

PASCO COUNTY ADVISORY BOARDS

SUMMARY OF ETHICS, SUNSHINE LAW AND PUBLIC RECORDS REQUIREMENTS FOR ADVISORY BOARDS

AUGUST 3, 2012

**Prepared by Pasco County Attorney's Office
Based on Materials Prepared by the Lee County Attorney's Office**

You have been appointed to a Pasco County advisory board and/or committee. Accordingly, you should be generally aware of Florida Laws that may affect your service and the conducting of board/committee public body business. This document is presented as a general outline of some of the important regulations relating to your public service. It is not intended to be an exhaustive analysis of all the parameters thereof and the fact situations that may be applicable, which can dictate any final conclusions. If upon review, you desire further information and/or analysis to any particular circumstances, please contact the Pasco County Attorney's Office, 727-847-8120.

1. **Florida Government-in-the Sunshine Law (Section 286.011, Florida Statutes)**. You should not communicate with another member of the same public body concerning matters which may foreseeable come before the body, except in an open public meeting.
2. **Public Records Law (Section 119.011, Florida Statutes)**. In general, all documents, letters, and materials prepared or received by you in connection with your public body business used to perpetuate, communicate, or formalize knowledge are open for public inspection and copying.
3. **Code of Ethics and Standards of Conduct (Section 112.313, Florida Statutes)**.
 - a. **Gifts**. You should not solicit or accept anything of value, including a gift, loan, reward, promise of future employment, favor, or service based upon any understanding that your vote, official action, or judgment would be influenced thereby.
 - b. **Unauthorized Compensation**. You, your spouse or child should not accept any compensation, payment, or thing of value if you, with the exercise of reasonable care, should know that it was given to influence your official action.
 - c. **Doing Business with One's Agency**. You should not while in your official capacity, either directly or indirectly purchase, rent, or lease any realty, goods, or services for your own agency from any business entity of which you or your spouse or child is an officer, partner, director, or proprietor or in which you or your spouse or child has a material interest. Nor should you while acting in a private capacity rent, lease, or sell any realty, goods, or services to Pasco County or any agency thereof, while you serve in an official public body capacity.
 - d. **Misuse of Public Position**. You should not corruptly use or attempt to use your official position or any property or resource which may within your trust, or perform your official duties, to secure a special privilege, benefit, or exemption for yourself or others.
 - e. **Conflicting Employment or Contractual Relationship**.
 - (1) You are prohibited from holding any employment or contract with any business entity or agency regulated by or doing business with an agency of which you are an officer or employee.

- (2) You are prohibited from holding any employment or having a contractual relationship which will pose a frequently recurring conflict between your private interest and public duties.
- f. Disclosure or Use of Certain Information. You should not disclose or use information not available to members of the general public, and gained by reason of your official position, for your personal gain or benefit or for the personal gain or benefit of any other person or business entity.
- g. Exemptions. The requirements relating to "Doing Business with One's Agency" and "Conflicting Employment or Contractual Relationship" may be waived in certain circumstances. In addition, the statute provides for various specific exceptions to compliance. Please contact the Pasco County Attorney's Office should you need specific guidance as to whether an exemption applies.
4. **Voting Conflicts (Section 112.3143, Florida Statutes).** You should not participate in any matter which would inure to your special private gain or loss, the special private gain or loss of any principal by whom you are retained, of the parent organization or subsidiary of a corporate principal by whom you are retained, without first disclosing the nature of your interest in the matter. A voting conflict form (Form 8B) must be filed with the meetings recording officer, be provided to the other members of the agency and be read publically at the next meeting. If the conflict is unknown or not disclosed prior to the meeting, you must orally disclose the conflict at the meeting when the conflict becomes known and file a voting conflict form.
5. **Disclosure of Financial Interest and Disclosure of Clients (Section 112.3145, Florida Statutes).** You may have been appointed to a Pasco County advisory body which due to its function in land planning and zoning or other responsibilities, you are required to comply with additional disclosure and filing requirements. You will be duly notified if you are required to meet these additional responsibilities.
- a. Form 1, Limited Financial Disclosure. In general, this form includes the reporting person's sources and types of financial interests, such as the names of employers and addresses of real property holdings. No dollar values are required to be listed. You are required to file within 30 days from the date of appointment and by July 1 of each year.
- b. Form 2, Quarterly Client Disclosure. This form includes the disclosure of the names of clients represented by yourself or by any partner or associate of your professional firm for a fee or commission before the County. Such representations do not include ministerial matters or representations on behalf of the County in your official capacity. The form should be filed quarterly and only when reportable representations were made during the quarter.
- c. Form 9, Quarterly Gift Disclosure. The form is filed on the last day of any calendar quarter following the calendar quarter in which you received a gift over \$100.00 other than gifts from relatives, gifts prohibited from being accepted (see below), gifts primarily associated with your business or employment and gifts otherwise required to be disclosed. The form is not filed if no such gift was so received.

