

PASCO COUNTY, FLORIDA
An Urban Land Institute
Advisory Services Panel
April 20-25, 2008



Final



The Urban Land Institute

A nonprofit research and education organization

- Conduct Research
 - Write, edit and publish books and magazines
 - Organize and conduct meetings
 - Direct outreach programs
 - Provide a forum for best practices
-
- It is a membership organization with nearly 40,000 members, worldwide
 - Representing the spectrum of real estate development, land use planning and financial disciplines, working in private enterprise and public service.



ULI Mission:

To promote leadership in the responsible use of land to create and sustain thriving communities worldwide.



The Panel Process

The Panel process is intended to provide an unbiased, candid and independent / outside point of view

- Review background materials
- Receive a sponsor presentation & tour
- Conduct stakeholder interviews
- Consider data, frame issues and write recommendations
- Make presentation
- Produce a final report



Thanks to

- Pasco County
- Pasco Economic Development Council
- Citizens, property owners and businesses in Pasco County

- Special Thanks to : John Gallagher, Michelle Baker, Mary Jane Stanley & Stew Gibbons



Panel

- **Alex Rose, Chair**
- **Dan Conway**
- **Martin Cramton**
- **Tom Hester**
- **William Lawrence**
- **Charles Long**
- **Michael Maxwell**
- **Mary Roberts**
- **Richard Tommer**

