self-amending boundaries, to avoid the need for special, single-purpose legislation.

6.2.4. Develop and implement an agreed-upon basis for recognizing the transfer of service functions and cost/benefit factors that occur as a result of annexation.

Position Statement 6.3: Annexation issues

Work toward an equitable and fair resolution to identified annexation issues.

Strategies:

6.3.1. Clarify as necessary the procedures and criteria of the voluntary annexation process described in Pinellas County Ordinance No. 00-63.

6.3.2. Through a cooperative countywide effort, create a process to guide involuntary annexations.

6.3.3. *Identify a process and timetable to address the annexation of enclaves as part of an overall approach to the annexation issue.*

6.3.4. *Identify and resolve long-term solutions for service provision and revenue generation disputes resulting from annexation activities.*

ISSUE 7:

The independent provision of services by individual entities can result in duplication of resource expenditures, lost opportunities for improved service, and inefficiencies.

Position Statement 7.1: Shared services

Explore opportunities to create shared services among multiple jurisdictions, where such efforts would provide reduced costs to residents without decreasing service quality.

Strategies:

7.1.1. *Evaluate the potential for savings, improved services, and more equitable assignment of costs from consolidation or improved integration of law enforcement, fire, transportation, water, sewer, solid waste, and recreation services.*

7.1.2. *Work to ensure that any effort to consolidate local government services is endorsed by all affected local governments, and accompanied by broad-based public education outreach.*

Position Statement 7.2: Improved service provider coordination

Support the evaluation of best practices for shared service agreements and public/private partnerships.

Strategies:

- 7.2.1. Support efforts to create an enhanced and integrated countywide transportation system, including a high-quality transit component.*
- 7.2.2. Support efforts of the Metropolitan Planning Organization to plan for and coordinate intelligent transportation systems throughout the county.*
- 7.2.3. Adopt amendments to the Countywide Rules that facilitate the establishment of supportive land uses in the vicinity of approved future transit station areas when they are created.*
- 7.2.4. To the greatest extent possible, integrate future land use amendments with the needs of the countywide transportation system.*
- 7.2.5. Support partnerships between the county public school system and local governments for the use of school facilities.*
- 7.2.6. Identify opportunities and alternatives for clarifying, streamlining, merging, delegating, or eliminating overlapping or duplicative governmental functions, both internal and external to Pinellas County.*

ISSUE 8:

There is a need for governmental jurisdictions in Pinellas County to identify and take advantage of opportunities for enhanced intergovernmental relations in order to foster increased efficiency and effectiveness.

Position Statement 8.1: Governmental efficiency and effectiveness

When inefficiencies are identified, employ the appropriate means to reduce or eliminate them.

Strategies:

- 8.1.1. Explore specific administrative, agreement, or statutory steps needed to implement appropriate opportunities to enhance governmental efficiency and effectiveness.*
- 8.1.2. Where adjacent local governments compete for the same primary employers, explore the opportunities for mutually beneficial recruitment and/or retention initiatives.*

ISSUE 9:

Because an increasing number of issues are not confined to individual local governments, those affected should take advantage of opportunities for increased intergovernmental coordination and cooperation.

Position Statement 9.1: Revenue inequities

Where revenue generation imbalances result in significant service provision cost differentials, evaluate the available means to reduce or eliminate them.

Strategies:

- 9.1.1. Take advantage of opportunities to balance service delivery cost differentials in order for all jurisdictions in Pinellas County to benefit from economic prosperity.*
- 9.1.2. If determined appropriate, reduce or eliminate service delivery imbalances through implementation of an equitable revenue sharing program.*
- 9.1.3. Explore the potential structure of, and benefits to be realized from, a council of governments as a means to bring a countywide focus to intergovernmental coordination.*

Position Statement 9.2: Coordination of countywide planning

Establish a more comprehensive and thoroughly integrated functional relationship between the PPC, BCC, and the MPO in order to increase their effectiveness.

Strategies:

- 9.2.1. Enhance the value of the PPC function and purpose by developing and strengthening a mutually beneficial relationship with the Board of County Commissioners in their role as the CPA.*
- 9.2.2 Identify and develop opportunities for PPC and CPA coordination in the interest of establishing a more uniform and efficient countywide planning function, through, for example, annual or more frequent joint workshops.*
- 9.2.3. Enhance the integration of land use and transportation issues through collaborative and coordinated efforts of the PPC and MPO.*
- 9.2.4. Take steps to more closely integrate the countywide land use and transportation planning efforts in order to strengthen the linkage between them.*

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