- d. Gifts. You are prohibited from soliciting any gift from a political committee or lobbyist who has lobbied the County within the past 12 months or the partner, firm, employer, or principal of such a lobbyist. You are prohibited from directly or indirectly accepting a gift worth over \$100.00 from such a lobbyist; from a partner, firm, employer or principal of the lobbyist; or from a political committee.

FLORIDA GOVERNMENT-IN-THE-SUNSHINE LAW SECTION 286.011, FLORIDA STATUTES

Provides for the public's right of access to governmental proceedings and the decision-making process.

1. **Basic Requirements**

- Meetings of public boards or committees must be open to the public;
 - Reasonable notice of such meetings must be given; and
 - Minutes of the meetings must be taken.
- a. Law is equally applicable to elected and appointed boards. Can apply to certain committee meetings of staff.
- b. Applies to any gathering of two or more members of the same board to discuss some matter which will foreseeably come before that board for action.

Question: Does it relate to board business? If so, there is a real probability that the matter will come up or if already decided, may come back before the board in some fashion.

Point: Do not discuss board business outside the properly noticed and scheduled board meeting.

- c. Applies to the entire decision-making process. It is the how and why officials decided to act, not merely the final decision. Thus, the law applies to discussions between two members on actionable issues whether the discussions are formal, informal, or preliminary in nature. In addition, it does not matter what communication method is used - telephone, electronic, mail, etc.
- d. Members cannot discuss board business and/or reach a final decision by the use of secret ballots (votes must be open to review), codes, and/or the use of liaisons.
- e. Written correspondence between members. One member's position or information provided in writing to other members is generally okay; however, there must not be any interaction among the members related to the correspondence. The correspondence must not be used as a vehicle for a response or interaction from the other members or used as a substitute for open meeting actions. If written correspondence is circulated among members for

comment with such written comments and/or responses being provided to the other members, this is a violation of the requirements of the open meeting law. Even though the correspondence itself is subject to disclosure under the Florida Public Records Law, the interactive written communication can be held violative of the open-decision-making process. Due to the unintended consequence of other members providing responsive writings, the use of written correspondence by one member to other members outside the meeting is discouraged.

- f. Subcommittees: Subcommittee meetings are normally held to the same standard as the committee meetings. There is a limited exception for strictly fact-finding; however, if the subcommittee is making recommendations and/or taking other actions, they must comply with the open meeting requirements.

- g. Single Individual: Ordinarily the law does not apply to an individual member of the board. Certain factual circumstances, however, have arisen where in order to assure the public access to the decision-making process, the courts have concluded that the presence of two members of the same board is not necessary to trigger the open meeting law requirements; i.e.:
 - (1) The individual has been delegated de facto authority on behalf of the board to take actions and/or make decisions on its behalf. The individual functions as the board's alter ego. The open meeting law does not allow the board to circumvent the open process by having one member make decisions for them outside the public meeting.
 - (2) If the member has been authorized only to gather information or function as a fact-finder with all such matters being related back for board consideration at the open meeting, the law does not normally apply. Individual members, committees, and/or subcommittees delegated fact-finding and reporting activities can be an exception to the law. If used, caution dictates how such exception is first established, the authority given, and the need for full disclosure and discussion at the subsequent open meeting.

- h. Staff: Meetings of staff employees are not ordinarily subject to the Sunshine Law. Some exceptions may be where there is:
 - (1) A delegated decision-making function outside the ambit of the normal staff function; or
 - (2) A staff employee acting as a liaison between members; or
 - (3) A staff employee acting in place of members at the member's direction.

There are reported cases wherein the courts have held that an employee has ceased to function in his or her staff capacity when appointed to a specific committee or group that has been delegated authority to make material recommendations and/or take substantial acts that could affect certain rights and interests. In general, the courts look at the nature of the act performed, not the make-up of the committee or the proximity of the act to the final decision.

General Examples Noted: Certain appointed Budget, Grievance, and Bid Selection Committees. In creating a staff committee, it is important to review how and why members are selected, committee function in relation to the jobs of the members, and the intended results.