- **Carrie Dietrich**
- **Tom Eitler**



Introduction

- Market Driven
- Land Use Planning
- Strategic Planning
- Process



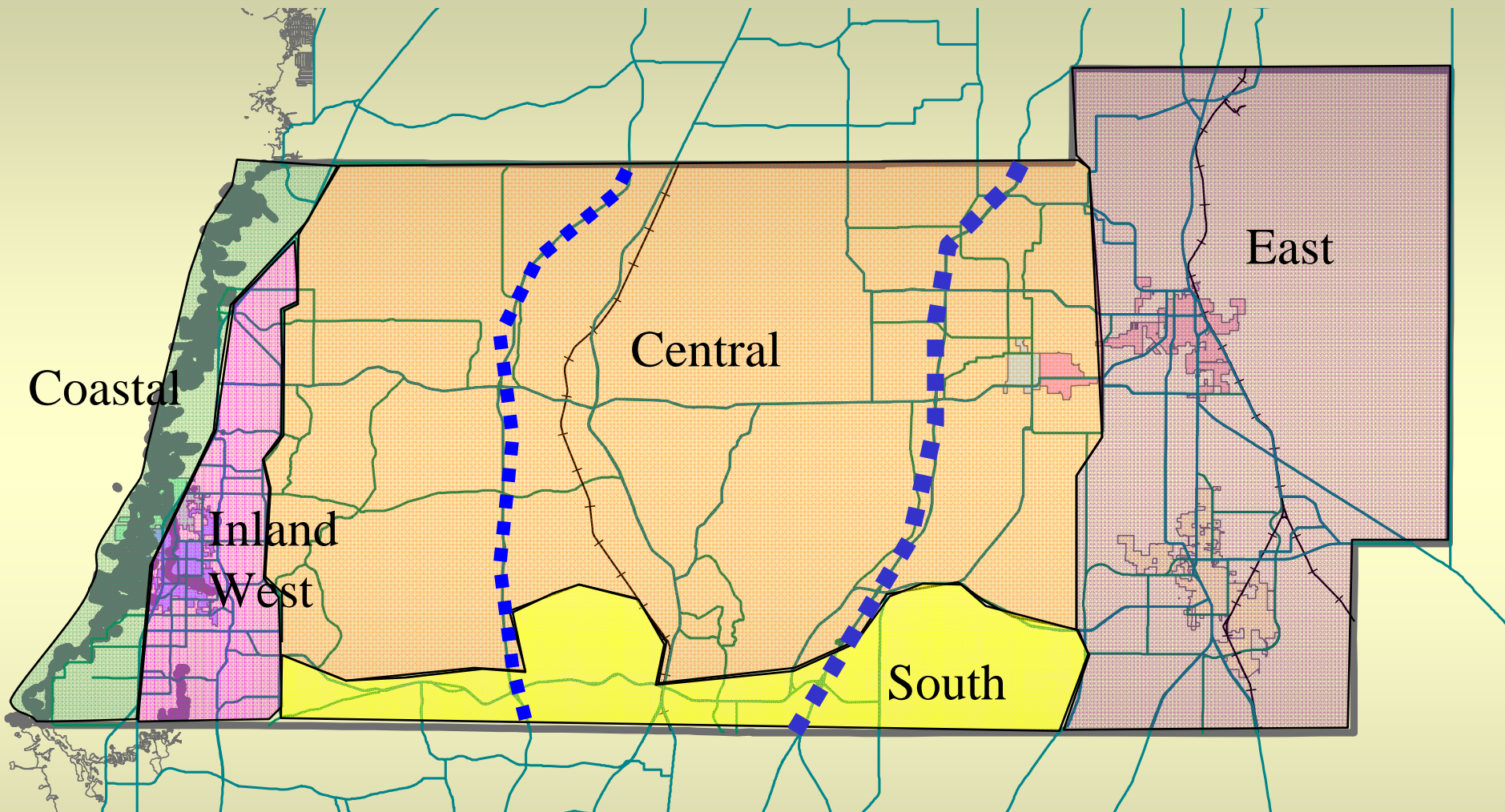
Market Study Areas

Tom Hester

Market Study Areas

- Team identified 5 distinct market study areas based on:
 - Existing use
 - Transportation corridors
 - Market demand
- Areas will be used to organize our presentation
- Areas are for study purposes only





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Market Demand

Dan Conway

General Demographics

Tampa MSA

	General Demographics		2008	Average Annual Change 2008-2028	2028
	1980	Average Annual Change 1980 - 2008			
Tampa MSA					
Population	1,613,600	43,020	2,818,070	50,580	3,829,670
Employment	718,900	33,250	1,649,900	35,130	2,001,200
Households	656,550	19,130	1,192,260	22,360	1,639,460
Second Homes	50,350	415	61,970	430	70,600
Pasco County					
Population	193,640	9,140	449,490	12,920	707,890
Households	81,350	4,030	194,050	5,640	306,850
Second Homes	10,900	230	17,430	360	24,600

- Growth Trends



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Projected Demand Office

Market Region of Pasco County	Annual Capture	Average Annual Demand (sq. ft.)	Total Demand Over 20 Years		
			Sq. Ft.	Acres	Jobs
Coastal	10%	45,000	900,000	100	4,000
Inland West	10%	45,000	900,000	100	4,000
Central	30%	135,000	2,700,000	300	12,000
East	5%	22,500	450,000	50	2,000
South	45%	202,500	4,050,000	450	18,000
	100%	450,000	9,000,000	1000	40,000



Projected Demand Industrial

Market Region of Pasco County	Annual Capture	Average Annual Demand (sq. ft.)	Total Demand Over 20 Years		
			Sq. Ft.	Acres	Jobs
Coastal	5%	36,000	720,000	80	1600
Inland West	5%	36,000	720,000	80	1600
Central	20%	144,000	2,880,000	320	6400
East	35%	252,000	5,040,000	560	11,200
South	35%	252,000	5,040,000	560	11,200
	100%	720,000	14,400,000	1600	32,000



Projected Demand Retail

Market Region of Pasco County	Annual Capture	Average Annual Demand (sq. ft.)	Total Demand Over 20 Years		
			Sq. Ft.	Acres	Jobs
Coastal	10%	45,000	900,000	100	1800
Inland West	10%	45,000	900,000	100	1800
Central	30%	135,000	2,700,000	300	5400
East	10%	45,000	900,000	100	1800
South	40%	180,000	3,600,000	400	7200
	100%	450,000	9,000,000	1000	18000



Projected Demand Hotel

Pasco County Hotel Demand by Market Region		Total Demand Over 20 Years	
Market Region of Pasco County	Rooms	Acres	Jobs
Coastal	1000	30	1000
Inland West			
Central	1000	30	1000
East	500	10	500
South	1000	30	1000



