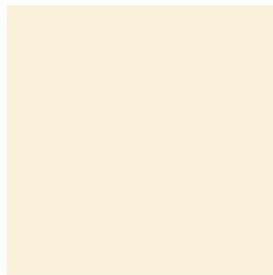
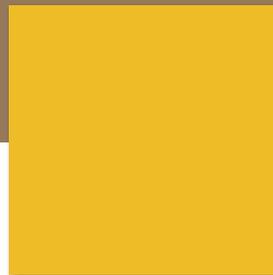
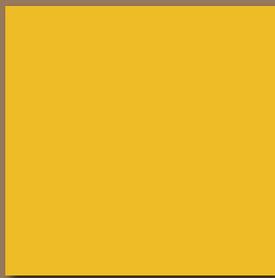


# URBAN LAND INSTITUTE ADVISORY SERVICES PANEL

## Briefing Book



# PASCO COUNTY, FL

Board of County Commissioners  
Pasco Economic Development Council  
Planning and Development



October 2013



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# ULI Briefing Book

## Sponsors



### **Pasco County, Board of County Commissioners**

*Pasco County was created by the Florida State Legislature on June 2, 1887. The County had a population of 470,391 in 2012. Pasco County has six incorporated cities with a total population of 39,000 (U.S. Census 2010). Nearly 91 percent of Pasco County's population resides within the unincorporated areas. Pasco County is responsible for providing municipal services in the unincorporated areas of the County. The Board of County Commissioners is the legislative and policy-making body of County government.*

*Bringing Opportunities Home.*



### **Pasco Economic Development Council (Pasco EDC)**

*The Pasco EDC was formed in 1987 to foster the economic vitality and business development opportunities of Pasco County, Florida. It is a 501(c) 3 non-profit economic development corporation responsible for business marketing, recruitment and expansion efforts.*

*The Pasco Economic Development Council will lead Pasco County in the creation of a sustainable and diversified economy.*



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# Assignment

## SUMMARY OF THE PROBLEM

From 2000 to 2006, Pasco County experienced unprecedented high levels of growth, primarily in the residential sector; since then, growth has stagnated, unemployment has climbed above state averages, and the property tax base has eroded by nearly \$9 Billion. In 2008, Pasco County recognized the changing conditions of the economy and the need to increase employment in the County to provide a balanced long term mix of uses, a healthier tax base, and a more efficient transportation system. Pasco County and Pasco Economic Development Council (PEDC) jointly funded the Advisory Services Panel from the Urban Land Institute to study the County's Development processes. The panel was charged with studying six major questions:

1. In order for Pasco County to be economically competitive, how do we define the optimal array of industries to recruit, that will contribute positively by creating value-added jobs; diversify our economy; and ultimately shift the tax burden away from residential uses?
2. How should the Pasco County Land Development Code best be structured to enable the County to address desirable market based housing and commercial development over the next decade?
3. What alternative organizational structures or processes are available for consideration by Pasco County to create state of the art approaches to meet the County's commitment to responsible, fair and efficient governance?
4. What alternative organizational structures or processes are available for consideration by the PEDC to create state of the art approaches to meet the PEDC's commitment to competing at the highest level possible for economic development opportunities?
5. How do we balance the cost of bringing past development impacts into compliance while addressing the policy issues of assuring the necessary infrastructure to serve our newest and future residents?
6. How can Pasco County best preserve and sustain its cultural, environmental and social quality of life during the next 20 years of inevitable growth.

The panel issued a report with a comprehensive set of recommendations addressing these questions. The County and PEDC took the report from the ULI Panel seriously and for the past five years have been busy implementing its recommendations, plus other initiatives that resulted indirectly from it. These include:

1. Reorganization of Planning and Growth Management into the Planning and Development, combining Zoning and Intake, Current Planning, Long Range Planning, and Code Compliance and simplifying County development review processes.
2. Adopted revisions, and still revising the Land Development Code.
3. Creation of and Comprehensive Plan Adoption of 5 Market Areas and an Urban Service Area.
4. Elimination of Concurrency (Transportation Impact Fees) and replacement with Mobility Fees, utilizing a form of tax increment financing to reduce as low a zero fees to encourage targeted development in the USA.
5. Implemented a County-wide Capital Improvement Program Budget.
6. Creation and adoption of a Board of County Commission Strategic Plan
7. Creation and adoption of a county-wide Economic Development Plan.
8. Creation and adoption of the Harbors West Market Area Redevelopment Plan.
9. Revised the County's Job Creation Incentives.
10. Reorganization of the Pasco Economic Development Council.
11. Passage of the renewal of the Penny for Pasco sales tax, with an estimated \$45 Million earmarked for the implementation of the Economic Development plan.

Now it is time to assess progress, celebrate successes, and look to the future for the next steps to become Florida's Premier County for new businesses and quality job creation.

### **General Scoping Focus Areas to be Addressed by the ULI Panel**

For the purposes of the 2013 ULI Advisory Panel, the problem statement and questions that will be developed are categorized under two different headings and multiple topics as follows:

1. Evaluation of Progress to Date – Last five Years 2009-2013 (20% of Panel's Efforts)
  - a. Review actions and results addressing the recommendations of the original panel report.
  - b. Recommendations and conclusions should be in the prescriptive style of panel reports recognizing strengths and prescribing areas of improvement and best practices needed.



# Where we are right now...

## STATUS REPORT OF THE 2008 ULI PANEL RECOMMENDATIONS

### Self evaluation...

CATEGORIES		RECOMMENDED ACTIONS				Less Critical
ECONOMIC DEVELOPMENT & LAND USE	VISION	Allow the Comprehensive Plan to act as the primary document that articulates the County's long-term vision and department around that long-term vision.	Adopt the five distinct market areas that best recognize the diversity and unique opportunities across the County.	Establish a specific vision, mission and associated strategies for each of those areas and obtain BCC's consensus on it.	Match the vision to the organizational structure, administrative tools, and staffing.	
	PROCESS	Articulate, incorporate and imbed the Comprehensive Plan's vision throughout the County's budget and decision-making processes to insure its implementation.	Create an Urban Service Delivery Plan designating growth areas in the Market Areas.	Create a defined concurrency mobility fee schedule specific to each market area.	Restructure existing residential overentitlements.	Develop close and strong working relationships and partnerships with other jurisdictions and entities to coordinate investments, regulations and best practices.
CITY ORGANIZATION	HIGH STANDARDS AND PREDICTABILITY IN DEVELOPMENT REVIEW PROCESS	Streamline development review process to make it predictable, timely, and effective.	Minimize ordinance-stipulated development conditions (use, parking, setbacks and density).	Reduce/eliminate the use of variances and exceptions in approving land use amendments, zoning approvals, and building permits.	Initiate the drafting of all development-related ordinances in the development services branch, not the County Attorney's office.	Adopt specific and overall urban design guidelines implemented through the development ordinance.
	ORGANIZATION	Reconstitute the Development Services Branch into a planning department with two divisions - Long-range and Current Planning.	Delegate routine decision making to staff without requiring discretionary requirements not dictated by the County's development code.	Redefine the role and scope of the Development Review Committee (DRC) and reconstitute it into an Application Review Technical Team (ARTT).	Assign membership on the ARTT to include midlevel managers directly involved in functional coordination issues, and include the fire marshal on this team.	Support an organizational culture dedicated to staff training, professional development best practices, rewards, effectiveness and innovation.
CITY TOOLS	MANAGE DEVELOPMENT PROCESS	Establish a redevelopment project area around U.S. 19 to assist with revitalization and renewal. The County should consider a third project area for the East Market.	Renew aging residential areas with infill of mixed use projects.	Acquire right of way for transportation corridors.	Enhance cultural opportunities serving the area.	Engage in a succession planning process that allows retention of institutional knowledge and orderly transition with retiring managers.
	REDEVELOPMENT TOOLS	Enhance Pasco Economic Development Council's efforts by greater focus on relevant target markets such as medical and small businesses.	Engage in land assembly and incentive programs for employment generation.	Create development-ready areas for employment centers across all market areas.	Focus on enhancing medical complex employment.	Enhance the understanding of staff and community in sustainable development practices.

**ULI 2008 Recommendations**

**Strategic Plan Objectives & Goals**

**C** **Create a Thriving Community**

- Develop Pasco's identity as a collection of great places.
- Enhance the transportation network and provide sustainable multi-modal transportation choices.
- Promote redevelopment in commercial areas and residential developments.

**E** **Enhance Quality of Life**

- Ensure a safe and secure community.
- Deliver essential services to address community needs.
- Provide social, cultural and recreational opportunities.

**S** **Stimulate the Economy**

- Become known as a great place to locate and operate business.
- Develop and maintain a healthy financial environment.
- Effect an increase in the size, number and diversity of the employers in Pasco County.

**I** **Improve Organizational Performance**

- Attract, retain, and grow quality work force that has the proper knowledge, skills, abilities, tools, and technology.
- Cultivate a performance improvement culture that promotes and recognizes innovation, agility, and collaboration.

**Status**

- Completed
- Started, In-the-process
- Started, On-going/Complex
- Need recognized, not started
- Declined to implement

While all recommendations shown above are aligned with the County's Strategic Plan, only the ones that are directly related are marked with the Strategic Plan symbols.

2. Focus areas or topics for setting a direction for the next five years 2014- 2018 (80% of Panel’s Efforts – focused on the ULI “What’s Next?” format for action in the recovery cycle):

- a. Balanced Economic Growth and Competitiveness – Pasco’s Regional Economic Role
- b. Place Making – Improving Pasco’s Quality of Life
- c. Creating Thriving Communities – Pasco’s Residential Growth Dynamics
- d. Organizational Performance --Workforce Development and Talent Attraction
- e. Investment Tools- Public-Private Partnerships
- f. Movement and Connectivity – Multi-modal Transportation Systems
- g. Balance with Nature, Agriculture and Tourism
- h. Sustainable Local Economy in Revenue and Capital Investment
- i. Governance – Models and structures for Leadership and Management Focus

**Population - Historical and Projections**

Market Area	1990	2000	2010	2025	2030	2035	2040
West	141,705	171,993	181,069	194,124	200,099	206,786	213,129
South	30,546	48,429	119,623	213,591	249,799	280,895	308,559
Central	38,078	48,784	73,588	119,601	138,519	157,447	178,479
East	39,512	50,165	54,644	60,720	63,805	69,102	75,501
North	25,491	25,394	35,774	54,324	56,962	61,332	66,473
<b>Total</b>	<b>275,332</b>	<b>344,765</b>	<b>464,698</b>	<b>642,360</b>	<b>709,184</b>	<b>775,562</b>	<b>842,141</b>

## QUESTIONS TO BE ADDRESSED BY THE PANEL

### Comprehensive Plan

The Comprehensive Plan is the primary document guiding the future of the County. As Planning and Development staff directs planning and development decisions toward the vision outlined in the Comprehensive Plan, other departments and divisions can also contribute to that vision through their own programs, policies and capital improvement plans, thus amplifying efforts, pooling resources, and enabling Pasco to attain that vision faster. If we plan to attain a more 'sustainable' future for Pasco, this is extremely essential as sustainability entails focusing on more than just the physical/economic aspects of a development, but holistically looking at how we address water, open spaces, natural systems, energy, food, health, revenues, resilience etc. as the largest green field county in the Tampa Bay Region.

- ***How can a sustainable vision be better incorporated and facilitated across all departments and divisions within the County to enhance intra-agency collaboration?***

### Land Development Code

Within the initial ULI Report of 2008, recommendations were made concerning restructuring the Pasco County's development review processes. One recommendation concerned changing the composition and responsibilities of the existing Development Review Committee (DRC). The County has made some adjustments to the development review permitting processes that involve review and recommendation by County Planning and Development staff, followed by recommendation by the DRC, and finally approval, denial or modification by the Board of County Commissioners (BCC) in certain circumstances. This places most planning and development approval decisions with the BCC were they are forced into the role of arbitrator between its professional staff and the applicant/developer.

Planning and Development Staff are in the process of supplementing its current Euclidean zoning and land development code with Urban Design Standards that are form based, tied to roadway streetscape typologies and consistent with the adopted Comprehensive Plan Policies. Staff believes that a migration away from Euclidean zoning to a form based code will help by permitting greater flexibility to negotiate creative design solutions which incorporate urban components.

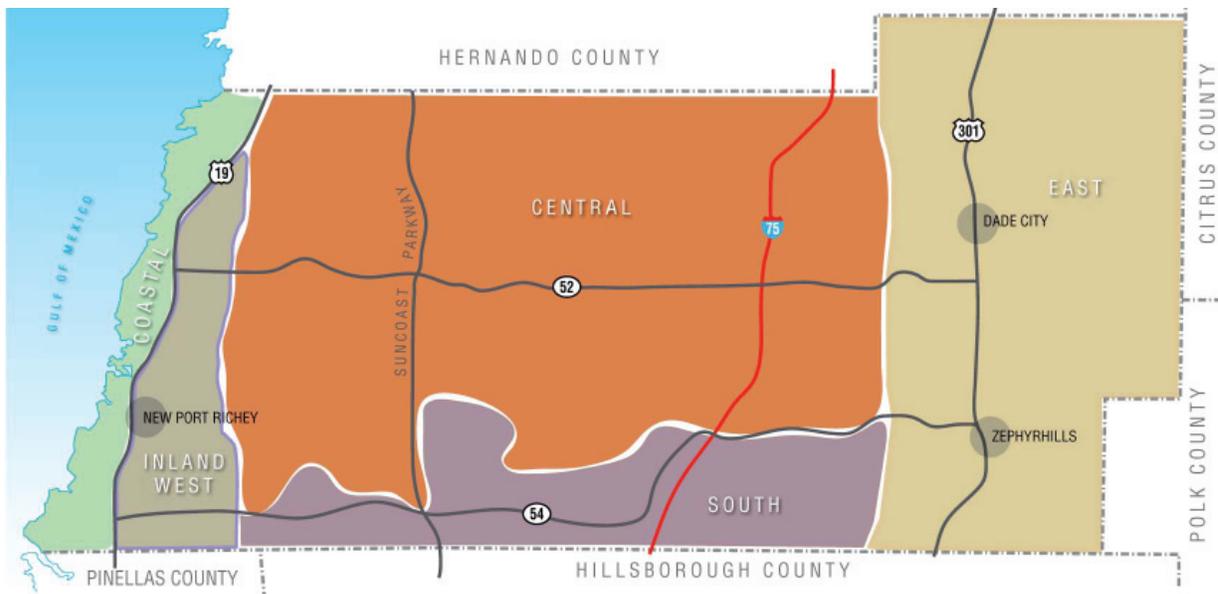
- ***What are the key elements on how to proceed?***
- ***How should the Pasco County Land Development Code best be structured to enable the County to address desirable market-based housing and commercial development over the next decade?***
- ***What are the industry benchmarks and standards in time, quality plane, and costs for the review and approval of site development and building construction plans?***

## Market Areas

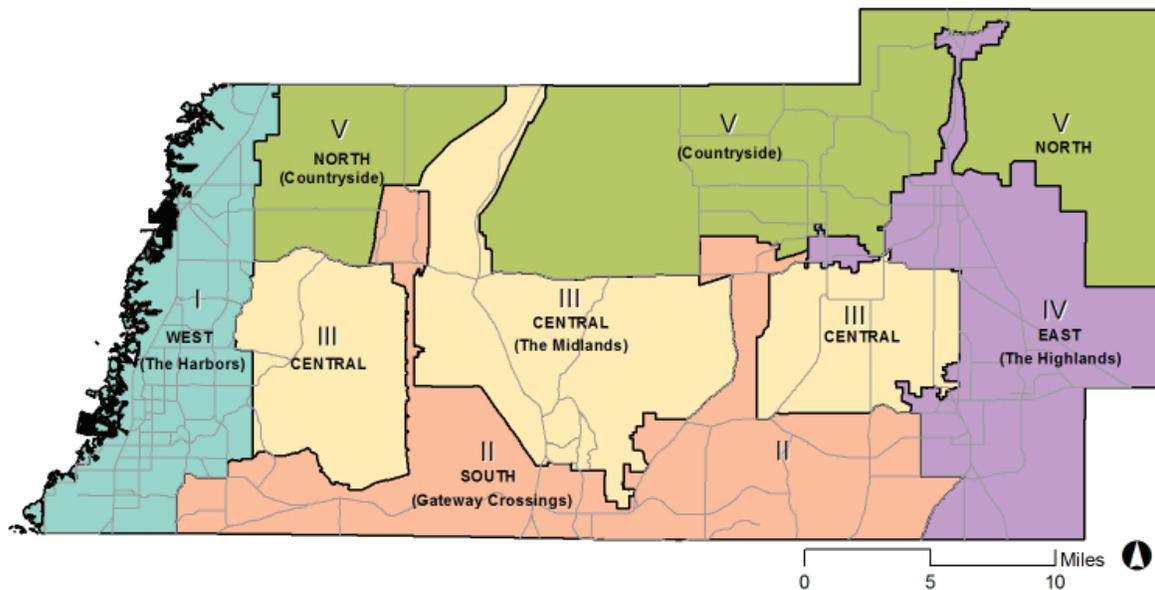
In response to the ULI recommendation the County adopted in the Comprehensive Plan five market areas (see map given below), with modifications. The Coastal and Inland West Areas were combined, and the Central, East and Rural areas were redefined into the following areas:

- *Market Area I – West - The Harbors (Coastal/ Inland West)*
- *Market Area II – South - Gateway Crossings (South Market)*
- *Market Area III – Central - The Midlands (Central)*
- *Market Area IV – East - The Highlands (East)*
- *Market Area V – North - The Countryside (Central/ East)*

### Market Areas Recommended by the 2008 ULI Advisory Panel



### Market Areas adopted into the Comprehensive Plan in 2010



## The Harbors

The U.S. 19 corridor within The Harbors Market has historically been and remains the principal north-south arterial roadway within this market area. Vehicle trips per day average over 66,000 in the south, 55,000 throughout most of the corridor, to a low of 35,000 as U.S. 19 enters Hernando County to the north. Land use patterns along U.S. 19 are predominantly “classic” strip commercial development, characterized by low value, aging, poorly designed commercial uses.

Property currently developed commercially along the U.S. 19 corridor totals 1,620 acres and has an appraised land value of \$ 255,000,000. Total building area located on these commercial parcels totals 7.6 million square feet and has an appraised improvement value of \$ 172,000,000.

The above referenced commercial acreage and building square footage far exceeds market needs for the residents located within reasonable travel times from U.S. 19. The West market area has very limited greenfield development opportunities and is primarily supported by a declining residential socio-economic base. New commercial development appears to be gravitating toward the more affluent inland residential areas primarily located along S.R. 54 and Little Road (C.R. 1).

In addition, in Pasco’s 2035 Long Range Transportation Plan, it is noted that the Florida Department of Transportation is currently considering three grade separated crossings on U.S. Highway 19 similar to what has been done in Pinellas County at three primary intersections. In order to prevent further decline to this area, Pasco must be proactive and potentially identify alternative land uses or configurations to maintain or improve existing land values.

Can the ULI Panel address the following questions regarding the redevelopment of the Harbors Area (West Market Area) and the U.S. Highway 19 Corridor?

***Based on the Harbors Plan, how should the County proceed with:***

- ***Prioritization of the implementation strategies presented within the Harbors Redevelopment Plan; and***
- ***Prioritization of investment within the West Market Area sub-districts; and***
- ***Identification of benchmark communities who have created successful incentive mechanisms to encourage private rehabilitation investment; and***
- ***Aggregation of smaller parcels to create more opportunity for planned development while achieving customer buy-in?***

## Gateway Crossings

A study is currently being performed along the State Road 54/56 Corridor for an elevated, managed toll facility and a recent private developer has approached the Florida DOT to lease the right-of-way, design, build, operate and maintain this facility. With the anticipated growth of population and employment opportunities within this corridor, Pasco County has revised its Comprehensive Plan to incentivize and encourage higher density and more intense urban growth patterns in a designated Urban Service Area as recommended by the ULI Advisory Panel in 2008. These incentives include:

- Zero mobility fees for office, hotel, and industrial development
- A less restrictive transportation related level of service standard for more urban development referred to as MUTRM (Mixed Use Trip Reduction Measures), which promotes a shorter, walkable grid network, mixed uses, pedestrian & bicycle connectivity and local serving retail.

These measures have helped; however, the County is still confronted with the difficulties transitioning from a historically suburban style development/ bedroom community to a more urbanized area with a balanced employment pattern. The County is in the process of drafting Urban Design Guidelines for the Gateway Crossings Market Area (as required by the Comprehensive Plan establishing the vision for the Urban Service Area - USA).

*Can the ULI Panel address the following questions regarding the development of the State Road 54/56 Corridor?*

- ***What model(s) should the County benchmark to support urbanization of the South (Gateway Crossings) Market Area for:***
  - o *Evolving from a suburban bedroom community to incorporate verticality, density and urban form; and*
  - o *Best practices for a county to operate area in a municipal manner as it relates to governance and financing mechanisms?*
- ***How can the County raise awareness and educate the development community to achieve more buy-in about the benefits of urban design to a market that has traditionally developed suburban prototypes?***

## Urban Service Area

Pasco County is sensitive to the needs of the existing, aging condition of the U.S. Highway 19 Corridor and the demands and needs of the high growth State Road 54/56 Corridor. In the adopted Urban Service Area, Pasco recognizes that these two market areas contain 2/3 of the County's tax base and a majority of the population within the County.

Created after the recommendations of the 2008 Advisory Services Panel and reinforced by the mobility fee structure, an Urban Services Area was established to encourage growth in the West and South Market Areas.

Can the ULI Panel address the following questions regarding the varying needs of the Urban Service Area?

- ***How do we balance and/or prioritize the new and high growth demand of the State Road 54/56 greenfield corridor with the redevelopment of the U.S. Highway 19 corridor in the Harbors in a supportive manner?***
- ***As development opportunities begin recovering from the Great Recession, how does Pasco preserve high-access nodes for targeted industry development opportunities for high employment generating uses?***

## Governance

In April, 2013 Pasco County saw the retirement of many administrative leaders, including the Budget Director and the County Administrator, after over 30 years of employment within the County. In addition, other primary leadership positions have retired, including multiple Assistant County Administrators and other mid and upper management positions. As Pasco adapts to the changing leadership roles, the adoption of a new Board of County Commissioners Strategic Plan, the restructuring of the State of Florida's Department of Economic Opportunity division, and the market beginning to recover, Pasco needs to address "What's Next" from what has changed in the regulatory and political environment.

The Board has recently adopted its second strategic plan with the following four Strategic Objectives designed to achieve Pasco's vision of being "**Florida's Premier County**:"

- 1 "**Create a Thriving Community**" by proactively pursuing opportunities with public and private partners for growth and redevelopment through integrated land use and long-range planning, while enhancing, managing and maintaining current resources, services and infrastructure; and
- 2 "**Enhance Quality of Life**" by create a community people want to call home that provides and promotes safety and security; essential health and human services; social, cultural, and recreational opportunities; and preserves and protects natural resources; and
- 3 "**Stimulate Economic Growth**" by supporting a sustainable increase in community income and investment, economic diversification, and expanded opportunities for all; and
- 4 "**Improve Organizational Performance**" by providing the processes, procedures, and necessary resources (physical, human, and financial) to efficiently and effectively deliver services in a culture of continual improvement.

- ***What alternative organizational structures or processes are available for consideration by Pasco County to create state of the art and innovative approaches to meet the County’s commitment to responsible, fair and efficient governance?***
- ***What metrics should Pasco be monitoring as part of the continual process improvements to determine if Pasco is on the right path with the adopted BCC Strategic Plan?***

## Revenue

Similar to many counties and cities throughout the nation, Pasco County has been significantly affected by the economic recession as demonstrated by a 24.9% decline in its tax base since 2008. This has resulted in revenue shortfalls that have necessitated (limiting certain public services) the closing of some community facilities (parks, libraries, etc.) and increased deferred maintenance for public infrastructure such as roadways.

Of Florida’s 67 counties, Pasco County ranks 62nd in government revenue tax per capita (\$1,525.06) and 62nd in government expenditures per capita (\$1508.90). Our neighboring and competitor counties to the south both receive government revenues per capita that are more than double Pasco County, with Hillsborough County and Pinellas County, ranking 16th (\$3,390.15) and 9th (\$3,846.71), respectively. Since both new development and county infrastructure is primarily being directed to these market areas a disproportionate share of County tax revenue is being expended in these areas.

- ***Should the County be considering alternative revenue generating methods to more equitably assign costs for urban vs. rural areas? If so, what alternative methods or mechanisms have been successfully used by other jurisdictions to deal with this issue?***

## Economic Development

Pasco County developed and adopted a robust Economic Development Plan (EDP) in May, 2013 to guide policy and programming decisions as a key implementation tool for the Comprehensive Plan and County Strategic Plan. The EDP was developed consistent with many of the 2008 ULI Advisory Panel recommendations, including integration with the market area concept; including specific projects identified in the completed West Market Area “Harbors” Plan. The EDP addresses “What’s Next” with not only a road map for each of the market areas, but recognizes the importance of organizational performance, and incorporates many strategies as a critical component of stimulating economic growth. It also looks externally beyond the County at regional collaboration through public-private partnerships across regulatory agencies, educational institutions, and the private sector. In November 2012, Pasco County

voters overwhelmingly approved the renewal of the Penny for Pasco sales tax, with an estimated \$45 Million earmarked specifically to implement the EDP for economic development opportunities.

- ***How should the County prioritize the strategies presented in the Economic Development Plan in moving forward and as we posture the implementation of the Penny for Pasco revenues?***
- ***How should the County encourage proximity of mixed income housing and jobs to reduce commuter impact on the road infrastructure in the region without expending valuable office and industrial lands in potential super employment zones?***
- ***What standards of assistance, education and advocacy should Pasco County and the Pasco Economic Development Council encourage our community partners to provide to be considered “Best in Class” to prospects and incoming and expanding companies?***
- ***What cultural amenities for a community growing from 500,000 to 1,000,000 in population are required to implement the vision of “A Premier County” and to create a thriving community?***

# 1. Background

## INTRODUCTION

Pasco County is a part of the Tampa-St. Petersburg-Clearwater MSA, the second largest and one of the fastest growing metropolitan areas within the state of Florida. With 745 square miles, it is the 30th largest county within the state, and the 12th most populous. It includes six incorporated cities with a total population of 39,785 (U.S. Census 2010). New Port Richey is the largest city in the County with a population of 14,934. Dade City, the County seat, is the third largest city with a population of 6,485. The remaining four municipalities include Port Richey, San Antonio, St. Leo, and Zephyrhills. Approximately 426,604 residents live within unincorporated Pasco County. Pasco grew by 38% in the last census and was the number two growth county behind Lee County. For comparison purposes, this total makes unincorporated Pasco County the fifth largest jurisdiction in the State of Florida. Pasco County is well connected to the region through critical north-south corridors such as the U.S. 19 Highway, Suncoast Parkway, State Route 41, I-75 and the U.S. 301 corridor.

## HISTORY

Pasco County was created by the Florida State Legislature on June 2, 1887 when Hernando County was divided into three parts, separating Citrus County to the north and Pasco County to the south. It is centrally located on Florida's West Coast, about 30 miles north of Tampa and 50 miles west of Orlando.

## LOCATION

This unique location places Pasco County within both a nine-county region referred to as the "Nature Coast" as well as the four-county Tampa-St. Petersburg-Clearwater Metropolitan Statistical Area. The County contains a total area of 868 square miles, of which approximately 745 square miles are land and the balance is water area.

## REGIONALISM

While Pasco is the Top of Tampa Bay, it is also the greenfield growth county of the region and a major beneficiary of the Central Florida "SUPER REGION" emerging as Tampa Bay and the Orlando Region grow together on the I-4 Corridor creating the 10th largest market in the Nation.

## NATURAL SETTING

Close to major cities but far from the hustle and bustle, the area boasts 20 miles of shoreline to the west, hilly terrain to the east and more than 100,000 acres of pristine wilderness to explore in between. The County has more than 100 square miles of managed recreation facilities including parks, preserves, artificial reefs, golf courses, and a network of hiking and biking trails.

## Pasco County - Regional Context



## DEMOGRAPHICS

### Population Growth and Regional Share

Pasco County has grown dramatically within the past two decades. According to the U.S. Census, from 2000 to 2010, the County grew by 35% reaching a population of 464,697 by the end of the recent decade. This is a substantial increase as compared to other counties within the region. While Hillsborough and Hernando grew by 23% and 32% respectively, Pinellas County showed a 0.5% dip in population for the same timeframe.

In the past ten years, Pasco County has maintained its position as the fastest growing County within Tampa Bay. In addition, its population share within the region has also been steadily increasing. Between 1990 and 2000, the County's population share increased from 13.6% to 14.4%, and from 2000 to 2010, it further increased to 16.7%, with an addition of 119,929 people in the past decade alone.

Majority of the growth continues to occur within the County's unincorporated areas which houses nearly 91% of its population. The highest concentration of population exists between U.S. 19 and Little Road, along the western boundary of the County. Although the majority of this area has a population density of 2,000 to 4,000 people per square mile, there are some areas where it increases to 4,000 to 6,000 or more people per square mile.

Based on ULI's recommendations, the County is divided into five Market Areas - the West, South, Central, East and North. While the West remains the most populated market area with approximately 39% of the County's population, the South and Central Market Areas have shown the maximum growth in the past decade.

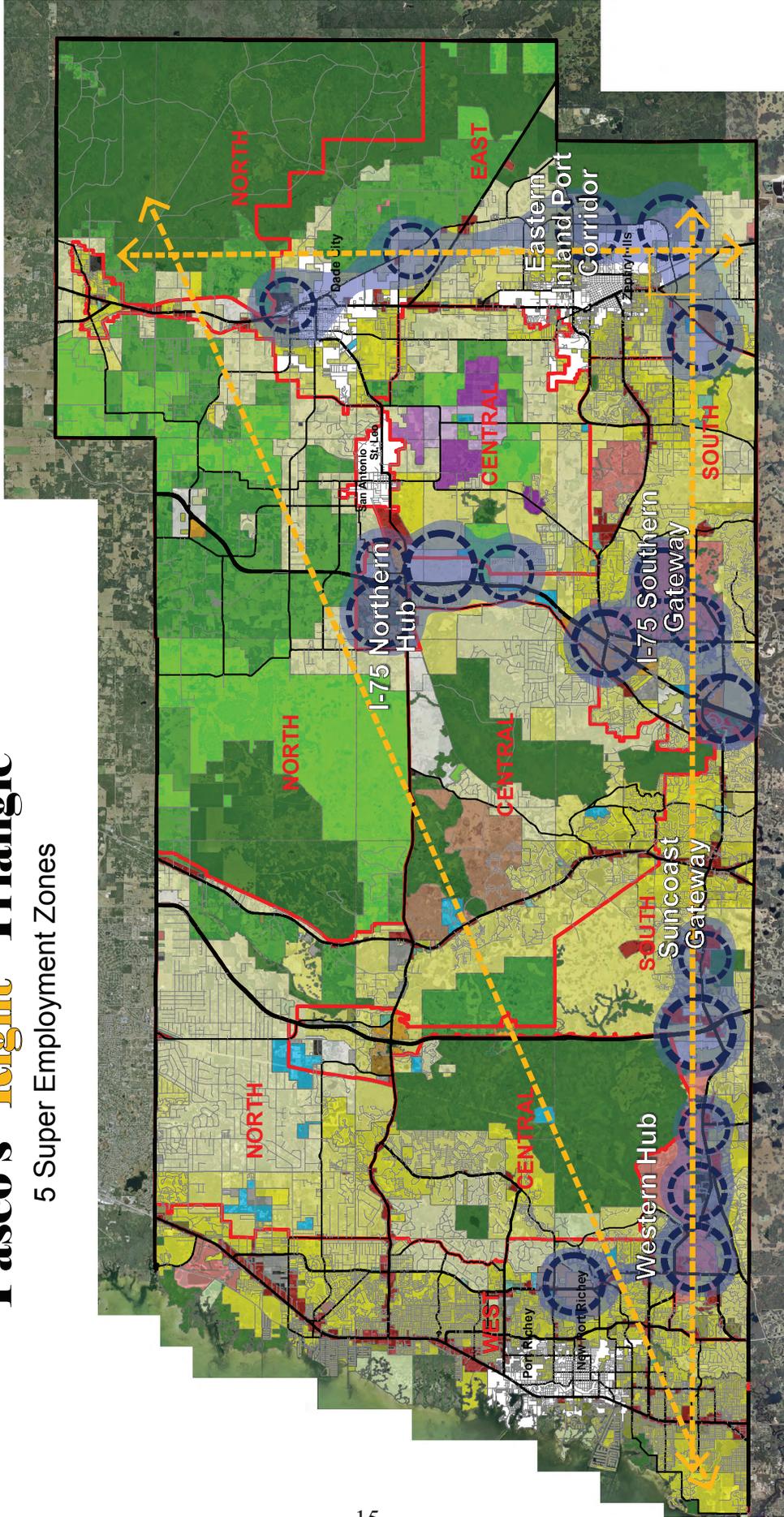
It is expected that Pasco County will continue to see a similar growth pattern in future. It is projected that the County will add another 350,000 people reaching close to 800,000, by 2050. The County's population projections for Traffic Analysis Zones (TAC) indicate that, 41% of this growth is projected to occur in the West and 32% in the Central portions of Pasco County.

### **Summary of Trends**

The pattern of population growth within Pasco County has changed from earlier years when mostly retirees moved to West Pasco from the Midwest. The current population trends indicate that the County is growing younger, more mobile, and more diverse. In addition, it is becoming more educated and wealthier through the rise in per capita income. Pasco has also shifted from traditionally smaller, "empty-nest" families to households with two or more children. This change is paralleled by a significant trend - an increase in the rental population. With an increase in unemployment levels in recent years and a slow to recuperate economic outlook over the past three years, the U.S. Census data indicates some overall improvement in our economic health. However, Pasco still has some areas that remain impoverished and strained though a high household-cost to income burden. Additionally, the baby-boomer generation's advancement toward retirement is a trend that may have significant economic and social impacts the County needs to plan for.

# Pasco's "Right" Triangle

5 Super Employment Zones



Pasco County's "Super Employment" Zones

## 2. Economics

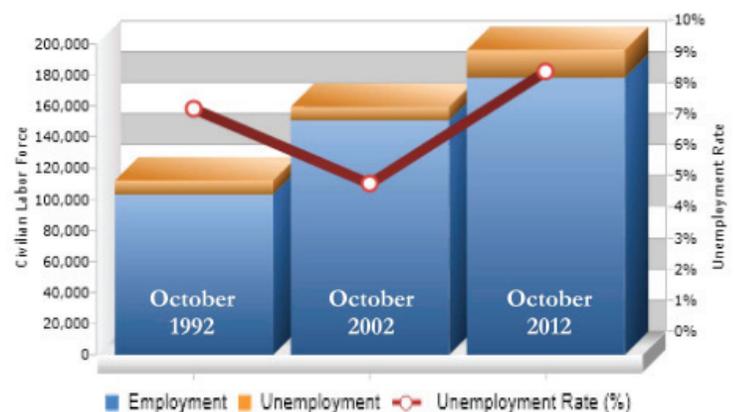
### ECONOMIC PROFILE

Pasco County's employment base is transitioning from a regional bedroom community into a large diversified regional employment base. Historically, Pasco County's economic base included construction industries, retail, restaurants and medical services that largely catered to a retiree and seasonal population. Most businesses or industries within Pasco County are typically those that do not export products or services outside the region and therefore, do not bring new capital or revenue into the County. The five key employment industries within the County are Trade, Transportation and Utilities, Education and Health Services, Leisure and Hospitality, Business and Professional Services, and Construction.

Owing to the lack of diverse job options within Pasco County a large portion of the County's population commutes out for work to employment centers located within the region. According to the Census Bureau, in 2011, there were approximately 199,745 residents in Pasco County who were in the workforce. The majority of this workforce, daily commutes out of the County for work, while less than 14.0% are employed within the County. Also, nearly 22% of Pasco County's resident workers have a travel time of 45 minutes or more to their workplace. These are some critical concerns which the County is currently trying to address through its market area planning, economic development initiatives, special areas plans and transportation planning efforts. Some of these planning efforts and their underlying strategies are described in detail in different sections of this Briefing Book.

An analysis of Pasco County's occupational profile reveals that its workforce possesses an above average knowledge in a number of physical and social science fields. In spite of the high concentration of scientific knowledge in the workforce, the dominant industries within the County are mostly service-related. In recent years, the annual income for Pasco County's residents has increased for both men and women. In 2000, the median earning for males was \$30,974. This increased 48% in 2011 to \$45,778. For women, the median income was \$23,802 in 2000. This increased 42% to \$33,781 in 2010.

Close proximity to cities such as Tampa, Clearwater and St. Petersburg, and sufficient land for expansion makes Pasco County a major draw for new businesses and investments. In recent years, Pasco County, Pasco Economic Development Council and other related agencies have aggressively moved ahead with their marketing and economic development efforts to attract investors and create new jobs within the County. Some of these initiatives are highlighted in the following sections.



**Pasco Labor Force growth with Unemployment Rate Trend Line**

## PASCO EDC ECONOMIC DEVELOPMENT EFFORTS

Pasco Economic Development Council (Pasco EDC) is a public-private partnership that works collaboratively with Pasco County to strengthen the County’s economic competitiveness and make it a great place for businesses and residents to locate. The Pasco EDC consists of a staff of six, a Policy Council and a Board of Directors. In order to deal with specific challenges, it has also created four task forces: Economic Competitiveness, Economic Growth, Marketing, and Fundraising. The Economic Competitiveness Task Force focuses on two key areas: implementation of the Urban Land Institutes’ recommendations regarding the County’s development and permitting processes, and development of quality real estate product in Pasco County. The Economic Growth task force develops programs, such as the recently developed Pasco Microloan Program, which helps local businesses grow and create new jobs. The Marketing task force develops promotional programs and campaigns for Pasco EDC, including business attraction, creation and expansion, and stakeholders support. Lastly the fundraising task force helps enhance ongoing private sector financial support for the Council.

Over the past few years, the Pasco EDC has aggressively forged ahead with its economic development initiatives and has made significant strides in terms of marketing and enhancing the image of the County, creating new jobs, attracting new economic opportunities, and strengthening existing businesses. Some of the highlights of its economic development efforts in the Financial Year 2012 include:



- Generated more economic development leads (264) than in the two previous years combined, more than one every working day.
- Generated over 300 small business requests for assistance through the Pasco Enterprise Network.
- Doubled the number of businesses that Pasco EDC helped in Pasco County from the previous year (35 vs. 16).
- Created a \$225,000 microloan fund to start helping small businesses right away by the year end we had already made six loans.

### PASCO ECONOMIC DEVELOPMENT COUNCIL (PASCO EDC)



Overall, in the past year alone, the Pasco EDC has helped provide employment to almost 400 people. Its outstanding marketing efforts attracted three awards in 2012. It also received a Silver Award of Excellence from the International Economic Development Council for its FY 2011 annual report. The following chart provides a brief overview of the change in employment, vacancy absorption and capital investment that has resulted from various expansion, relocation and start-up businesses reported by Pasco EDC in the past few years.

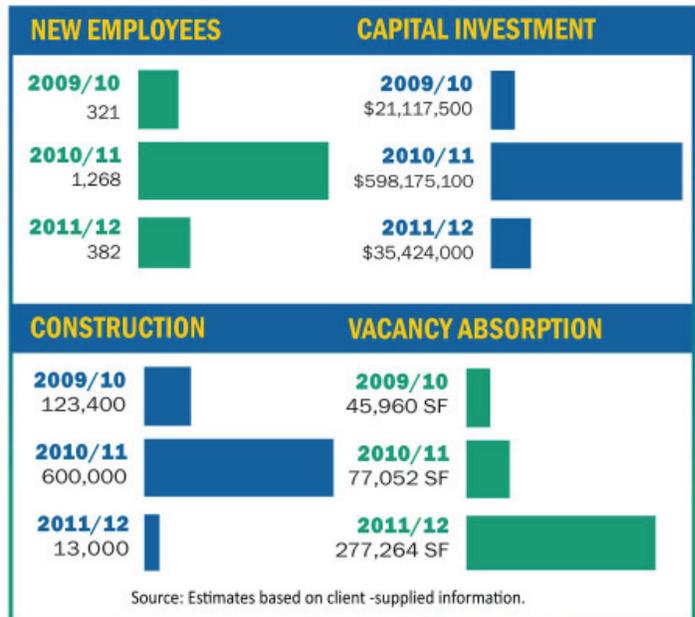
# 382 New Jobs

# 514 Renewed Jobs

## The Year in Numbers

Pasco EDC doubled the number of economic development projects it reported over last year. Its 34 expansion, relocation, and start-up business projects invested \$35.4 million. As a result 277,264 square feet of vacant space was absorbed and 13,000 square feet of new construction completed. This absorption of existing space bodes well for next year as the commercial real estate market recovers from the recession.