2. **Meeting Requirements**

- a. **Meeting Place:** Open to the public, access available, opportunity for public participation, out-of-town meetings are discouraged.
- b. **Reasonable Notice:** Time and manner. Factual circumstances dictate what is "reasonable." This is always better to provide as much notice as possible.
- c. **Minutes:** Promptly recorded and written. Can be a written summary or synopsis. A tape recording may be made but must be reduced to written minutes. If tape used, it is retained as a public record. Minutes must be retained and open for public inspection as a public record.

3. **Penalties**

- a. **Individual:**
 - (1) A **Knowing Violation:** 2nd Degree Criminal Misdemeanor
60 Days/\$500.00
State Attorney's Office
 - (2) Suspension and removal from official duties.
 - (3) Non-Criminal Infraction: Fine not to Exceed \$500.00
State Attorney's Office.
 - (4) Attorney Fees: If civil action.
- b. **Government Body:**
 - (1) Civil action for injunctive or declaratory relief.
 - (2) Acts of the government body may be held void.
 - (3) Attorney fees may be imposed.

PUBLIC RECORDS SECTION 119.011(1), FLORIDA STATUTES

All documents and materials made or received by the County and its advisory boards in connection with official business which are used to perpetuate, communicate, or formalize knowledge are considered Public Records.

All such materials, regardless of whether they are in final form, are open for public inspection and copying unless the Legislature has specifically exempted them from disclosure.

The term "Public Record" is not limited to traditional written documents. It includes such materials as tapes, photographs, sound recordings, e-mail, film, etc.

If the purpose of the document and/or material prepared in connection with the official business is to perpetuate, communicate, or formalize knowledge, it is a public record regardless of whether it is in final form or the ultimate product of a board or staff. Thus, however prepared, if any such document is circulated for review, comment, or information, it is a public record, even if marked or intended to be a "preliminary" or "draft" document.

It is only those uncirculated materials which are merely preliminary or precursors to future documents that are not in and of themselves intended to serve as final evidence of the knowledge to be recorded which are not public records.

Examples: Preliminary notes to be used in preparing a public record, uncirculated rough drafts not intended for filing, or final evidence of knowledge.

THE PUBLIC HAS THE RIGHT TO INSPECT AND COPY PUBLIC RECORDS:

Inspection and Copying Points:

- Custodian must keep records secure and readily available.
- Custodian must allow the record to be inspected and examined by any person desiring to do so, at any reasonable time.
- Inspection can be done under reasonable conditions, but a custodian may not impose a condition of inspection which operates to restrict the right of access. The custodian's role is to see that the record is reasonably protected from alteration or destruction, but not to frustrate the inspection.
- No special or legitimate interest need be shown by the individual requesting to inspect a public record.
- Custodian cannot refuse a request on the basis that the request is "over broad."
- A request need not be in writing or contain any special information.
- Custodian not required to answer questions, create or reformat its records in a particular form.

- Custodian must allow inspection and copying within limited reasonable time. No automatic delay is permissible. Custodian must retrieve the record, review for any exemptions, and delete any portion of the required claimed exempt from disclosure.
- If a record is exempt from inspection pursuant to law, the basis for the refusal to release their record must be provided. If only a portion of the record is exempt, that portion only can be deleted, but the remaining record must be provided for inspection.
- All exemptions of a public record or portions of a public record must be specifically authorized by law. Exemptions are strictly construed in favor of open records.
- The custodian can charge the fees as authorized by Florida Statute for copies of Public Records; and
- Public records are maintained, stored, and then destroyed pursuant to the rules of the State of Florida.

Penalties:

- Individual:
 - Willful and Knowing Violation: 1st Degree Criminal Misdemeanor
One Year/\$1,000.00
State Attorney's Office
 - Non-Criminal Infraction - Fine not to Exceed \$500.00
State Attorney's Office
- Government Body:

Injunctive/Declaratory Civil Action: Reasonable costs and attorney fees imposed.

PASCO

COUNTY *fl*

Florida's **Premier County**



STRATEGIC PLAN 2013-2017



*Serving Our Community
to Create a Better Future*

Respect • Integrity • Innovation • Service Excellence • Quality



CREATE a Thriving Community

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.

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.



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.

IMPROVE Organizational Performance

OVERARCHING GOAL:

Validate Organizational Improvement against Sterling Criteria.

KEY MEASURE AND TARGET:

Achieve a Sterling Criteria Score of ≥ 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.