Projected Demand Residential

Demand for Residential	Annual Demand Over 20 Years	
	Tampa	Pasco County
Single Family	18,500	5400
Townhouse Condos	3300	500
Rental Apartments	3800	600
Totals	25,600	6500

- Tampa versus Pasco County



Pasco County Residential Demand by Region

	Annual Capture Rate	Average Annual Demand	Units	Acres	Population
Coastal					
SF	5%	270	5,400	1,800	
TH & C	15%	75	1,500	195	
RA	15%	90	1,800	120	
Total		435	8,700	2,115	17,400
Inland West					
SF	5%	270	5,400	1,800	
TH & C	15%	75	1,500	195	
RA	15%	90	1,800	120	
Total		435	8,700	2,115	17,400
Central					
SF	30%	1,620	32,400	10,800	
TH & C	25%	125	2,500	325	
RA	25%	150	3,000	200	
Total		1,895	37,900	11,325	75,800
East					
SF	10%	540	10,800	3,600	
TH & C	5%	25	500	65	
RA	5%	30	600	40	
Total		595	11,900	3,705	23,800
South					
SF	50%	2,700	54,000	18,000	
TH & C	40%	200	4,000	520	
RA	40%	240	4,800	320	
Total		3,140	62,800	18,840	125,600
Total					
SF		5,400	108,000	36,000	
TH & C		500	10,000	1,300	
RA		600	12,000	800	
TOTALS		6,500	130,000	38,100	260,000



Vision and Mission

Martin Cramton

High Growth Future

- Strategic location in Tampa Region
- Clear Vision will be foundation for planning and decisions



Broad Vision

- People choose to live in Pasco County
- Businesses decide to locate in Pasco County
- Natural Resources are assets and Quality of Life amenities



Specific Mission

- Build platform upon which Pasco County becomes a premier location in the Tampa region



Organizational Challenge

- Improve County's
 - organizational culture and structure
 - codes and standards
 - decision processes
 - customer service quality



Shaping the Future

- Use “Market Area” that respond to
 - Market profile
 - Land use pattern
 - Transportation Framework
 - Natural Resource features



Market Area Approach

- Recognizes diverse area features across County
- Promotes actions within all area of the County



Coastal Market Area



- **Vision**

- Accommodate population, household, retail and hotel forecasts
- Emphasize compact, well designed development and incorporate protection of ecological features within the development fabric
- Deliver quality public services and facilities



Coastal Market Area



- **Mission:**
 - **Reinvent** the coastal area to enhance its position as a location of choice
 - **Revitalize** sound established locations building in historic fabric
 - **Redevelop** targeted areas to receive the forecasted growth



Coastal Market Area



- **Strategies**
 - Neighborhood Improvements
 - Regional Infrastructure Systems
 - Job Enhancement



Inland West Market Area



- **Vision:**
 - Accommodate population, household, job, retail and hotel forecasts
 - Emphasize the value in conserving affordable housing stock
 - Incorporate infill and redevelopment opportunities into the development fabric
 - Deliver quality public services and facilities
 - Establish design expectations for commercial and higher density housing



Inland West Market Area



- **Mission:**

- **Reinvent** the Inland West area to achieve position of choice
- **Revitalize** sound established locations and protect affordable neighborhood fabric
- **Redevelopment** target retail and neighborhood areas to capture forecasted growth



Inland West Market Area



- **Strategies**
 - **Land Use Strategies**
 - Density enhancement
 - Retail Nodes
 - Medical Market
 - **Maximize Interconnections**
 - Connections to Costal Amenities
 - Transit
 - **Employment Programs**



Vision and Mission

Mary Roberts

Central Market Area



- **Vision:**
 - Reinforce ecology with sensitive development form
 - Take advantage of regional connections
 - Do not replicate the past



Central Market Area



- **Mission:**
 - Re-examine approved developments and their location
 - Focus on resource preservation
 - Consolidate employment centers with regional transportation