The 34 companies expect to create 382 new jobs and retain 514 current employees. The businesses pay higher than average annual wages and generate sales primarily from outside Pasco County. This results in new community income. The number of jobs projected in this year's numbers is lower than last year's total, which saw two mega projects. Pasco EDC's goal is to drive growth in both large and small businesses, so the number of projects and jobs created will fluctuate, depending on the dynamics of different market sectors.



COMPANY	PRODUCT/SERVICE	# EMPLOYEES	SQ. FT.	CAPITAL INVESTMENT	LOCATION
<b>Pario Solutions</b>	Telecommunications	5	2,600	\$339,000	Land O' Lakes
<b>Martin Marietta</b>	Aggregate Storage/Distrib.	5	2,000	\$11,000,000	Crystal Springs
<b>Artix Entertainment</b>	Video Game Development	59	11,888	\$210,000	Lutz
<b>University Financial Aid Solutions</b>	Financial Aid Outsourcing	65	8,000	\$80,000	Wesley Chapel
<b>The Launch Pad</b>	Manage IT Services	42	4,000	\$165,000	Odessa
<b>Advanced Research Institute</b>	Clinical Research	18	13,000	\$1,100,000	New Port Richey
<b>Goin' Postal Franchise Corp.</b>	Franchise	25	30,000	\$1,250,000	Zephyrhills
<b>Anaseed</b>	Consulting	6	8,000	\$5,000	Wesley Chapel
<b>Delta Soil Remediation Systems</b>	Soil Remediation Technology	5	1,000	\$307,000	Odessa
<b>Pharmaworks</b>	Pharmaceutical Packaging	67	16,526	\$1,175,000	Odessa
<b>Allcraft Marine</b>	Fiberglass boats	40	35,500	\$103,000	Dade City
<b>Franklin Pharmacy</b>	Pharmaceutical Direct Mail	13	1,000	\$60,000	Dade City
<b>Issues &amp; Answers Network, Inc.</b>	Call Center	25	4,500	\$20,000	New Port Richey
<b>Big Storm Brewing</b>	Micro-brewery	5	5,000	\$200,000	Odessa
<b>Folsom of Florida</b>	Fishing Lures & Tackle	75	100,000	\$2,200,000	Odessa
<b>Adams Arms</b>	Piston Technology	42	15,000	\$3,500,000	Odessa
<b>US Geological Survey</b>	Environmental Survey	70	21,000	\$1,200,000	Lutz
<b>Connerton Court</b>	Assisted Living Facility	36	0*	\$11,000,000	Land O' Lakes
<b>Schweitzer Engineering Lab</b>	Electric Power Accessories	28	5,250	\$225,000	Lutz

\*Counted in previous year

## ECONOMIC DEVELOPMENT PLAN

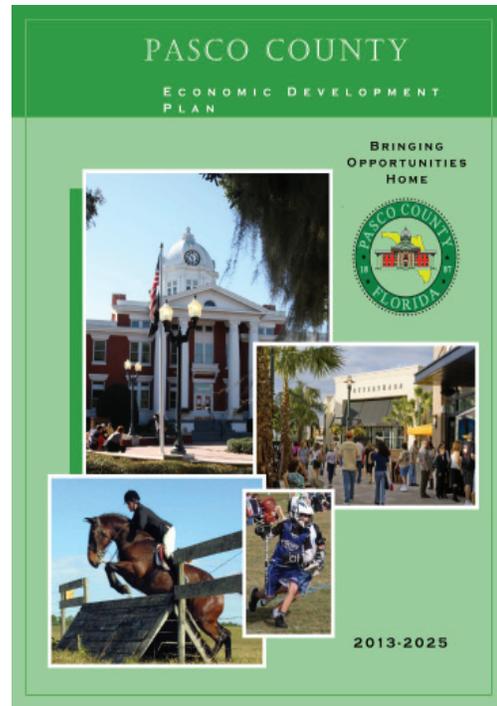
With the help of local and regional input, Pasco County developed and adopted its Economic Development Plan (EDP) in May 2013. The Economic Development Plan is a living document that establishes direction for Pasco County's short and long term economic development. The EDP identifies goals and implementation actions for the County to pursue, it identifies strategies for business retention, expansion, and attraction, supports a fiscally healthy government, realizes key development projects across the County, and therefore strives to make Pasco a better place to live and work.

The Plan was created through a collaborative effort involving key stakeholders, public and private agencies, and nonprofit organizations. Development of the Plan involved an 18 month planning process that focused on two main aspects:

- 1) Doing a realistic assessment of the County's competitiveness with regard to economic development; and**
- 2) Developing an internal consensus among major stakeholders about the fundamentals and vision in terms of economic development.**

One of the initial steps involved in the planning process was the Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis. In this analysis, Strengths represent what we do best, Weaknesses are areas we need to improve on (mostly internal to the County), Opportunities mean who in the region we can partner with to improve, and lastly Threats represent state and federal mandates (external to the County). The SWOT analytical process that was employed, exemplifies the all-inclusive "bottom-up" approach that was integral to the development of the Plan.

The SWOT analysis was applied to critically analyze the County's competitive position with respect to economic development, by directly engaging and collecting input from the local community, business leaders and other key stakeholders. During the process, stakeholders were asked to focus on two geographies – firstly the County as a whole, and secondly, on the market area they represented. In addition to the SWOT analysis meetings, comments were also received via email and phone calls. All input received was incorporated into the overall SWOT analysis which was then presented to the Board of County Commissioners in 2011. The following is a summary of the Economic Development Plan's SWOT analysis and consensus results.

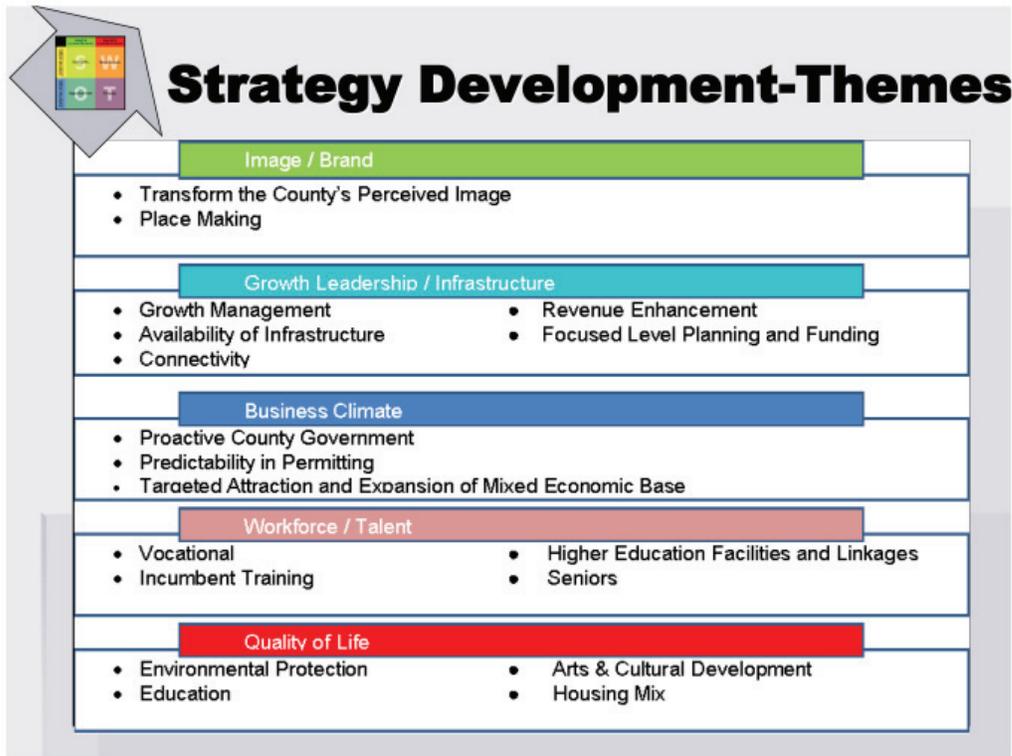


SWOT Analysis Summary with Consensus Results:

STRENGTHS	WEAKNESSES
Location to Region, Markets, Port, Air, Rail	Permitting, Regulations, Fees
Transportation Corridors	Workforce Skills & Education
Available Developable Space	East-West Connection
Available Large Tracts of Land	Image
Medical Industry	Lack of Business Investment
Lower Property Taxes	Education Levels
Water Access to Coast & Lakes	Lack of Shovel Ready Sites
Stable Government	Lack of Infrastructure
Infrastructure	Long Term Water Supply Concerns
Leadership with County & Regional Partners	Lack of Consistency/Vision
Affordable Lifestyle	Crime
Proximity to Regional Culture & Professional	Bedroom Community
Available Labor & Cost	Lack of Cities
USF	Beach Not Accessible
	Lack of Regional Engagement
	Limited Culture & Creativity Industry
Location to Metro Region	Permitting, Regulations, Fees
Available Land	Past Perception of "Closed for Business"
Incubators, Entrepreneurs, USF	Undiversified Economy
54/56 Transit & Transit Oriented Development	State Legislature
Redevelopment Opportunities (West side, Sunwest	Neighboring Communities' Perception of Insurance Costs
Establish Culture to Attract Businesses	Not Completing Planning Process
Representative Weatherford	Fishing Ban
Port of Tampa & Panama Canal Expansion	Lack of Water Permit Availability
Medical Research & Trials	Infrastructure (Roads, Water, Sewer, Fiber)
Alliance with Neighboring	Energy Costs
Green Industry Opportunities	No Cohesive & Shared Long Range Vision
Changing Political Environment	Regional Competition
Rail	Water Usage/Sink Holes
Regional Transit System	Number of Skilled Workforce
	Deteriorating Quality of Life Atmosphere
OPPORTUNITIES	THREATS

As is reported in more detail within the SWOT section of the Economic Development Plan's initial analysis, each geographic area of the County had slightly different economic development issues. However, all areas generally agreed on past problems with the permitting process, local employee skill levels, connectivity issues and image problems. A variety of skill sets was heard from all participants across the County in each of the sessions held.

Overall, Pasco County's EDP is the primary tool for the implementation of the Economic Development Element of the County's Comprehensive Plan. It acknowledges the five market areas and develops vision and strategies that are tailor-made to each market area's unique characteristics. Using the market areas as the base framework, the County's Economic Development Plan proposes a transformational model for planned urbanism, place making, redevelopment, and the integration of natural and built environments. It provides a comprehensive set of achievable implementation strategies that guide decision making at various levels. In addition, it proposes programs and actions that provide the foundation for maintaining a collaborative working relationship among the public and private sector entities that are currently involved in economic development within Pasco County.



The four key driving principles or concepts behind the County’s Economic Development Plan include:

- 1** *To effectively pursue economic growth, the community must better manage its total economic process (business development, tourist development, community development and workforce development). A new emphasis on thinking and acting as a unified county, requiring better cooperation between cities, the county and private sector, and as a multi-county (MSA) region.*
- 2** *The County’s economic development efforts must refocus attention on programs to support existing business and existing job skills. Further economic diversification is also needed, through continued development of Manufacturing, Hospitality, Distribution, Health Care and Knowledge-Based Commerce; through aggressive, targeted business attraction programs; and through expanded support for entrepreneurs and growth in our midst.*
- 3** *Significantly greater funds must be invested over the next decade in adult workforce development and education, public infrastructure, and managing and marketing this sustainable economic development program.*
- 4** *To achieve effective and consistent leadership for planning, infrastructure investment and the delivery of other public services to support economic development, cooperation among all stakeholders will be required. Economic Growth & Diversification and Environmental Protection must proceed hand-in-hand.*

## County Wide Goals

The Goals identified within the EDP have numerous objectives and strategies, countywide and by individual market areas, which provide the means of attaining their individual and collective results. It should be noted that there is considerable overlap between goals, objectives and strategies, and that responsibility for the objectives/strategies identified within the Plan involves a host of public and private stakeholders. Following is a brief overview of the five main goals of the County’s EDP and their underlying objectives.

**Goal 1: Tell the Pasco Story**  
Pasco will tell the story of its aspirations and achievements in a bold and creative way that draws positive regional, national, and international acclaim.

**Goal 2: Encourage Continued Positive Growth**  
Pasco will use its resources and authority to become one of the most competitive business environments in the Southeast United States.

**Goal 3: Grow Businesses**  
Pasco will relentlessly pursue new partnerships and alliances to create a robust, connected entrepreneurial culture.

**Goal 4: Grow Pasco’s Workforce**  
Pasco will educate, train, and attract a top-notch workforce to support its employment base and propel targeted economic sectors.

**Goal 4: Enhance Pasco’s Quality of Life**  
Pasco will create and maintain state of the art community services and facilities including education, recreation, cultural and tourism-related amenities while enhancing our environmental resources.

### Alignment to the County’s Strategic Plan Goals



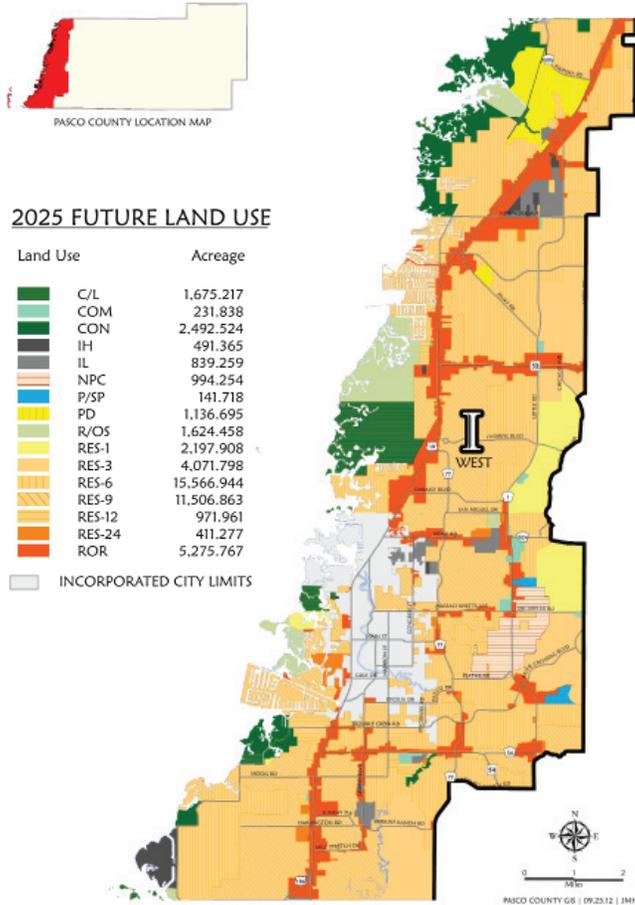
The Economic Development Plan’s countywide goals are closely aligned with the County’s Strategic Plan Goals as shown in the above graphic.

In addition to countywide goals, the EDP identifies goals specific to each of the Market Areas, closely tied to their vision, as identified within the County’s Comprehensive Plan.

# Economic Development Goals by Market Areas and Branding

## I MARKET AREA I (West)

### THE HARBORS

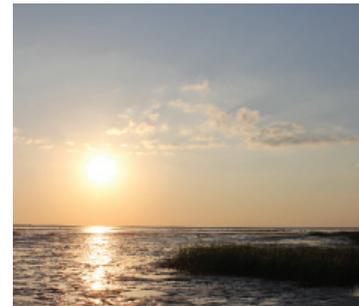


#### Market Area Vision

*The Harbors is envisioned to transform into an urban coastal & inland area with redevelopment and infill opportunities.*

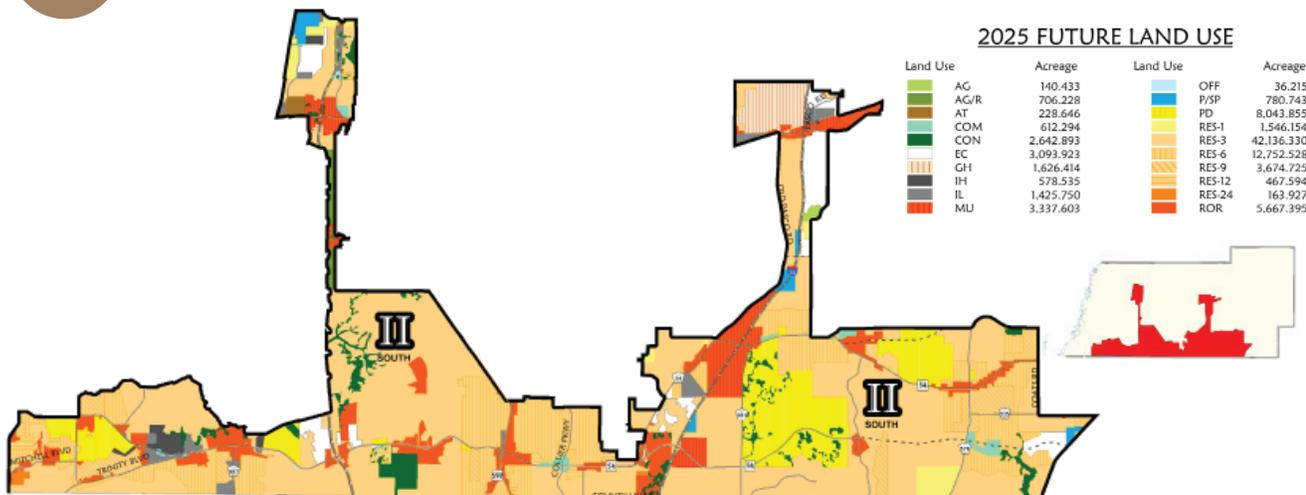
#### Goal 1: Tell the Harbors Story

*The West Market Area (the Harbors) will be re-branded as a marine life nature preserve and boater's paradise. The intent of this goal is to tell how the Pasco Gulf Coast is being transformed into a Marine Paradise and develop a public relations platform to create community identity by providing for an enhanced image and brand that represents individual community visions yet presents a unified brand for the market area.*



## II MARKET AREA II (South)

### GATEWAY CROSSINGS



**Market Area Vision**

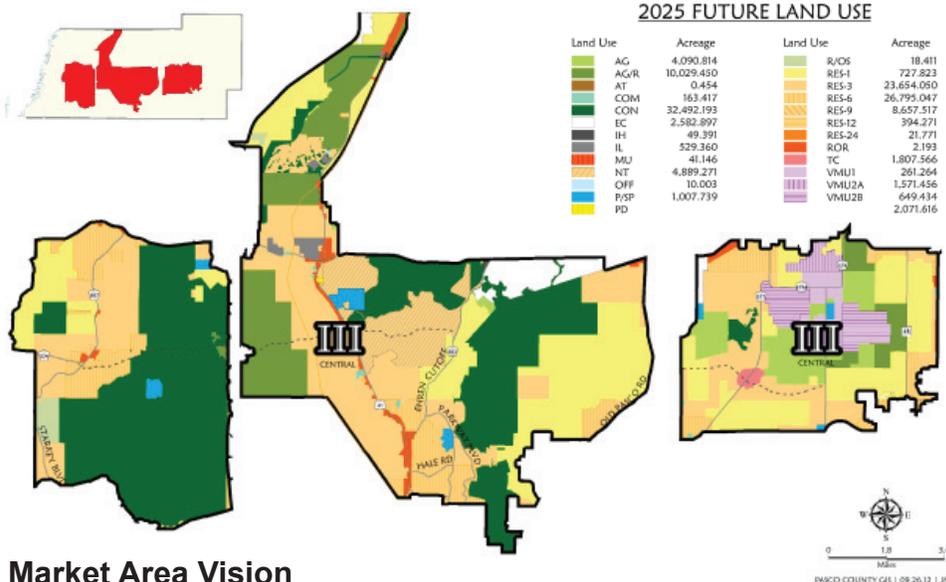
*Gateway Crossings is envisioned as a premier location for employers, and an urban gateway, able to support transit opportunities in a manner which will enhance energy efficiency and conservation and reduce greenhouse gas emissions.*

**Goal 1: Tell the Gateway Crossings Story**

*Pasco will create zoning and/or future land use definitions/classifications that drive development as dense sophisticated urban communities with high levels of technology, modern architecture and world-class amenities and transportation linkages.*



**III MARKET AREA III (Central) THE MIDLANDS**



**Market Area Vision**

*The Midlands will be developed as a “cottage lifestyle” community combining lakefront living, traditional villages, and regional pedestrian connectivity. Development is in an ecological form consistent with the conservation land in the market area.*

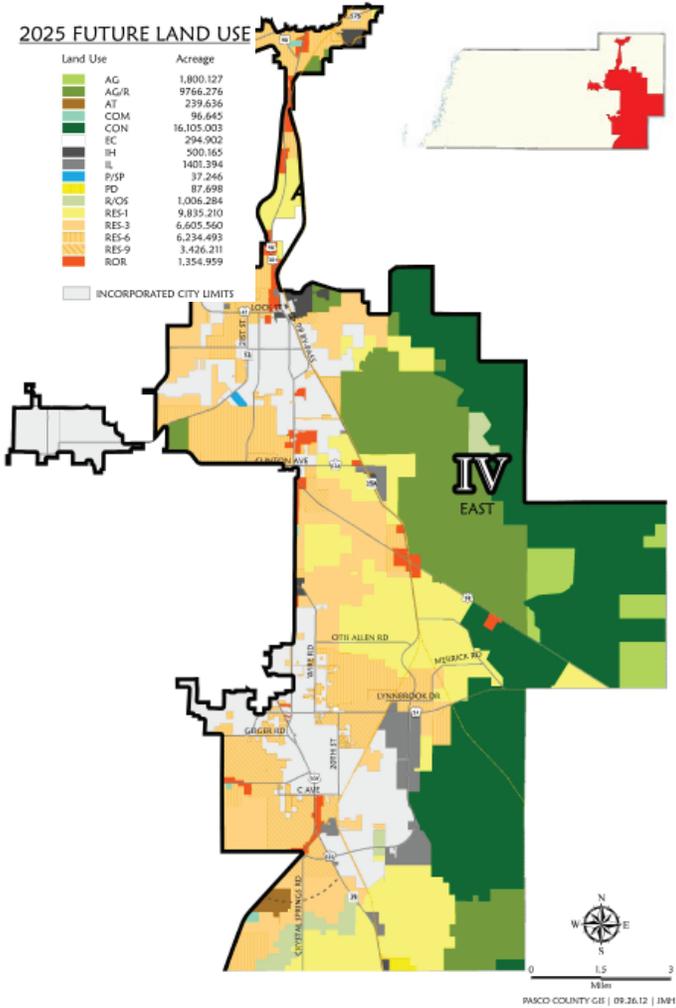
**Goal 1: Tell the Midland Story**

*Pasco will create an overarching brand for the Midlands and then create three distinctive sub-area brands that reflect the dynamic personalities of each sub-area: The Preserves, The Lakes, and The Villages.*

*Pasco will tell how the Midlands attract a diverse population, offer varied ownership and rental housing options, and is a destination for international vacationers.*

# IV MARKET AREA IV (East)

## THE HIGHLANDS



### Market Area Vision

The mission for the Highlands is to maintain the distinct character and development patterns of small towns, promote downtown re-development and economic development opportunities around the Zephyrhills Municipal Airport and the Dade City Business Center, focus and encourage sustainable development along existing corridors, preserve open space and agricultural lands, and improve recreational and employment opportunities while maintaining quality of housing stock.

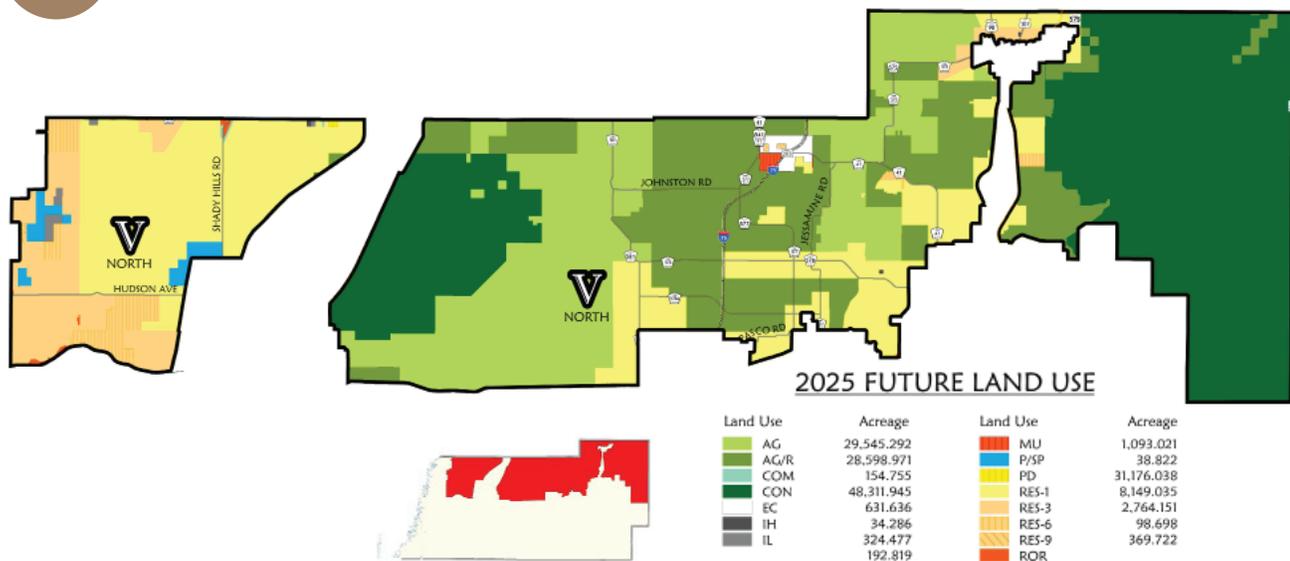
### Goal 1: Tell the Highlands Story

Pasco will coordinate with Dade City, Zephyrhills, St. Leo, and San Antonio to tell the Highlands story to regional, national and international travelers and businesses looking for fulfilling travel destinations that provide authentic historical, cultural, and natural experiences of an area while embracing the technologies of the 21st Century.



# V MARKET AREA V (North)

## COUNTRYSIDE



**Market Area Vision**

*Countryside is envisioned as a model for rural economic development with limited activity centers, employment nodes, and village centers at strategic locations.*

**Goal 1: Tell the Countryside Story**

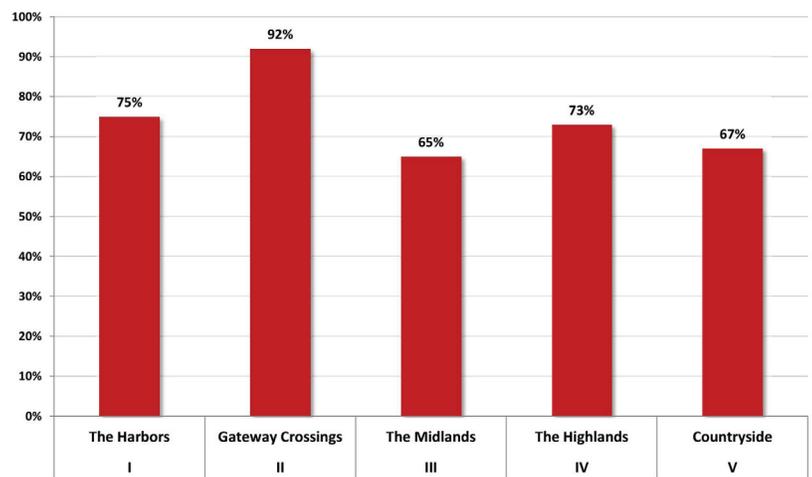
*Pasco and PEDC will collaborate with Countryside partners to create a cohesive and innovative marketing tool that tells the story of bustling rural, agrarian and natural conservation areas uses its resources to create a sustainable rural economic development model.*



The story/branding developed for each of the market areas captures its unique aspects and economic development opportunities. This story was presented to the key stakeholders who then prioritized the market areas with respect to their overall impact on the County’s economic growth. The graph below shows the overall priorities that were identified.

Initiatives identified within Pasco County’s Economic Development Plan (EDP) are meant to address the County’s opportunities for future growth as highlighted within its market areas. However, funding these proposals will not be easy.

Although the County has committed significant resources, other public and private resources (state, regional and national) will be required to fully implement the EDP. The attention of civic and private sector leaders must now focus on ensuring that the community has viable mechanisms to harness the public and private resources at hand, to develop additional resources, and to deploy them in a way that will make a tangible difference in the future performance of Pasco’s economy.



*Pasco will leverage its strategic advantages to implement the given aggressive goals to grow the economy, drive job creation and retention, and expand capital investment to become one of the Southeast United States’ leaders in an innovative, entrepreneurial economy.*



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# 3. Land Use

## OVERVIEW OF LAND USE TRENDS

Residential uses form a vast majority (51.5%) of the total lands in Pasco County. Employment-generating land uses account for only 6.79% of the total lands in the County, out of which industrial uses which include both light and heavy, specifically account for not more than 1.3%.

Although the majority of Pasco County is still designated as residential, there are land use allocations and building entitlements that indicate a shift toward employment generation and nonresidential development while continuing to protect conservation and agricultural uses. Several planning tools have been implemented in recent years that support the shift to a land use pattern that allows opportunities for working, living, education, recreation and entertainment within the County. In 2010, the Board of County Commissioners (Board) adopted the plan to divide the County into five Market Areas. The five market areas serve as the basis for land use, transportation, and economic development planning and provide the planning framework that is required to move towards a more sustainable and balanced land use pattern. Additionally the County is pursuing a concentration of growth through the use of Urban Service Areas (USA) and has amended the concept into the Comprehensive Plan. The following section discusses some of these planning tools in detail.

## COMPREHENSIVE PLAN

The Comprehensive Plan is the primary document that is designed to guide the future growth and development of Pasco County. The County's Comprehensive Land Use Plan was adopted on June 16, 1989 pursuant to the requirements of Chapter 163, Florida Statutes. The intent of the Comprehensive Plan is to encourage the most appropriate use of land, water, and resources consistent with the public interest.

In response to the recommendations provided by the ULI Advisory Panel, considerable changes have been made to the County's Comprehensive Plan. Some of these changes have been crucial in laying the base framework for the County's future development pattern. The Market Area planning adopted into the Comprehensive Plan in 2010 has helped establish a vision for different parts of the County that best addresses the County's diverse nature. The Urban Service Areas and Mobility Fee are other additions that strengthen and support the implementation of the Market Area vision. The County is also currently working on establishing Urban Development Standards for the Urban Service Areas, as well as Rural Development Standards for Northeast Pasco. As the County continues to grow, urbanize and change in terms of its size as well as demographic makeup, additional policies, programs, standards and development codes might be required to strengthen the vision and effectively translate it into actual on-ground development. The following sections highlight some of the improvements and additions that have been made to the County's Comprehensive Plan since the last ULI visit in 2008.



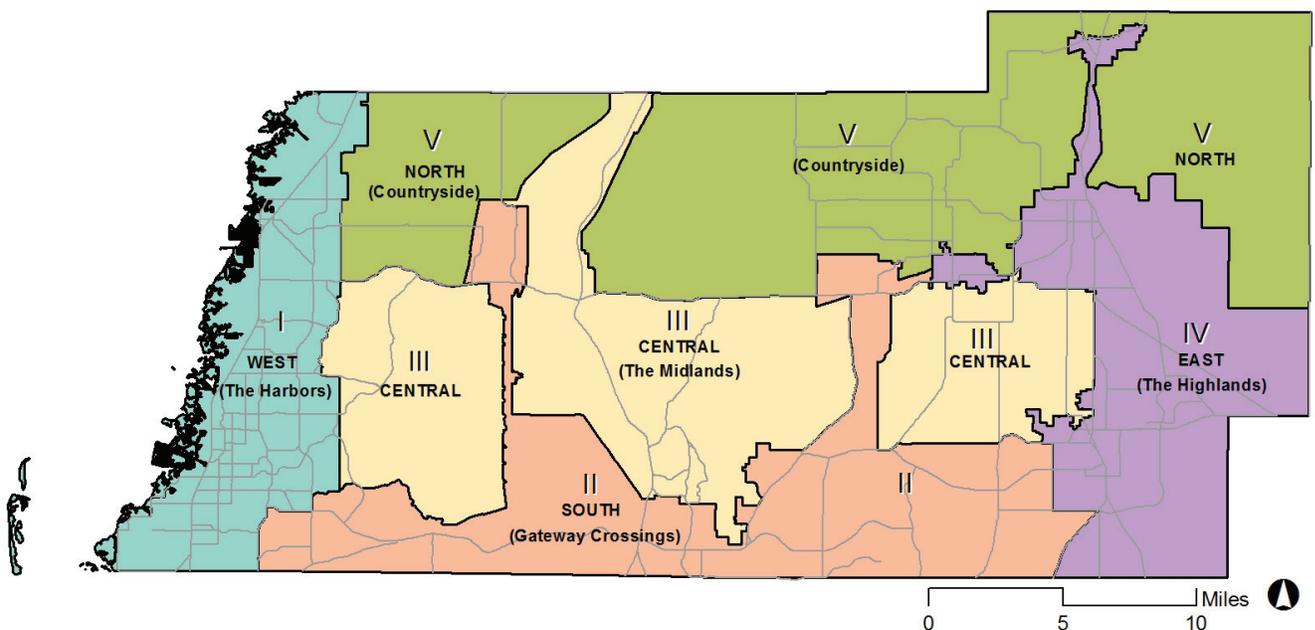
## MARKET AREA PLANNING

Pasco County covers more than 25 miles of coastline and includes a vast geographical area (approx. 745 square miles) which is very diverse in terms of natural context, land forms, natural habitats and resources. Keeping this in mind, the 2008 ULI panel recommended adopting a more focused planning strategy that acknowledges this diversity and maximizes unique opportunities across the County. It recommended dividing the County into five market areas each with their own specific vision, mission and strategies.

In response to this recommendation in 2009, the Board of County Commissioners engaged in a series of workshops to refine the five market areas for the County. Following this in 2010, these market areas each with a mission and vision, were adopted into the County’s Comprehensive Plan under Goal FLU 8 - Market Area Planning. Based on the analysis and recommendations of the ULI panel and the Planning and Development staff the five market areas that were established are: The West Market Area, South Market Area, Central Market Area, East Market Area and the North Market Area.

The adopted market areas vary slightly from the boundaries suggested by the 2008 ULI panel. However, they follow existing boundaries (communities, transportation corridors, parks and open spaces, etc.) and represent unique characteristics and opportunities that are well aligned with the original intention of the market area planning as suggested by ULI. The Market Area policies within the Comprehensive Plan has enabled the County to move away from the “one-size-fits all” approach and tailor tools to meet the needs of specific areas of the County in accordance with the established vision.

### Pasco County’s Five Market Areas



## Overview of the County's Five Market Areas

Each of the Market Areas is distinct in terms of the natural and built environment. While the West Market Area is the most developed of all the market areas and has a huge potential for redevelopment, the South and the Central Market areas have an abundance of Greenfield sites that can accommodate new development. The North and the East Market Areas are somewhat similar with respect to their overall character. With a number of agricultural lands and pastures, they both represent a distinctly rural lifestyle and character, although to varying degrees. Such unique characteristics of each of the market areas that have helped inform their vision are described below.

The West Market Area includes the Cities of New Port Richey and Port Richey and comprises of more than 200,000 people, approximately 39% of the County's total population. It is characterized by an aging development pattern, old neighborhoods, inadequate infrastructure, and vacant and obsolete strip commercial. Although it faces severe challenges in terms of redevelopment, it also has some unique assets such as the coast, parks, natural resources, scenic locales and historic neighborhoods that greatly contribute to its redevelopment potential.

The South Market Area is the fastest growing market area within the County. Its close proximity to Tampa and excellent connectivity to the region makes it extremely attractive for new development. Although it has great potential for becoming the southern gateway to Pasco, historically poor quality commercial development, limited community amenities, insufficient transit, insufficient roadway capacity and increasing traffic congestion are some critical challenges in this area.

The Central Market Area is characterized by agricultural lands, pastures and large undeveloped tracts of land including the several approved Developments of Regional Impacts (DRIs) and Master Planned Unit Developments (MPUDs). With abundance of undeveloped land and great highway access, the Central Market Area holds great potential for new development.

The East Market Area includes the cities of Zephyrhills and Dade City, each having a distinct small town appeal of their own. The East Market Area is generally rural in character with low density development patterns, insufficient employment centers, limited connection to West Pasco, and low quality housing stock in some locations that severely impacts its overall image.

The North Market Area is characterized by very low density development pattern which comprises of agricultural lands interspersed with rural-style housing. It also includes the environmentally sensitive Green Swamp which is a critical water resource for the region.

Each market area has something unique to offer. The Market Area concept was recommended by the ULI as a way to bring focus to Pasco County's planning initiatives. The Vision for each

of the market areas, as defined within the Goal FLU 8 of the Comprehensive Plan, takes into account, the wide range of opportunities as well as limitations relevant to the market areas. The Comprehensive Plan also includes strategies specific to each of the market areas, that are essential to address their distinct needs and concerns and to direct growth in the most sustainable manner.

A brief summary of the vision for each of the market areas is given below. Detailed mission, strategies and maps for the five market areas are given in Market Area Planning Ordinance provided in the reference library.

I

#### **Market Area I: West Market Area Vision**

The West Market Area is envisioned as an Urban Coastal/Inland Area with redevelopment and infill opportunities. The significant inventory of affordable housing neighborhoods shall be enhanced through infill and redevelopment in a manner which will strengthen their vitality. Compact, mixed use development in a manner which will enhance energy efficiency and conservation, and reduce greenhouse gas emissions shall be encouraged.

II

#### **Market Area II: South Market Area Vision**

The South Market Area is envisioned as urban gateway opportunity area with intensification supported by transit opportunities in a manner which will enhance energy efficiency and conservation, and reduce greenhouse gas emissions. This area has a distinct and dual role as a gateway to and from Pasco County and shall serve as a premier location for employers in Pasco County. This area shall be characterized by dense, vertical non-residential development and sophisticated residential development with quality design, intensity and density necessary to support transit opportunities.

III

#### **Market Area III: Central Market Area Vision**

The Central Market Area is envisioned as a suburban area with concentrated development in activity nodes with emphasis on employment centers and town centers. Development is in an ecological form consistent with the conservation land in the market area.

IV

#### **Market Area IV: East Market Area Vision**

The East Market Area is envisioned as an area that preserves small town traditional lifestyle, creates a sustainable development pattern that discourages sprawl and encourages smart growth/infill development opportunities, promotes employment opportunities, and protects natural resources. It encompasses two small cities, Dade City and Zephyrhills, with conservation lands on the edge creating a rural to suburban character.



### Market Area V: North Market Area Vision

The North Market Area is envisioned as a predominantly rural area with activity centers, employment nodes, and village centers at strategic locations. Development should be concentrated in clusters, or nodes, with a balance of mutually supportive uses.

The Market Area Planning is just one of the tools that were adopted to address the need for a focused planning effort. Other related strategies that were designed to strategically direct growth include - the Urban Service Areas, Transit-Oriented Development and Mobility Fee. The following sections describe some of these strategies in detail.

## URBAN CONCENTRATION AREA

The Market Areas established a base planning framework that guides the allocation of future growth and creates a development strategy that is specifically tailored to the needs of different parts of the County. The Urban Concentration Area takes the market area concept one step further. It creates an implementation mechanism that ensures that high density urban development is concentrated in specific selected market areas.

Adopted as a part of the County’s Comprehensive Plan (GOAL 9) in 2010, the Urban Concentration Area can be defined as the focal point of the County that attracts high-quality development characterized by a live, work and play environment. The Urban Concentration Area includes the West and the South Market Areas. As identified in the ULI Study and as presented in the Market Area plan amendment package, these two market areas are to be the focal point of future development in Pasco County. The West and the South Market Areas were particularly included in the Urban Concentration Areas as they are poised to serve a significant regional role, particularly with the coalescence around the plans of TBARTA.

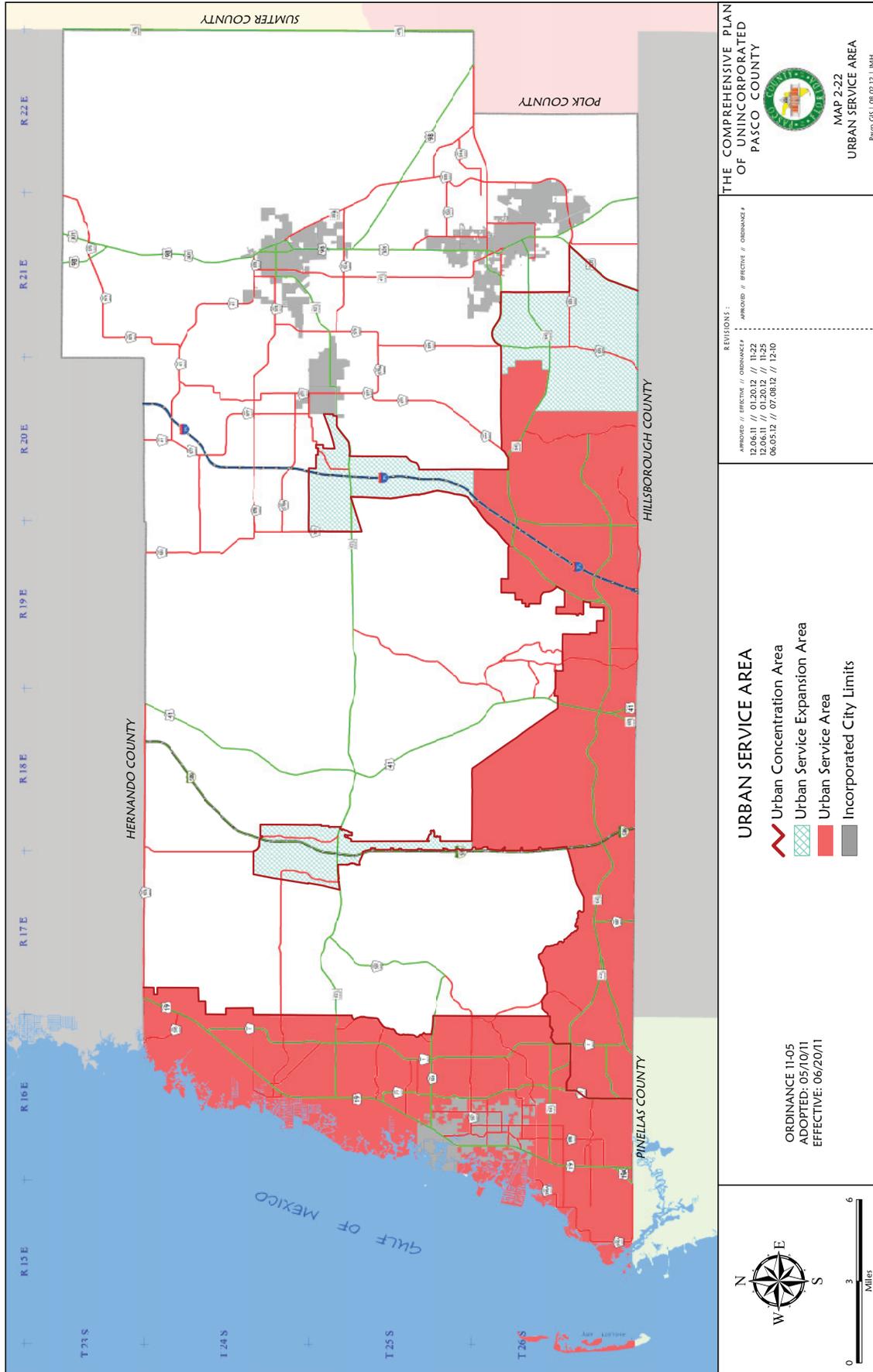
## Urban Service Areas

The adoption of SB 360 in 2009 created somewhat of a competitive disadvantage for Pasco County regionally. This bill gave Hillsborough and Pinellas County exemption from both the DRI and traffic concurrency provisions of growth management legislation. Adoption of the Urban Service Area helped extend these benefits to the designated portions of Pasco County. It helped achieve a transportation concurrency exception area status that not only provided concurrency flexibility, but also eliminated DRI review in the identified area.

*As defined in Section 163.3164(29) F.S. Urban Concentration Areas are:*

*...built-up areas where public facilities and services, including, but not limited to, central water and sewer capacity and roads are already in place or are committed in the first 3 years of the capital improvement schedule.*

Urban Service Area



The main intent of the Urban Concentration Area is to create a mechanism to develop and enforce innovative planning techniques and land development regulations that are designed to protect residential neighborhoods, enhance the economic viability of the community, promote the efficient use of infrastructure, preserve natural resources, and reduce the proliferation of urban sprawl. The Urban Concentration Area and related amendments were made by Pasco County as it recognizes the need to create compact development patterns that provide alternate modes of travel and increase accessibility for the elderly and special needs community through a mix of transit-supportive uses.

The Urban Concentration Area is closely tied to multiple strategies such as financial incentives (which include Mobility Fees), priority reviews and design standards that ensure that the Urban Concentration Area (West and the South Market Area) attracts and maintains good quality, compact urban development. Some of the strategies identified within the Comprehensive Plan that are extremely critical for successfully implementing this concept are:

- Establishing minimum density requirements within the Urban Concentration Area (UCA) in association with planning efforts for increased mobility.
- Establishing higher floor area ratios for the UCS, particularly in association with transit-oriented development
- Amending the Land Development Code to establish appropriate urban development design standards for the UCA by 2012
- Establishing mechanisms that ensure coordination with adjacent jurisdictions about development proposals located within the Urban Service Area, which previously would have been subjected to Development of Regional Impact review.

Since the adoption of the Urban Concentration Areas in 2010, work on some of these strategies has already begun. This includes the development of the urban development standards that will be extremely critical for creating the type of transit-supportive, compact urban development that Pasco County wants to encourage in the Urban Service Areas.

## TRANSFER OF DEVELOPMENT RIGHTS

The Transfer of Development Rights (TDR) Program is another tool that has been identified to strengthen and implement Pasco County's Market Area planning concept. The concept of the TDR Program was introduced into Pasco County's Comprehensive Plan in the year 2010 as a part of the Goal FLU 8 Market Area Planning (See Market Area Planning Ordinance, Reference Library). The main intent of the Transfer of Development Right Program is to create a mechanism that allows the creation of a higher density transit-supportive development in certain selected Market Areas while protecting the rural lifestyle and environment of the other Market Areas.

The Comprehensive Plan recognizes the West and the South Market Areas as the “Receivers” for the TDR Program therefore allowing property owners to receive transferable development rights from sending areas within the County. The East and the North Market Area are designated as the “Senders” for the TDR Program according to the County’s Comprehensive Plan. Being identified as the sending areas allows the property owners within these two market areas to voluntarily transfer development rights to the West and the South Market Areas. Unlike the rest of the market areas, the Central Market Area is identified as both a “sender” and “receiver” for transferred development rights. However, the Comprehensive Plan limits the properties eligible to receive development rights within the Central Market Area to those intended to support activity nodes, and centers, clustered development, traditional neighborhood development, and diverse transportation opportunities.

The BCC commenced contract activities for TDR planning in fiscal year 2010 and linked the urban service area policy implementation with the preservation of important rural and special resource areas of the county which can be protected and enhanced by removing development levels using the TDR Program.

## TRANSIT ORIENTED DEVELOPMENT



The Transit Oriented Development (TOD) concept was introduced into Pasco County’s Comprehensive Plan (FLU Goal 10) in 2010. It is another strategic tool that can add great value to the market area vision and the establishment of the Urban Service Areas.

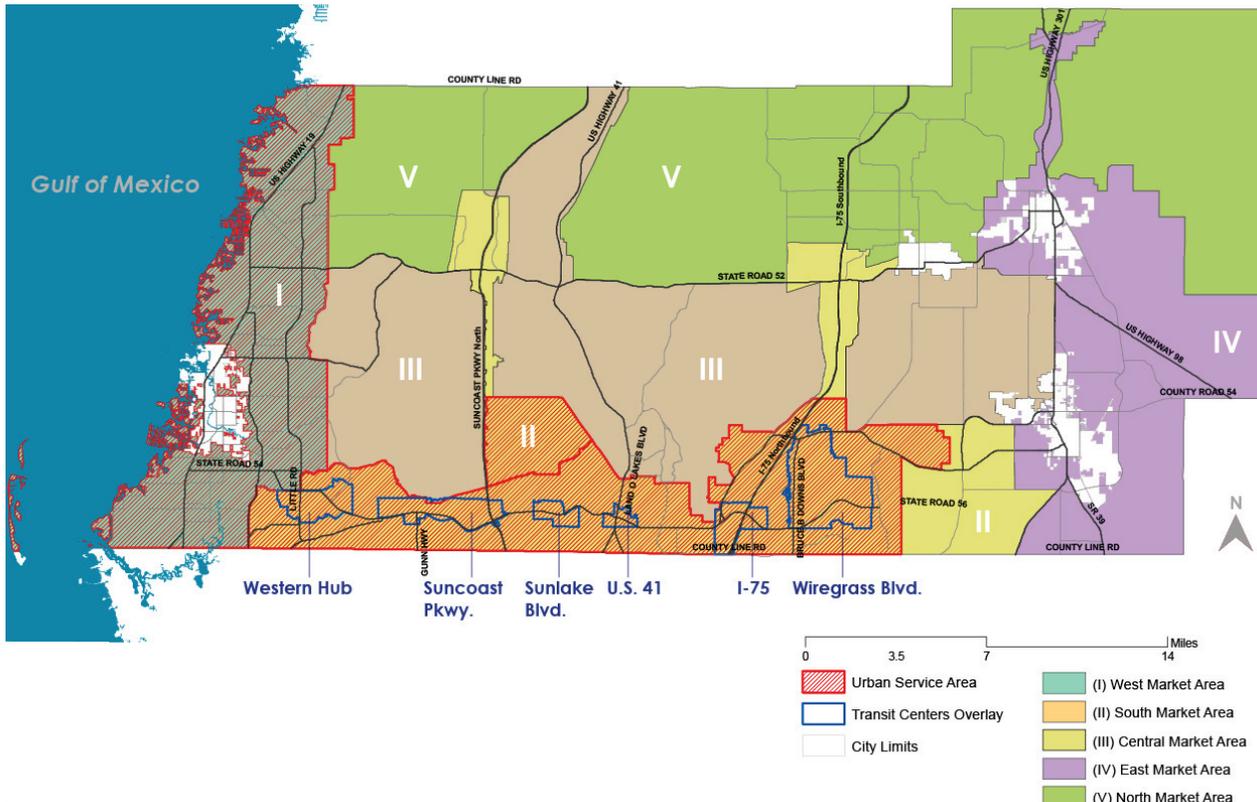
According to the County’s Comprehensive Plan, TOD forms an essential component of both the West and the South Market Areas. The main goal of the Transit-Oriented Development amendment is to encourage higher-density, transit-supportive mixed-use developments in these market areas and to move transit from a service that is provided to the transportation disadvantaged community to a main stream mobility alternative.

The three main objectives of the Transit Oriented Development amendment can be summarized as follows:

- Create a Transit Emphasis Corridor within the Urban Service Areas. These corridors will be characterized by transit activity provided in coordination with appropriate regional agencies.
- Adopt a Transit Oriented Development Ordinance that helps ensure that all development within the Transit Emphasis Corridors have the appropriate form, design and development pattern that supports transit use and walkability.
- Establish land-use patterns that support transit use.

The Comprehensive Plan establishes a Transit Center Overlay and associated policies that are intended to help reduce dependency on automobiles and to create efficiency in planning and provision of infrastructure. It defines eight transit station types and assigns them to each of the Transit Center Overlays. The Comprehensive Plan also recommends the adoption of a TOD ordinance that will define urban development standards that will be applicable to the Transit Center Overly Districts.

**Transit Center Overlays**



These development standards associated with the TOD ordinance will address a variety of design aspects that influence pedestrian and transit accessibility in a built environment. Some of these aspects include - block lengths, building setbacks and orientation, minimum density required to support transit, well integrated complementary mix of uses that support a pedestrian environment, and reduction of parking. The County is currently in the process of drafting urban design guidelines and conducting built form studies to create a Transit Oriented Development Ordinance. Several studies were completed in recent years to support the implementation of a TOD ordinance and to understand the County's transit needs and challenges. Examples include the U.S. 19 and S.R. 54 corridor studies completed by the IBI Group that discuss possible transportation schemes and alternatives (See Reference Library).

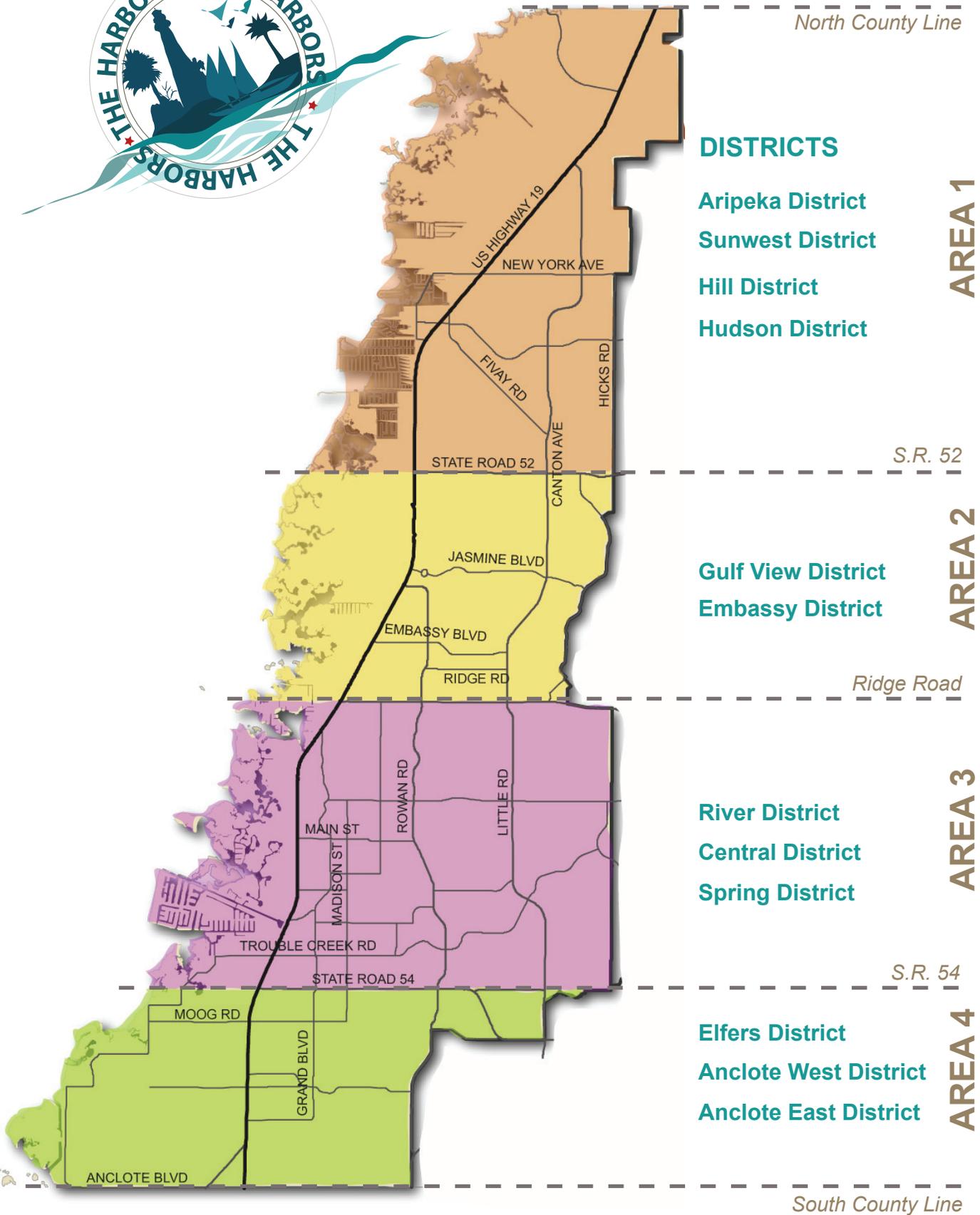
## Transit Station Typology

		Regional Commercial	Regional Professional Service	Regional Mixed-Use	Community Commercial	Community Professional Service	Community Mixed-Use New Town/Village	Community Business Commerce Park	Neighborhood
<b>Max. no. of each type</b>		2	3	3	2	2	3	2	2
<b>Land Use Allocation</b>	<b>Dvpt Standards</b>								
	F.A.R	1 to 2.25	1 to 3.6	1 to 5	0.3 to 1.25	0.6 to 2.5	0.6 to 1.35	0.15 to 0.50	0.6 to 1.35
	No. of Stories	1 to 5	3 to 12	2 to 10	1 to 5	2 to 8	1 to 5	1 to 2	1 to 3
	DU/Acre	20 to 30	40 to 60	40 to 60	10 to 20	10 to 20	20 to 30	10 to 20	20 to 30
	Commercial	45% to 60%	15% to 30%	10% to 30%	40% to 50%	15% to 25%	15% to 25%	15% to 25%	5% to 15%
	Office	30% to 40%	55% to 65%	25% to 35%	30% to 40%	55% to 65%	15% to 25%	15% to 25%	5% to 15%
	Residential	5% to 15%	15% to 30%	40% to 50%	15% to 25%	15% to 25%	55% to 65%	15% to 25%	75% to 85%
Industrial							35% to 45%		

## Transit Center Overlay Station Allocation

		Suncoast Parkway/Gunn Highway		Sunlake Boulevard	US 41	I-75	Wiregrass
		Western Hub					
<b>Max Number of Stations</b>		3	4	2	1	2	4
<b>Max. No. of Station Types</b>		3 Types	5 Types	2 Types	1 Type	2 Types	6 Types
<b>Station Types</b>	Regional Commercial	Regional Professional Service	Regional Mixed-use	Community Commercial	Regional Commercial	Regional Mixed-Use	
	Regional Professional Service	Community Professional Service	Neighborhood		Mixed-use New Town/Village	Regional Professional Service	
	Regional Mixed-use	Mixed-use New Town/Village				Community Commercial	
		Community Business Commerce Park				Community Professional Service	
		Neighborhood				Mixed-use new Town/Village	
						Community Business Commerce Park	

West Market Area - Planning Areas and Districts



## The Harbors - West Market Redevelopment/Infill Plan

The Harbors Plan proposes an implementation mechanism for the redevelopment of the West Market Area - the densest and most populated of all the market areas.

The West Market covers an area of approximately 84 square miles which includes the coastal and inland areas along U.S. 19 and Little Road corridors, between Pinellas and Hernando counties. It includes the 'Coastal' and the 'Inland West Market Areas' originally recommended by the ULI advisory Panel (2008). It is characterized by more than 20 miles of coastline, numerous parks and coastal resources and some of Pasco County's oldest neighborhoods and communities. The need for a redevelopment/Infill plan for the West Market Area was identified under the Comprehensive Plan Policy FLU 8.1.1 – 'West Market Area Establishment'. This was in direct response to the recommendations of the ULI Panel to adopt the Market Areas and to establish redevelopment project areas for the Coastal and Inland West Market Areas.

Starting in 2011, the County engaged in a rigorous two-year long planning process for the West Market Area. This process included data collection, analysis, map exercises, visioning surveys, design discussions, meetings with different County departments and outside agencies, coordination with local jurisdictions, workshops with elected officials and nine community workshops that involved more than 300 participants.



**West Market** Redevelopment Plan

• Coastal Area Opportunities
• Livable Corridors
• Infill Community

**What is West Market Area?**  
West Market Area includes the coastal and inland areas along U.S. 19 and Little Road corridors, between Pinellas and Hernando Counties.

**What is the West Market Redevelopment Plan?**  
The West Market Redevelopment Plan will examine the redevelopment and infill opportunities, identify land use, infrastructure and economic development strategies, and create implementation mechanism for the West Market Area, largely focusing on promoting coastal opportunities, transforming U.S. 19 into a livable roadway, and creating an infill community structure.

**What is the Objective?**

- Improve **multi-modal connectivity**
- Encourage compact, **mixed-use development**
- Provide **employment opportunities**
- Revitalize neighborhood and provide **affordable housing**
- Encourage **energy efficiency**
- **Celebrate historic assets** and neighborhood features
- Enhance water resources and **eco-tourism**
- Promote **disaster planning and management**

**CHALLENGE AREAS**

**1 ENVIRONMENT / OPEN SPACE**

- Coastal and Natural Resource
- Greenways, Blueways and Trails
- Historical Resources
- Neighborhood Parks
- Eco-tourism

**2 URBAN DESIGN**

- Riverwalks
- Waterfront Enhancement
- Lifestyle Centers
- Compact Mixed-Use
- Pedestrian Friendly
- Neighborhood Centers

**3 ECONOMIC DEVELOPMENT**

- Job Creation
- Job Training and Education
- Marketing
- Incentives
- Workforce Housing

**4 TRANSPORTATION**

- Alternate Transportation
- Transit / Bus
- Bike lanes
- Sidewalks, Trails
- Landscaping
- Street Lights
- Signage

**Common Terms**

**Blueways:** A water path or trail that is developed with launch points, camping locations and points of interest for canoeists and kayakers.

**Greenways:** A corridor of protected open space often used for recreation, transportation, and conservation, and as link amenities.

**Brownfield:** Land that has been used for industrial purposes, and may be contaminated. For example, an abandoned gas station.

**INfill:** A recent lot in the middle of a built-up area.

**Multi-Modal:** Having or involving several modes of transportation such as cars, buses, bicycles and facilities for pedestrians.

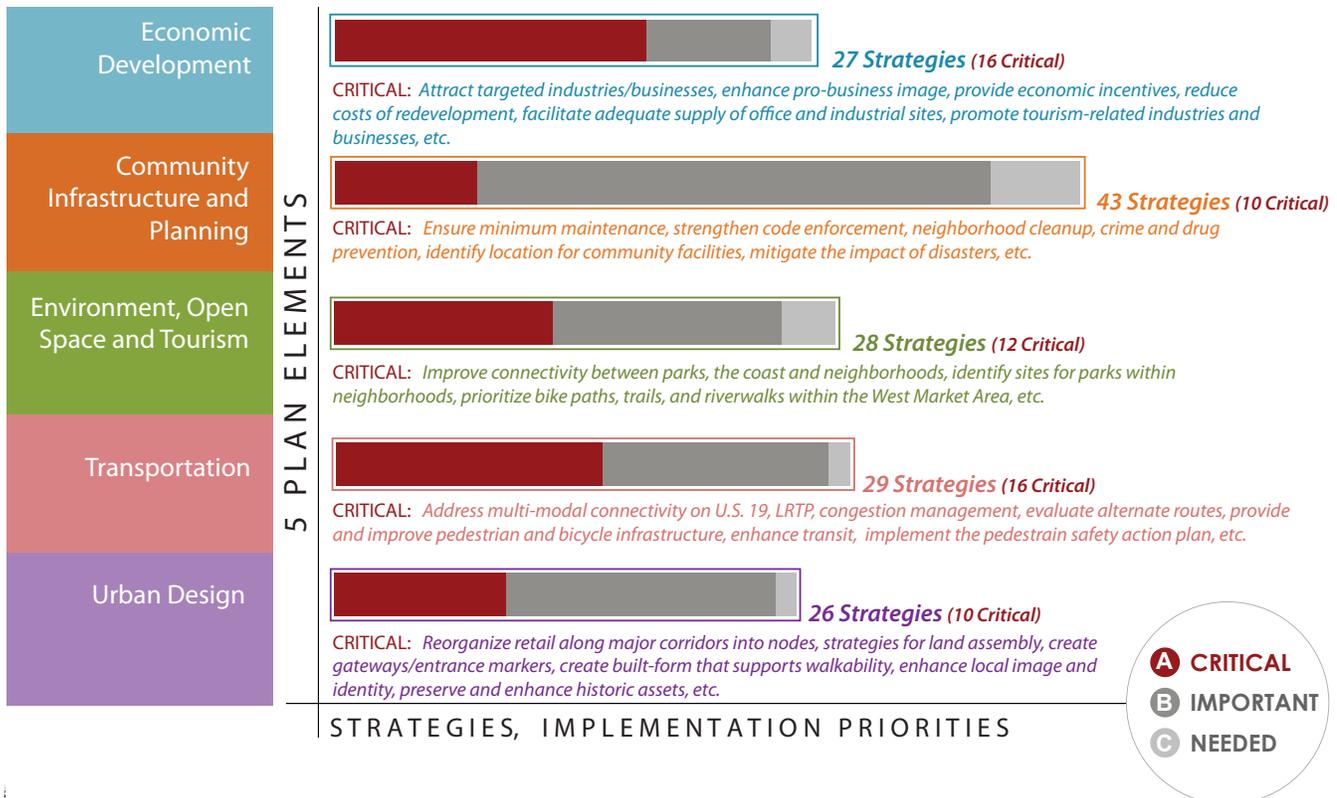
The Harbors Plan discusses all the issues, ideas and concepts that emerged during the planning process. It has organized all community input, under five key Focus Areas - Economic Development, Community Infrastructure and Planning, Environment, Open Space and Tourism, Transportation, and Urban Design. The Plan not only identifies the key concerns and challenges under each of these topics but also defines the opportunities and redevelopment potential associated with them. The Plan divides the West Market Area into three 'Planning Areas' and 12 Districts. Issues, opportunities, and vision that are unique to each of the Market

Area Districts are also described within the Plan. A key component of the Plan is its redevelopment framework that identifies implementation strategies, responsible agencies, partnering organizations and resources that are required to address the identified issues.

Although the Harbors Plan lays a robust framework for future growth, the actual redevelopment implementation still requires considerable effort. Since the scope of the redevelopment work is so massive and resources are limited, successful implementation of the Plan is only possible if there is a coordinated effort between the different relevant departments, agencies, cities and the County. The successful transformation of the West Market Area into an urban, transit-supportive environment and revitalization of its neighborhoods necessitates the adoption of specific implementation actions that require critical decision making and continued support from the local leadership.



### Strategies and Implementation Priorities



## The Post-Disaster Redevelopment Plan

Pasco County's Post-Disaster Redevelopment Plan (PDRP) is an overarching framework that guides how the County will recover and reconstruct following a disaster. It's a countywide multi-jurisdictional plan relevant to all the jurisdictions within the County and unincorporated areas. The PDRP is also an 'All Hazards' Plan applicable to all types of disasters such as hurricanes, wildfires, flooding, tornadoes, etc. Irrespective of the type of hazard, any disaster event that necessitates long-term redevelopment would require the activation of the PDRP.

The purpose of the Plan is to attain a faster post-disaster recovery and successfully reconstruct following a disaster. In addition, it proposes an implementation framework that will help in effectively capturing post-disaster opportunities to rebuild the County into a more improved, sustainable and resilient community. The focus of the plan can be summarized as follows:

- Reconstruct damaged housing, public facilities, and infrastructure.
- Recover the economy, environmental quality, health and social services, neighborhoods, community networks, cultural events, and educational and recreational opportunities.
- Enhance the quality of life over what existed prior to the disaster by reducing future hazard risks, strengthening building codes, improving land use patterns and transportation, and creating increased opportunities for work, housing, entertainment and recreation.

The Plan addresses a wide range of recovery topics such as land use, housing repair and reconstruction, business resumption and economic redevelopment, infrastructure restoration and mitigation, long-term health and social services, environmental restoration, financial considerations and other short-term recovery actions that may impact long-term redevelopment. Since the Plan focuses on diverse set of topics, it was developed through a participatory process.

The development of Pasco County's Post-Disaster Redevelopment Plan was accomplished through the support of the Board of County Commissioners and the local jurisdictions. This Plan was funded in part through a grant agreement with the Florida Department of Economic Opportunity and Division of Emergency Management by a Hazard Mitigation Grant Program (HMGP) awarded from the Federal Emergency Management Agency (FEMA). It was developed by Pasco County's Office of Emergency Management, and the Planning and Development departments with the help of the general public and several public, private, and non-profit agencies. Work on the Plan started in 2010 with the establishment of seven Technical Advisory Committees and a series of committee meetings. The PDRP Technical Advisory Committees (TACs) included members representing a wide range of disciplines.

# POST-DISASTER Redevelopment Plan

*Rebuild a strong and resilient future*

## Key Focus Areas

Pasco County Post-Disaster Redevelopment Plan (PDRP) will have seven main focus areas which will cover some of the crucial issues of the post-disaster phase.

### Government Functions

- Communication and information dissemination
  - Volunteer coordination
  - Intergovernmental coordination
  - Identify funding sources
  - Analyze vulnerability to different disasters
- ### Land Use
- Identify priority redevelopment areas
  - Ensure consistency between new development/ temporary uses and land use plans
  - Incorporate mitigation into redevelopment

### Environment

- Restore urban forests and wetlands
- Restore habitats
- Waterway debris removal
- Post-disaster pollution



### Housing

- Temporary housing
- Rapid repair, permitting
- Non-conforming structures/ substantial damage
- Mitigate during rebuild
- Blight and abandoned homes
- Historic preservation
- Affordable housing



### Infrastructure

- Restore and repair damaged infrastructure
- Restore critical infrastructure
- Debris management
- Restore public transportation
- Improvement of transportation



### Economic Redevelopment

- Identify most vulnerable industries
- Business continuity planning
- Workforce housing
- Tourism renewal
- Job training
- Employment assistance
- New economic opportunities



### Health and Social Services

- Restore hospital, clinics and medical offices
- Restore recreational areas and cultural centers
- Homeless programs
- Assist special-needs populations
- Reopen schools



## PDRP Timeline

PRE-DISASTER PERIOD  
PDRP Preparation & Pre-Disaster Implementation

### “Blue Skies” / Pre-Disaster phase

- Bring together stakeholders
- Identify and prioritize post-disaster needs and issues
- Assess our capacity to deal with disasters
- Integrate local plans such as the Comprehensive Plan and Local Mitigation Strategy
- Develop guidelines for action
- Increase awareness about post-disaster redevelopment

DISASTER

### Response Phase

- Save Lives
- Rescue and Search Operations

### Recovery Phase

- Short-Term Recovery
- Long-Term Recovery
- Recovery actions that affect long-term redevelopment
- Damage assessments
- Public information
- Temporary housing
- Utility restoration
- Debris clearance

### Long-term Redevelopment Phase

- Improve transportation corridors
- Build more quality affordable housing
- Develop new economic opportunities

PRIME FOCUS



These seven TACs are:

- Land Use TAC
- Housing TAC
- Health and Social Services TAC
- Infrastructure TAC
- Economic Redevelopment TAC
- Environment TAC and
- Government Functions TAC

The PDRP Technical Advisory Committees include a total of 90 members representing more than 25 different organizations. Work on the Plan was started in June 2011. The planning process (June 2011 – May 2012) involved 28 TAC meetings, workgroup discussions, and a number of public outreach activities.

Throughout the planning process, each of the PDRP TACs helped identify post-disaster issues, needs and implementation strategies related to long-term recovery and redevelopment. All relevant local plans were analyzed and the need to incorporate post-disaster redevelopment goals into the existing policy framework was identified. Institutional capacity needed for implementing the Plan was assessed in order to identify gaps and additional needs. An Action Plan was developed that highlights the tasks required for both pre and post-disaster implementation of the Plan (See The Post-Disaster Redevelopment Plan in the Reference Library). In addition, an implementation framework was developed that outlines the overall implementation process, related roles and responsibilities, and transition of roles from post-disaster short term response and recovery phases (as defined by CEMP) to long-term recovery and redevelopment phases (defined by the PDRP). The final draft of the Plan was submitted to the State on June 1, 2012.

The Plan has received approval from the State but is not adopted yet. The PDRP is to be adopted by resolution of the Pasco County Board of County Commissioners and will be re-adopted every 5 years following the major updates. The Plan will be adopted as an appendix to Pasco County's Comprehensive Emergency Management Plan. The next phase of the work will involve refining the action plans and implementing the pre-disaster actions developed as a part of the Plan's action matrix.

## LAND DEVELOPMENT CODE (LDC)

The Land Development Code is a primary implementation vehicle that helps translate the County's long-term vision into actions. It is a key document that determines the character and quality of the County's current as well as future developments, and therefore cannot be overlooked if the County wishes to become Florida's Premier County. In 2008, one of the main topics for which the County requested assistance from the ULI Panel was to analyze the structure of the Land Development Code and to suggest ways to restructure the development and permitting processes. The following sections discuss some of the recommendations received and the tasks that were initiated in response to the suggestions.

### 2008 ULI Recommendations Relevant to the LDC

The 2008 ULI Advisory Panel's recommendations specific that were specific to the County's Land Development Code can be summarized as follows:

- Consolidate existing development regulations and ordinances.
- Reduce or eliminate the formal variance process.
- Complete implementing ordinances required by the Comprehensive Plan.
- Create a single clear LDC Code.
- Reduce the number of zoning districts from the current 27 to a more reasonable 10 to 15.
- Adopt specific and overall urban design guidelines.
- Streamline the development review process by delegating authority to staff to approve routine development proposals and to make ministerial decisions.

Since the initial ULI recommendations, Planning & Development staff has worked to create a clear and orderly Land Development Code. While strides have been made through the adoption of the restated LDC, staff continues to amend the Code to further clarify the requirements for the general public and developers. The ULI Recommendations Status Report provides an overview of the work accomplished so far, in terms of the Land Development Code. The following section highlights the main changes made to the code and the development processes associated with it, since the 2008 ULI recommendations.

### LDC Rewrite and Other Improvements

Updating the Code is an on-going process. The Ordinance Development Team was created to address issues regarding the clarity and efficient implementation of the Code and to prioritize these concerns. Updates are completed in phases, as new priorities arise, and two LDC "Glitch" amendment packages have gone before the BCC and have been adopted.

The next priority Code amendments continue to address ULI recommended tasks. One of the bigger tasks proposed by ULI was to reduce the number of zoning districts from 27 to 10 or 15. This task would require a significant effort, not to mention, the legal issues that would likely arise with the rezoning of properties throughout the County. There is a real question as to whether the benefit would outweigh the resources spent to achieve this goal.

However, it is the intention of staff to take on the initial review of the validity of the existing zoning districts, focusing on the consistency between permitted uses and the Comprehensive Plan's FLU categories. This analysis would help to shed light on the necessity of existing zoning districts.

In addition to this larger undertaking, Planning and Development staff will look at other issues that will continue to help clarify the existing Code, and to continue to streamline the development review process by delegating authority to staff; (primarily through the allowance for administrative sign-off of alternative standards, where appropriate). In addition, staff continues to move towards implementing the Comprehensive Plan recommendation of establishing Urban Development Standards for the Urban Service Areas, as well as, Rural Development Standards for Northeast Pasco.

## **CAPITAL IMPROVEMENTS ELEMENT**

The Capital Improvements Element update is past due according to the Florida Statute, with the last full update in 2010 for FY 2010-2014. Since that update, Pasco County has adopted an Urban Service Area, eliminated transportation concurrency, adopted Mobility Fees, and implemented Timing and Phasing analysis. With the Urban Service Area came an understanding that increased development would result in additional infrastructure needs for the area, new mobility fees result in modifications to available funding, and the Timing & Phasing analysis determines what realistic improvements are needed with anticipated development, and all of these impact the CIE.

Meanwhile, during the 2011 legislative session, the requirement that the CIE be financially feasible was eliminated and replaced with a requirement to identify needed improvements as funded or unfunded and give them a level of priority for funding. As a result of these changes, the function of the CIE became unclear. Pasco County feels that the CIE is an important resource which can be utilized to provide those infrastructure needs funded by the County, as well as by DOT and through development agreements.

The 2014 update is planned to incorporate changes as a result of Pasco County the 2011 legislative session, the adoption of mobility fees, and to bring the document up to date with current procedures and the latest CIP. Future updates would include the incorporation of developer funded improvements associated with DRI's and MPUD's.

## STATE'S REGULATORY CHANGES AND ITS IMPACTS

The State of Florida's Growth Management Laws (Section 163, Florida Statutes) requires that all counties and municipalities within the State adopt and implement a Comprehensive plan. It also mandates that the land development regulations are consistent with the adopted Comprehensive Plan. The House Bill 7207 also known as The Community Planning Act, enacted during the legislative session of 2011, resulted in significant changes to the State's Growth Management Act.

Some of these changes include: Streamlined growth management regulations by repealing portions of Rule 9J-5 and moving portions of Rule 9J-5 to statutes, eliminating mandated transportation concurrency for roads, schools and parks; Reduced the review time for most comprehensive plan amendments; Limited state agency review on most plan amendments to impacts on state resources or facilities; Elimination of state agency polices regarding needs analyses for future growth; Provided significant incentive to local jurisdictions and large land owners to develop long range plans; Eliminated DRI review for certain land uses including movie theaters, industrial facilities, and hotels unless they are developed as a part of a multi-use project; and Eliminates the requirement for the 5-year capital improvement schedule to be financially feasible.

A major change introduced with the Community Planning Act was the modifications to provisions related to the implementation of the USA (Urban Service Areas). The new legislation deletes Section 163.3177 (14) which previously provided guidance regarding the establishment and expansion of USAs. This action allows local governments to use USAs but limits state guidance in the creation and/or expansion of the areas. This provides the local government immense flexibility in using USAs with very limited State guidance in their creation and expansion.

Another significant change introduced by the new legislation was the elimination of the state mandated transportation and school concurrency. As a result of this change, local governments are required to independently determine ways to address transportation and school needs. Water and sewer concurrency however still remains a requirement as per the state statutes. In response to these changes in the State legislation, in 2011 Pasco County adopted mobility fees as a replacement to the transportation impact fees. The mobility fees is an implementation tool that provides multiple benefits. The following section describes Pasco County's mobility fees in detail.

# 4. Infrastructure

## TRANSPORTATION

### Mobility Fee

The mobility fee adopted by Pasco County in July 2011 builds upon and strengthens the market area planning framework. Pasco County is one of the first counties in Florida to adopt mobility fees as a replacement to transportation impact fees. The Pasco mobility fee assesses for the capital costs of roads, transit and bicycle/pedestrian facilities, and utilizes variable levels of service, trip lengths, and other transportation revenue sources to create an innovative tiered rate structure that encourages economic development, transit oriented and traditional neighborhood/town center development, and development in Pasco's designated urban market areas along the U.S. 19 and S.R. 54/56 corridors. For example, Pasco's mobility fee for office, industrial and transit-oriented development along the U.S. 19 and S.R. 54/56 corridors is \$0, and the transportation impact of these encouraged uses is addressed through the application of other revenue sources, including sales tax, gas tax and a new tax increment financing district.

The mobility fee program is based on and implements the Pasco County Metropolitan Planning Organization's 2035 Long Range Transportation Plan (LRTP), which incorporates the majority of the TBARTA Master Plan within Pasco County. The Pasco mobility fee program gives Pasco municipalities the option to participate in the program and benefit from the revenue sources and reduced fees for town centers. Recognizing the importance of the State's Strategic Intermodal System (SIS) to the region's economy, a portion of the mobility fee is earmarked for transportation facilities that benefit the SIS in Pasco County. The mobility fee ordinance requires consultation with FDOT prior to budgeting the SIS portion of the fee.

The initial mobility fee adopted by Pasco does not assess for regional transit facilities, primarily due to the current uncertainty surrounding the specific modes and funding for regional transit. However, the mobility fee will be updated at least every three years, and during each update Pasco will evaluate whether the capital costs of regional transit should be included in the updated fee. In addition, with FDOT's concurrence, the SIS portion of the mobility fee can be used for regional transit facilities that benefit the Strategic Intermodal System.

The Pasco mobility fee is both a funding source as well as a growth management/economic development tool, that supports a larger strategy to:

1. Reduce infrastructure costs by focusing growth where infrastructure (including regional transit) exists or is planned,
2. Ensure that needed transportation infrastructure is in place to make Pasco County attractive to new employers,
3. Encourage compact design in urban areas to preserve open space, environmentally sensitive land, and agricultural land,

4. Rely more on alternate modes of travel (transit, walking and biking) that improve public health and reduce energy consumption and commuting costs, and
5. Provide housing options that are less auto-dependent.