Central Market Area



- **Strategies**

- Focus Land Use Patterns
- Create Destination Centers
- Respect Natural Systems and Processes
- Enlist Private Property Owners in the Process



East Market Area



- **Vision:**
 - Town-centered
 - Heavy industrial focus
 - Maximize existing capacities



East Market Area



- **Mission:**
 - Build intergovernmental relations
 - Infrastructure Support for Industrial
 - Promote other markets
 - Revitalize housing stock



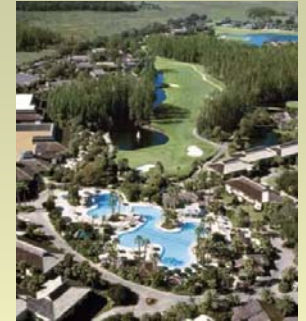
East Market Area



- **Strategies:**
 - Preserve the Two Cities' Distinct Identities
 - Expand Existing Land Uses and Opportunities
 - Industrial



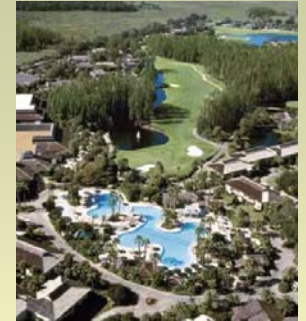
South Market Area



- **Vision:**
 - Gateway
 - Premier Pasco County location
 - Quality of place



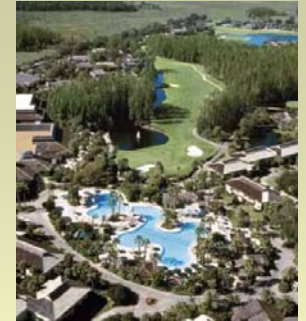
South Market Area



- **Mission:**
 - Target infrastructure investment
 - Develop community services in relevant locations
 - Establish high quality development standards



South Market Area



- **Strategies:**
 - Intensify Development
 - Bring in Larger Employers, but Help All Size Employers



Assets & Opportunities

Tom Hester

Coastal

- Preserve existing communities and development patterns
- Expand ecological Gulf resources
- Locate redevelopment along Highway 19
- Enhance public realm through place-making and beautification efforts