In addition, the Pasco mobility fee helps implement the ONE BAY Vision, and serves as a model for other communities in the region and state as these communities struggle with transportation infrastructure needs and growth management in a changing regulatory environment (e.g. HB 7207). More detailed information on Pasco's mobility fee program is provided within the Appendix and the Reference Library.

## **PARKS AND OPEN SPACE**

Pasco County has a number of parks that provide a wide range of recreational opportunities to its residents. The County's Parks and Recreation Department currently manages 35 parks (see Parks and Recreation Brochure, Appendix). All parks in Pasco County are classified according to a five tier functional hierarchy. These classifications include: Regional, District, Community, Neighborhood and Boat Access Parks. Each classification describes the characteristics that are common to each park type and specify siting criteria that should be applied in park development. Description of each of these types is provided in the 2008 ULI Briefing Book (See the Reference Library).

The County has made significant improvements in terms of their parks and open spaces since 2008. The following section highlights some of the enhancements that have been made to the County's parks and recreation system.



### **Parks and Recreation Master Plan 2001-2011**

The 2001 Parks and Recreation Master Plan were created in response to the increase in population and the projected need for more parks and recreational amenities. It was created through a collaborative effort including public participation through a steering committee, workshops and surveys. All projects contemplated by this Plan have been completed except for the addition of a District Park in the Trinity/Odessa area of the County and there have been no additional deep water access parks developed – Boat Access Parks or BAPs. Impact fees generated as a part of this Master Plan has provided funding for the development of the Wesley Chapel District Park, development of Land O' Lakes Recreation Complex expansion, development of John S. Burks Park expansion, development of Land O' Lakes Community

Park expansion, purchase of land to expand Arthur F. Engle Park, purchase of land for a future Regional/District park in Pasadena Hills (East/Central Pasco) and replacement of the Youth Sports program support building at J. H. Mitchell Park to accommodate an expanded program. The County is currently working towards a contract with a Consultant to develop a new 10 year Parks and Recreation Master Plan and we anticipate this to be completed in 2014.

### **Parks and Recreation Impact Fee**

Impact fees that were calculated during the development of the Parks and Recreation Master Plan have remained the same; however the BCC chose to stop collecting facility development impact fees since January of 2011. The moratorium is expected to expire December 2013. The BCC elected to stop collection of these fees for two years reasoning that funding for future operations was not available due to the recession. (OMB should be able to provide current balances and collection estimates)

**Park and School Co-Location:** To date the County has co-located land for future development of parks and schools to share amenities and programming space. Both entities continue to work together to bring this initiative to fruition and there are a couple of agreements in place which will have initiated the relationship beyond just co-locating land for facilities.

### **Concerns**

While a lot has been accomplished in the past few years, especially in terms of the tasks identified within the Parks Master Plan, there remain some critical issues that severely limit the County's capability for maintaining the parks and recreation system. Some of these concerns are highlighted below.

Funding for operations and maintenance within the County parks and recreation system has been reduced significantly – loss of 49 positions and over \$2,000,000. This has had a negative impact on the level of services we can provide. We have closed two public swimming pools, 3 community centers for general public use and reduced the hours of operation at the Recreation Centers. All of the above has forced the County to reduce recreation programming, maintenance levels, and park patrol and public interaction. Concerns continue in this regard. As this continues to be a severe problem, the County has started identifying additional means to support its park system. There has been more focus improving processes and efficiencies, and on partnerships and volunteers to maintain service levels. The County is looking at Public/Private Partnerships to improve service levels. Three specific projects under discussion include the development of Sunwest Regional Park in Hudson – NW Pasco, Trinity/Odessa District Park in SW Pasco and Wiregrass District Park in Wesley Chapel – SE Pasco.

Funding sources other than Property taxes have been allocated to deal with some of the County Parks and Recreation capital maintenance issues which has allowed some significant renovations to be completed including the Anclote Gulf Park fishing pier, Robert Rees park boardwalk, Robert Strickland Park Boardwalk, Renovation of Sports Field lighting at several

parks, replacement of playground equipment at several parks and replacement of the Youth Sports program building at Arthur F. Engle Park. However, many of the County park facilities were constructed before 1993 and a long range capital maintenance program and funding source to support needs/standards, continues to be of concern. The County has also in the recent past increased user fees to help off-set reliance on property tax funding for operations and maintenance of its parks.

## **PUBLIC UTILITIES AND SOLID WASTE**

### **Water, Wastewater, and Reuse Systems**

In 1979, the County established a Utilities Services Department that now provides three distinct services: 1) potable water supply and fire protection; 2) wastewater collection, treatment, and disposal; and 3) reclaimed water for public-access irrigation. These services are provided through facilities owned and operated by the County and through service contracts with other entities.

### **Water System**

The County water system relies upon wholesale water supply provided by Tampa Bay Water. There are major points of delivery interconnects. The County also maintains several individual water-supply wells throughout the County, which are used to supplement our system or service isolated areas. Tampa Bay Water provides water to Pasco County utilities at four delivery points: 1) Little Road Water Treatment Plant; 2) Odessa Intertie; 3) U.S. 41 Intertie, and 4) Lake Bridge for a total of 23.9 mgd during the fiscal year ended September 30, 2012. The County's short-term and long-term forecast for water supply from Tampa Bay Water is provided in the Appendix (See table - 10 Year Water Supply Projection). The County operated its own supply system at an average withdrawal rate of 4.3 mgd during the fiscal year ended September 30, 2012.

Tampa Bay Water and Pasco County meet and exceed drinking-water standards of the Environmental Protection Agency (EPA) and Florida Department of Environmental Protection (FDEP). Water supply from Pasco County wells is treated prior to distribution. Raw water is chlorinated and aerated prior to use. In May 2002, Pasco County and Tampa Bay Water began phasing in the use of chloramines as a water disinfectant. In February 2007, the transition to chloramines was completed across the interconnected County System. Only our small isolated systems continue to use free chlorine.

The water transmission and distribution system includes pump stations, water mains, and water storage facilities. The County owns and operates booster pump stations throughout the County. The water distribution system includes approximately 2,000 miles of four-inch and greater pipe water mains. As of August 31, 2013, there were approximately 100,000 connections to the water system in the Pasco service area, and the annual, average usage was approximately 28.3 million gallons per day.

Historically, the County's service population has been increasing at an annual rate of approximately 1.2 percent, with continued growth forecasted into the future. Forecast data provided by the Pasco County Growth Management Department and the University of Florida are used to assess water, wastewater, and reuse water infrastructure needs through the year 2025. Capital improvements to meet increasing water and wastewater needs resulting from growth and regulating agencies are the responsibility of the Utilities Services Branch. This responsibility is satisfied by County-funded improvements to the System, by dedication to the County of developer-constructed facilities and by capital improvements undertaken by the County or Tampa Bay Water with whom the County contracts for water supplies and services. The County is in the process of updating the County-wide Water Master Plan, which will address future needs for water supply, water storage, water treatment, and expansion to the transmission and distribution network.

In 2012, the County completed the construction of Boyette Water Treatment Plant at Boyette and Elam Road to provide improved water-system storage and pumping capacity at a single consolidated location. Our entire water system is operated and managed at this location with our Supervisory Control and Data Acquisition System (SCADA).

### **Wastewater System**

The County operates seven wastewater treatment plants, and there are approximately 600 pump stations and 2,200 miles of sewer collection and forcemain pipes servicing more than 80,000 connections. During the fiscal year ended September 30, 2013, wastewater flows to the treatment plants averaged 21.0 million gallons per day. The treatment facilities provide high levels of treatment, producing effluent (reclaimed water) suitable for reuse as an irrigation supply to all public-access areas. Effluent disposal is primarily accomplished through the utilization of reclaimed systems and spray irrigation to residential homes, schools, and golf courses. Wet weather disposal or surplus supply is stored or managed through use of evaporation/percolation ponds, Rapid Infiltration Basin (RIB) and cooling tower water supply for the County's Waste-to-Energy Facility.

In 2007, the County completed a Reclaimed Water Master Plan and a Capital Improvement Plan update. That update has produced wastewater flow projections, examined service areas, wastewater treatment and disposal alternatives, and includes recommendations concerning construction and implementation schedules. Other significant activity includes expansion of our Shady Hills Wastewater Treatment Plant to 14 mgd completed in 2010. Our 100 million-gallon reclaimed water reservoir was also completed in 2008, and the 500-million-gallon Boyette Reclaimed Water Reservoir is currently under construction and scheduled to be completed by mid. 2015.

### **Financial Information and Cost of Service**

The County's present, four-year water and sewer rate schedule was adopted by the Board of

County Commissioners effective October 1, 2012, and is an inverted-rate structure to encourage water use for conservation as mandated by the South Florida Water Management District. Our current rates and charges for water and waste water services are summarized in the following table. The County’s present capacity impact fee schedule with respect to the water and wastewater systems was adopted by the Board of County Commissioners effective October 1, 2007. The impact-fee-rate schedule includes the following list of charges for new residential and nonresidential connections to the systems.

**Impact Fee Schedule**

Residential User	ERU	Water	Sewer	Total
Single-Family	1.00	\$1,561.00	\$1,500.00	\$4,291.00
Single-Family <i>(with reclaimed water disposal)</i>	1.00	\$1,561.00	\$1,058.00	\$4,291.00
Mobile Homes	0.49	\$765.00	\$960.00	\$2,103.00
Mobile Homes <i>(with reclaimed water disposal)</i>	0.49	\$765.00	\$678.00	\$2,103.00
Multifamily	0.60	\$937.00	\$857.00	\$2,575.00
Multifamily <i>(with reclaimed water disposal)</i>	0.60	\$937.00	\$605.00	\$2,575.00
Recreational Vehicle	0.33	\$515.00	\$730.00	\$1,416.00
Recreational Vehicle <i>(with reclaimed water disposal)</i>	0.33	\$515.00	\$515.00	\$1,416.00
Nonresidential **	N/A	N/A	N/A	N/A

*\*\*Nonresidential uses shall be assessed an impact fee based on determination of the meter equivalents. Nonresidential uses shall pay the single-family (1 ERU) fee multiplied by the meter equivalents.*

**Regulation**

The County is subject to regulation by the FDEP and the State of Florida Department of Health and the Federal EPA as to matters of treatment and disposal of wastewater and the quality of drinking water. In addition, withdrawals of groundwater by well are regulated by the Southwest Florida Water Management District. The County is not subject to regulation by any State agency in establishing its rates and may revise its rates by resolution duly adopted by its Board of County Commissioners, subject to the requirement of the Federal Water Pollution Control Amendments Act of 1972. Upon receipt of Federal funding, the County developed user charges that ensure that each recipient of sewer service pays his or her proportionate share of the costs of operation and maintenance of the sewer portion of the system.

The County is currently operating under a Consent Order with the FDEP to resolve alleged violations of the regulations governing the operation of the County’s wastewater treatment plants, collection system plants, and effluent disposal. The Consent Order requires the County to undertake certain capital improvements that the County has underway to expand its operations, maintenance, and facilities to accommodate growth in the County. The Consent Order also contains administrative fines, the majority of which are being offset by performing in-kind projects that will benefit the County and its citizens.

## **Solid Waste System**

In 1985, Pasco County completed a Resource Recovery Study and Solid Waste Master Plan. This work led to the development of a Waste-to-Energy (WTE) Facility and a new landfill facility to meet the solid waste management needs of the citizens of Pasco County. Since then, Pasco County has also established a materials recycling program, including a recycling transfer facility as well as instituting a non-ad valorem program to fund the solid waste disposal system. Solid waste collection services has remained a privatized service with the County Regulations and oversight via a licensing process.

The Pasco County Solid Waste Management System has been successfully operating for a number of years. To ensure its ability to meet the future needs of its citizens, Pasco County continues to evaluate and update its solid waste plan to determine future requirements and provide the necessary facilities and capacities to meet service demands. The County's WTE Facility is now operating near capacity. The County will continue evaluating expansion options versus continued use of out-of-County disposal to handle excess solid waste. The County has entered into a long-term, out-of-County transport and disposal contract for meeting our excess disposal needs for the next 20 years. This alone, conserves and extends the useful life of our Class I, Ash Monofill. This out-of-County disposal contract also provides five-year options to terminate service if more cost-effective options are deemed feasible.

The Pasco County Integrated Solid Waste Management System consists of several major components. These components are interdependent; each component complements the attributes of the others to form an overall comprehensive system. Each of these major components is discussed in the following sections.

## **Collection System**

Pasco County does not have an organized collection system in the unincorporated areas of the County. Each resident and commercial establishment is free to contract with a private hauler of their choice. Haulers operating in the unincorporated County are licensed by the County. Currently, four haulers handle a majority of the residential and commercial solid waste collection. There are also several smaller haulers operating in the County. The six municipalities within Pasco County collect residential wastes using either their own forces or a contract hauler. The County is evaluating options to improve solid waste collection services, including curbside residential recycling. All the residential and commercial processable, municipal, solid wastes collected within the County are disposed of at the County's WTE Facility. It is estimated the approximately 80 to 90 percent of the single-family residences in Pasco County subscribe to or are provided with collection service by licensed haulers.

## **Transfer Station**

In 1990, Pasco County constructed a 250-ton-per-day transfer station in the eastern part of the County to serve the residents and communities in this section of the County. The East Pasco Transfer Station is a single-bay, open-top type of facility. Residential drop-off services

are also provided at this location. The location of the transfer station is shown on the system map. This facility also is the point for out-of-County disposal transfer. Our contractor for out-of-County disposal is mobilized as needed at this location. This facility routinely handles more than 250 tons per day and is at its planned operating capacity. Means of addressing this need for improving through-put are being evaluated. Furthermore, the County recently acquired 15 acres of property located adjacent to the existing facility for further expansion.

### **Recycling Program**

The County's recycling program includes several different stages. The solid waste haulers and cities provide curbside recyclables collection for residential customers. In this system, the recyclables (clear, brown, and green glass; #1 and #2 plastics; aluminum and steel cans) are placed together (commingled). The collected materials are brought to the County's Recycling Transfer Station, located adjacent to the waste-to-energy facility as shown on the system map. In addition to the recyclables collection program, the County operates six (6) recycling-drop-off centers for use by its citizens. Two of these are collocated at the transfer stations and the waste-to-energy facility. All of the recycling centers are shown on the system map. These drop-off centers also receive newsprint for recycling. The separated materials from these recycling centers are brought to the Recycling Transfer Station.

Pasco County owns the Recycling Transfer building and appurtenant site facilities. The County receives six (6) percent of all sales of recycled material. The commingled recyclable materials from the curbside collection system and drop-off facilities are delivered to the County. The facility also receives other recyclables collected by multiple haulers from other sources. Programs to improve recycling are actively being reviewed and evaluated, including changing-technology program options for improved residential curb-side performance and processing.

### **Waste-to-Energy (WTE) Facility**

The County's WTE Facility is the central component of the County's solid waste management system. It is located at the 800 acre, County solid waste management complex off Hays Road as shown on the system map. This site also includes the Recycling Transfer Station, a recyclable and hazardous waste collection site, a Class I landfill, a leachate holding facility, and a Class III landfill.

The WTE Facility consists of three units, each with a rated capacity to combust 350 tons per day or a total of 1,050 tons per day. Space for expansion and to add a fourth unit (boiler and feed system) was included in the original facility design and construction. The WTE Facility has an annual average throughout capacity of about 325,000 tons per year. The facility, when operating at full capacity of 1,050 tons per day, is rated to produce about 31 MW of renewable energy. Power produced from the combustion of the solid waste, net of in-plant usage, is sold to Duke Energy. The facility was placed into operation in 1991. The facility was designed, constructed, and operated by Covanta Energy, Inc. (formerly Ogden-Martin). The original cost of

the WTE Facility was about \$80,730,000. Covanta is currently operating the WTE Facility under a 5-year extension to the original 20 year operating agreement, which ends in 2016. The WTE Facility was upgraded in 2004 to meet and exceed new air pollution control regulations. Negotiation to extend the operation agreement with Covanta and address the system renewal and power requirements needs to be under consideration.

### **Landfills**

The Class I landfill is also located at the County's solid waste management complex.

The landfill comprises about 195 acres and is designed for disposal of ash from the WTE Facility, bypass solid waste, and other materials requiring disposal in a Class I landfill facility.

The facility was designed either to be filled in a phased manner with a total of 16 cells dedicated to receiving ash or to receive municipal solid waste. Expansion of on-line ash monofill cells were recently completed.

Pasco County also has responsibility for long term care of two closed landfills, one located east of Dade City and one on Ridge Road near Port Richey.

The Class III Landfill is designed to different standards than the Class I landfill and is restricted to accepting construction and demolition debris. It is located at the solid waste management complex and is operated by Pasco County.

The Class III landfill includes a mulching operation for yard-waste debris. The product is used by the County for mulching around the site and is available to citizens free of charge. Very little yard-waste debris is actually disposed of in the landfill.

The County is also actively evaluating recover and reuse of the waste ash for use in road and emergency materials.

### **System Finances**

The primary source of revenues to the solid waste system is the non ad valorem assessment placed on residential property tax bills each year. All other properties are billed annually for their assessment. All improved property in the County receives a solid waste disposal assessment. The assessment rate is based upon the amount of solid waste generated annually by a single-family residence depending upon the use of the property and/or nature of the business and their expected solid waste generation. The current base is \$62.00 per year for each single-family residence. These assessments account for about 45 percent of the total system revenues. The other major revenue source is from the sale of power representing about 48 percent of total revenues. The other sources of system revenues are income from recycled materials and landfill fees based upon a tipping fee of \$56.70 per ton to direct-haul County users of the system.

The major costs associated with the system include: the development and operation of Class I and Class III landfills, the annual service fees paid to Covanta to operate and maintain the WTE Facility, and the operation of the transfer station and recycling and hazardous waste centers. Summaries of revenue and expense, actual and projected, are included.

# 5. County Government

## STRUCTURE, ROLES AND RESPONSIBILITIES

### **Board of County Commissioners (BOCC)**

The Board of County Commissioners is the legislative and policy-making body of County government. It consists of five members who are elected countywide from all the districts. The BOCC establishes policies through the enactment of ordinances and adoption of resolutions. The BOCC adopts the County's budget and are responsible for making all budgetary decisions with regard to appropriation of funds to County departments, divisions, and some Constitutional Officers in accordance with State Statues.

The BOCC meetings are normally held every other Tuesday of each month, either at the West Pasco Government Center in New Port Richey or the Pasco County Historic Courthouse in Dade City. All the BOCC meetings are streamed online and broadcast live on Pasco Television, the County's 24-hour television station.

The Board also appoints the County Administrator and the County Attorney, and confirms the appointment of department heads.

### **County Administrator**

The County Administrator is the executive head of the County who provides professional leadership in the administration and execution of County policies. The County Administrator is responsible for overseeing a billion dollar budget that is adopted by the Board of County Commissioners (BOCC). The County Administrator handles all County government affairs and is responsible for managing its day-to-day operations. County administrator also directs and supervises the administration and functions of County departments, offices, and agencies; selects all administrative department heads; and oversees the enforcement of all ordinances, resolutions, and policies of the County Commission.

The County Administrator (Michele L. Baker) is assisted by a Chief Assistant County Administrator, three Assistant County Administrators for Development Services, Public Services, and Utility Services, and an Office of Management and Budget Director responsible for the budget, information technology and other support services. The County's administration branch consists of Customer Service, Emergency Management, and Tourism.

Since the scope of the ULI Advisory Services Panel is largely focused on development and economic development, information provided in the briefing book is specifically focused on the programs and activities of the related departments. Additional information on Pasco County's overall organization, and other departments and divisions is provided in the 2008 ULI Briefing Book and on the County's Website.

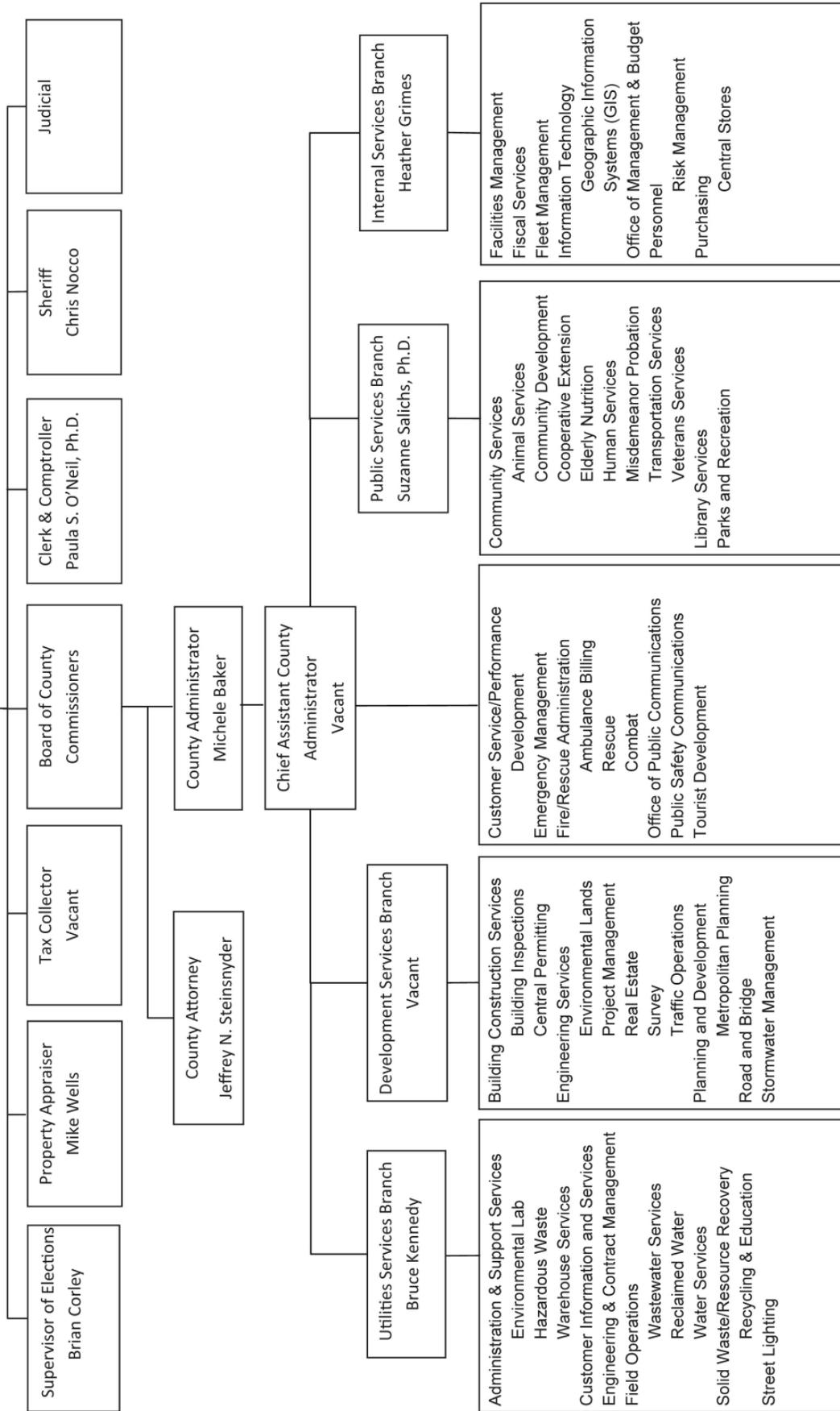
# ORGANIZATIONAL CHART OF PASCO COUNTY

## Organizational Chart of Pasco County

Fiscal Year 2014

### Citizens of Pasco County

Board of County Commissioners  
 Ted Schrader District 1  
 Pat Mulleri, Ed.D. District 2  
 Kathryn Starkey District 3  
 Henry Wilson District 4  
 Jack Mariano District 5



## CAPITAL IMPROVEMENT PLAN

With the deployment of the budgeting system software, GovMax, and the formal establishment of a Capital Planning Team (CP-Team), a new approach and process for capital improvement planning and budgeting was implemented in Fiscal Year 2011. One of the most significant accomplishments with these changes is the publication of a separate consolidated five-year Capital Improvement Plan (CIP) for Fiscal Years 2014-2018. This document provides a detailed description of each project along with project cost estimates, funding sources, project timetable, and an aerial/graphic showing the project location or a picture of equipment purchases. Ongoing capital projects are also carried forward in this CIP document with information regarding prior year funding expenditures and total estimated project costs. The CIP document will continue to be updated and enhanced annually as part of the annual budget process with coordination and oversight provided by the CP-Team.

The CP-Team represents all business units within the County enterprise, meeting bi-monthly to jointly coordinate and integrate ongoing and future capital project planning and project delivery activities for their respective business units and project partners. This communication is important and beneficial in order to set overall project priorities and timing of mutually beneficial project delivery. This approach to project delivery allows each department to remain in sync with other departmental capital projects and CIP strategic goals and objectives presented in the County's Strategic Plan and project initiatives identified in the Business Plan.

With this improved capital project planning process, every effort is being made to eliminate conflicts, unanticipated events, provide integration and coordination of projects where feasible, and ensure priorities are established for consistent execution and delivery of CIP projects. The County's Capital Improvement Plan, FY 2014-2018 is available in the Reference Library.

### **Strengthening the Organizational Capacity to Match the Development Process**

The 2009 Business Planning effort resulted in a clear structure on long range and current planning through the program budget process. Staff assignments are clearly linked to tasks and current planning roles. Also there is a matrix management relationship between the Planning and Growth Management Department and the Zoning and Site Plan Department team review process.

Staff professional development has been expanded by internal training, but limited outside opportunities exist due to budget constraints. In spite of this fiscal constraint there has been a considerable improvement in the professional exposure of most of the staff to expanded public presentation and negotiation roles. Pasco staff have established leadership roles in many regional planning programs and delivered a major Florida American Planning Association (APA) training session at the state wide conference on "Planning Post ULI Report Recommendations."

With the adoption of the Strategic Plan, staff has taken on the transition of the organization culture from reactive to proactive. This is an ongoing process but major accomplishments are obvious to staff and customers. The result of these efforts to date has been the recognition by the Florida American Planning Association Sun Coast Chapter naming the Pasco Planning Administrator as “Planner of the Year for 2010.” This recognition is largely the result of expanded and aggressive staff efforts both internally and externally in the region. The following section describes the County’s strategic planning process.

## **PENNY FOR PASCO**

The Penny for Pasco is a Local Government Infrastructure Surtax passed by Pasco County voters on March 9, 2004 and again on November 6, 2012. The surtax became effective on January 1, 2005 to December 31, 2014. Voters signaled their approval for the continuation of the Penny for Pasco for another ten years, beginning in January 2015. The surtax proceeds will be distributed between the County (45%), District School Board of Pasco County (45%) and the Municipalities (10%).

The monies received from the surtax are to be utilized by Pasco County, the municipalities of Pasco County, and the District School Board of Pasco County. In consideration of the benefit derived from receiving the equivalent of half a mill in property taxes from the Penny, the District School Board of Pasco County agreed to reduce by half a mill the capital outlay school property millage for ten years.

The funds are also used to acquire land, finance, plan, construct, reconstruct, improve infrastructure, address transportation deficiencies and safety needs, and for Pasco County to acquire land for conservation and the protection of natural resources to benefit the citizens of Pasco County. In accordance with Subsection 212.055(2)(c), Florida Statutes, the surtax proceeds shall be divided among and distributed on a monthly basis by the Florida Department of Revenue based upon the following percentages:

### **Recipient Share of Proceeds**

- Pasco County 45.00%
- District School Board of Pasco County 45.00%
- City of New Port Richey 3.74%
- City of Zephyrhills 3.34%
- City of Dade City 1.62%
- City of Port Richey .67%
- City of St. Leo .34%
- City of San Antonio .29%

Additional information on Penny for Pasco is provided in the County’s Capital Improvement Pan (See Reference Library).

## PASCO COUNTY STRATEGIC PLAN (2013-2017)

Pasco County's Strategic Plan is a key document that outlines the County's main objectives and drives the direction of the entire organization. The County's first strategic planning process started in the fall of 2007. It followed the launch of the LEAP (Lean, Efficient, Accountable Pasco) Initiative which represented the County's long-term vision to achieve excellence in governance.

Pasco County's Strategic planning process involved detailed analysis of the County's current conditions and future trends, as well as a broad outreach and engagement process to understand the local perception. The existing conditions analysis for the Plan included, Environmental Scan of trends, evaluation of existing issues, and a review of the change in demographics, land development patterns and financial conditions. The community outreach process for the Plan involved focus group discussions, citizen satisfaction surveys and stakeholder interviews. In addition, it included Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis involving a wide range of stakeholders such as the Board of County Commissioners, community groups, residents, businesses, County leadership and County employees. Input received from this elaborate community outreach process was used to draft the first Strategic Plan which included a new vision statement, new mission statements, and new values for Pasco County, as well as the County's main challenges and key intended results (KIRs).

The two main characteristics of the County's Strategic Plan are its data-driven decision-making and its focus on performance measurement. The Strategic Plan was created as an outcome of Pasco County adopting Florida Sterling as a framework for achieving performance excellence. Strategic Planning represents just one of the seven core criteria that make up the Sterling model. Any organization that is committed to improving the services they provide to their customers recognize the importance of developing and using a strategic plan as a guide in making both policy and management decisions. The Sterling model serves as the framework for attaining Pasco County's strategic goals.

After several revisions, refinements and improvements to the initial Plan introduced in 2009, the County set out to develop a new Strategic Plan.

During the most recent strategic planning process, the County followed Sterling concepts and performed a learning exercise to determine opportunities for improvement (OFIs) based on the knowledge and experience gained implementing their first Strategic Plan.



From this exercise the County identified many OFIs that led to revising the process, but three key decisions were 1) to perform the strategic planning process using internal resources only, 2) that they needed to ensure a balance of objectives that did not focus only on challenges, but also focused on opportunities and 3) to ensure more involvement of internal staff. The County's latest Strategic Plan (2013-2017) identifies four main Strategic Objectives that tie together all the County's functions and planning initiatives. These key objectives are:

- Create a Thriving Community
- Enhance Quality of Life
- Stimulate Economic Growth
- Improve Organizational Performance



**CREATE**  
a Thriving  
Community

**Pasco County Strategic Plan (2013-2017)**

**OBJECTIVE: Proactively pursue opportunities with public and private partners for growth and redevelopment through integrated land use and long-range planning, while enhancing, managing and maintaining current resources, services and infrastructure.**

**GOAL: Expand, improve, and maintain public infrastructure.**

**KEY MEASURES AND TARGETS:**

1. Improve the ratio of preventative maintenance to corrective maintenance to meet or exceed industry standards within four (4) years.
2. Ensure 70% of all new Capital Projects in the CIP begin construction on time.

**GOAL: Develop Pasco's identity as a collection of great places.**

**KEY MEASURES AND TARGETS:**

1. Increase the positive responses (Good and Excellent) to National Citizen Survey (NCS) Q2.31 - "Overall image or reputation of Pasco County" by 20% by 2017.
2. Increase overall attendance at Pasco County supported special events by 20% by 2017.

**GOAL: Enhance the transportation network and provide sustainable multi-modal transportation choices.**

**KEY MEASURES AND TARGETS:**

1. Increase bicycle/pedestrian opportunities by adding 8 miles of new sidewalks, bicycle trails, and multi-use path facilities annually.
2. Decrease travel time to work by 5% as measured by the American Community Survey (ACS) over four (4) years.

**GOAL: Promote redevelopment in commercial areas and residential neighborhoods.**

**KEY MEASURES AND TARGETS:**

1. Increase Single-Family Home Ownership in designated redevelopment areas by 10% over the next four (4) years.
2. Increase the average property values within designated redevelopment areas to be equal to at least 75% of the countywide average property value by 2017.

For each of the Strategic Objectives identified, the Plan also defines underlying goals, key measures and targets. The Strategic Plan Presentation given in the Appendix provides an overview of the key aspects and steps that helped develop the County's latest Strategic Plan.



**ENHANCE**  
Quality of Life

**OBJECTIVE: Create a community people want to call home that provides and promotes safety and security; essential health and human services; social, cultural, and recreational opportunities; and preserves and protects natural resources.**

**GOAL: Ensure a safe and secure community.**

**KEY MEASURES AND TARGETS:**

1. Reduce aggregate response time (for all Departments/Divisions) by 2% per year over the next four (4) years (or until desired level of service is achieved).
2. Reduce the percentage of affirmative responses to the NCS Q7 "During the past 12 months were you...the victim of any crime?" from 14% to less than or equal to 10% by 2017.
3. Improve the Quality of Pasco's Drinking Water as measured by positive responses to NCS Q11.14 by 15% by 2017.

**GOAL: Deliver essential services to address community needs.**

**KEY MEASURES AND TARGETS:**

1. Reduce the aggregate ratio of services requested vs. services met by 1% per year over the next four (4) years (or until desired level of service is achieved).
2. Increase positive responses (Good and Excellent) to the NCS Q11 - "Service Quality" for all essential services by 2% per year over the next four (4) years or until a positive response rate of 70% is achieved.

**GOAL: Provide social, cultural, and recreational opportunities.**

**KEY MEASURES AND TARGETS:**

1. Increase attendance at events, activities, attractions, and educational/informational programs by 1% per year over the next four (4) years.
2. Increase the positive responses (Good and Excellent) to NCS Q11 - "Service Quality" for all Cultural, Social, and Recreational services by 1% per year over the next four (4) years or until a positive response rate of 70% is achieved.
3. Establish a baseline inventory of Pasco's cultural opportunities, as well as the Economic Impact, by 2014 to enable the County to determine if improvements are needed.

**GOAL: Conserve, enhance and manage the County's natural resources.**

**KEY MEASURES AND TARGETS:**

1. Increase inventory of Environmental Lands by 250 acres per year over the next four (4) years.
2. Increase the positive responses (Good and Excellent) to NCS Q2 - "Community Characteristics" (Q2.29 Air Quality and Q2.30 Overall Natural Environment) and Q11 - "Service Quality" (Q11.36 Open Space) by 2% per year over the next four (4) years or until a positive response rate of 70% is achieved.

## PASCO COUNTY STRATEGIC PLAN (2013-2017)



### STIMULATE Economic Growth

**OBJECTIVE: Support a sustainable increase in community income and investment, economic diversification, and expanded opportunities for all.**

**GOAL: Become known as a great place to locate and operate a business.**

**KEY MEASURES AND TARGETS:**

1. Increase media exposure (positive articles, awards, and other recognition) by 10% per year over the next four (4) years.
2. Identify timelines for streamlined licensing, permitting, and inspections of projects and meet these timelines 95% of the time.

**GOAL: Develop and maintain a healthy financial environment.**

**KEY MEASURES AND TARGETS:**

1. Maintain current percentage levels of operating reserves across targeted funds over the next four (4) years.
2. Increase the taxable value of employment generating uses (Industrial, Office, etc.) by 2% per year to achieve 40% of the total countywide tax base.
3. Maintain a Bond Rating of A or better for all County Bonds over the next four (4) years.

**GOAL: Effect an increase in the size, number and diversity of the employers in Pasco County.**

**KEY MEASURES AND TARGETS:**

1. Provide microloans through the PEDC to 12 businesses per year or a total of 20 over the next four (4) years.
2. Achieve a level of 500 new jobs announced that meet or exceed the Tampa MSA median wage; and 500 jobs retained per year over the next four (4) years.

**GOAL: Influence the attraction and development of the work force necessary to support the employment base and propel the targeted economic sectors.**

**KEY MEASURES AND TARGETS:**

1. Increase the utilization of Workforce Board services for employers (10 to 25 employees) from 5.44% to 8% by 2017.
2. Increase the percentage of population with bachelor's degrees or higher by 1.5% over the next four (4) years as measured by the ACS.

PASCO COUNTY STRATEGIC PLAN (2013-2017)

**IMPROVE  
Organizational  
Performance**

**OVERARCHING GOAL:**

Validate Organizational Improvement against Sterling Criteria.

**KEY MEASURE AND TARGET:**

Achieve a Sterling Criteria Score of  $\geq 500$  out of 1000 by 2017.

**OBJECTIVE: Provide the processes, procedures, and necessary resources (physical, human, and financial) to efficiently and effectively deliver services in a culture of continual improvement.**

**GOAL: Attract, retain, and grow a quality work force that has the proper knowledge, skills, abilities, tools, and technology.**

**KEY MEASURES AND TARGETS:**

1. Achieve a score of 4 or higher for Q2 "I have the proper materials and equipment I need to do my work correctly" on the Employee Engagement & Satisfaction Survey by 2017.
2. Reduce the employee turnover rate to 10% by 2017.

**GOAL: Cultivate a performance improvement culture that promotes and recognizes innovation, agility and collaboration.**

**KEY MEASURES AND TARGETS:**

1. Achieve a score of 3.8 or higher score for Q7 "My opinions seem to count at work" on the Employee Engagement & Satisfaction Survey by 2017.
2. Increase quantity of employee suggestions and deployed ideas by 25% per year over the next four (4) years, as measured in the MyLEAP program.

**GOAL: Deliver services that meet and exceed customer expectations in a manner that builds trust, inspires confidence, and promotes accountability.**

**KEY MEASURES AND TARGETS:**

1. Achieve at least a 70% positive response rating (Good and Excellent) for NCS Q12 - "Overall quality of services provided by Pasco County" by 2017.
2. Ensure that 100% of departments/divisions have a defined/documented Level of Service (LOS) for their programs by 2017.
3. Ensure that 100% of departments/divisions are administering transaction surveys to determine level of customer satisfaction with their programs by 2017.

**GOAL: Employ fact based decision making to ensure resource allocations (technology, human, physical, and financial) are prioritized and aligned to our strategic objectives.**

**KEY MEASURES AND TARGETS:**

1. Achieve a level of 90% or greater for the number of Business Plan Initiatives that meet the intended results per year for the next four (4) years.



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## 6. Other Local and Regional Planning Efforts

The following section highlights some of the significant planning efforts that are currently happening within the region and which involve planning decisions and efforts that may have a critical impact on Pasco County.

### **InVision Tampa Plan**

InVision Tampa is a master planning effort for downtown Tampa. Funded through federal grant dollars, the master plan covers a large part of the City of Tampa from downtown to Ybor City on the east, Armenia Avenue on the west, and north along historic Nebraska Avenue to Hillsborough Avenue. As a part of the InVision Tampa effort, the City worked together with AE-COM, a private consultant, community members and other stakeholders to develop the City Center Plan which was released in November 2012. A part of the proposal is building an east-west pathway shared by bicycles and motorized vehicles connecting Homer Hesterly Armory in West Tampa with Cuscaden Park in V.M. Ybor. Also known as the 'East-West Green Spine' this is one of the projects that the City is launching to create connections between downtown Tampa and surrounding neighborhoods. More details about the InVision Tampa effort are available on the following website: <http://www.invisiontampa.com/>

### **Polk Rail Study**

The Polk Rail Study was initiated by the Florida Department of transportation to find out the best alternatives for regional freight transportation through Polk County that will have the minimum environmental and community impacts. The Polk Rail Study focuses on a number of improvements such as rail relocation options, rail and signal improvements, and roadway, pedestrian and bicycle improvements. Some of the key objectives of this study include – improving regional freight and highway mobility and connectivity; improving rail safety and minimizing the negative impacts of freight on the environment and urban areas. Some of the short-term and long-term alternatives for freight transportation developed as a part of the study are provided at the following website: [http://www.polkrail.com/study\\_documents.html](http://www.polkrail.com/study_documents.html)

### **Tampa Bay Regional Goods Movement Study**

The Tampa Bay Regional Goods Movement Study is being conducted by the Florida Department of Transportation. The purpose of the study is to enhance and improve the freight mobility, help stimulate and sustain the local economy, preserve communities and create an efficient freight planning framework. The study will provide local governments and stakeholders with information about efficient freight transportation. It covers an eight county region that includes Citrus, Hernando, Hillsborough, Pasco, and Pinellas Counties from FDPT District Seven; and, Manatee, Polk and Sarasota Counties from FDOT District One. More detailed information about the study is available at the following website: <http://www.tampabayfreight.com/>

# 7. Private Sector Involvement

There are several public and private agencies and non-profit organizations that currently contribute towards the future of Pasco County. Some of these agencies or networks are directly involved with the Pasco Economic Development Council in improving the economic opportunities within the County. One such network is the Pasco Enterprise Network (PEN) which is a collaborative effort of not-for profit agencies committed to ensuring the success of small businesses in Pasco County. PEN partners provide free consulting, counseling, education, and technical assistance in a variety of areas and subjects. The PEN partners include: Pasco Economic Development Council, Pasco Hernando Workforce Board (Career Central), Service Corps of Retired Executives (SCORE), USF Small Business Development Center, Central Pasco Chamber, Greater Dade City Chamber, Pasco Hernando Hispanic Chamber, Greater Wesley Chapel Chamber, West Pasco Chamber, Zephyrhills Chamber, Pasco Library System, Pasco-Hernando Community College and Saint Leo University. Additional information about some of these entities is provided in the Reference Library.

# 8. Interviewee Information

Public Sector	Business Sector	Development Sector	Community Interests
<b>Elected Officials</b>	<b>Retailers/Tourism</b>	<b>NAIOP/CRE</b>	<b>West</b>
Ted Schrader	Ed Caum	John Brasher	Dewey Mitchell
Kathryn Starkey	Karen King	Tom Ryan	Lou Freidland
Pat Mulieri	Summer Martin	Bruce Erhardt	Dominick Scannavino
Henry Wilson	Laura Knox	Kelsely Bokor (NAIOPTB)	Ron Hubbs
Jack Mariano	Steven Domonkos	Todd Josko (NAIOPTB)	Barbara Ryals
Kevin Starkey (NPR)	Joy Whitehead	Darryl LeClair	Barbara Wilhite
Terry Rowe (PR)	Jennifer Crain	Bob Carroll	
Nancy Britton (PR)	Greg Lenners	Brent Nye	
Camile Hernandez (DC)		Patel Hitesh	
Jodi Wilkerson (ZH)		Heidi Tuttle-Beisner	
Danny Burgess (Mayor, ZH)			
Tim Newland (Mayor, SA)			
Bob Consalvo (NPR)			
Eloise Taylor (Mayor, PR)			
John Gardner (Mayor, SL)			
Donna Dewitt (SL)			
Will Weatherford			
Wilton Simpson			
Gus Bilrakis			
<b>Transportation</b>	<b>Office/Healthcare</b>	<b>PEDC</b>	<b>Central</b>
Lance Smith (ZH)	Robert Orf	Keith Appenzeller	Ray Mills
Jim Edwards	Leigh Masengill	Trey Starkey	Powers Dorsett
Ming Gao (DOT)	Hal Ziecheck	Raymond L. Moody	Jim Cracchiolo
Paul Steinman (DOT)	Brian Adams	Renee Dyer	Sally Hanlon
Mark Anderson (SA)	Mary Lynn Copperstone	Kevin Bynum	Helen Kelley
	Richard W. Hayes	Ed Rogers	Joel Tew
	Mike Napier	Candace Glewen	

# INTERVIEWEE INFORMATION

<b>Administrators</b>	<b>Industry/Research</b>	<b>Developers</b>	<b>East</b>
Michele Baker	Peter Buczynsky	Stewart Gibbons	Don Porter
John Hagen	John Steifel	Eric Marks	Robert Thomas
Richard Gehring	Tim Tangredi (Dais)	Pat Gassaway	Tom Dempsey
Carol Clarke	Robert Salerno	John Thomas	Susan Barrett
Sue Dillinger (NPR)	Shelly Kraning	Billy Brown	Ernie Reed
Tom O'Neill (PR)	Michael Germana	Craig Weber	Sally Schlender
Billy Poe (DC)	Deni Nihra		Terry Linville
Jim Drumm (ZH)	Steve Sacone		

<b>Planners</b>	<b>Agricultural</b>	<b>Contractors &amp; Attys</b>	<b>Environmental</b>
Matt Armstrong	BJ Jarvis	Jennifer Doerfer	Jennifer Seney
Cynthia Spidell	Richard Kinney	Rhea Law	Keith Wiley
Rich Dutter	Steve Brook	Steve Booth	Judy Geiger
Lisa Fierce	Jack Vogel	Tim Hayes	Catherine Eichner
Todd Vandeberg	Randy Barthle	Donna Feldman	Richard Riley
Mike Sherman	Sheri Mason	Larry Daly	Kelly Bishop
	Ron Oakley	Clarke Hobby	
	Emmit Evans	Shelly Johnson	
	Robert Blanchard	Joe Fontana	

<b>Economic Development Professionals</b>	<b>Chambers of Commerce</b>	<b>Planning/Engineering Consultants</b>	<b>Environmental Justice Groups</b>
Matt Hulbert	Chip Wichmanowski	Bill Oliver	Cheryl Pollack
Dave Sobush (TBP)	Vonnie Mikkelson	Georgianne Ratliff	Jean Hink
Sean Mallott (DEO)	Meredith Kleker	Tom Eicher	Margarita Romo
John Walsh	Hope Allen	Elizabeth Lyon-Hall	Sheila Krautner
Krista Hakes	John Moors	Ray Gustafsun	John Harper Central/East
Melanie Kendrick		Scott MacLaren	Roger Kominski
		Michael J. Carballa	Rosie Paulson
		Cyndi Tarapini	
		Bev & King Helie	
		Paul Manuel	
		Adam Carnegie	

<b>Regional Partner Organizations</b>	<b>Workforce Board/Career Building</b>	<b>Financial</b>	<b>Public and Workforce Housing</b>
Avera Wynn	Jerome Salatino	Heather Grimes	George Romagnoli
Bob Clifford	Rob Aguis	Mike Cox	David Lambert
Jennifer Taylor	Elenor Meier - Connections	Jim Kimbrough	Dianne Morris
Tonya Elmore (TB Innovation Center)	Michelle Welsch - Connections	Nils R. Lenz	Dr. Kobus Appelgrijn
Deborah Sutherland (CAMLs)	Teri Nichols - Spherion	Paul P. Ziegler	Alice Coleman
Stuart Rogel		Skip Mintchell	

<b>Infrastructure</b>	<b>Utilities</b>	<b>Social Services</b>	<b>Education</b>
Bruce Kennedy	Marc Hoenstein	Suzanne Salichs	Kurt Browning
Atef Hannah	Melissa Saixas	Duggan Cooley	Steve Knobl
Stephanie Lane (CSX)	Joe Marino	Eugene Williams	Arthur Kirk
Jim Widman	Matthew Rihs	Kim Schuknecht	Mark Keller
Debbie Hunt (DOT)	Matthew Jordon	Nancy Fredericks	Sean Mallot
Deb Buldoc	Don Hamner	Rick Buckman	Judy Genshaft
	Ronnie Deese	Jennie Pearson Yingling	Kathryn Johnson
	Jimmy Adcock	Bonnie Watson	Tammy Rabon



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## 9. Websites of Interest

### PASCO COUNTY

Pasco County's Website: <http://www.pascocountyfl.net/index.aspx>

PEDC's Website: <http://www.pascoedc.com/>

Pasco County's Economic Development Planning Website:  
<http://fl-pascocounty.civicplus.com/index.aspx?nid=35>

Pasco County MPO – Mobility Fees: <http://www.pascocountyfl.net/index.aspx?NID=1677>

Pasco County's The Harbors Plan - West Market Redevelopment/Infill Plan Website:  
<http://www.pascocountyfl.net/index.aspx?NID=1677>

### STATE AND REGIONAL

Florida Target Industry Incentives: [http://www.eflorida.com/Why\\_Florida.aspx?id=472](http://www.eflorida.com/Why_Florida.aspx?id=472)

Florida Agency for Workforce Innovation; Department of Economic Opportunity: <http://www.floridajobs.org/>

InVision Tampa Project: <http://www.invisiontampa.com/>

Tampa Bay Regional Planning Council: <http://www.tbrpc.org/>

Tampa Bay Area Regional Transit Authority: <http://www.tbarta.com/>

2012 Tampa Bay Regional Profile: <http://partnership.tampabay.org/subpage.asp?navid=7&id=124>

Bureau of Economics and Business Research: <http://www.bebr.ufl.edu/>

Polk Rail Study: <http://www.polkrail.com/>

InVision Tampa Plan: <http://www.invisiontampa.com/>

Tampa Bay Regional Goods Movement Study: <http://www.tampabayfreight.com/>



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# 10. Reference Library

## **URBAN LAND INSTITUTE (ULI) VISIT 2008**

- ULI Briefing Book (2008)
- ULI Advisory Services Panel Report (2008)

## **COUNTY'S PLANS**

- FY 11-12 Annual Performance Report
- Pasco County Strategic Plan (2013-2017)
- Capital Improvement Plan FY 2014-2018
- Annual Budget FY 2013-2014
- Comprehensive Plan and Technical Support Document
- Land Development Code (LDC)
- Pasco County Economic Development Plan
- PEDC 2012 Fiscal Year Report
- Post-Disaster Redevelopment Plan (PDRP) Draft

## **URBAN DESIGN**

- Urban Service Area Design Standards

## **ORDINANCES**

- Market Area Planning Ordinance
- Urban Service Area Ordinance
- Transit-Oriented Development Ordinance
- Mobility Fee Ordinance

## **SPECIAL AREA/CORRIDOR PLANS AND STUDIES**

- U.S. 19 Multi-Modal Connectivity and Design Standards Study
- Pasco County State Road 54/56 Study
- The Harbors-West Market Redevelopment Plan
- Managed Lanes, Florida Department of Transportation



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# Appendix

**I. Demographic Data**

**II. Economic Data**

**III. Economic Development Plan**

**IV. The Harbors - West Market Redevelopment/Infill Plan**

**V. Transportation Data**

**VI. Parks and Recreation**

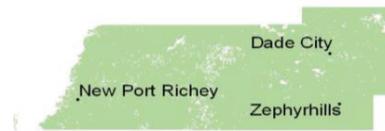
**VII. Utilities Data**

**VIII. Strategic Plan**

# PASCO COUNTY PROFILE

## Pasco County

Florida's 12th most populous county  
with 2.5% of Florida's population



### Population

Census Population	Pasco County	Florida
1980 Census	193,661	9,746,961
1990 Census	281,131	12,938,071
% change 1980-90	45.2%	32.7%
2000 Census	344,768	15,982,824
% change 1990-00	22.6%	23.5%
2010 Census	464,697	18,801,332
% change 2000-10	34.8%	17.6%
Hispanic or Latino	54,536	4,223,806
% Hispanic or Latino	11.7%	22.5%
Under 18 years of age	98,573	4,002,113
% Under 18 years of age	21.2%	21.3%
65 years of age and over	96,245	3,259,602
% 65 years of age and over	20.7%	17.3%
Median Age	43.6	40.7
<b>Estimates and Projections</b>		
2012 Estimate	468,562	19,074,434
% change 2010-12	0.8%	1.5%
2015 Projection based on 2011 estimate	498,004	19,664,972
% change 2010-15	7.2%	4.6%
2020 Projection based on 2011 estimate	554,376	21,021,643
% change 2015-20	11.3%	6.9%

### Density

Persons per square mile	Pasco County	Florida
2000	462.9	296.4
2010	622.2	350.6
2012	627.4	355.7

### Households and Family Households

Households	Pasco County	Florida
Total households, 2000 Census	147,567	6,338,075
Family households, 2000 Census	99,073	4,210,760
% with own children under 18	35.1%	42.3%
Total households, 2010 Census	189,612	7,420,802
Family households, 2010 Census	127,079	4,835,475
% with own children under 18	38.1%	40.0%
Average Household Size, 2010 Census	2.42	2.48
Average Family Size, 2010 Census	2.90	3.01

According to Census definitions, a household includes all of the people who occupy a housing unit. The occupants may be a single family, one person living alone, two or more families living together, or any other group of related or unrelated people who share living quarters. A family includes a householder and one or more other people living in the same household who are related to the householder by birth, marriage, or adoption. Census counts may be corrected for Census Count Question Resolution (CQR).

### Housing

Housing Counts	Pasco County	Florida
Housing units, 2000 Census	173,717	7,302,947
Occupied	147,566	6,337,929
Owner-occupied	121,543	4,441,799
Renter-occupied	26,023	1,896,130
Vacant	26,151	965,018
Housing units, 2010 Census	228,928	8,989,580
Occupied	189,612	7,420,802
Owner-occupied	146,239	4,998,979
Renter-occupied	43,373	2,421,823
Vacant	39,316	1,568,778
<b>Units Permitted</b>		
1990	1,536	126,384
2000	3,486	155,269
% change 1990-2000	127.0%	22.9%
2010	1,612	38,679
% change 2000-10	-53.8%	-75.1%
2011	1,401	42,360
% change 2010-11	-13.1%	9.5%

### Population Characteristics

	Pasco County	Florida
Language spoken at home other than English		
Persons aged 5 and over	13.1% +/- 0.4%	27.0% +/- 0.1%
Place of birth		
Foreign born	9.1% +/- 0.4%	19.2% +/- 0.1%
Veteran status		
Civilian population 18 and over	14.6% +/- 0.3%	11.2% +/- 0.1%

Persons aged 1 and over	Pasco County	Florida
Same house	84.6% +/- 0.8%	83.5% +/- 0.1%
Different house in the U.S.	15.0% +/- 0.8%	15.7% +/- 0.1%
Different county in Florida	4.4% +/- 0.5%	3.0% +/- 0.1%
Different county in another state	2.9% +/- 0.3%	2.6% +/- 0.1%
Abroad	0.4% +/- 0.1%	0.8% +/- 0.1%

+/- = margin of error based on a 90% confidence level.

### Existing Single-Family Home Sales

Percent Change in Homes Sold	Pasco County	Florida	Percent Change in Median Sales Price	Pasco County	Florida
2001-02	8.9%	9.9%	2001-02	6.2%	8.8%
2002-03	17.8%	13.1%	2002-03	7.8%	11.8%
2003-04	16.6%	10.7%	2003-04	14.8%	17.1%
2004-05	11.6%	2.5%	2004-05	26.1%	29.2%
2005-06	-35.5%	-27.6%	2005-06	13.6%	5.6%
2006-07	-34.9%	-29.2%	2006-07	-7.0%	-5.5%
2007-08	-2.9%	-4.3%	2007-08	-18.9%	-19.8%
2008-09	21.2%	31.4%	2008-09	-18.9%	-24.0%
2009-10	2.7%	4.9%	2009-10	-4.1%	-4.2%
2010-11	5.7%	7.8%	2010-11	-9.3%	-3.1%

Note: Home sales data are calculated for Metropolitan Statistical Areas (MSAs). Data shown here reflect the value for the MSA in which the county is located.

# PASCO COUNTY PROFILE

## Pasco County

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### Employment by Industry

Average Annual Employment, % by Category, 2011	Pasco County	Florida	Average Annual Wage, 2011	Pasco County	Florida
Natural Resource & Mining	0.7%	1.2%	All industries	\$33,344	\$41,570
Construction	6.3%	4.6%	Natural Resource & Mining	\$25,981	\$24,287
Manufacturing	3.3%	4.3%	Construction	\$32,745	\$41,088
Trade, Transportation and Utilities	22.8%	20.7%	Manufacturing	\$44,456	\$51,847
Information	0.8%	1.9%	Trade, Transportation and Utilities	\$27,607	\$37,111
Financial Activities	4.2%	6.6%	Information	\$40,816	\$61,487
Professional & Business Services	9.7%	14.6%	Financial Activities	\$39,277	\$57,043
Education & Health Services	19.8%	14.9%	Professional & Business Services	\$34,366	\$49,155
Leisure and Hospitality	12.0%	13.3%	Education & Health Services	\$43,895	\$43,685
Other Services	3.3%	3.3%	Leisure and Hospitality	\$15,449	\$21,448
Government	17.0%	14.5%	Other Services	\$24,505	\$29,608
			Government	\$39,116	\$47,823

### Labor Force

Labor Force as Percent of Population Aged 18 and Older	Pasco County	Florida	Unemployment Rate	Pasco County	Florida
1990	47.5%	64.3%	1990	6.4%	6.3%
2000	54.6%	63.8%	2000	3.7%	3.8%
2010	51.7%	61.7%	2010	13.0%	11.3%
2012 (preliminary)	52.1%	62.0%	2012 (preliminary)	9.9%	8.7%

### Income and Financial Health

Personal Income (\$000s)	Pasco County	Florida	Per Capita Personal Income	Pasco County	Florida
1990	\$4,350,924	\$253,324,396	1990	\$15,432	\$19,437
2000	\$7,975,161	\$466,644,105	2000	\$22,981	\$29,079
% change 1990-2000	83.3%	84.2%	% change 1990-00	48.9%	49.6%
2010	\$14,163,668	\$719,828,478	2010	\$30,424	\$38,210
% change 2000-10	77.6%	54.3%	% change 2000-10	32.4%	31.4%
2011	\$14,974,427	\$755,357,550	2011	\$32,102	\$39,636
% change 2010-11	5.7%	4.9%	% change 2010-11	5.5%	3.7%
<b>Earnings by Place of Work (\$000s)</b>			<b>Median Income</b>		
1990	\$1,503,928	\$161,178,093	Median Household Income	\$44,103 +/- \$794	\$47,827 +/- \$164
2000	\$2,607,345	\$312,145,185	Median Family Income	\$53,614 +/- \$840	\$57,592 +/- \$258
% change 1990-2000	73.4%	93.7%	+/- = margin of error based on a 90% confidence level.		
2010	\$4,681,813	\$442,407,289	<b>Percent in Poverty, 2011</b>		
% change 2000-10	79.6%	41.7%	All ages in poverty	15.7%	17.0%
2011	\$4,848,986	\$459,056,456	Under age 18 in poverty	21.2%	25.1%
% change 2010-11	3.6%	3.8%	Ages 5-17 in families in poverty	19.0%	23.5%
<b>Personal Bankruptcy Filing Rate (per 1,000 population)</b>	<b>Pasco County</b>	<b>Florida</b>	<b>Education</b>		
2000	4.89	4.45	<b>Public Education Institutions</b>	<b>Pasco County</b>	<b>Florida</b>
2011	5.03	4.67	Total	84	3,494
State Rank	10	NA	Elementary	47	1,917
			Middle	15	599
			Senior High	14	600
			Combination	8	378

Note: Florida numbers exclude Miami-Dade County.

### Quality of Life

Crime	Pasco County	Florida
Crime rate, 2011 (index crimes per 100,000 population)	3,439.2	4,070.2
Admissions to prison FY 2011-12	705	32,279
Admissions to prison per 100,000 population FY 2011-12	150.5	169.2
<b>Workers Aged 16 and Over</b>		
<b>Place of Work</b>		
Worked outside county of residence	47.5% +/- 0.9%	17.6% +/- 0.1%
<b>Travel Time to Work</b>		
Mean travel time to work (minutes)	29.7 +/- 0.5	25.7 +/- 0.1

+/- = margin of error based on a 90% confidence level.

Educational attainment	Pasco County	Florida
<b>Persons aged 25 and older</b>		
% HS graduate or higher	86.6% +/- 0.5%	85.5% +/- 0.1%
% bachelor's degree or higher	19.7% +/- 0.5%	26.0% +/- 0.1%

+/- = margin of error based on a 90% confidence level.

# PASCO COUNTY PROFILE

## Reported County Government Revenues and Expenditures

Revenue	Pasco County	Florida*	Expenditures	Pasco County	Florida*
Total - All Revenue Account Codes (\$000s)	\$651,109.7	\$36,374,756.2	Total - All Expenditure Account Codes (\$000s)	\$ 603,075.6	\$ 36,616,300.3
Per Capita \$	\$1,401.15	\$2,027.91	Per Capita \$	\$ 1,297.78	\$ 2,041.38
% of Total	100.0%	100.0%	% of Total	100.0%	100.0%
Taxes (\$000s)	\$200,227.6	\$11,620,845.4	General Government Services** (\$000s)	\$ 99,156.4	\$ 6,284,042.5
Per Capita \$	\$430.88	\$647.87	Per Capita \$	\$ 213.38	\$ 350.34
% of Total	30.8%	31.9%	% of Total	16.4%	17.2%
Permits, Fee, and Special Assessments (\$000s)	\$62,160.2	\$1,100,663.6	Public Safety (\$000s)	\$ 152,923.8	\$ 8,098,640.5
Per Capita \$	\$133.77	\$61.36	Per Capita \$	\$ 329.08	\$ 451.50
% of Total	9.5%	3.0%	% of Total	25.4%	22.1%
Intergovernmental Revenues (\$000s)	\$109,757.2	\$4,482,088.0	Physical Environment (\$000s)	\$ 135,520.5	\$ 4,075,797.4
Per Capita \$	\$236.19	\$249.88	Per Capita \$	\$ 291.63	\$ 227.23
% of Total	16.9%	12.3%	% of Total	22.5%	11.1%
Charges for Services (\$000s)	\$166,609.5	\$10,526,473.0	Transportation (\$000s)	\$ 79,963.4	\$ 4,454,280.8
Per Capita \$	\$358.53	\$586.86	Per Capita \$	\$ 172.08	\$ 248.33
% of Total	25.6%	28.9%	% of Total	13.3%	12.2%
Judgments, Fines, and Forfeits (\$000s)	\$2,277.4	\$120,971.0	Economic Environment (\$000s)	\$ 36,739.2	\$ 1,389,572.1
Per Capita \$	\$4.90	\$6.74	Per Capita \$	\$ 79.06	\$ 77.47
% of Total	0.3%	0.3%	% of Total	6.1%	3.8%
Miscellaneous Revenues (\$000s)	\$43,940.8	\$1,174,700.3	Human Services (\$000s)	\$ 14,684.9	\$ 3,339,215.3
Per Capita \$	\$94.56	\$65.49	Per Capita \$	\$ 31.60	\$ 186.16
% of Total	6.7%	3.2%	% of Total	2.4%	9.1%
Other Sources (\$000s)	\$66,137.1	\$7,349,014.8	Culture / Recreation (\$000s)	\$ 15,364.7	\$ 1,640,080.8
Per Capita \$	\$142.32	\$409.71	Per Capita \$	\$ 33.06	\$ 91.44
% of Total	10.2%	20.2%	% of Total	2.5%	4.5%
			Other Uses and Non-Operating (\$000s)	\$ 47,917.0	\$ 6,457,672.2
			Per Capita \$	\$ 103.11	\$ 360.02
			% of Total	7.9%	17.6%
			Court-Related Expenditures (\$000s)	\$ 20,805.5	\$ 876,998.8
			Per Capita \$	\$ 44.77	\$ 48.89
			% of Total	3.4%	2.4%

\* All County Governments Except Duval - The consolidated City of Jacksonville / Duval County figures are included in municipal totals rather than county government totals.

\*\* (Not Court-Related)

## State Infrastructure

Transportation	Pasco County	Florida
State Highway		
Centerline Miles	194.8	12,075.8
Lane Miles	766.4	43,138.2
State Bridges		
Number	78	6,661
State Facilities		
Buildings/Facilities (min. 300 Square Feet)		
Number	90	15,533
Square Footage	909,897	220,185,642
State Lands		
Conservation Lands		
Parcels	75	38,681
Acreage	10,191.8	3,222,919.8
Non-Conservation Lands		
Parcels	31	5,638
Acreage	311.1	219,836.5

## State and Local Taxation

2011 Ad Valorem Millage Rates	Pasco County	
	County-Wide	Not County-Wide*
County	6.3668	0.0000
School	7.6444	
Municipal		0.5800
Special Districts	0.3928	1.5092

\*MSTU included in Not County-Wide "County" category

Prepared by:  
 Florida Legislature  
 Office of Economic and Demographic Research  
 111 W. Madison Street, Suite 574  
 Tallahassee, FL 32399-6588  
 (850) 487-1402 <http://edr.state.fl.us>



2012-2013  
 District School Board of Pasco County **Fact Sheet**

*Our vision is to create a community which works together so all Pasco County students will reach their highest potential.*

**Student Population**

Total Number of Students (PreK-12) . . . . .	67,374
Number of students enrolled in exceptional education programs . . . . .	13,189
Number of ESOL students . . . . .	2,815
Percentage of students on free/reduced meals . . . . .	55%

**Employees**

Total Number of Employees . . . . .	9,657
Total Number of Instructional Employees . . . . .	5,197
Total Number of Instructional Support Employees (e.g., secretarial, transportation, custodial) . . . . .	3,305
Total Number of Administrators . . . . .	298

**Schools**

Total Number of Schools (including charter) . . . . .	84
Number of High Schools . . . . .	13
Number of Middle Schools . . . . .	15
Number of Elementary Schools . . . . .	46
Number of Educational Centers . . . . .	4
Number of Charter Schools (K-8) . . . . .	5
Number of Virtual Schools (K-12) . . . . .	1

**Budget Information**

**General Operating Budget . . . . . \$462,509,537**

*(Day-to-Day Operations)*

**Use of General Operating Funds:**

Direct Student Services . . . . .	93%
Curriculum and Staff Development . . . . .	3%
District Services . . . . .	3%

updated 3/2013

**Student Performance**

*Including Charter Schools*

Florida School Recognition Program District Grade . . . . .	B
Number of schools graded "A" . . . . .	29
Number of schools graded "B" . . . . .	23
Number of schools graded "C" . . . . .	21
Number of schools graded "D" . . . . .	6
Number of schools graded "F" . . . . .	0
Graduation Rate . . . . .	88.5%

**Other Points of Pride**

Number of schools that have earned:	
Five Star School Award . . . . .	46
Golden School Award . . . . .	68
Silver School Award . . . . .	2
Number of National Board Certified Teachers . . . . .	192
Number of Approved Volunteers . . . . .	17,694
Number of Volunteer Hours . . . . .	448,903

For more information about Pasco County Schools, call the Communications and Government Relations Department, (813) 794-2717 • (727) 774-2717 • (352) 524-2717 [www.pasco.k12.fl.us](http://www.pasco.k12.fl.us)



**Celebrating Our Past, Defining The Future.**



**DISTRICT SCHOOL BOARD OF PASCO COUNTY**

Kurt S. Browning, Superintendent of Schools

7227 Land O' Lakes Boulevard • Land O' Lakes, FL 34638

## Spotlight on our Success

Recently, the District School Board of Pasco County reached the following milestones:

- Among the first seven districts in the state to earn District SACS–CASI Accreditation
- Led the state with implementation of the Problem–Solving/Response to Intervention framework
- Opened the first Silver LEED Certified elementary school in the state of Florida and won the 2009 Governor’s Serve to Preserve: Green Schools Award
- Achieved “Exemplary Rating” from DOE and DJJ for all juvenile justice education programs
- Won first place for Innovative Practices in Education from the Florida Association of School Psychologists
- Secured an A bond rating from Moody’s, allowing savings in debt service payment
- Held energy costs per square foot (KWh/Sf) below the state average for school districts as part of a District–wide effort to implement environmentally–friendly practices
- Earned Council for Occupational Education (COE) Accreditation at MTEC
- Increased access to Advanced Placement, International Baccalaureate, Gifted, and Dual Enrollment courses
- Implemented at least one Certified Career Academy in every high school
- Earned 2008 and 2009 Best Places to Work Award from the Agency for Workforce Innovation
- Opened 20 new schools in six years
- Prioritized classroom spending by maintaining one of the lowest administrative costs in the state (approximately 3%)
- Collaboratively developed a Five Year Strategic Plan for sustainable success
- Opened Pasco eSchool, the District’s first virtual school
- Improved parent communication through eSembler and SchoolConnects services
- Improved staff development opportunities focusing on research–based best practices for all employees (both school–based and district staff)
- Developed a partnership with USF to provide health care to needy students via Ronald McDonald Mobile Medical Van
- Purchased land at today’s prices for the District’s future needs through land–banking program
- Worked with county officials to improve the growth management planning process, ensuring that the District is better able to accommodate future increases in population
- Expanded the use of Instructional Technology throughout the District, with Moodle and Skype being used to help students and educators work with international peers
- Developed a wide variety of wellness initiatives for students in an effort to combat childhood obesity and promote healthy lifestyles
- Expanded staff wellness initiatives and opened four wellness centers, yielding significant savings in health care costs and improved health outcomes
- Enhanced functionality of Pasco STAR, the District’s data warehouse system, in order to improve the quality and format of data available to educators
- Numerous individual departments, schools and employees have received state recognition for their outstanding efforts



**DISTRICT SCHOOL BOARD OF PASCO COUNTY**

Kurt S. Browning, Superintendent of Schools

# LOCAL AREA LABOR FORCE, EMPLOYMENT AND UNEMPLOYMENT STATISTICS (JANUARY 2008 - MAY 2013)

MONTH	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
<b>YEAR 2008</b>												
Labor Force	195,528	195,041	196,214	195,178	196,626	197,702	198,493	200,514	199,299	198,664	197,667	197,222
Employment	183,626	183,448	184,204	183,606	183,431	183,328	182,969	184,157	182,873	182,020	179,976	178,774
Unemployment	11,902	11,593	12,010	11,572	13,195	14,374	15,524	16,357	16,426	16,644	17,691	18,448
Unemployment Rate	6.1	5.9	6.1	5.9	6.7	7.3	7.8	8.2	8.2	8.4	8.9	9.4

MONTH	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
<b>YEAR 2009</b>												
Labor Force	195,257	195,584	196,034	195,130	195,659	196,801	197,007	196,196	195,832	194,135	193,402	192,886
Employment	174,787	174,527	174,483	174,102	173,601	173,314	173,171	172,147	171,412	170,236	168,983	168,357
Unemployment	20,470	21,057	21,551	21,028	22,058	23,487	23,836	24,049	24,420	23,899	24,419	24,529
Unemployment Rate	10.5	10.8	11	10.8	11.3	11.9	12.1	12.3	12.5	12.3	12.6	12.7

MONTH	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
<b>YEAR 2010</b>												
Labor Force	187,439	188,254	189,725	189,370	189,792	190,582	191,278	191,389	191,683	190,679	190,514	190,103
Employment	161,332	162,578	164,421	165,017	165,732	166,139	166,625	166,580	167,265	166,872	165,659	166,366
Unemployment	26,107	25,676	25,304	24,353	24,060	24,443	24,653	24,809	24,418	23,807	24,855	23,737
Unemployment Rate	13.9	13.6	13.3	12.9	12.7	12.8	12.9	13	12.7	12.5	13	12.5

MONTH	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
<b>YEAR 2011</b>												
Labor Force	187,710	188,061	188,852	188,535	188,957	189,618	190,939	191,675	192,390	191,175	190,479	190,636
Employment	163,566	164,732	166,169	166,439	167,073	166,673	167,613	168,432	169,851	169,518	169,164	169,886
Unemployment	24,144	23,329	22,683	22,096	21,884	22,945	23,326	23,243	22,539	21,657	21,315	20,750
Unemployment Rate	12.9	12.4	12	11.7	11.6	12.1	12.2	12.1	11.7	11.3	11.2	10.9

MONTH	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
<b>YEAR 2012</b>												
Labor Force	189,647	190,574	191,270	190,502	192,617	193,091	193,634	193,050	193,287	193,142	192,231	192,598
Employment	168,560	170,074	171,359	171,818	173,588	173,406	173,540	173,724	174,993	175,690	174,948	175,636
Unemployment	21,087	20,500	19,911	18,684	19,029	19,685	20,094	19,326	18,294	17,452	17,283	16,962
Unemployment Rate	11.1	10.8	10.4	9.8	9.9	10.2	10.4	10	9.5	9	9	8.8

MONTH	Jan	Feb	Mar	Apr	May
<b>YEAR 2013</b>					
Labor Force	192,094	192,511	192,808	193,036	195,491
Employment	174,935	176,552	178,170	178,892	180,547
Unemployment	17,159	15,959	14,638	14,144	14,944
Unemployment Rate	8.9	8.3	7.6	7.3	7.6

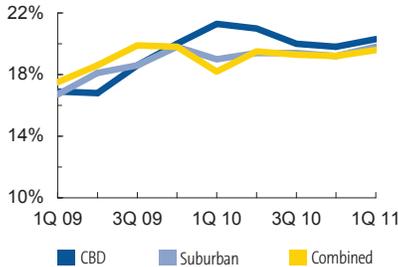
Data Source: Bureau of Labor Statistics

# COMMERCIAL DEVELOPMENT, MARKET TRENDS - Office

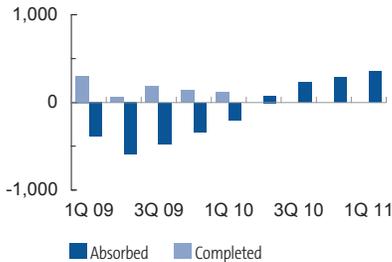
## Office Trends Report — First Quarter 2011 Tampa, FL



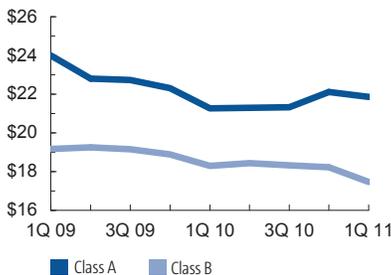
### Vacancy Rate



### Completions vs. Absorption (in Thousands of SF)



### Asking Rental Rates (\$/SF/Yr. Full Service)



## Good Start to the Year

The Tampa Bay Office market posted a year-over-year increase in office leasing throughout the first quarter of 2011. Net absorption for the market as a whole was approximately 27,500 square feet. The greatest gains were made in the Tampa CBD and Gateway submarkets, each posting just over 100,000 square feet of positive net absorption. Building owners in the Tampa CBD are hopeful that this positive net absorption trend, begun in the fourth quarter of 2010, continues throughout 2011. The St. Petersburg CBD and Northeast Tampa submarkets posted the least net absorption for the quarter, recording approximately 85,000 and 105,000 square feet of negative net absorption, respectively.

Overall leasing activity in the Tampa Bay Office market has been adequate, though inconsistent through the first quarter. Rental rates and concessions are expected to hold steady during the year, causing market power to remain with tenants over landlords. Sublease space has been steadily absorbed over the last three quarters, improving the market for landlords that have been competing with these under-priced and ready-to occupy spaces.

The core and noncore office markets remains bifurcated relating to concessions, strength of ownership and overall performance. This trend will continue with the noncore assets which are perceived as unstable, until existing indebtedness issues are resolved.

The quarter-over-quarter Class A vacancy rate in Pinellas increased by about 100 basis points to 16.1 percent on negative net absorption, but the submarket carried a lower vacancy rate than the Tampa Bay average of 21.4 percent. Class B vacancy declined by 100 basis points on positive absorption but carried the highest vacancy rate at 28.4 percent. Class C vacancy was again stable with minimal absorption and an overall vacancy figure of 19.4 percent. The Bayside market within Pinellas County is still showing the largest vacancy at 41.1 percent compared to the four county average of 26.3 percent, comprised of Hillsborough, Polk, Manatee and Sarasota counties.

During stable economic times, the spread between Class A, B and C rates are typically equal which makes Class B rates a bargain now, given that they are roughly \$0.85 below that target.

### FORECAST

- Landlords will continue to compete for tenants through the beginning of the year.
- Limited product in the construction pipeline will continue to benefit the office leasing markets as expansions in the market absorb existing vacant space.
- Favorable tenant conditions still exist and will likely continue for some time.

# COMMERCIAL DEVELOPMENT, MARKET TRENDS- Office

## Office Trends Report—First Quarter 2011 Tampa, FL



By Submarket	Total SF	Vacant SF	Vacant %	Available %	NET ABSORPTION		Under Construction SF	ASKING RENT	
					Current	Year To Date		Class A	Class B
Tampa CBD	7,150,317	1,206,723	17.2%	19.2%	101,040	101,040	-	\$22.64	\$18.11
Clearwater CBD	1,046,299	198,082	18.9%	20.9%	(1,466)	(1,466)	-	\$18.41	\$14.70
St. Petersburg CBD	2,909,907	701,334	24.9%	27.1%	(85,096)	(85,096)	-	\$24.91	\$19.67
<b>CBD Total</b>	<b>11,106,523</b>	<b>2,106,139</b>	<b>20.3%</b>	<b>22.4%</b>	<b>14,478</b>	<b>14,478</b>	-	<b>\$21.99</b>	<b>\$17.49</b>
East Tampa	4,474,853	1,010,810	23.9%	25.8%	(954)	(954)	-	\$20.53	\$17.53
Northeast Tampa	4,898,750	1,100,857	22.8%	24.6%	(106,750)	(106,750)	88,000	\$23.28	\$17.28
Northwest Tampa	4,787,592	786,687	17.0%	24.2%	14,165	14,165	-	\$21.38	\$17.21
South Tampa	1,046,876	117,700	11.2%	11.5%	1,960	1,960	-	\$27.00	\$17.51
Westshore	13,166,301	2,517,658	19.5%	23.7%	(1,628)	(1,628)	-	\$26.11	\$20.87
Bayside	1,946,112	749,471	41.1%	43.2%	4,044	4,044	-	\$19.74	\$17.24
Gateway	4,216,666	949,264	20.9%	26.7%	101,774	101,774	-	\$20.58	\$17.85
Mid-Pinellas	1,600,365	427,871	27.2%	32.5%	(6,649)	(6,649)	-	\$20.85	\$15.79
North Pinellas	2,600,906	645,274	25.0%	28.9%	(24,920)	(24,920)	-	\$19.06	\$16.90
South Pinellas	1,022,738	319,379	31.2%	32.0%	4,912	4,912	-	\$14.76	\$14.76
Manatee	1,877,031	250,744	16.6%	20.3%	(6,631)	(22,181)	-	\$20.79	\$17.44
Northern Outlying	1,005,823	151,230	15.0%	21.7%	23,594	23,594	-	\$23.94	\$17.41
Polk County	3,834,954	400,772	10.7%	14.4%	8,299	8,299	-	\$18.97	\$15.93
Sarasota	5,821,678	913,328	16.9%	19.6%	1,847	1,847	-	\$24.59	\$20.52
<b>Suburban Total</b>	<b>52,300,645</b>	<b>10,341,045</b>	<b>19.8%</b>	<b>24.0%</b>	<b>13,063</b>	<b>13,063</b>	<b>88,000</b>	<b>\$21.73</b>	<b>\$17.45</b>
<b>Totals</b>	<b>63,407,168</b>	<b>12,447,184</b>	<b>19.6%</b>	<b>23.6%</b>	<b>27,541</b>	<b>27,541</b>	<b>88,000</b>	<b>\$21.86</b>	<b>\$17.47</b>

By Class	Total SF	Vacant SF	Vacant %	Available %	Current	Year To Date	Under Construction SF	AVAILABLE FOR SUBLEASE	
								CBD	Suburban
Class A	23,704,607	4,883,755	21.4%	25.4%	23,469	23,469	88,000	67,517	388,685
Class B	30,563,219	6,174,345	20.9%	24.4%	30,000	30,000	-	10,095	413,976
Class C	9,020,221	1,293,959	14.4%	16.7%	(25,928)	(25,928)	-	-	36,490
<b>Total</b>	<b>63,407,168</b>	<b>12,447,184</b>	<b>19.6%</b>	<b>23.6%</b>	<b>27,541</b>	<b>27,541</b>	<b>88,000</b>	<b>77,612</b>	<b>839,151</b>

\*Source: CoStar Property

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### OFFICE TERMS AND DEFINITIONS

**Total SF:** Office inventory includes all multi-tenant and single tenant buildings at least 20,000 square feet. Owner-occupied, government and medical buildings are not included.

**Office Building Classifications:** Grubb & Ellis adheres to the BOMA guidelines. Class A properties are the most prestigious buildings competing for premier office users with rents above average for the area. Class B properties compete for a wide range of users with rents in the average range for the area. Class C buildings compete for tenants requiring functional space at rents below the area average.

**Vacancy and Availability:** The vacancy rate is the amount of physically vacant space divided by the inventory and includes direct and sublease vacant. The availability rate is the amount of space available for lease divided by the inventory.

**Net Absorption:** The net change in physically occupied space over a period of time.

**Asking Rent:** The dollar amount asked by landlords for available space expressed in dollars per square foot per year in most parts of the country and dollars per square foot per month in areas of California and selected other markets. Office rents are reported full service where

all costs of operation are paid for by the landlord up to a base year or expense stop. The asking rent for each building in the market is weighted by the amount of available space in the building.

\* Grubb & Ellis statistics are audited annually and may result in revisions to previously reported quarterly and final year-end figures.