Inland West

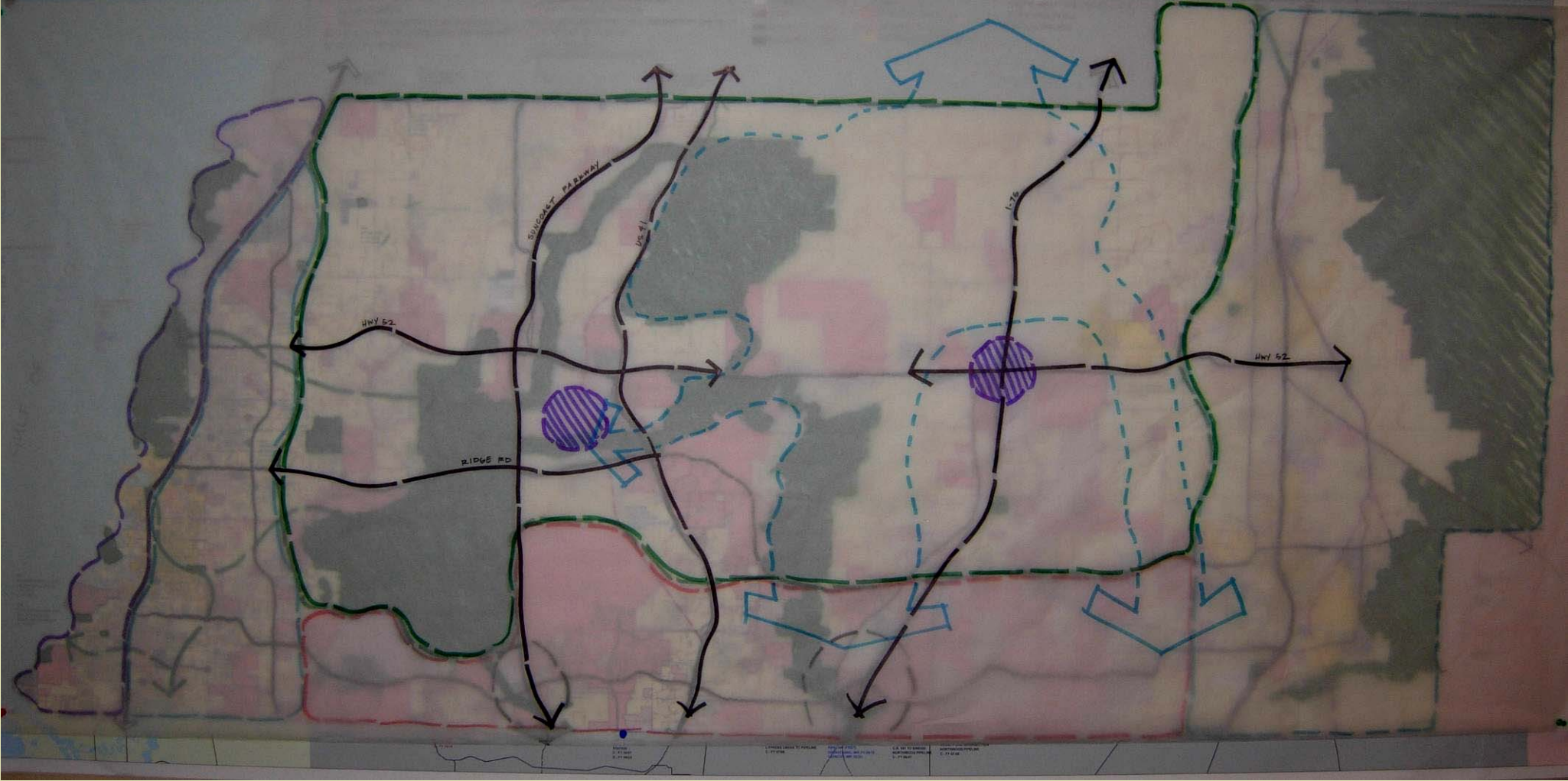
- Enhance and diversify existing workforce housing
- Connect to Gulf and central area natural resources
- Create employment opportunities in the Highway 19 and Highway 1 corridor
- Expand transit services



Central

- Study the water recharge area
- Create active destinations by focusing land use patterns
- Cluster mixed-use development at regional transportation intersections
- Encourage eco-tourism and recreation uses within central open space





East

- Limit sprawl by focusing development along US 301 at Highway 52 and Highway 54
- Consider an urban service boundary
- Preserve and infill existing development pattern
- Provide connections between the central open space and the Green Swamp



South

- Leverage proximity to Airport and Tampa center
- Build employment and transit corridor along Highway 54
- Focus high density development at Highway 54 at Suncoast Parkway/Highway 41 and I-75



Countywide Assets & Opportunities

- Existing regional assets:
 - Roads, infrastructure, utilities and rail
 - Proximity to a major US city
 - Existing land use patterns
 - Ecological resources on the Gulf and interior





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Countywide Assets & Opportunities

- Emerging regional opportunities needed to compete:
 - Education:
 - Universities, schools and training
 - Healthcare:
 - Hospitals, R&D, medical office
 - Cultural:
 - Arts and social services
 - Recreation:
 - Passive and active open space



Appropriate Management of Assets and Opportunities

- Policy documents that codify community values:
 - Comprehensive Plan,
 - Land Development Code
 - Fiscal budgets



Appropriate Management of Assets and Opportunities

- Quality documents guide the implementation of community values:
 - Create predictability for the public and private sectors
 - Establish long-term value
 - Design guidelines for private development
 - Public realm improvement plans



Implementing the Vision

Michael Maxwell

Charles Long



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Implementing the Vision

Concerns to address in the action plan

1. Over-entitlement compared to absorption
2. Complex development review process
3. Conflicts and inconsistent application of standards resulting in “planning by variance”
4. Development Services Department divisions do not work together well