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# COMMERCIAL DEVELOPMENT, MARKET TRENDS - Industrial

## Industrial Trends Report—First Quarter 2011 Tampa, FL



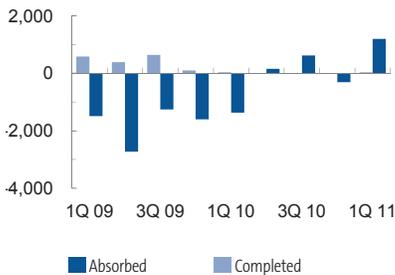
### Vacancy & Availability Rates



## Activity Levels On the Rise

The Tampa Bay Industrial Market experienced a marked increase in activity levels during first quarter of 2011 with strong positive net absorption of 1,194,572 square feet. Strong demand and nearly non-existent construction pushed the overall vacancy rate down by forty basis points to 10.7 percent. This sharp spike in activity level was driven in part by pent up demand and protracted deals that had been in the works for some time. Eastern Hillsborough County and Polk County (Lakeland) experienced the most significant increase in lease activity, while demand in Pinellas, Manatee and Sarasota Counties remained flat. The amount of vacant sublease space decreased, but only minimally by approximately 50,000 square feet to 1,395,160 square feet during the first quarter 2011.

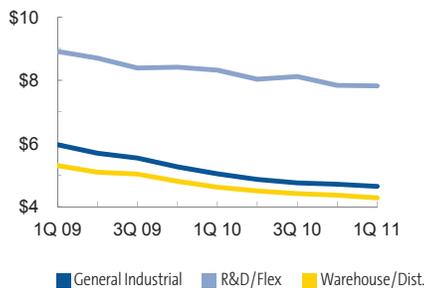
### Completions vs. Absorption (in Thousands of SF)



Average rental rates are still down 15 to 20 percent from their peaks, but moving off the bottom. Pinellas County rates averaged \$5.42 (down \$0.06), Hillsborough County was \$4.21 (up \$0.15) and Polk County was \$4.18 (no change from previous quarter). Larger lease transactions of note in the first quarter include: Dealer Tire LLC moving into 87,500 square feet at Madison Industrial Park - Building A; Carolina Logistics' 82,200 square-foot lease at Parkway Partner II; MyUS.com taking 60,000 square feet at Meridian Distribution Center and Mettler-Toledo Safeline's lease expansion of 104,115 SF at 6005 Benjamin Road.

Although it is readily apparent that Tampa Bay's industrial market has stabilized and should continue recovering in 2011, new construction activity still remains virtually non-existent. In the first quarter, only two small freestanding industrial buildings totaling 28,267 square feet were completed and one 15,000 square-foot building was under construction, slated to deliver in the second quarter of 2011.

### Asking Rental Rates (\$/SF/Yr./Triple Net)



SBA Programs have become the predominant financing vehicle for small businesses as financial institutions are still reluctant to finance property or equipment purchases without guarantees or substantial down payments. Large institutional investors continue to chase higher class B and A product within the market. Pricing levels have reached bottom within all class levels, as most sale transactions are being completed well below replacement cost.

### FORECAST

- Expect continued positive absorption throughout 2011, but not at the pace seen during the first quarter
- Tenants will continue their "flight to quality" by upgrading to higher class facilities on lease rollovers until meaningful rent growth returns
- Given the improvements in business and consumer confidence, lack of new construction and rising demand, expect sustained rent growth during 2011

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# COMMERCIAL DEVELOPMENT, MARKET TRENDS- Industrial

## Industrial Trends Report—First Quarter 2011 Tampa, FL



By Submarket	Total SF	Vacant SF	Vacant %	Available %	NET ABSORPTION		Under Construction SF	ASKING RENT	
					Current	Year To Date		WH/Dist	R&D/Flex
Downtown Tampa	9,580,531	538,460	5.6%	9.0%	(5,750)	(5,750)	-	\$4.83	-
E. Hills./ Plant City	13,136,983	774,161	5.9%	9.9%	23,887	23,887	-	\$3.96	-
East Tampa/ Outlying	51,990,229	6,454,348	12.4%	16.4%	655,716	655,716	-	\$3.99	\$8.98
NE Hills./ Univ.	2,272,582	145,974	6.4%	8.0%	6,000	6,000	-	\$4.53	\$9.58
SE Hillsborough	1,228,711	351,751	28.6%	35.3%	-	-	-	\$2.99	-
NW Hillsborough <sup>1</sup>	3,412,003	242,781	7.1%	7.2%	12,550	12,550	-	\$10.37	\$12.57
SW Hillsborough	3,802,729	134,844	3.5%	4.5%	-	-	-	\$4.91	-
Westshore/ Airport	19,367,149	2,067,583	10.7%	16.0%	21,666	21,666	-	\$4.26	\$7.15
North Pinellas	12,137,838	723,387	6.0%	9.8%	(46,279)	(46,279)	-	\$5.33	\$6.98
South Pinellas	55,230,969	5,997,936	10.9%	14.3%	(44,664)	(44,664)	-	\$4.78	\$7.02
Manatee County	23,694,937	2,614,066	11.0%	16.8%	180,477	180,477	-	\$4.16	\$6.84
Pasco County	8,378,508	984,731	11.8%	15.1%	(55,028)	(55,028)	-	\$4.85	\$5.30
Polk County	44,325,056	5,895,213	13.3%	17.7%	299,717	299,717	-	\$4.11	\$6.79
Sarasota County	19,619,209	1,744,236	8.9%	12.1%	146,280	146,280	-	\$5.68	\$8.37
<b>Total</b>	<b>268,177,434</b>	<b>28,669,471</b>	<b>10.7%</b>	<b>14.7%</b>	<b>1,194,572</b>	<b>1,194,572</b>	<b>-</b>	<b>\$4.91</b>	<b>\$7.96</b>

By Property Type	Total SF	Vacant SF	Vacant %	Available %	Current	Year To Date	Under Construction SF	ASKING RENT
General Industrial	106,887,673	6,783,497	6.3%	9.3%	400,782	400,782	-	\$4.64
Warehouse/Distribution	134,733,312	17,137,259	12.7%	17.3%	719,306	719,306	-	\$4.28
R&D/Flex	26,556,449	4,748,715	17.9%	22.9%	74,484	74,484	-	\$7.82
<b>Total</b>	<b>268,177,434</b>	<b>28,669,471</b>	<b>10.7%</b>	<b>14.7%</b>	<b>1,194,572</b>	<b>1,194,572</b>	<b>-</b>	<b>\$5.58</b>

\*Source: CoStar Property

<sup>1</sup>Northwest Hillsborough submarket exhibits high asking rent lease rates due to the nature of the buildings within the submarket and the available spaces being primarily office/flex space.

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## INDUSTRIAL TERMS AND DEFINITIONS

**Total SF:** Industrial inventory includes all multi-tenant, single tenant and owner occupied buildings at least 10,000 square feet.

**Industrial Buildings Classifications:** Industrial buildings are categorized as warehouse/distribution, general industrial, R&D/flex and incubator based on their physical characteristics including percent office build-out, clear height, typical bay depth, typical suite size, type of loading and typical uses.

**Vacancy and Availability:** The vacancy rate is the amount of physically vacant space divided by the inventory and includes direct and

sublease vacant. The availability rate is the amount of space available for lease divided by the inventory.

**Net Absorption:** The net change in physically occupied space over a period of time.

**Asking Rent:** The dollar amount asked by landlords for available space expressed in dollars per square foot per year in most parts of the country, and dollars per square foot per month in areas of California and selected other markets. Industrial rents are expressed as triple net where all costs including, but not limited to, real estate taxes, insurance

and common area maintenance are borne by the tenant on a pro rata basis. The asking rent for each building in the market is weighed by the amount of available space in the building.

\* Grubb & Ellis statistics are audited annually and may result in revisions to previously reported quarterly and final year-end figures.

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## PASCO COUNTY LARGEST MANUFACTURERS AND EMPLOYERS

### Pasco County Largest Manufacturers

20 Largest Manufacturers of Pasco County

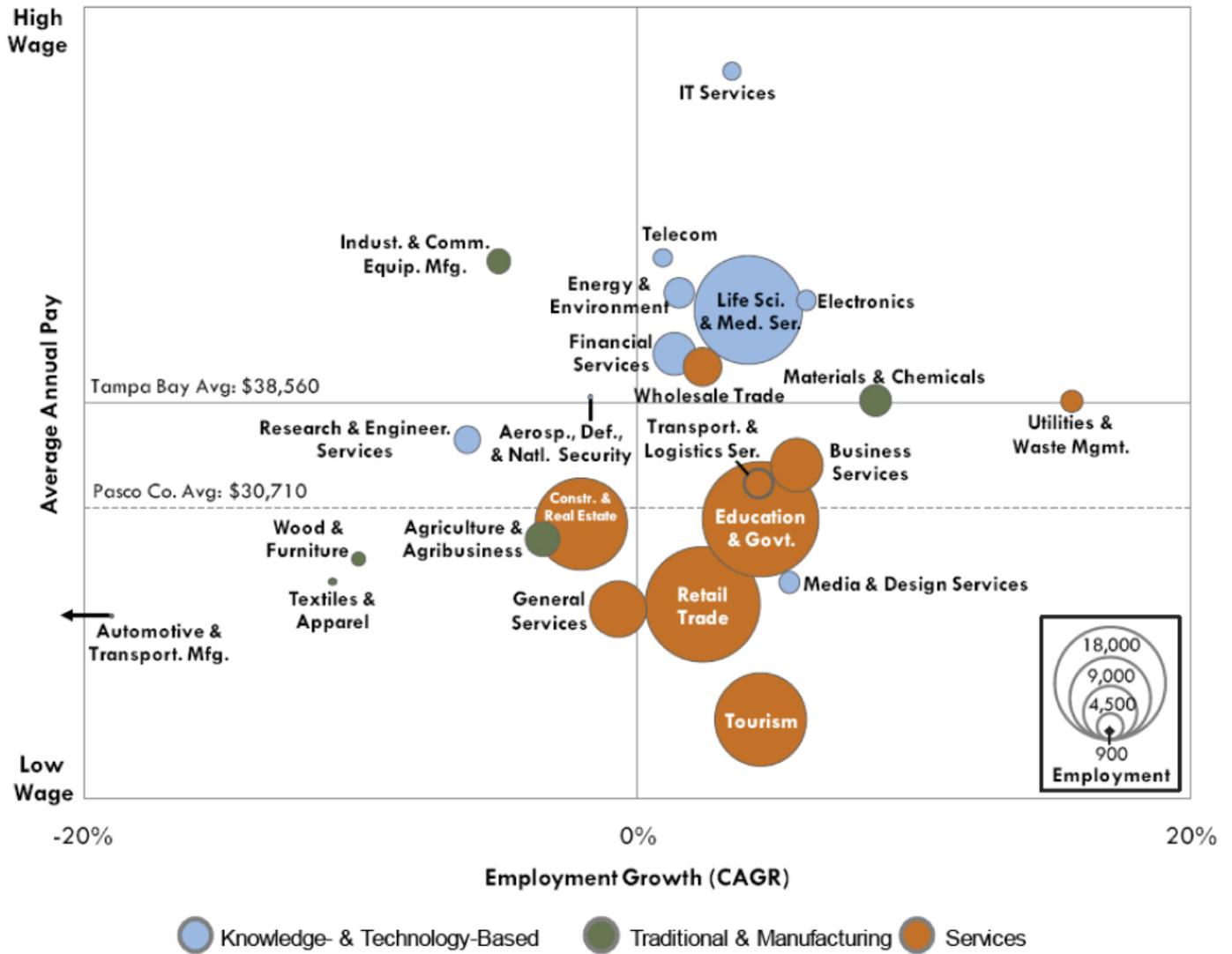
No.	Employer	No. of Manufacturers
1	Pall Aeropower Corp.	552
2	Zephyrhills Bottled Water Co.	325
3	Zephyr Egg Company	175
4	VLOC, subsidiary of II-VI, Inc.	130
5	Preferred Materials, Inc.	125
6	Coastal Caisson, Inc.	120
7	B.E.T.ER Mix, Inc.	119
8	Tibbetts Lumber Company, LLC	110
9	Earth Tech, Inc.	106
10	Great Bay Distributors	93
11	Seaway Plastics Engineering, Inc.	93
12	Pro Tech Monitoring Services	89
13	American Food Distributors, LLC	85
14	The Suncoast News	84
15	Freedom Insulation	80
16	SB Manufacturing, LLC	75
17	Electro Mechanical Solutions, Inc.	74
18	Manitowoc Food Service	70
19	Polaris Sales Co.	70
20	OPINICUS Corp.	70

### Pasco County Largest Employers

20 Largest Employers of Pasco County

No.	Employer	No. of Employees
1	Pasco County School District	9,289
2	Wal*Mart Supercenters (6 locations)	2,531
3	HCA Healthcare	2,502
4	Physicians Injury Medical Center, LLC	2,200
5	Pasco County Government	2,000
6	Pasco County Sheriff	1,310
7	State of Florida	1,262
8	Florida Medical Clinic	1,066
9	Florida Hospital Zephyrhills	1,000
10	Morton Plan North Bay Hosp./Recovery Center	831
11	Federal Government	729
12	Saint Leo University	658
13	Target Supercenter	658
14	Saddlebrook Resort	646
15	Pall Aeropower Corp	552
16	Pasco-Hernando Community College	548
17	Florida Hospital at Connerton Long Term Acute Care	472
18	Dial America	440
19	Southeast Personnel Leasing	385
20	Pasco Regional Medical Center	341

# OVERVIEW OF PASCO COUNTY'S INDUSTRY CLUSTERS, Q3 2009



# ECONOMIC DEVELOPMENT PLAN - Adoption Presentation

Pasco County  
Economic Development Plan

BOCC  
April 23, 2013

### Today's Objective

- Review Goals
- View Economic Summit Results
- Adopt Resolution for Economic Development Plan

### Economic Development Summit

- 122 Registered Attendees
- Diverse Representation

### Economic Development Summit

- 122 Registered Attendees
- Diverse Representation

Category	Percentage
Education	11%
City/State Representatives	7%
Pasco County Employee/Commissioner	16%
Non Profit Sector	15%
Manufacturing	4%
Professional Services	20%
Other	2%

### Economic Development Summit

- 122 Registered Attendees
- Diverse Representation & Age

Age Group	Percentage
Under 21	2%
22 to 35	19%
36 to 50	30%
51 to 65	36%
Over 65	13%

### Vision

Pasco will develop and implement an award-winning transformational model for planned urbanism, place making, redevelopment, and the integration of natural and built environments.

### Principles

- Unified County for the Betterment of the Region
  - Business Development
  - Community Development
  - Tourist Development
  - Workforce Development

7

### Principles

- Retention, Attraction, Expansion
  - Aggressive, Targeted Attraction Efforts
  - Continued Development of Diverse Employment Base
  - Foster Entrepreneurial Growth
  - Support Existing Businesses and Existing Job Skills

8

### Principles

- Infrastructure Investment
  - Access
  - Green & Sustainable
  - Inventory
  - Lead by Example



9

### Principles

- Become an INVESTOR
  - Education
  - Inventory
  - Marketing
  - Workforce Development



10

### Critical Issues - SWOT

- Education
- Image
- Quality Jobs
- Quality of Life
- Workforce

11

### Summit Results



12

# ECONOMIC DEVELOPMENT PLAN - Adoption Presentation

**Goals**

- Goal 1: Tell the Pasco Story
- Goal 2: Encourage Continued Positive Growth
- Goal 3: Grow Businesses
- Goal 4: Grow Pasco's Workforce
- Goal 5: Enhance Pasco's Quality of Life

13

**Goals**

- Do you agree with : Tell the Pasco Story, Encourage Continued Positive Growth, Grow Businesses, Grow Pasco's Workforce, & Enhance Pasco's Quality of Life

Response	Percentage
Yes	91%
No	9%

14

Pasco will tell the story of its aspirations and achievements in a bold and creative way that draws positive regional, national, and international acclaim.

**GOAL 1: TELL THE PASCO STORY**

15

**TELL THE STORY OF THE HARBORS**

16

**TELL THE STORY OF GATEWAY CROSSINGS**

17

**TELL THE STORY OF THE MIDLANDS**

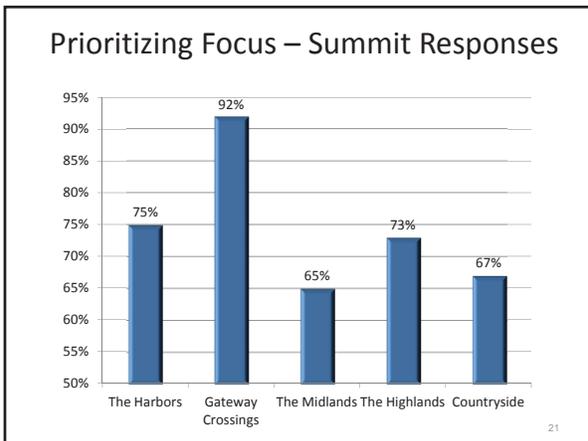
18

**TELL THE STORY OF THE HIGHLANDS**

19

**TELL THE STORY OF COUNTRYSIDE**

20

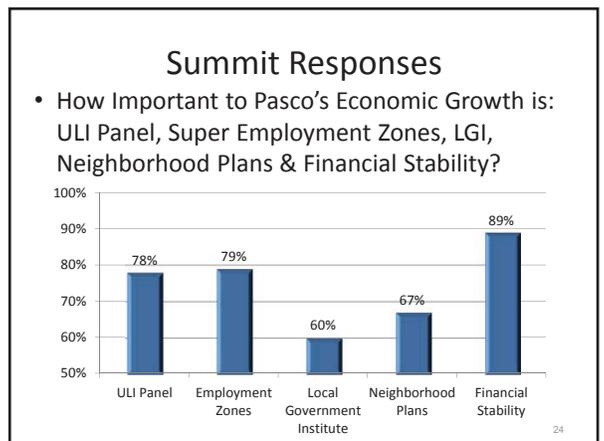


Pasco will use its resources and authority to become one of the most competitive business environments in the Southeast United States.

**GOAL 2: ENCOURAGE CONTINUED POSITIVE GROWTH**

22

- Objectives: Continued Positive Growth**
- ULI Panel
  - Super Employment Zones
  - Local Government Institute
  - Neighborhood Planning
  - Increasing Revenues
- 23



# ECONOMIC DEVELOPMENT PLAN - Adoption Presentation

Pasco County will relentlessly pursue new partnerships and alliances to create a robust, connected entrepreneurial culture.

## COUNTY-WIDE GOAL 3: GROW BUSINESSES

25

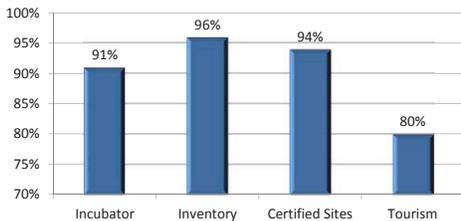
## Objectives: Grow Businesses

- Incubator and Accelerator Work Spaces
- Increase Number of Office, Industrial, & Pad Ready Sites
- Certified Job Ready Sites
- Comprehensive Tourism Plan

26

## Summit Responses

- How Important to Pasco’s Economic Growth is: Incubator & Accelerator Spaces, Increasing Inventory, Certified Sites, and a Comprehensive Tourism Plan?



27

Pasco County will educate, train, and attract a top-notch work force to support its employment base and propel targeted economic sectors.

## COUNTY-WIDE GOAL 4: GROW PASCO’S WORKFORCE

28

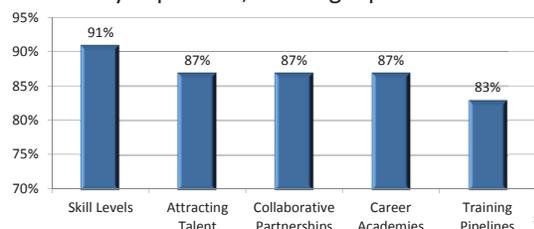
## Objectives: Grow Pasco’s Workforce

- Enhance Education and Workforce Development Task Force
- Aggressive Talent Attraction Campaign to Develop Innovative Environments
- Foster Collaborative Efforts for Employment Options
- Career Academy Programs in All Schools
- Organize Career Training Pipelines

29

## Summit Responses

- How Important to Pasco’s Economic Growth is: Raising Skill Levels of Our Workforce, Attracting Talent, Collaborative Partnerships, Career Academy Expansion, Training Pipelines?



30

Pasco will be a regional leader in community services and facilities, education, recreation, cultural and tourism-related amenities while enhancing our environmental resources.

**COUNTY-WIDE GOAL 5: ENHANCE PASCO'S QUALITY OF LIFE**

31

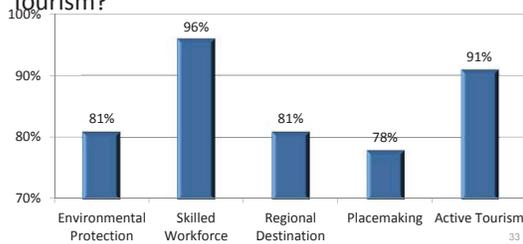
**Objectives: Enhance Pasco's Quality of Life**

- Provide Environmental Protection
- Sustain Highly Skilled Workforce
- Regional Destination for Performing & Fine Arts, Sports & Special Events
- Reinforce Identity, Sense of Place, & Character of County
- Be Celebrated as One of the Best Places for Active Tourism

32

**Summit Responses**

- How Important to Pasco's Economic Growth is: Environmental Protection, Skilled Workforce, Regional Destination, Placemaking, & Active Tourism?



33

**CLOSING COMMENTS**

34

**Strategic Plan Alignment**



35

Adopt Pasco County's Economic Development Plan (2013 – 2025) and Direct Staff to Begin Immediate Implementation

**Recommendation**

# THE HARBORS DISTRICTS

## West Market Districts - Vision

North County Line

The WEST MARKET AREA is divided into 12 districts. The Boundaries of the districts are defined based on historical context, neighborhood characteristics, roadways, natural features, and opportunities.

AREA 1

### Sunwest District

**Vision:** Promote ecotourism and resort living.

### Hudson District

**Vision:** Create a historic district, enhance Hudson Beach and promote ecotourism.

### Aripeka District

**Vision:** Preserve historic character and natural resources

### Hill District

**Vision:** A healthy mix of industrial, residential and commercial uses

S.R. 52

AREA 2

### Gulf View District

**Vision:** Connect existing parks and neighborhoods, retrofit strip malls, provide waterfront and recreational activities

### Embassy District

**Vision:** Provide parks and open spaces and connected street network.

Ridge Road

AREA 3

### River District

**Vision:** Create waterfront activity center, entrance gateways to the Cities and, preserve and enhance historic features.

### Central District

**Vision:** Provide parks and open spaces, connected street networks and encourage mixed use infill development.

### Spring District

**Vision:** Provide connected street network, co-locate neighborhood parks with natural features.

S.R. 54

AREA 4

### Anclote West District

**Vision:** Preserve coastal resources, enhance connectivity to the coast.

### Elfers District

**Vision:** Preserve and enhance historic features and landscape, enhance street and sidewalk connectivity

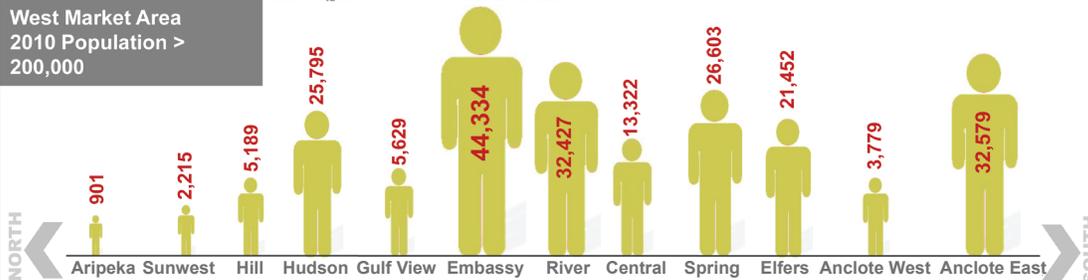
### Anclote East District

**Vision:** Create gateway features, provide adequate infrastructure and quality affordable housing and prevent crime.

South County Line

West Market Area  
2010 Population >  
200,000

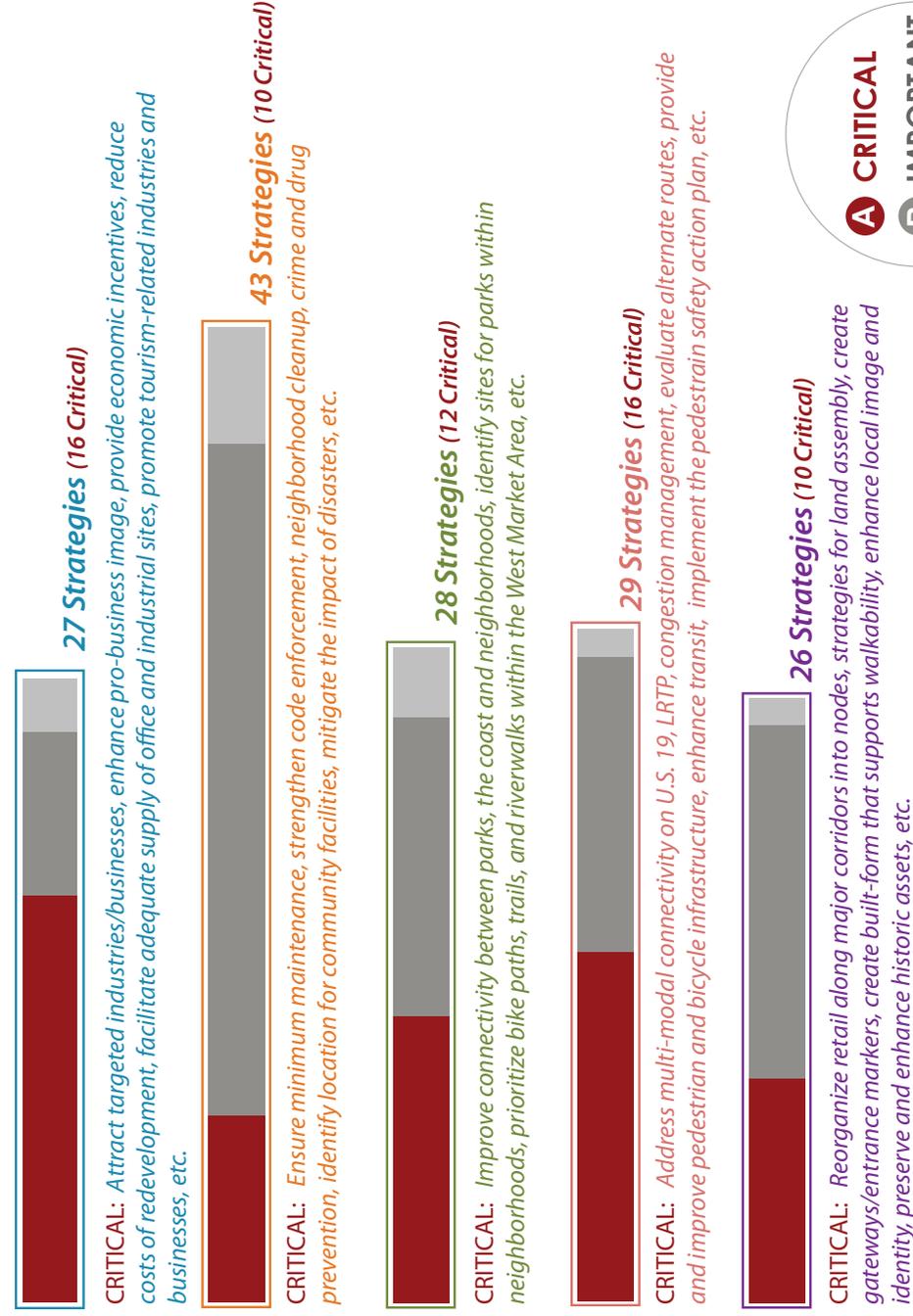
Population



# THE HARBORS IMPLEMENTATION PRIORITIES SUMMARY

## THE HARBORS West Market Redevelopment/Infill Plan

### IMPLEMENTATION PRIORITIES



**27 Strategies (16 Critical)**

**CRITICAL:** Attract targeted industries/businesses, enhance pro-business image, provide economic incentives, reduce costs of redevelopment, facilitate adequate supply of office and industrial sites, promote tourism-related industries and businesses, etc.

**43 Strategies (10 Critical)**

**CRITICAL:** Ensure minimum maintenance, strengthen code enforcement, neighborhood cleanup, crime and drug prevention, identify location for community facilities, mitigate the impact of disasters, etc.

**28 Strategies (12 Critical)**

**CRITICAL:** Improve connectivity between parks, the coast and neighborhoods, identify sites for parks within neighborhoods, prioritize bike paths, trails, and riverwalks within the West Market Area, etc.

**29 Strategies (16 Critical)**

**CRITICAL:** Address multi-modal connectivity on U.S. 19, L RTP, congestion management, evaluate alternate routes, provide and improve pedestrian and bicycle infrastructure, enhance transit, implement the pedestrian safety action plan, etc.

**26 Strategies (10 Critical)**

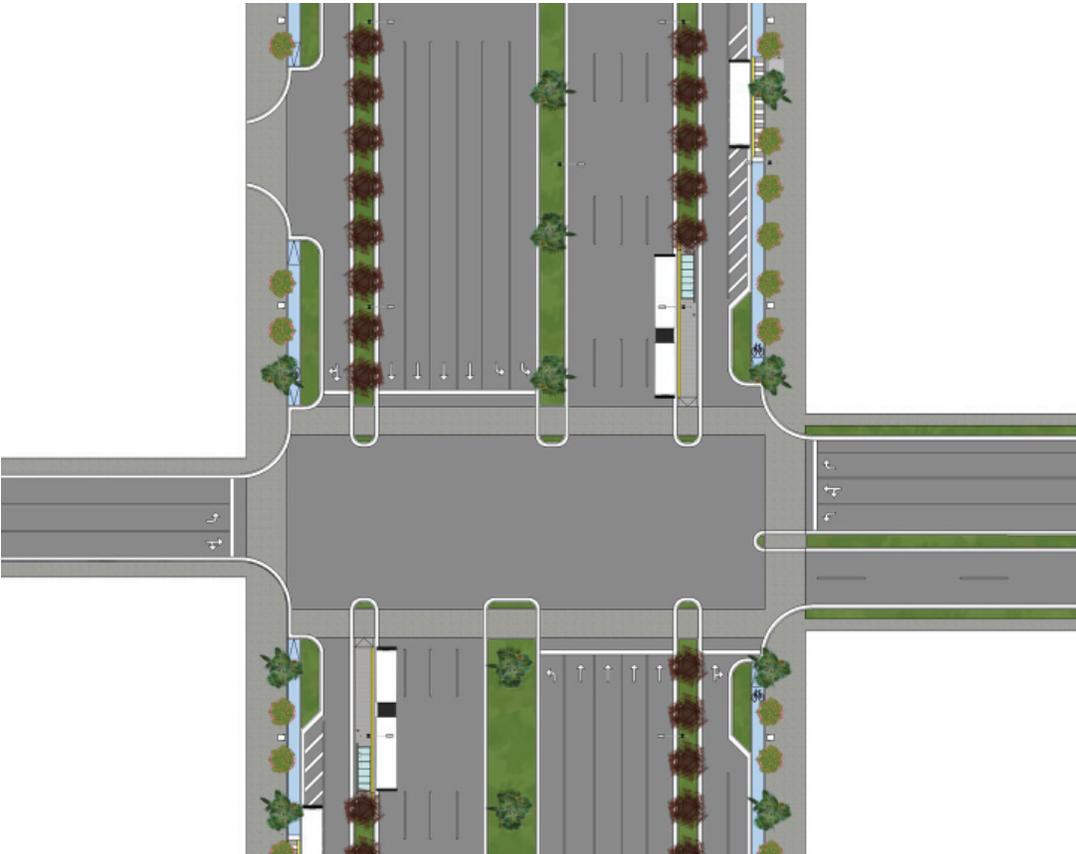
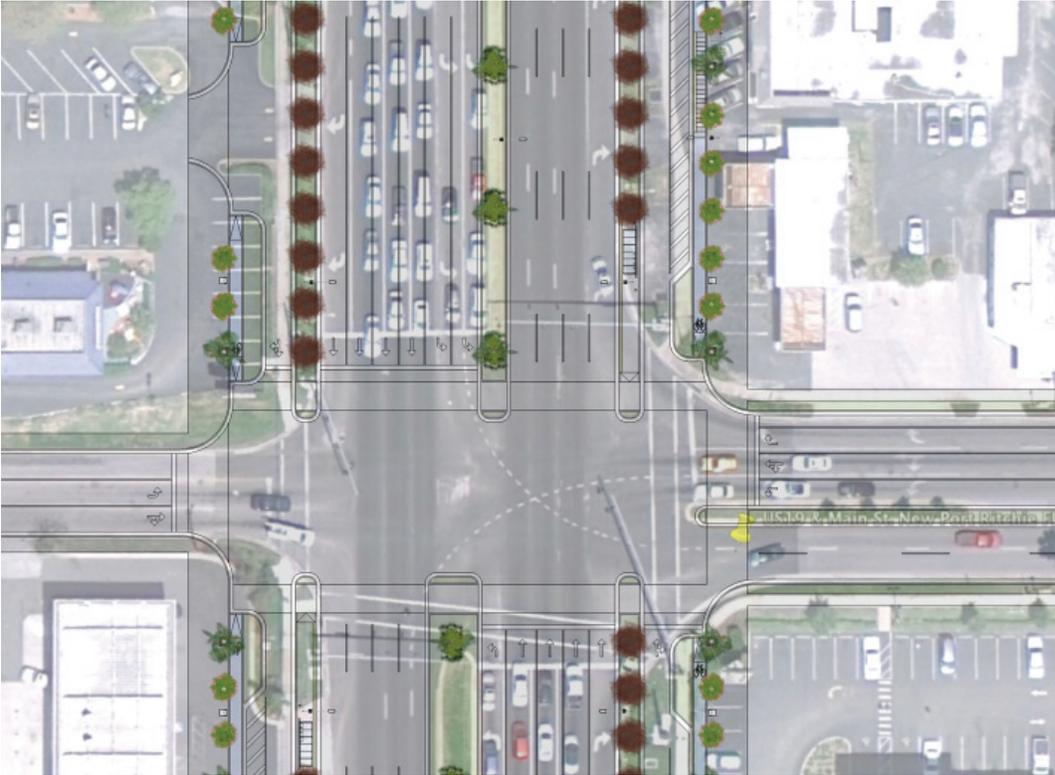
**CRITICAL:** Reorganize retail along major corridors into nodes, strategies for land assembly, create gateways/entrance markers, create built-form that supports walkability, enhance local image and identity, preserve and enhance historic assets, etc.

### STRATEGIES, IMPLEMENTATION PRIORITIES



# PROPOSED U.S. 19 ROADWAY CONCEPTS

## Multi-Way Boulevard Conceptual Plans



Source: U.S. 19 Multi-Modal Connectivity and Design Standards Study conducted by the IBI Group. (October 2011).

## Cross Sections

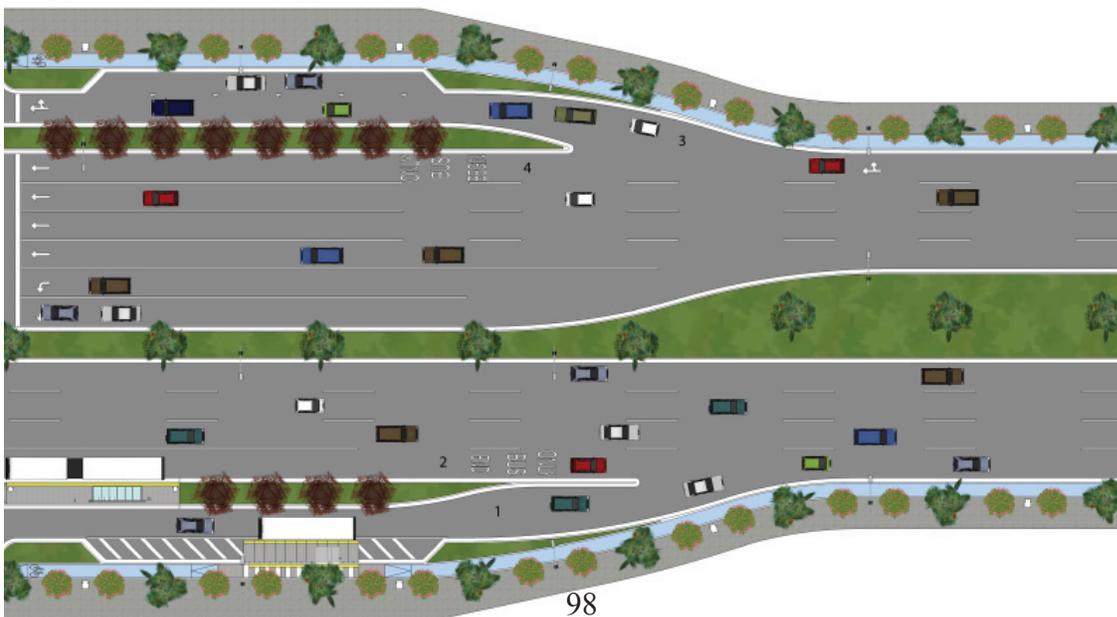
### Proposed Conceptual Section for U.S. 19 – Multi-Way Boulevard



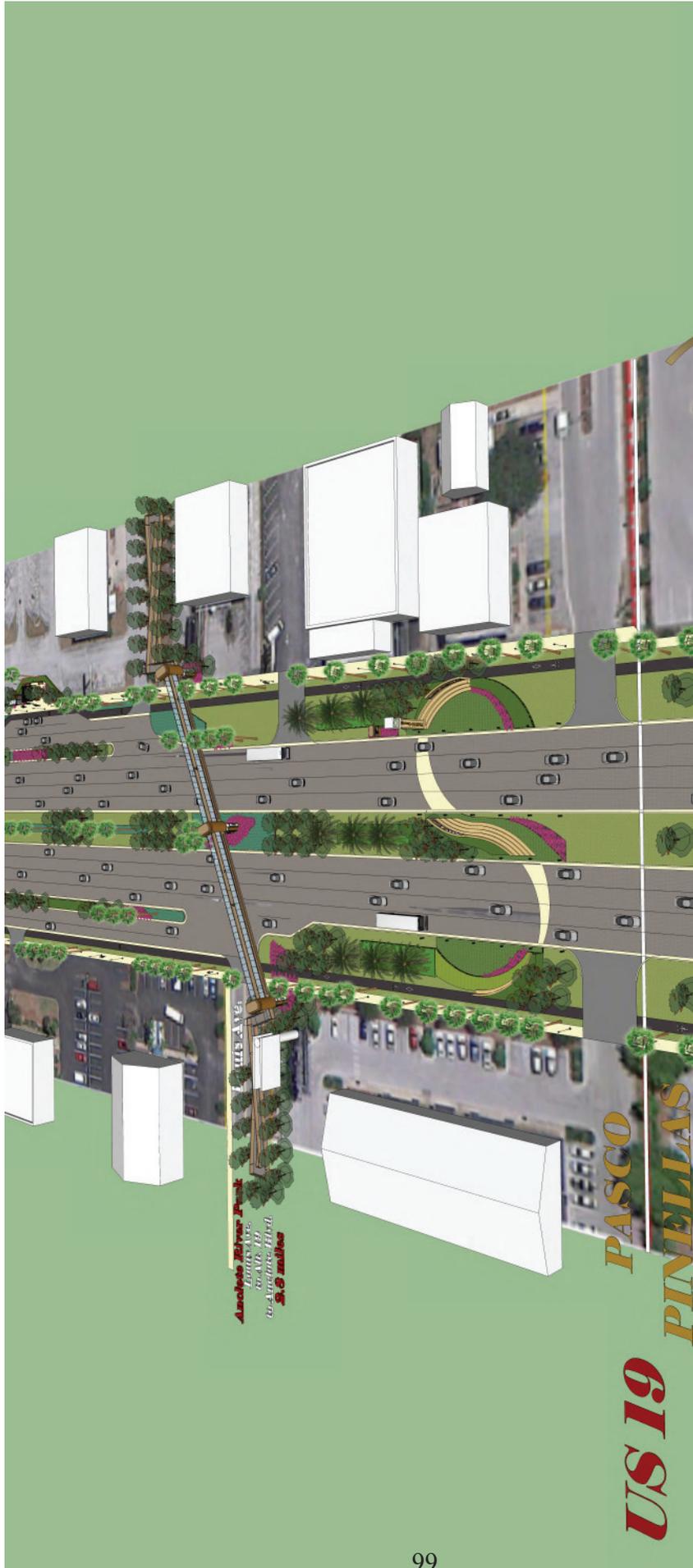
- Wide sidewalk with street trees, lighting, street furniture
- Raised, protected bike lanes
- On-street parking
- Secondary local access/bus lane
- Secondary median/pedestrian crossing refuge with trees, lighting, rapid bus stops
- Dedicated rapid bus lane combined with through lanes
- Wide center median/pedestrian crossing refuge with water run-off management
- Access lane is lower speed, lower volume, making it safer for pedestrians and cyclists
- Local buses can pull into and out of traffic more easily and safely

### Multi-Way Boulevard to Standard Profile

Typical Transition from Multi-Way Boulevard to Standard ROW



URBAN DESIGN GRAPHICS FOR THE SOUTHERN GATEWAY ON U.S. 19



# URBAN DESIGN GRAPHICS FOR THE SOUTHERN GATEWAY ON U.S. 19



# MOBILITY FEE PRESENTATION

## Future of the Region Awards



### Mobility Fees Pasco County

January 13, 2012



## Mobility Fee Highlights

- Replaces existing transportation impact fee
- Adopts MPO LRTP as Pasco's mobility plan
- Responds to changes in growth mgt. legislation
- Funds roads, transit and bicycle/pedestrian facilities




## Mobility Fee Highlights

- Uses variable levels of service, trip lengths and other revenue sources to create a tiered rate structure (favored uses and locations)
- Lower rates in Urban Market Area
- Lower rates for office, industrial, hotel, transit oriented, and traditional neighborhood development
- Greater reliance on alternative travel modes in Urban Market Area
- Allows municipalities to participate




## Mobility Fee Highlights

- Supports County's objectives – job creation & smart growth
- Earmarks % of mobility fee for Strategic Intermodal System (SIS)
- Does not assess for regional transit BUT does allow fees to be used for such facilities
- Does not rely on any tax increase



## Factors Motivating Pasco

- 48% of Pasco County workers employed outside of Pasco County boundaries – Highest % of commuters in Region
- 12% Unemployment – Highest % in Region
- Highest impact fees in Region
- Unsustainable Growth Patterns
- Tax Base dependent on residential development (79%)

## Mobility Fee Planning Foundation

- ULI
- Strategic Plan
- Business Plan

Available at [www.pascocountyfl.net](http://www.pascocountyfl.net)




## Mobility Planning History-2006

- 2006 Comprehensive Plan
- Creation of Town Centers and Employment Centers
- Adoption of Town Center/Traditional Neighborhood Development Ordinance
- Creation of Rural Protection Areas



## Mobility Planning History-2007/08

- Adoption of Pasadena Hills TND Area Plan
- Creation of TBARTA by legislature
- Urban Land Institute (ULI) Report
  - Market Area focus
  - More Predictable/Less Time Consuming Transportation Mitigation System
  - Focus on transit-oriented and traditional neighborhood development



## Mobility Planning History-2009-Current

- Focus on Transit Oriented Development and Traditional Neighborhood Development



IBI Consultants on Greenfield Transit Oriented Development

## Mobility Planning History-2009

- SB 360
  - Dense Urban Land Area/Urban Service Area Exemptions
  - Mobility Fees / Mobility Alternatives
  - DCA/FDOT Joint Report



## Mobility Planning History-2009

- BOCC Adopts Strategic Plan
  - Concentrate Future Growth in Urban Service Area
  - Mobility Fees in Place by 2012
  - Focus on new Transportation Funding Sources-Tax Increment
  - Focus on Job Creation
  - Innovation Encouraged



# MOBILITY FEE PRESENTATION

## Mobility Planning History-2009

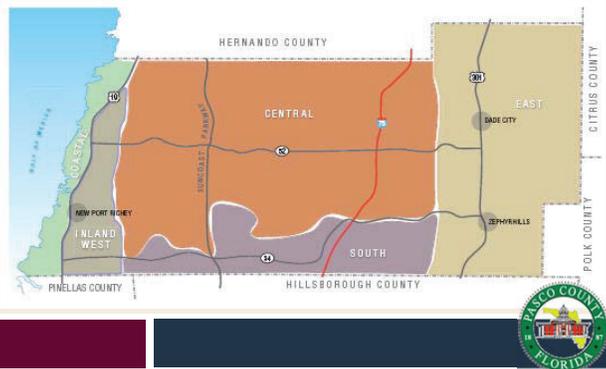
- ◆ TBARTA Adopts Transit Master Plan
- ◆ MPO Adopts 2035 Long Range Transportation Plan



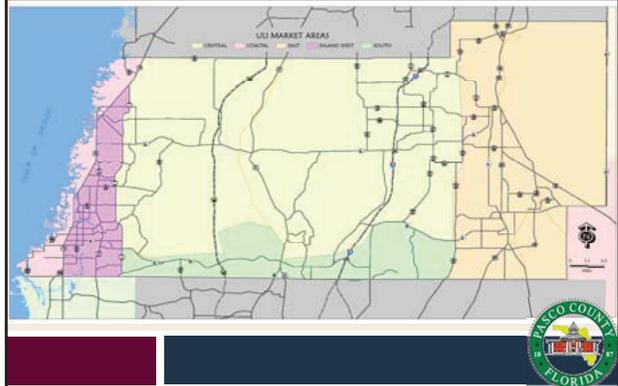
## Mobility Fee Stops Spreading Growth Like Peanut Butter



## ULI Market Area Analysis



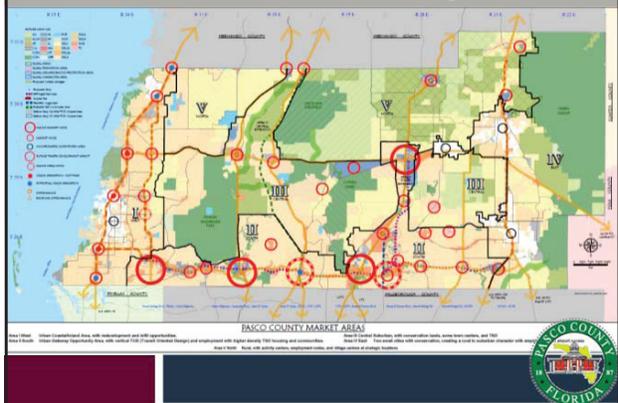
## ULI Market Areas on Base Map



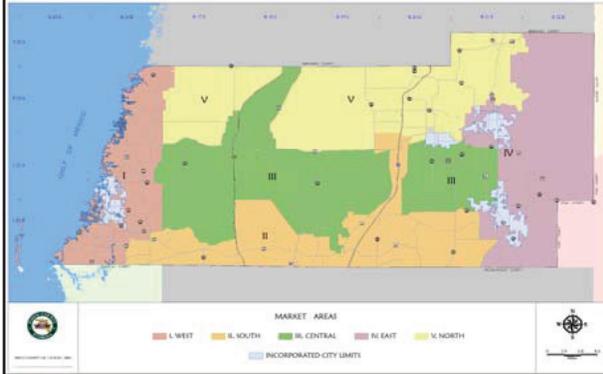
## Current MPUD's & DRI's



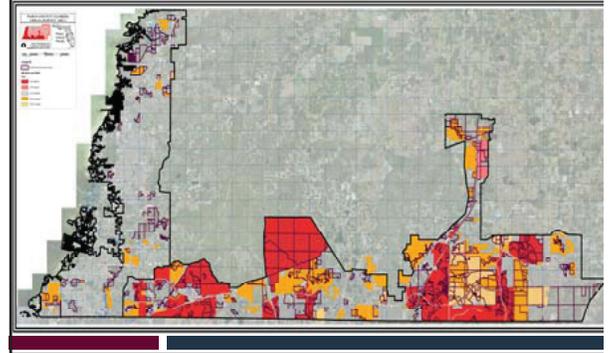
## Market Area's on FLU Map



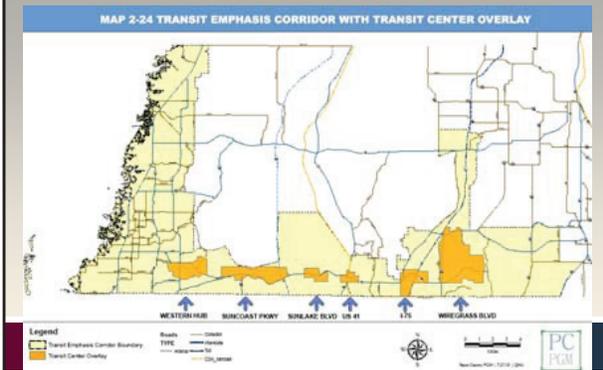
## Market Areas and Cities



## USA with MPUD-DRIs



## Transit Oriented Development



## Mobility Planning History-2010

- Market Areas and Market Area Strategies Adopted into Comprehensive Plan
- TOD Conceptual Locations and Standards Adopted into Comprehensive Plan
- Urban Service Area/TCEA Adopted
- First Mobility Fee Concepts Presented to MPO
- Stakeholders & Steering Committees Formed

- NEW FOR 2011**
- Board Selects Prototype Mobility Fee
    - Relies in part on Tax Increment Financing (TIF)
    - Ordinances and Full Fee Schedules within 90 days
  - Urban Service Area settlement agreement approved by DCA

- NEW FOR 2011**
- HB 7207 (Community Planning Act)
    - Less Stringent Urban Service Area Definition
    - Favorable Language for Mobility Fees
    - Transportation Concurrency Optional
    - Less State Oversight

# MOBILITY FEE PRESENTATION

June/July **NEW FOR 2011**

- Board Adopts a Multi-Modal Mobility Fee that Helps Implement 5 Years of Planning Concepts



July 12, 2011

- One of the First Counties in Florida/United States to Adopt a Mobility Fee
- Innovative
- Promotes Smart Growth
- Promotes Economic Development
- Pilot project becomes model for other communities

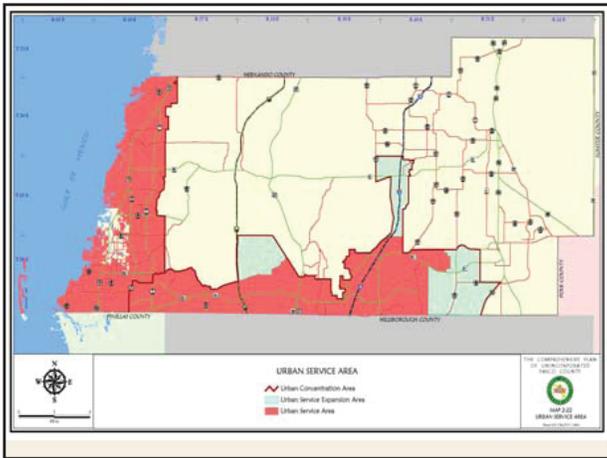
Ordinance - Overview

- Replaces transportation impact fee with a mobility fee
- Assesses Capital Costs for
  - Roads
  - Transit
  - Bicycle/Pedestrian Facilities



Overview - TCEA

- Creates and implements Transportation Concurrency Exception Area (TCEA) for Urban Service Area based on Mobility Fee
- Subsequent Comp Plan and Code Amendments will replace Transportation Concurrency with Mobility Fee and Timing and Phasing system County-wide

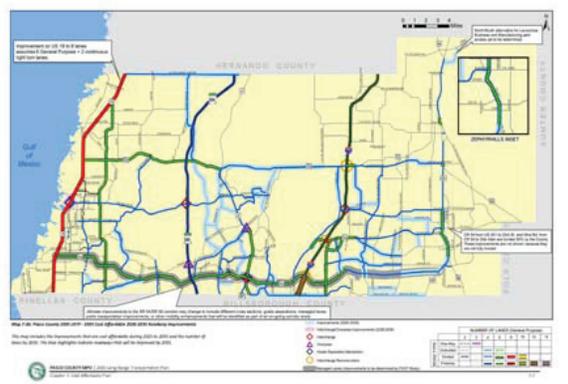



Overview - LRTP

- Adopts MPO Long Range Transportation Plan as Mobility Plan



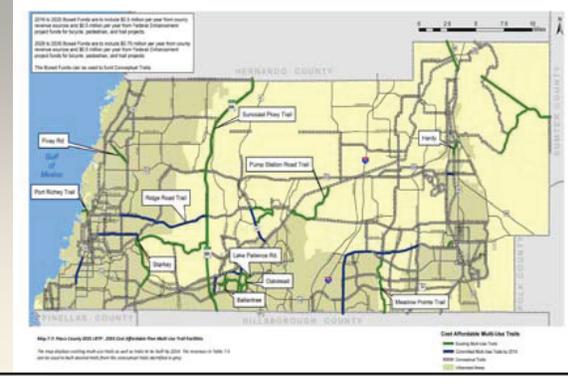
## Roadway Improvements



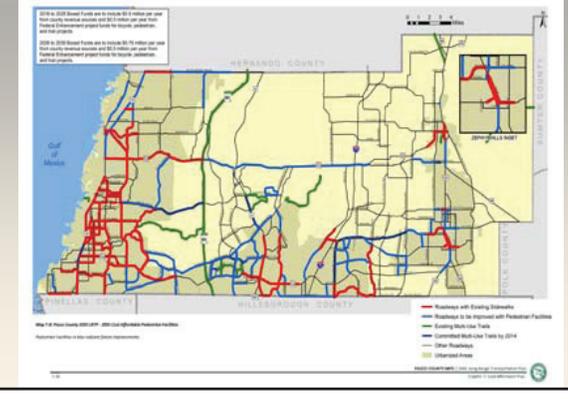
## Transit Routes



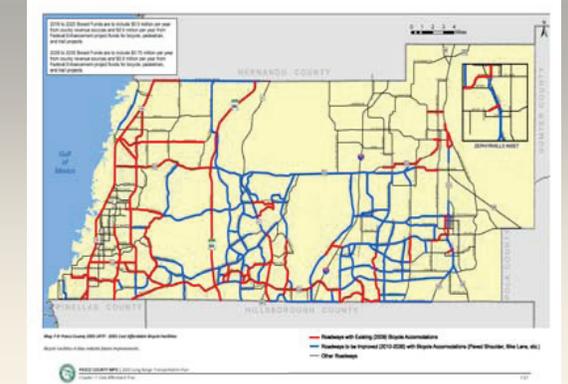
## Multi-Use Trail Facilities



## Pedestrian Facilities



## Bicycle Facilities

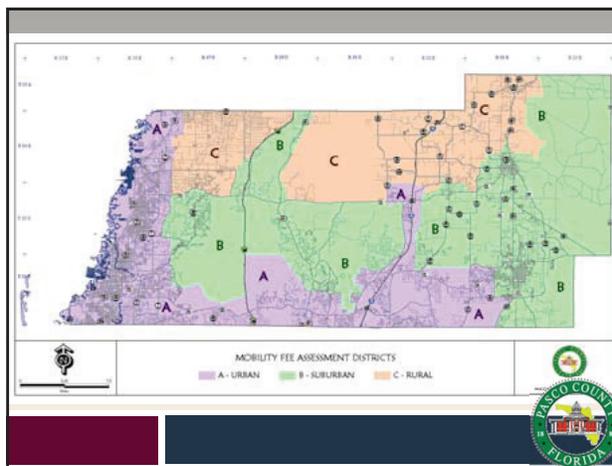
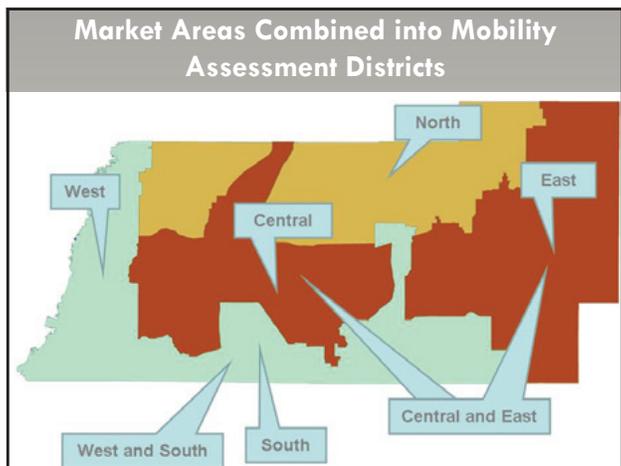


## Fee Structure

- Tiered Mobility Fee Rates
- Lower Fees in Urban Market Area
- Higher in Suburban & Rural Market Areas
- Longer Trip Lengths, higher LOS standard = higher fees



# MOBILITY FEE PRESENTATION



### Preferred Rates

- Office
- Industrial
- Lodging (Hotel)
- Traditional Neighborhood Development/Town Centers (TND)
- Transit Oriented Development (TOD)

Four small images illustrating preferred development types: a modern office building, a multi-story industrial building, a hotel building, and a transit-oriented development with a bus stop.

### Rate Buy-Down

- Other transportation revenues will subsidize/buy-down mobility fee for preferred uses and locations
  - Gas Tax
  - Penny for Pasco (Sales Tax)
  - 33.33% Tax Increment
- Required buy-down calculated yearly based on actual permits and revenues

### Example Tax Increment Calculation

Tax Roll Date	Base Year	
Fiscal Year	01/01/11	01/01/14
	FY 2012	FY 2015
Gross Countywide Taxable Valuation	\$ 20,200,000,000	\$ 21,695,405,000
Deduct Community Redevelopment Areas	\$ (828,200,000)	\$ (889,511,605)
Net Countywide Taxable Valuation	\$ 19,371,800,000	\$ 20,805,893,395
Current Year minus FY 2012 (Base Year)		\$ 1,434,093,395
Multiply by millage rate		6.3668
Divide by \$1,000 (taxable value)		\$ 1,000
Multiply by percentage available for transportation		33.33%
Multiply by percentage collected (3% discount for paying early)		97.00%
<b>Tax Increment</b>		<b>\$ 2,951,928</b>

### Example Mobility Fee Subsidy Calculation

Mobility Fee	FY 15				
	Number Resid Permits	SF Non-Res Permits	Revenues with buy-down	Revenues without buy-down	Difference (Mobility Fee Subsidy)
Collection/Benefit District 1 - West (MFCBD1)					
Assessment District A	118	171,847	\$ 690,194	\$ 1,886,163	\$ (1,195,969)
Assessment District B	87	0	\$ 730,848	\$ 809,343	\$ (78,495)
Assessment District C	104	2,884	\$ 1,218,007	\$ 1,406,064	\$ (188,057)
<b>Total</b>	<b>309</b>	<b>174,731</b>	<b>\$ 2,639,049</b>	<b>\$ 4,101,570</b>	<b>\$ (1,462,521)</b>
Gas Tax Revenues spent in Collection/Benefit District 1 - West					\$ -
Sales Tax Revenues spent in Collection/Benefit District 1 - West					\$ -
<b>Total Tax Revenues spent in Collection/Benefit District 1 - West</b>					<b>\$ -</b>
Total Tax Revenues spent in Collection/Benefit District 1 - West					\$ -
Deduct Mobility Fee Subsidy Needed					\$ (1,462,521)
<b>Required Transfer Needed from the Multi-Modal Fund to the MFCBD1 Fund</b>					<b>\$ (1,462,521)</b>

## Maintains Established Expenditure Zones

- Retains and uses existing impact fee zones for expenditures
- Renamed collection/benefit districts
- Recognizes predominate travel characteristics (predominantly north-south; easier to satisfy “benefit” prong of dual rational nexus test)
- Adds flexibility in project selection



## Municipalities

- Municipalities can participate; not required to participate
- CRA's excluded from tax increment district
- If participate, mobility fees and tax increment revenues collected in cities will be earmarked for improvements benefiting cities
- Cities benefit from TND/Town Center rates in fee schedule



## Overview – SIS Facilities

- Portion of fee earmarked for improvements that benefit Strategic Intermodal System (SIS) in Pasco County
  - US 19
  - I-75
  - Suncoast Parkway
  - Portions of US 41 and SR 54
- Requires consultation with FDOT prior to budgeting SIS portion
- Can be used for regional transit



## Administration Fee

- Covers costs of administering and implementing the mobility fee program
- \$396 for residential permits; \$198 for non-residential permits
- \$198 for residential additions; \$99 for non-residential additions



## Reductions and Increases

- Reductions in fees retroactive to building permits applied for or issued on or after March 1, 2011
- If fees increasing, or otherwise adversely affected by mobility fees, 3-year period to opt-out and remain subject to transportation impact fees



# MOBILITY FEE PRESENTATION

## Key Assumptions – Growth Rate

- ↘  $\approx 1.5\%$  growth rate in person-miles of travel
- ↘ Consistent with most recent BEBR population projections



## Level of Service (LOS) Implications

- ↘ More tolerance for congestion in South and West Market Areas; increased reliance on transit
- ↘ Commitment to expand transit operations with tax increment revenue
- ↘ Less tolerance for congestion in Central, East and North Market Areas
- ↘ Measure LOS area-wide instead of road by road



## Funding Assumptions

- ↘ Penny for Pasco renewal by 2014
  - Same % allocated for transportation
- ↘ 2.5 cents of existing gas tax used for capital; other 7.5 cents used for operation and maintenance
- ↘ 3% average annual growth rate in property values for tax increment (1.2 % year 1)
- ↘ No decrease in property millage rate



## Cost Assumptions

- ↘ Includes
  - Interstate/SIS travel costs (20% of the fee)
  - Transit capital cost (0.25% of the fee)
  - Bicycle/pedestrian facilities (4% of the fee)
- ↘ Excludes
  - Carrying costs
  - Costs of regional transit facilities (i.e. Light Rail)



## Updates to Ordinance

- ↘ At least every 3 years
- ↘ Re-examination of all assumptions
  - Growth Rates
  - Construction Costs
  - Availability of Buy-down Revenue Sources
  - Changes to LRTP
  - Include Regional Transit?



## Mobility Fee (Acceptability)

- ↘ Only charged to new development; not a fee paid by existing residents
- ↘ Does not require any tax increase or assessment
- ↘ Fee buy-down uses earmarked existing revenue sources (gas tax, Penny for Pasco, and 33.33% ad valorem tax increment)



## HB 7207 Reinforcement

- Local governments encouraged to develop tools and techniques to complement the application of transportation concurrency
- Exempting or discounting impacts of locally desired development
  - Urban areas, redevelopment, job creation, and mixed use
- Multi-modal solutions

\* See Section 163.3180(5)(f), Florida Statutes



**FEE COMPARISON TABLE**  
(Non-residential fees are per 1,000 sf)

	Existing TIF	Mobility Fee Urban (West/South)	Mobility Fee Suburban (Central/East)	Mobility Fee Rural (North)
Single-Family (1501-2499 s.f.)	\$10,302	\$5,835	\$8,570	\$9,800
Apartments	\$7,564	\$3,971	\$5,845	\$6,694
Light Industrial	\$3,151	\$0	\$1,000	\$2,000
Office (50,000-100,000)	\$3,703	\$0	\$1,000	\$2,000
Retail (50,000-200,000)	\$8,877	\$5,641	\$7,051	\$8,813
Hotel	\$3,147	\$0	\$597	\$1,192

**FEE COMPARISON TABLE**  
TND and TOD  
(Non-residential fees are per 1,000 sf)

	Existing TIF	Mobility Fee Urban (West/South)	Mobility Fee Suburban (Central/East)	Mobility Fee Rural (North)
Town Center/ TND Single-Family (1501-2499 s.f.)	\$10,302	\$1,459	\$2,143	\$2,450
Town Center/ TND Apartments	\$7,564	\$993	\$1,463	\$1,970
Town Center/ TND Light Industrial	\$3,151	\$0	\$250	\$500
Town Center/ TND Office(50,000-100,000)	\$3,703	\$0	\$250	\$500
Town Center/ TND Retail(50,000-200,000)	\$8,877	\$1,410	\$1,763	\$2,203
Town Center/ TND Hotel	\$3,147	\$0	\$149	\$298
TOD – All Uses	N/A	\$0	N/A	N/A

## Rural Area Fees Town Center Comparison

- Rural Movie Theater**
- \$21,454 per screen – 168% of existing transportation impact fee



- Movie Theater in Town Center (Dade City, Pasadena Hills)**
- \$4,318 per screen – 34% of existing transportation impact fee



## Rural Area Fees Town Center Comparison

- Rural Supermarket**
- \$13,082 per 1,000 s.f. – 160% of existing transportation impact fee

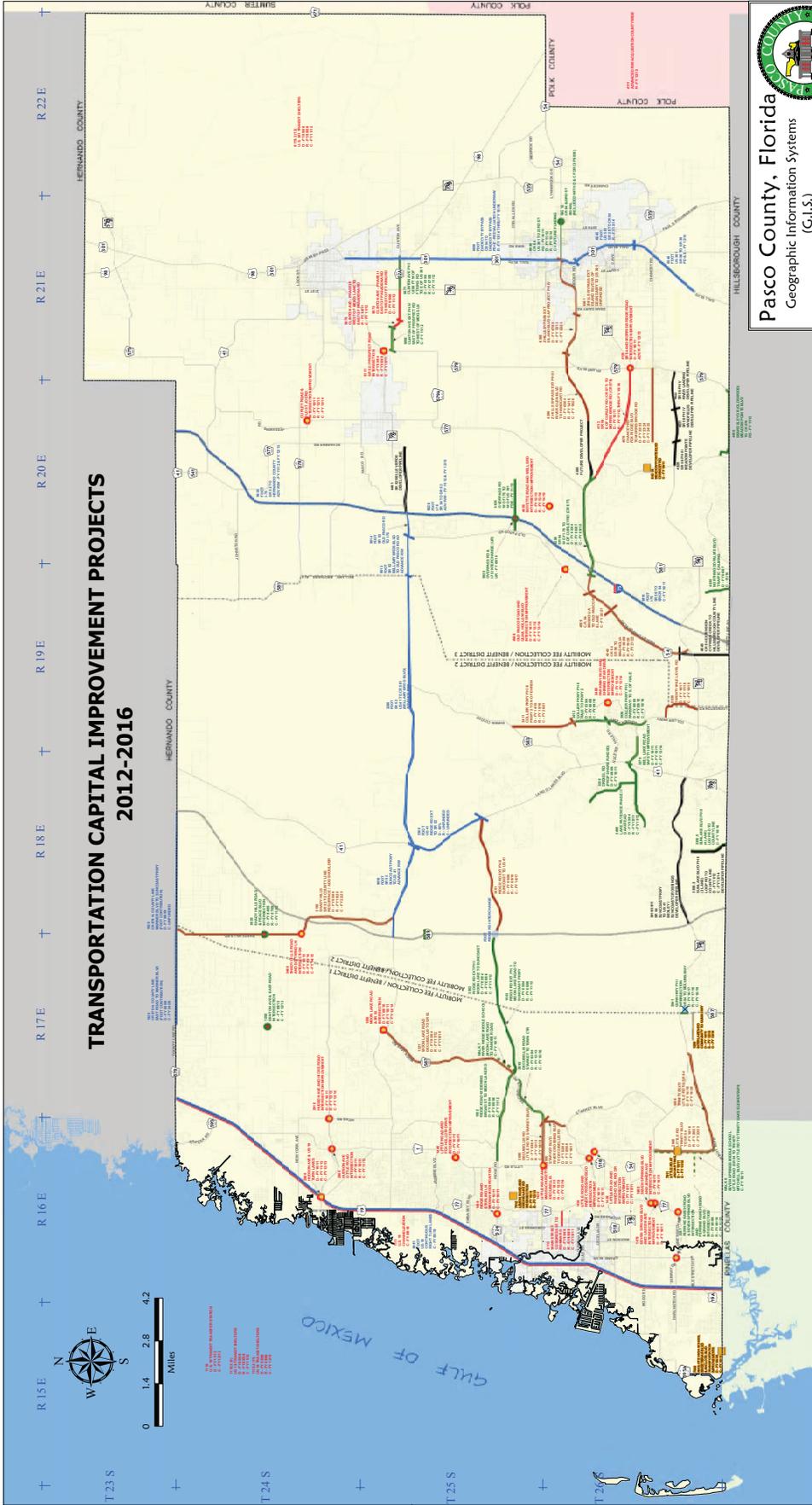


- Supermarket in Town Center (Dade City, Pasadena Hills)**
- \$2,611 per 1,000 s.f. – 32% of existing transportation impact fee



Where do you want to live?

# PASCO COUNTY TRANSPORTATION CAPITAL IMPROVEMENT PROJECTS



## TRANSPORTATION CAPITAL IMPROVEMENT PROJECTS 2012-2016



**Pasco County, Florida**  
 Geographic Information Systems  
 (C.I.S.)  
 Engineering Services  
 Survey Department

Title:	Pasco County Transportation Capital Improvement Projects 2012-2016		
Created:	SEPTEMBER 2011	Created by:	JMH
Updated:		Updated by:	
Checked by:		Checked by:	DB

- FDOT
- PASCO COUNTY CIP INTERSECTION IMPROVEMENTS
- PENNY FOR PASCO INTERSECTION IMPROVEMENTS
- SIGNALIZATION PROJECTS
- TRANSPORTATION IMPROVEMENTS

- ↗ LONG RANGE PROJECTS  
(Construction Outside 5 Year CIP - Dates Tentative)
- ↘ FDOT PROJECTS  
(Shown for Informational Purposes Only)
- ↗ PIPELINE (DEVELOPER) PROJECTS  
(Per Development Agreements)
- ↘ MOBILITY FEE COLLECTION / BENEFIT DISTRICT

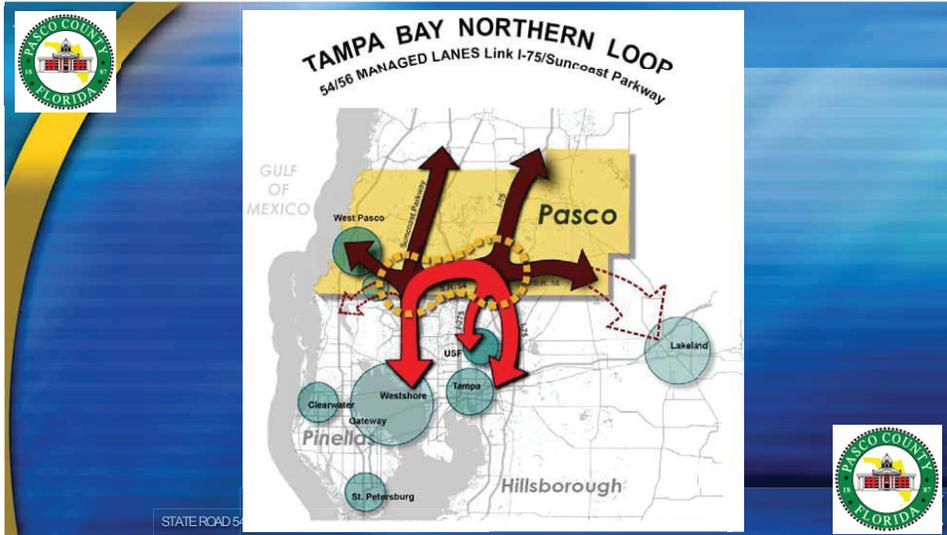
- ↗ TRANSPORTATION IMPROVEMENTS
- ◆◆ SHARED USE PATH
- ↗ PROJECTS SCHEDULED FOR CONSTRUCTION IN 5 YR CIP
- ↘ PENNY FOR PASCO PROJECTS

Construction of Pipeline Project (Developer Project) is not considered committed until a Letter of Credit or Financial Guarantee to fully construct the improvement is posted or accepted by Pasco County. Project Start Dates for Road Studies are dependent upon funding.

This map is an informational program only. It is not intended to be used for legal purposes. The user assumes all liability for the use of this information. The data does not meet the minimum standards for accuracy, completeness, or reliability required by the Florida State Plane Act. The Pasco County Board of County Commissioners is not responsible for any errors or omissions of any kind contained in this map. The user assumes all liability for any use of this information.



# NORTHERN LOOP - MANAGED LANES PRESENTATION



## Pasco's Northern Loop – Managed Lanes

1. Managed Lanes an **Emerging Regional Strategy**
2. **RSH Study- Alternative 6** Set the Stage for the Concept
3. General Support, but we must **Establish Revenue Potential**
4. Will Weatherford wants us to **"Go On Transportation Offensive"**
5. Secretary Prasad wants us to **"THINK BIG"**
6. **FDOT** wants to accelerate **PPP private funding projects**
7. **CCC Regional Priority List** made project **No. 5 in the TOP TEN**
8. **Economic Development** interests want road and transit capacity
9. **Pasco Joins Tampa Bay Economic "Big League"**

STATE ROAD 54/56 PROJECT CONCEPT DEVELOPMENT STUDY - US 19 to BRUCE B. DOWNS BOULEVARD

## Sunday November 4th Tampa Bay Times

### Pasco primed to join economic big league

In the Tampa Bay region, Pasco County is primed to join the economic big league. The county is positioned for growth, with a strong focus on infrastructure and economic development. The Tampa Bay Northern Loop project is a key component of this strategy, aimed at improving transportation and creating new economic opportunities.

**ROBERT THORNTON**, Pasco County Commissioner, stated that the county is committed to providing a high-quality infrastructure for its residents and businesses. The Northern Loop project will provide a major transportation link between the county and the rest of the Tampa Bay area, facilitating economic growth and job creation.

### Pasco has big economic plans

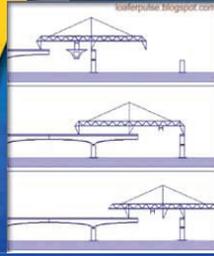
Pasco County has big economic plans for the future. The county is focused on attracting investment and creating jobs. The Tampa Bay Northern Loop project is a key part of this strategy, as it will provide a major transportation link between the county and the rest of the Tampa Bay area. This will facilitate economic growth and job creation, and help to establish Pasco County as a major economic hub in the region.

The county is also investing in infrastructure and public services to support economic development. This includes improving roads, bridges, and transit systems, as well as investing in education and workforce development. These investments are essential for creating a strong economic foundation for the future.



# SR 54/56 PASCO Corridor Concept

Elevated Managed Lanes (Alternative-6, RSH DOT Study)



## BUILDABLE

Median located and built with staged MOT with day and night schedule

## FUNCTIONAL

This elegant Segmented Precast allows 4 elevated toll lanes to flow over the 6 "free" at grade Lanes

## BRT READY

Market Driven Transit-Balances ADT



STATE ROAD 54/56 PROJECT CONCEPT DEVELOPMENT STUDY - US 19 to BRUCE B. DOWNS BOULEVARD



## Location Map – "EXPANDED East 56"

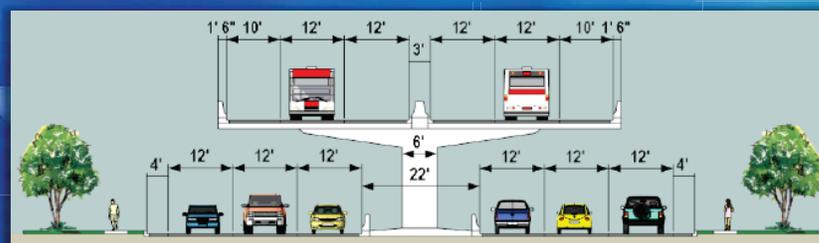


STATE ROAD 54/56 PROJECT CONCEPT DEVELOPMENT STUDY - US 19 to BRUCE B. DOWNS BOULEVARD



## ALTERNATIVE SIX Develop Toll and Transit

Alt 6: Express Bus/Managed Lanes – 4 Lanes Elevated



STATE ROAD 54/56 PROJECT CONCEPT DEVELOPMENT STUDY - US 19 to BRUCE B. DOWNS BOULEVARD





# SR 54/56 PASCO Corridor Concept

Elevated Managed Lanes (Alternative-6, RSH/ DOT Study)



- RSH Presented to MPO and BCC **May 10th.**
- Presented to DRC **July 15th.**
- District 7 Workshops (Secretary & Staff) **Aug 10.**
- Presented to PEDC Council **August 22nd.**
- Priority # 5 in CCC Priority List **Sept. 10th.**
- Reviewed with Weatherford Office **Sept. 15th.**
- PEDC to Pasco Delegation **Sept. 27th**
- ULI tour, Secretary DOT - PPP **Oct. 30**
- BCC - URS Toll & ROW Study **Nov.7th**

STATE ROAD 54/56 PROJECT CONCEPT DEVELOPMENT STUDY - US 19 TO BRUCE B. DOWNS BOULEVARD



## Action Time IS NOW– Key Issues!

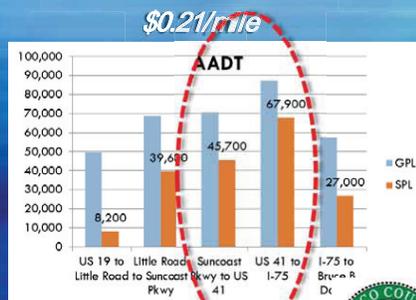
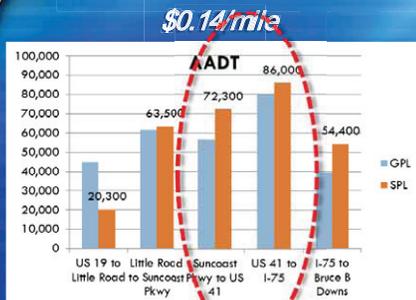
- **L RTP & TBARTA Master Plan Proposes Managed Lanes**
- Action Needed (Capacity & Transit-Not 25 years out )
- Major Intersections / Segments Failing
- **PPP Opportunity Real and stressed by FDOT (Prasad)**
- **Pasco 54/56 Developers Need ROW Requirements**  
(Starkey, Smith 54, Wiregrass, Mitchell/Western Hub and Others)
- **Construction Prices Lowest and Will Rise**
- **Interest Rates Low Point in History and Will Rise**

STATE ROAD 54/56 PROJECT CONCEPT DEVELOPMENT STUDY - US 19 TO BRUCE B. DOWNS BOULEVARD



## Managed Lanes Alternatives AADT

### 4 Managed Lanes Grade-Separated (Alternative 6)



STATE ROAD 54/56 PROJECT CONCEPT DEVELOPMENT STUDY - US 19 TO BRUCE B. DOWNS BOULEVARD



**Managed Lanes Gross Rev. Back of Envelope!**

.14c /Mile  
.21c /Mile  
\$50,000,000 Annual Rev. Est.

Segment	Rate	.14 /mile	Trip Miles	REV/Day	300 Day
Little-SC	7.75	63500	492125	\$ 68,897.50	\$ 20,669,250.00
SC- 41	5	72300	361500	\$ 50,610.00	\$ 15,183,000.00
41-I75	3.25	86000	279500	\$ 39,130.00	\$ 11,739,000.00
I-75-BBD	2	54400	108800	\$ 15,232.00	\$ 4,569,600.00
			<b>24,720</b>	<b>\$ 173,869.50</b>	<b>\$ 52,160,850.00</b>

*RSH Study ADT projected for 2035 Study Date*

Segment	Rate	.21 /mile	Trip Miles	REV/Day	300 Day
Little-SC	7.75	39600	306900	\$ 64,449	\$ 19,334,700.00
Little-SC	5	45700	228500	\$ 47,985	\$ 14,395,500.00
SC-41	3.25	67900	220675	\$ 46,341.75	\$ 13,902,525.00
41-I75	2	27000	54000	\$ 11,340	\$ 3,402,000.00
I-75-BBD			810075	\$ 17,011.75	\$ 5,103,525.00

STATE ROAD 54/56 PROJECT CONCEPT DEVELOPMENT STUDY - US 19 TO BRUCE B. DOWNS BOULEVARD



**Stakeholder Involvement "Expansion"**

DOT/D7 & FDOT  
 TBARTA  
 Pasco County MPO & BCC  
 Pasco Administration  
 Capital Project Investment Team  
 Public and Private Partnerships  
 Pasco Planning/GM

*SHOW ME THE MONEY!*

**Every Player Needs a Quality Toll Revenue Planning Number**

STATE ROAD 54/56 PROJECT CONCEPT DEVELOPMENT STUDY - US 19 TO BRUCE B. DOWNS BOULEVARD



**SR 54/SR 56 TRANSIT/MANAGED LANE AND TOLL STUDY**

**Study Objectives**

- Assess the **ROW needs** associated with the elevated and/or at-grade managed lane concept along the SR 54/56 corridor (US 19 to US 301)
- Perform **planning-level build toll demand traffic estimates**, assess optimal toll rates, revenue estimates, O&M costs, etc.