Implementing the Vision

Concerns to address in the action plan (continued)

5. The Development Services Department has been overwhelmed processing applications
6. Staff not conversant with current best practices,
7. The County Attorney's office writes development ordinances without substantial input from Development Services Department



Implementing the Vision

Concerns to address in the action plan (continued)

8. Concurrency Proportional cost allocations results in inconsistent, sometime unrealistic cost.
9. Review of Development of Regional Impact (DRI) proposals disconnected from the County's Comprehensive Plan.
10. Concurrency Proportional cost allocation discourages redevelopment in older built out areas in need of revitalization.



Work Plan Action Areas

1. Match the development management process to the vision.
2. Implement high standards and predictability into the development review process.
3. Strengthen the organizational capacity to manage the development process.
4. Apply more economic development and revitalization tools to the development process.



Match the Development Management Process to the Vision

1. The Board of County Commissioners should conduct a workshop to consider the panel's vision
2. The Board of County Commissioners, executive County staff, PEDCO representatives, other private sector representatives should visit a highly regarded urbanizing county (one example we know of would be Charlotte-Mecklenburg in North Carolina)
3. Articulate, incorporate and imbed a clearly articulated long term vision for development into the Comprehensive Plan.



Match the Development Management Process to the Vision (continued)

4. All development applications, including DRIs and PUD's must be required to be consistent with the Comprehensive Plan's vision
5. BOCC should articulate and imbed its vision as the core value of its entire planning, operating and capital budgeting process
6. Develop close and strong working relationships and actively seek partnership with its towns and cities and with surrounding counties
7. As previously mentioned, shepherding these changes will require that the County designate a "key change agent" to move these and the other recommendations for change



Implement High Standards and Predictability into the Development Review Process

1. Urban Service Delivery Plan that designates Growth Areas in the Central, South and West market areas.
2. Replace the current multi-part Development Code with a single clear Code
3. Conduct Long Range Concurrency studies for each of the five market areas