STATE ROAD 54/56 PROJECT CONCEPT DEVELOPMENT STUDY - US 19 TO BRUCE B. DOWNS BOULEVARD





## Key Study Activities

- Determine **proposed alignment** of managed lanes (at-grade or grade-separated);
- Establish **lane configuration**;
- Develop **typical section**
- **Set entrance and exit points** between managed lanes/premium transit guideway and general-use lanes;
- **Establish type/location of transit stations**; including pedestrian access



STATE ROAD 54/56 PROJECT CONCEPT DEVELOPMENT STUDY - US 19 to BRUCE B. DOWNS BOULEVARD



## Key Study Activities (Con't)

- Establish type/location of **park-and-ride lots**;
- Identify **stormwater management**/other drainage issues;
- Determination of preliminary/final costs – **PE/Construction**
- Develop **staging plan** for implementation



STATE ROAD 54/56 PROJECT CONCEPT DEVELOPMENT STUDY - US 19 to BRUCE B. DOWNS BOULEVARD



## Perform Toll Demand – Revenue Estimates (T&R Analysis)

- Utilization of established Tampa Bay Regional Transit Model
- **Extrapolation of volumes up to 99 years**
- Assumption of **toll rate**
- Assumption of **staged construction** (6 segments)
- **Toll revenue** planning study report



STATE ROAD 54/56 PROJECT CONCEPT DEVELOPMENT STUDY - US 19 to BRUCE B. DOWNS BOULEVARD



## Develop ROW Preservation Map/Table

Prepare aerial mapping of estimated impacts to specific parcels associated with :

- stormwater ponds;
- transit stations;
- park-and-ride lots;
- premium transit guideway corridor/ramps; and
- managed lane facilities



STATE ROAD 54/56 PROJECT CONCEPT DEVELOPMENT STUDY - US 19 to BRUCE B. DOWNS BOULEVARD



## Public Outreach Program

- Up to Five (5) Stakeholder meetings
- Four (4) agency/local government presentations.
- One (1) BOOC meeting
- One (1) Development Review Committee
- Preparation of graphics for display of concepts, study findings/recommendations, etc.



STATE ROAD 54/56 PROJECT CONCEPT DEVELOPMENT STUDY - US 19 to BRUCE B. DOWNS BOULEVARD



## Preliminary Schedule

Travel Demand Modeling	2 Months
Toll Revenue	2 Months
Cost Estimates/Staging Plan	2 Months
Drainage/ROW Preservation	2 Months
Public Outreach	Throughout Study

**Total Schedule: 8 Months**





## NEXT STEPS

1. Approve Scope and Budget
2. Execute Study Program – Stakeholder Input
3. Establish ROW Preservation Actions
4. Determine Capital Funding Opportunities
5. PPP Team Formulation
6. PD&E/SEIR on Priority Segments
7. PPP Team -ROW Lease & Investment Grade Study
8. Design Build Implementation



STATE ROAD 54/56 PROJECT CONCEPT DEVELOPMENT STUDY - US 19 to BRUCE B. DOWNS BOULEVARD



## NEXT STEPS

1. Approve Scope and Budget
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8. Design Build Implementation



STATE ROAD 54/56 PROJECT CONCEPT DEVELOPMENT STUDY - US 19 to BRUCE B. DOWNS BOULEVARD



## *Recommendation:*

Approve Task Order No.EDO13-0002,  
with a not to exceed amount of  
\$249,801.63, for the professional  
services of URS Corporation described  
in Exhibit "A"



STATE ROAD 54/56 PROJECT CONCEPT DEVELOPMENT STUDY - US 19 to BRUCE B. DOWNS BOULEVARD

## 10 YEAR WATER SUPPLY PROJECTION

### Pasco County Total Projected Water Demand/Supply for Pasco County, 2012-2021

Year	Total County Population (BEBR Medium)	Pasco County Utilities Population Served*	Potable Water Demand (MGD)	Potable Water Supply (MGD)	% Customer base to Population
2012	475,830	244,985	28.2	28.2	51.5%
2013	485,350	253,097	29.8	29.8	52.1%
2014	495,050	261,023	31.3	31.3	52.7%
2015	514,300	268,431	32.5	32.5	52.2%
2016	525,560	281,553	33.7	33.7	53.6%
2017	536,820	284,363	34.6	34.6	53.0%
2018	548,080	291,216	35.6	35.6	53.1%
2019	559,340	299,116	36.8	36.8	53.5%
2020	570,600	306,123	37.9	37.9	53.6%
2021	581,580	312,620	38.8	38.8	53.8%

Source: Appendix E: Probabilistic Demand Forecast for Base-Year 2010- Table 5-4: Probabilistic Forecast of Total Demand for Pasco WDPA.

\*Pasco County Utilities Population Served - data from Probabilistic Demand Forecast for Base-Year 2010- Table 4-1 and Table 4-2. Total base year projections, Single- Family Units and Multi- Family Units.

# 2012 PASCO COUNTY UTILITIES RATES AND CHARGES

Pasco County Utilities  
14236 Sixth Street  
Dade City, FL 33523  
(352) 521-4285

Pasco County Utilities  
Rates and Charges  
Effective October 1, 2012  
email: utilcustserv@pascocountyfl.net

Pasco County Utilities  
7536 State St. – P.O. Box 2139  
New Port Richey, FL 34656-2139  
New Port Richey (727) 847-8131  
Land O' Lakes (813) 235-6012

Meter Size	Installation	Relocation	Calibration	Water Wet Tap <sup>1</sup>	Residential Reclaimed System Connection	Water/Sewer or Sewer Only Owner Deposit	Water/Sewer or Sewer Only Tenant Deposit	Water Only Owner	Water Only Tenant	Water <sup>2</sup>	Sewer <sup>3</sup>
%" to ¾"	\$268.00	\$302.00	\$188.00	\$432.00	\$294.00	\$168.00	\$202.00	\$56.00	\$67.00	\$7.45	\$16.18
1" to 1 ¼"	\$324.00	\$302.00	\$188.00	\$432.00	\$328.00	\$420.00	\$504.00	\$140.00	\$168.00	\$18.63	\$40.45
1 ½"	\$572.00	Actual Cost	\$251.00	\$646.00	\$577.00	\$840.00	\$1008.00	\$281.00	\$337.00	\$37.25	\$80.90
2"	\$650.00	Actual Cost	\$251.00	\$936.00	\$653.00	\$1344.00	\$1613.00	\$449.00	\$539.00	\$59.60	\$129.44
3"	N/A		Bulk \$188	\$300.00	At cost	\$2688.00	\$3225.00	\$898.00	\$1078.00	\$111.75	\$242.70
4"	N/A		Bulk \$188	\$300.00	At cost	\$4199.00	\$5039.00	\$1403.00	\$1684.00	\$186.25	\$404.50
6"	N/A		Bulk \$188	\$300.00	At cost	\$8399.00	\$10079.00	\$2806.00	\$3368.00	\$372.50	\$809.00
8"	N/A		Bulk \$188	\$300.00	At cost	\$13438.00	\$16126.00	\$4490.00	\$5388.00	\$596.00	\$1294.40
10"	N/A		Bulk \$188	\$300.00	At cost						
12"	N/A		Bulk \$188	\$300.00	At cost						
<b>PER UNIT WATER CHARGES 5/8" &amp; ¾" ONLY Base Rate = \$7.45</b>											
1,000 to 6,000 gallons \$2.50 per 1,000 gallons											
6,001 to 9,000 gallons \$3.37 per 1,000 gallons											
9,001 to 15,000 gallons \$4.26 per 1,000 gallons											
>15,001 and over \$5.14 per 1,000 gallons											
<b>FIRE LINE SERVICE (no meter)</b>											
Flat fee based on size of service (monthly)											
2" and under	\$2.87	\$2.87		6"	\$17.96					\$55.00	
3"	\$5.39	\$5.39		8"	\$28.72					\$95.00	\$63.78
4"	\$8.97	\$8.97		10"	\$41.29					\$197.00	\$63.78
Fire Hydrant Installation			\$5711.00 per hydrant							\$125.00	\$971.00
Fire Hydrant Service			\$16.67 per hydrant per mo.							\$94.00 per inspection	
Fire Hydrant Flow Test			\$155.00							\$77.31 per each 1,000 gallons	
										\$126.44 per 1,000 gallons	
										\$155.00 per test	
<b>BULK WATER AND WASTEWATER</b>											
<b>1.5 MGD or greater</b>											
Bulk Water			\$3.20 per 1,000 gallons							<b>Capital Recovery Surcharge</b>	
Bulk Wastewater			\$3.77 per 1,000 gallons							\$0.68 per 1,000 gallons	
										\$1.00 per 1,000 gallons	
<b>RECLAIMED WATER (for irrigation)</b>											
Bulk Reuse Irrigation			\$0.48 per 1,000 gallons							Surplus Rate	\$0.22 per 1,000 gallons of reuse water used (to the nearest 1k/gal)
Residential Reuse Irrigation			\$4.82 Backflow prevention device							Wet Weather Rate Commercial	TBD
			\$5.70 Reclaimed water							Backflow Device	\$57.86 per device – tested annually

<sup>1</sup> County provides labor and materials up to a 2" tap.

<sup>2</sup> Minimum monthly water bill.

<sup>3</sup> Minimum monthly sewer bill.

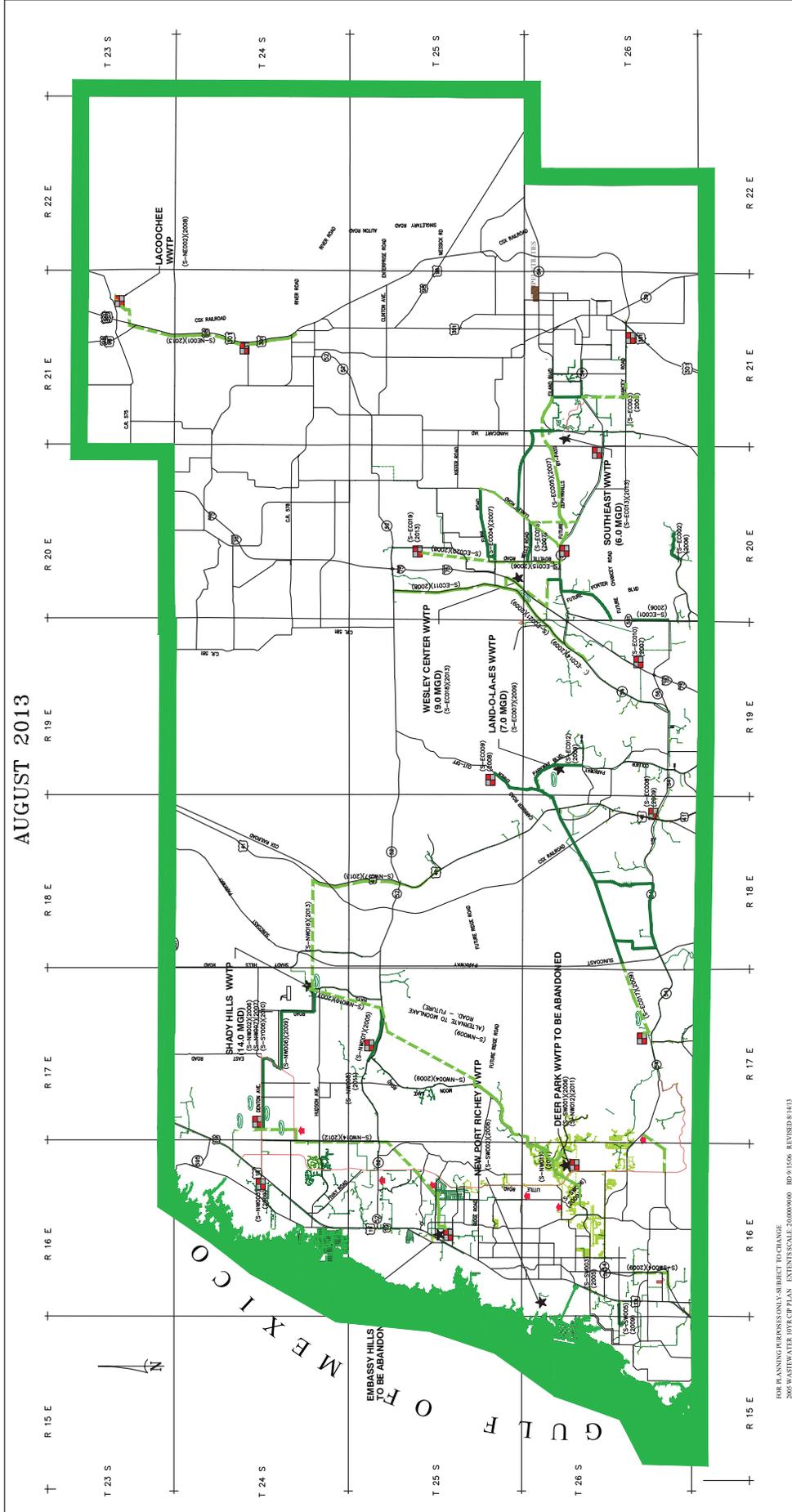
<sup>4</sup> Over a 2" tap, the customer provides labor and materials; the County performs the tap.

<sup>5</sup> When original meter reading was correct.





# PASCO COUNTY WASTEWATER SYSTEM



AUGUST 2013

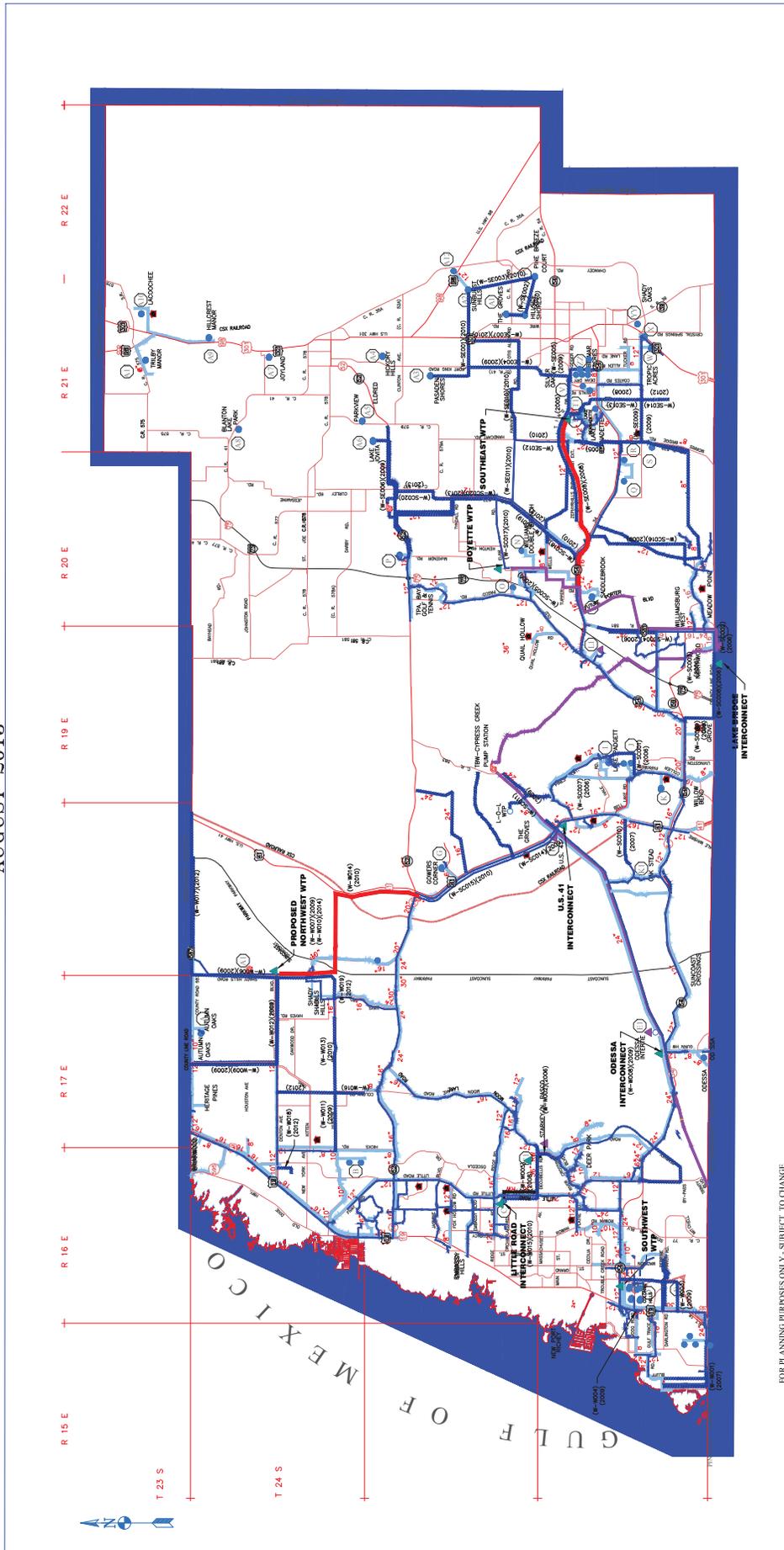
FOR PLANNING PURPOSES ONLY - SUBJECT TO CHANGE  
 206 WASTEWATER UPR/CP PLAN - EXTENTS SCALE: 2:00000000 - RD 9/15/06 REVISED R 1413

**LEGEND**

	INDUSTRIAL REUSE SITE		WASTEWATER TREATMENT PLANT (2012 AAD/2012 PERMITTED CAPACITY)
	WATER DISPOSAL SITES		PLANT CAPACITY / BUILD-OUT @ 2015
	SCHOOL SITE /		PROPOSED SANITARY SEWER PIPES
	COMPLEX		EXISTING SANITARY SEWER PIPES
	RESERVOIR		NEW MASTER PUMP STATION
			(S-11000)(2007) (CTP PROJECT NUMBER/YEAR)

# PASCO COUNTY WATER SERVICE AREA

AUGUST 2013



FOR PLANNING PURPOSES ONLY - SUBJECT TO CHANGE  
 PASCO-WP-CORRAL LINE EXTENS SCALE: 30000/8000 8000/2500 REVISION: 08/14/2013

**LEGEND**

**LEGEND**

- PASCO WATER TREATMENT PLANT
- EXISTING WELL SITES
- TAMPA BAY WATER POINTS OF CONNECTION
- TEMPORARY TBM POINTS OF CONNECTION
- EXISTING WATER MAINS UNDER 12"
- EXISTING WATER MAINS 12" & LARGER
- FUTURE WATER MAINS
- FUTURE TRANSMISSION MAINS
- TAMPA BAY WATER LINE

# PARKS AND RECREATION BROCHURE



Soccer and Football



Swimming and Boating



Nature Walks

Pasco County Parks & Recreation Department		ACREAGE	BASEBALL	BASKETBALL	BEACH	BOAT RAMP	BOARDWALK	CAMPING	CANOE ACCESS	COMMUNITY CENTER	DOG PARK	FISHING PIER/DOCK	FISHING ACCESS	FOOTBALL/SOCCER	GYMNASIUM	HORSESHOE PITS(S)	TRAILS	OBSERVATION TOWER	OPEN SPACE	PICNIC AREA	PICNIC SHELTER	PLAYGROUND	RACQUETBALL	RESTROOMS	SOFTBALL	SWIMMING	TENNIS COURTS	VOLLEYBALL	\$2 PARKING FEE
KEY:	WHEELCHAIR ACCESSIBLE	G	GULF BEACH	R	RV CAMPING																								
	CABIN CAMPING	L	LAKE	T	TENT CAMPING																								
	EQUESTRIAN TRAIL	M	MULTIPURPOSE TRAIL		DOG PARK																								
	FITNESS TRAIL	N	NATURE TRAIL		DOG PERMITTED ON LEASH																								
1	ALOHA GARDENS PARK • 3220 Darlington Road • Holiday	3																											
2	ANCLOTE GULF PARK • 2305 Baillies Bluff Road • Holiday • (727) 942-4030	18																											
3	ANCLOTE RIVER PARK • 1119 Baillies Bluff Road • Holiday • (727) 938-2598	29			G																								
4	BEACON SQUARE PARK • 3350 Moog Road • Holiday	5																											
5	JOHN S. BURKS MEMORIAL PARK • 13220 Gene Nelson Blvd. • Dade City • (352) 521-4252	111																											
6	CREWS LAKE WILDERNESS PARK • 16739 Crews Lake Drive • Spring Hill • (727) 861-3038	93																											
7	ARTHUR F. ENGLE MEMORIAL PARK • 11601 Denton Avenue • Hudson • (727) 861-3030	680																											
8	EAGLE POINT PARK • 4489 Strauber Memorial Hwy • New Port Richey	38																											
9	J BEN HARRILL RECREATION COMPLEX • 2830 Gulf Trace Blvd. • Holiday • (727) 942-7439	1																											
10	JAMES IRVIN CIVIC CENTER • 38122 Martin Luther King Blvd. • Dade City • (352) 521-4166	103																											
11	KEY VISTA NATURE PARK • 2700 Baillies Bluff Road • Holiday	15																											
12	LAKE LISA PARK • 7021 Maplehurst Drive • Port Richey	16																											
13	LAND O' LAKES COMMUNITY PARK • 5401 Land O' Lakes Blvd. • Land O' Lakes • (813) 929-1229	80																											
14	LAND O' LAKES RECREATION COMPLEX • 3032 Collier Pkwy. • Land O' Lakes • (813) 929-1220	4																											
15	MIDDLE LAKE PARK • 18620 Townsend House Road • Blanton	49																											
16	W.H. JACK MITCHELL, JR., PARK • 4025 Little Road • New Port Richey • (727) 376-8732	6																											
17	MOON LAKE PARK • 8965 Lake Drive • New Port Richey •	12																											
18	OAKRIDGE PARK • 2141 Seven Springs Blvd. • New Port Richey	29																											
19	ODESSA COMMUNITY PARK • 1627 Chesapeake Drive • Odessa • (813) 928-1141	14																											
20	OELSNER INDIAN MOUND • 39835 Sunset Blvd. • Port Richey	102																											
21	SAMUEL W. PASCO RECREATION COMPLEX • 39835 Chancey Road • Zephyrhills • (813) 788-6900	10																											
22	PINEHILL PARK • 6220 Pinehill Road • Port Richey • (727) 834-3242	44																											
23	ROBERT K. REES MEMORIAL PARK • 4835 Green Key Road • New Port Richey	13																											
24	SAN ANTONIO ATHLETIC COMPLEX • 12750 Oak Street • San Antonio • (352) 588-3311	28																											
25	ELSIE LOGAN MEMORIAL PARK • 15940 Greenglen Lane • Shady Hills • (727) 856-7831	33																											
26	STANLEY PARK • 38724 Mudcat Grant Blvd. • Lacoochee • (352) 583-2507	8005																											
27	JAY B. STARKEY WILDERNESS PARK • 10500 Wilderess Park Road • New Port Richey • (727) 834-3247	6																											
28	ROBERT J. STRICKLAND MEMORIAL PARK • 6345 Clark Street • Hudson • (727) 861-3010	60 Miles																											
29	SUNCOAST TRAIL • State Road 54/Suncoast Parkway • Odessa • SR 54 Trailhead • Odessa	3																											
30	TRILBY PARK • 37045 Polite Avenue • Trilby	3																											
31	TURTLE LAKE PARK • 1011 Edgewater Court • Land O' Lakes	48																											
32	VETERANS MEMORIAL PARK • 14333 Hicks Road • Hudson • (727) 861-3033	144																											
33	WESLEY CHAPEL DISTRICT PARK • 7727 Boyette Road • Wesley Chapel • (813) 907-9081	484																											
34	WITHLACOOCHEE RIVER PARK • 12449 Withlacoochee Blvd. • Dade City • (352) 567-0264																												

Revised: 7/17/2012

# STRATEGIC PLAN DRAFT PRESENTATION

Overview of the planning process prior to the creation and adoption of the current Strategic Plan 2013-2017.

## Pasco County Strategic Plan Draft Review



## Goals for Today's Workshop

- Finalize Mission and Vision
- Finalize Objectives
- Finalize Goals
- Review and Discuss Measures
- Discuss Alignment and Deployment



## Mission, Vision, and Values review

### Mission:

Serving our Community to create a better future.



## Mission, Vision, and Values review

### Vision:

Pasco, Florida's Premier County

for diversified Economic Growth, Environmental Stewardship, and First-Class Service.



## Mission, Vision, and Values review

### Core Values:

- Respect
- Integrity
- Innovation
- Service Excellence
- Quality



## Strategic Objectives & Goals

### DRAFT Review



# STRATEGIC PLAN DRAFT PRESENTATION

## Sterling Definitions

- Strategic Objectives**  
 The term "strategic objectives" refers to an organization's articulated aims or responses to address major change or improvement, competitiveness or social issues, and business advantages. Strategic objectives generally are focused both externally and internally and relate to significant customer, market, product and service, or technological opportunities and challenges (strategic challenges). Broadly stated, they are what an organization must achieve to remain or become competitive and ensure long-term sustainability. Strategic objectives set an organization's longer-term directions and guide resource allocations and redistributions.
- Goals**  
 The term "goals" refers to a future condition or performance level that one intends or desires to attain. Goals can be both short- and longer-term. Goals are ends that guide actions. Quantitative goals, frequently referred to as "targets," include a numerical point or range. Targets might be projections based on comparative or competitive data. The term "stretch goals" refers to desired major, discontinuous (non-incremental) or "breakthrough" improvements, usually in areas most critical to your organization's future success. Goals can serve many purposes, including:
  - Clarifying strategic objectives and action plans to indicate how you will measure success
  - Fostering teamwork by focusing on a common end
  - Encouraging "out-of-the-box" thinking (innovation) to achieve a stretch goal
  - Providing a basis for measuring and accelerating progress



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## Strategic Plan Retreat Consensus Objectives

- Community Design and Development
- Quality of Life
- Economic Growth
- Organizational Efficiency and Effectiveness



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## Strategic Objective Team Structure

Strategic Objective	Assistant County Administrator	Team Lead*
Community Design and Development	Bruce Kennedy	Keith Wiley
Quality of Life	Suzanne Salichs	Kevin Griffith
Economic Growth	Bipin Parikh	Richard Gehring
Organizational Efficiency and Effectiveness	Heather Grimes	Marc Bellas

\* Many staff members contributed to the team effort.



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## Strategic Objectives Relationship



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## Strategic Objectives Defined



Proactively pursue opportunities with public and private partners for growth and redevelopment through integrated land use and long-range planning, while enhancing, managing and maintaining current resources, services and infrastructure.



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## Strategic Objective - Goals

<b>Create A Thriving Community</b>	GOAL: Expand, improve, and maintain public infrastructure.
	GOAL: Develop the Pasco identity and create a sense of place (or community) OR Develop Pasco's identity as a collection of great places.
	GOAL: Enhance the transportation network and provide sustainable multi-modal transportation choices.
	GOAL: Promote redevelopment in commercial areas and residential neighborhoods.



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# STRATEGIC PLAN DRAFT PRESENTATION

## Strategic Objective and Goals



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## Strategic Objective Defined



Create a community people want to call home that provides and promotes safety and security; essential health and human services; social, cultural, and recreational opportunities; and preserves and protects the natural resources.



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## Strategic Objective - Goals



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## Strategic Objective and Goals



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## Strategic Objective Defined

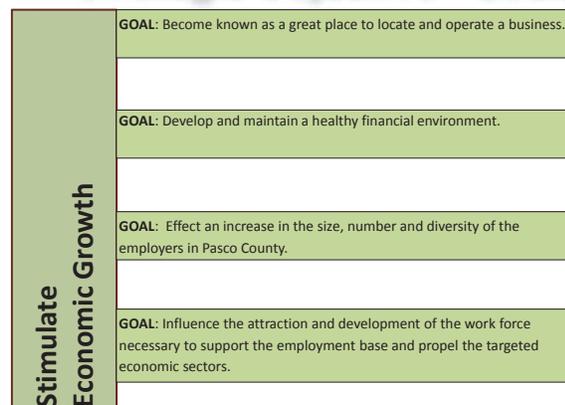


Support a sustainable increase in community income and investment, economic diversification, and expanded opportunities for all.



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## Strategic Objective - Goals



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## Strategic Objective and Goals



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## Strategic Objective Defined



Provide the processes, procedures, and necessary resources (physical, human, and financial) to efficiently and effectively deliver services in a culture of continual improvement.



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## Strategic Objective - Goals

<b>Improve Organizational Performance</b>	<b>GOAL:</b> Attract, retain, and grow a quality work force that has the proper knowledge, skills, abilities, tools, and technology.
	<b>GOAL:</b> Cultivate a performance improvement culture that promotes and recognizes innovation, agility and collaboration.
	<b>GOAL:</b> Deliver services that meet and exceed customer expectations in a manner that builds trust, inspires confidence, and promotes accountability.
	<b>GOAL:</b> Employ fact based decision making to ensure resource allocations (technology, human, physical, and financial) are prioritized and aligned to our strategic objectives.



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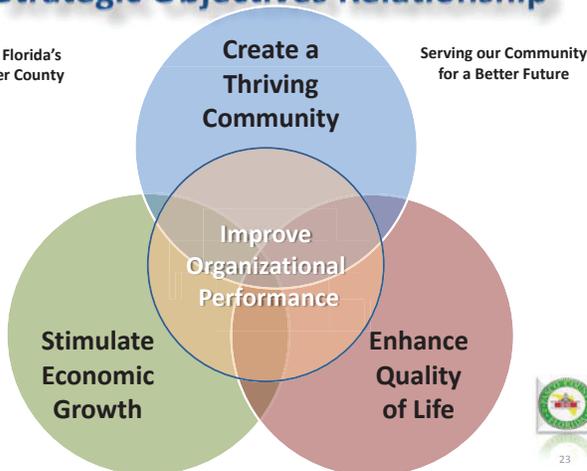
## Strategic Objective and Goals



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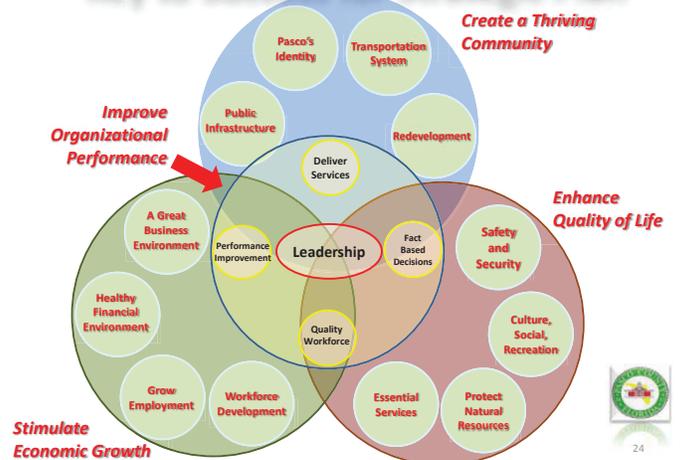
## Strategic Objectives Relationship

Pasco, Florida's Premier County



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## Key to Success for Strategic Plan



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# STRATEGIC PLAN DRAFT PRESENTATION

## Measures and Targets



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## Measures and Targets

<b>Create A Thriving Community</b>	<b>GOAL:</b> Expand, improve, and maintain public infrastructure.
	<b>KEY MEASURES:</b> Maintenance standards, LOS standards, regulatory standards, GovQA resolution rates, process improvements, leveraging funding, Penny for Pasco performance
	<b>GOAL:</b> Develop the Pasco identity and create a sense of place (or community) OR Develop Pasco's identity as a collection of great places
	<b>KEY MEASURES:</b> Implementation of the EDP regarding branding, transportation plan integration, modify Development and Design Standards, develop a marketing initiative, Tourism Development Plan (TDP) implementation
	<b>GOAL:</b> Enhance the transportation network and provide sustainable multi-modal transportation choices.
	<b>KEY MEASURES:</b> Project/Plan Integration (Five-Year Capital Plan, MPO's Long-Range Transportation Plan, Transit Development Plan and Pasco County's Greenways, Blueways, Trails Master Plan), completed projects
<b>GOAL:</b> Promote redevelopment in commercial areas and residential neighborhoods.	
<b>KEY MEASURES:</b> Incentives and regulatory changes, improvement to Land Values, square footage of redeveloped sites, comparable rents, absorption rates, permits and COs issued	



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## Measures and Targets

<b>Enhance Quality of Life</b>	<b>GOAL:</b> Ensure a safe and secure community (Fire/Rescue, Law Enforcement, Animal Service, Water Quality, Code Enforcement, Risk Reduction, and Sanitation).
	<b>KEY MEASURES:</b> Response Time, reduction in Crime Rate, GovQA resolution rate, Animal Services Live Release Rate, water quality, ISO and CRS ratings, accreditation
	<b>GOAL:</b> Deliver essential services to address community needs (food, housing, health, education, public transportation, and social well-being).
	<b>KEY MEASURES:</b> Gap Analysis, referral rates, number of programs, clients served, National Citizen Survey (NCS) Questions #2, #9, #11
	<b>GOAL:</b> Provide social, cultural, and recreational opportunities
	<b>KEY MEASURES:</b> Event economic impact, number of overnight hotel stays, event attendance, NCS Question #2
	<b>GOAL:</b> Conserve, enhance and manage the County's natural resources.
	<b>KEY MEASURES:</b> Environmental land inventory and Land Development Code standards; NCS Question #2, number of overnight hotel stays and economic impact for Eco-Tourism



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## Measures and Targets

<b>Stimulate Economic Growth</b>	<b>GOAL:</b> Become known as a great place to locate and operate a business
	<b>KEY MEASURES:</b> Eliminate unnecessary regulations in the LDC, expedited permit and entitlement approvals, customer feedback, industry recognition
	<b>GOAL:</b> Develop and maintain a healthy financial environment.
	<b>KEY MEASURES:</b> Improve the ratio of non-residential (commercial industrial, etc.) to residential tax base by 1% per year, maintain fund reserves at 16.7%, achieve AAA-bond rating
	<b>GOAL:</b> Effect an increase in the size, number and diversity of the employers in Pasco County.
	<b>KEY MEASURES:</b> Pasco Domestic Product (Florida Research and Economic Database [FRED] statistics, Tax Base), ROI for Pasco County incentives, number of jobs promised through EDAs, growth comparisons on employment diversification
	<b>GOAL:</b> Influence the attraction and development of the work force necessary to support the employment base and propel the targeted economic sectors.
	<b>KEY MEASURES:</b> Educational attainment, income growth, income distribution, Workforce Board and Educational Institutions goals, growth comparisons on workforce diversification



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## Measures and Targets

<b>Improve Organizational Performance</b>	<b>GOAL:</b> Attract, retain, and grow a quality work force that has the proper knowledge, skills, abilities, tools, and technology.	<b>Overarching Measure: Achieve Sterling Standards</b>
	<b>KEY MEASURES:</b> Employee engagement surveys, voluntary employee turnover, employee retention rates, internal promotions, performance evaluations, course completion	
	<b>GOAL:</b> Cultivate a performance improvement culture that promotes and recognizes innovation, agility and collaboration.	
	<b>KEY MEASURES:</b> Ratio of improvement ideas deployed compared to the number received (Measured through the new MyLeap), Employee Engagement Survey PIT Crew questions	
	<b>GOAL:</b> Deliver services that meet and exceed customer expectations in a manner that builds trust, inspires confidence, and promotes accountability.	
	<b>KEY MEASURES:</b> National Citizen Survey (NCS), Internal Services surveys, intercept surveys	
<b>GOAL:</b> Employ fact based decision making to ensure resource allocations (technology, human, physical, and financial) are prioritized and aligned to our strategic objectives.		
<b>KEY MEASURES:</b> Ratio of business initiatives on time and/or budget compared to total approved, ROI, periodic performance reports		



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## Strategic Objectives Alignment



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## Strategic Objectives Alignment

Strategic Objective	Sponsor	Goals	Measures (M) & Targets (T)
Create a Thriving Community	Bruce Kennedy	Goal 1	M1 + T1; M2 + T2
		Goal 2	M1 + T1
		Goal 3	M1 + T1; M2 + T2; M3 + T3
		Goal 4	M1 + T1
Enhance Quality of Life	Suzanne Salichs	Goal 1	M1 + T1; M2 + T2
		Goal 2	M1 + T1; M2 + T2
		Goal 3	M1 + T1; M2 + T2; M3 + T3
		Goal 4	M1 + T1
Stimulate Economic Growth	Bipin Parikh	Goal 1	M1 + T1
		Goal 2	M1 + T1; M2 + T2
		Goal 3	M1 + T1
		Goal 4	M1 + T1
Improve Organizational Performance	Heather Grimes	Goal 1	M1 + T1; M2 + T2; M3 + T3
		Goal 2	M1 + T1
		Goal 3	M1 + T1
		Goal 4	M1 + T1; M2 + T2



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## Strategic Objectives Alignment

Strategic Objective	Goals	Goal Owner(s)	Measures (M) & Targets (T)	Supporting Initiatives	Initiative Owner	Initiative Measure & Target (IM&T)
Create a Thriving Community	Goal 1	Owner	M1 + T1; M2 + T2	Initiative 1	Owner 1	IM&T 1
				Initiative 2	Owner 2	IM&T 2
	Goal 2	Owner	M1 + T1	Initiative 3	Owner 3	IM&T 3
				Initiative 4	Owner 4	IM&T 4
				Initiative 5	Owner 5	IM&T 5
	Goal 3	Owner	M1 + T1; M2 + T2; M3 + T3	Initiative 6	Owner 6	IM&T 6
				Initiative 7	Owner 7	IM&T 7
	Goal 4	Owner	M1 + T1	Initiative 8	Owner 8	IM&T 8
				Initiative 9	Owner 9	IM&T 9

NOTE: Moving towards a Balanced Scorecard reporting format



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## Strategic Objectives Alignment

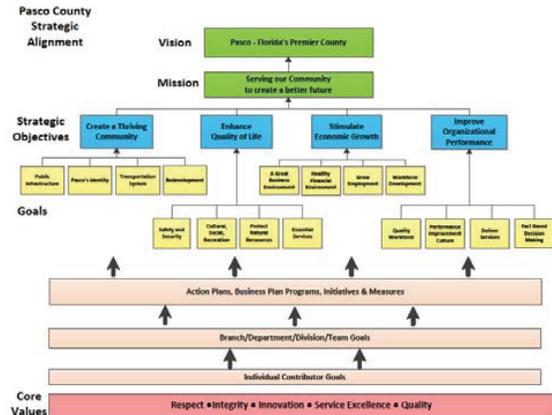
Strategic Objective	Supporting Initiatives	Initiative Owner	Initiative Measure & Target (IM&T)	Overall Actual	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual
Create a Thriving Community	Initiative 1	Owner 1	IM&T 1	X %	A %	B %	C %	D %

NOTE: Moving towards a Balanced Scorecard reporting format



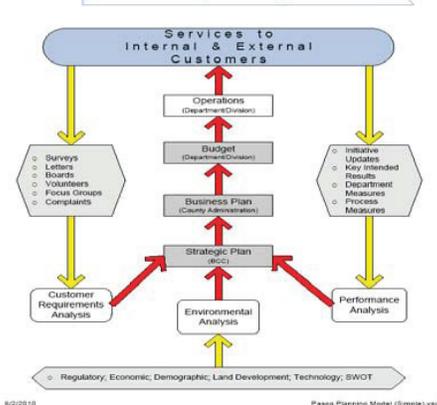
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## Strategic Objectives Alignment



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### Pasco County Planning Model



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## Next Steps

### Strategic Plan

- Finalize Measures and Targets (1/29)
- Develop Result Maps
- Approve Result Maps (1/29)
- Develop Strategic Plan Handout
- BCC Strategic Plan Adoption (2/5)
- Develop Action Plans and Begin Implementation

### Business Plan

- Identify Business Plan Initiatives (2/22)
- Staff Review
- Incorporate initiatives into Budget Requests (4/5)
- Business Plan Adoption (7/9)



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# ULI BRIEFING BOOK 2013

*Pasco County Board of County Commissioners*

*Pasco Economic Development Council*

*Pasco County Planning and Development*