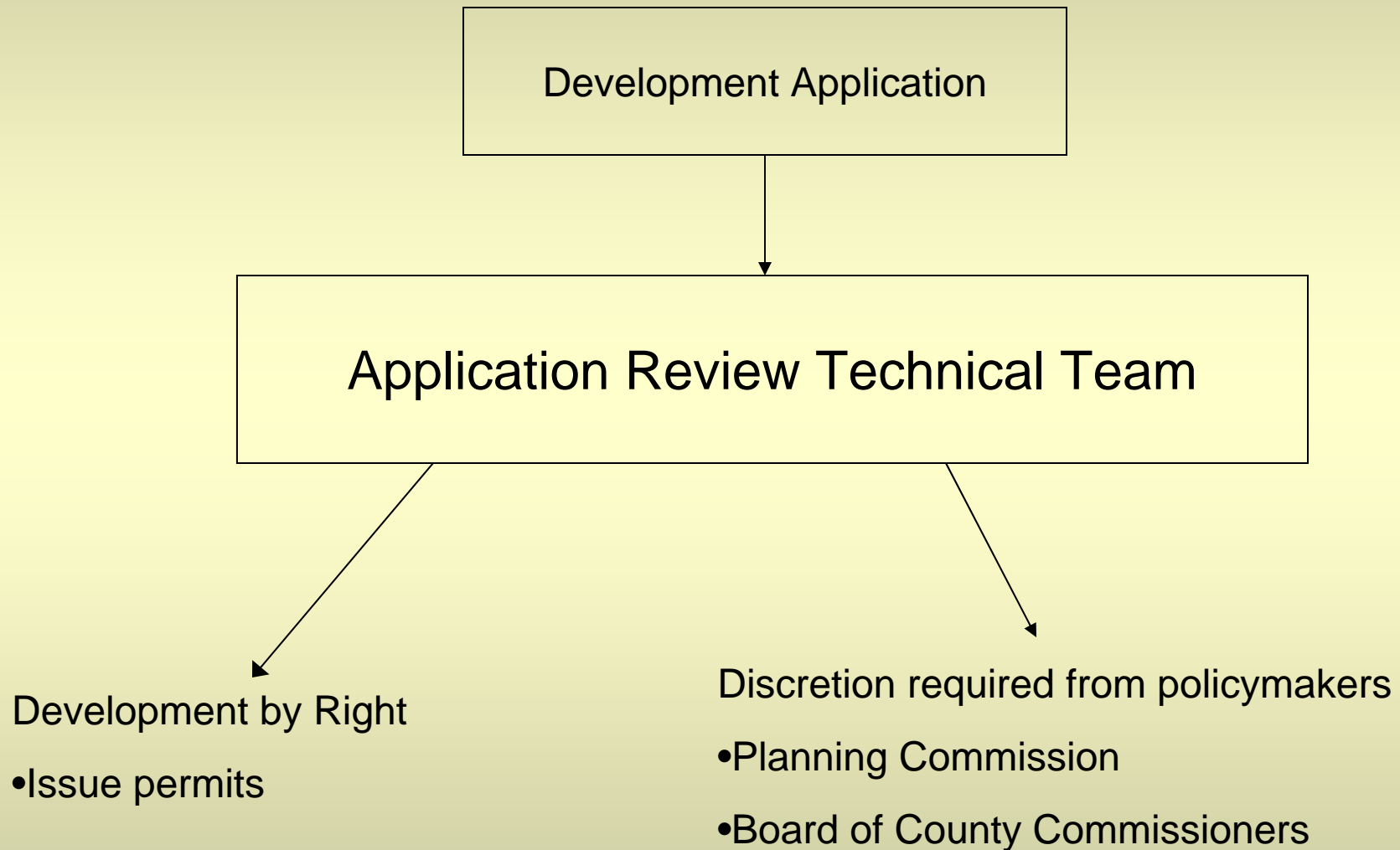


Implement High Standards and Predictability into the Development Review Process (continued)

4. Streamline the building permit process
 - a. Commercial and multi-family residential—45 days
 - b. Tenant improvements for commercial—10 days
 - c. Adequacy of application—10 days
5. Redefine the scope and role of its current Development Review Committee (DRC) so that it becomes solely a Application Review Technical Team (ARTT).



How the ARTT Would Work



Implement high standards and predictability into the development review process
(items explained in the report)

6. Execute agreements with major developments that provide long term predictability
7. Assigning a staff member as “case planner
8. Initiate the drafting of all Ordinances related to development in the Development Services Department, not the County Attorney’s office.



Implement high standards and predictability into the development review process (continued)

High development fees or costly development conditions, per se, are not a problem if they are predictable and connected to valid capital and community needs.



Strengthen the Organizational Capacity to Manage the Development Process

1. Reconstitute the Development Services Department as a **Planning Department** with only two divisions: Long Range and Current Planning.
2. Engage in a succession planning process for insuring that institutional knowledge is retained
3. Increase staff training and professional development. Enhance the understanding of staff and of the community in “sustainable development practices”



Strengthen the Organizational Capacity to Manage the Development Process

4. Provide clear authority to delegate routine decision making to staff.
5. Create a culture dedicated to best practices, tolerant of honest mistakes and rewards initiative, innovation and effectiveness.
6. Build trust, communication and a sense of mission among the staff by positive example from the top down to all levels.



Apply More Economic Development and Revitalization Tools to the Development Process

1. Establish two redevelopment project areas, one for the Coastal area, to include the Route 19 corridor, and the other for the Inland Coastal Market area.
2. Explore the use of Community Development Districts and Redevelopment Project Areas to assist with the risks of installing infrastructure



Apply More Economic Development and Revitalization Tools to the Development Process

3. Use financing tools to make investments in the community:
 - a. GO debt
 - b. Lease revenue with public/private partnerships
4. Enhance Pasco Economic Development Corporation focus on:
 - a. Medical employment
 - b. Small businesses



Recap

- Market Driven
- Land Use Planning
- Strategic Planning
- Process



Questions?



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