STRATEGIC PLAN 2013-2017

The Board of County Commissioners and Pasco County staff share a Vision to become "Florida's Premier County." Pasco County has been using the Florida Sterling model as the basis for our LEAP (Lean, Effective, Accountable Pasco) Initiative since 2007. As we use established best practices to become a high performing organization, we learn and adjust our plans to ensure that we are adapting to our changing environment and the needs of our customers: the citizens, businesses, and visitors who live, work and play in Pasco County. For this second strategic planning cycle we have confirmed our Core Values, and made adjustments to our Vision and Mission statements to make them easier to remember and share. Based on lessons learned from the past four years, and input from our staff and customers, the Board has established four Strategic Objectives designed to help us achieve our vision of being "Florida's Premier County." If we create a thriving community, enhance quality of life, stimulate economic growth and improve organizational performance, we are confident that we will be "Serving Our Community to Create a Better Future." We have established key measures and targets to ensure that we are achieving our goals. If you would like to review the background materials that were used in developing this Strategic Plan and/or you would like to follow our progress as we move forward, please visit our website listed below.

BOARD OF COUNTY COMMISSIONERS



Ted Schrader
Chairman, District 1



Jack Mariano
Vice Chairman, District 5



Pat Mulieri Ed.D.
District 2



Henry Wilson
District 4



Kathryn Starkey
District 3



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PASCO COUNTY

ECONOMIC DEVELOPMENT PLAN

BRINGING
OPPORTUNITIES
HOME



2013-2025



Pasco County - The Future of the Region - One Bay

PASCO COUNTY

ECONOMIC DEVELOPMENT PLAN 2013-2025

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The preparation of the Economic Development Plan: 2013-2025, is the culmination of a year and a half collaborative effort involving a host of key stakeholders, public and non profit agencies, and citizens working together to help plan the economic growth of the County.

Special thanks is given to the following:

Pasco County Board of County Commissioners:

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Pat Mulieri, Ed. D.

Kathryn Starkey

Henry Wilson

Jack Mariano

Past Commissioner:

Ann Hildebrand

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John DiVisconte

Paul Domke

Mike Drankwalter

Bruce Erhardt

Frank Fekete

Judy Geiger

Stuart Gibbons

John Hagen

Joey Halloway

David Hamilton

Gary Hatree

Clarke Hobby

Carolyn Hodges

Lutfi Jadallah

BJ Jarvis

RJ Keetch

Karen King

Bryan Lantz

Ann Larsen

Rhea Law

Steve Lee

Tim Link

Craig Linton

Tim Linville

Michael Malacos

Sean Mallott

BC Manion

Joe Marina

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Cheryl Marvin

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PASCO COUNTY
ECONOMIC DEVELOPMENT
PLAN

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I

EXECUTIVE SUMMARY



LAND FOR SALE

Sally says the place to grow in Tampa Bay is Pasco County. Thousands of entitled acres, I-75 access and a huge talent pool have caught the attention of companies like T. Rowe Price and Raymond James. Taxes and fees? So low we can't advertise them. To learn more about the Pasco County advantage, call Sally at (888) 60-PASCO or drop her a line at info@pascoedc.com.

PASCO Room to Grow
Economic Development Council in Tampa Bay



Pasco County is the perfect location for growing both your expanding business and your lifestyle. Pasco County is connected to Tampa Bay’s vibrant economy and cultural amenities with easy access to major highways, airports, railway lines and Tampa Bay’s deep seaport.

Pasco is a diverse and rapidly growing mix of communities with unique character, charm and opportunity for growth. Once a bedroom community for the rest of Tampa Bay, Pasco is emerging as a thriving center for business and commerce. An excellent quality of life and a supportive environment for business and industry have helped Pasco become one of the top 40 fastest growing counties in the United States.

Pasco is outpacing the rest of the Florida in terms of new employers and employment opportunities and was recently named a “hot bed” for small business and entrepreneurial growth. Accelerating Pasco’s economic prosperity is our ability to leverage our valuable assets of location, competitively priced and available land, skilled employment sectors, attractive business incentives and government committed to prosperous, high-quality and balanced growth. Pasco’s leadership and progressive actions have been recognized through receiving “The Future of the Region” One Bay Award by Tampa Bay’s Regional Planning Council for two consecutive years.



Pasco Labor Force Growth with Unemployment Rate Trend Line

Pasco County's employment base is transitioning from a regional bedroom community into a large diversified regional employment base.

Modern Pasco County has its roots in the 1960s and 1970s when retirees discovered the coastal life at a reasonable price, close to Clearwater and Tampa, but still in small and quiet neighborhoods. US 19 and the connectivity it provided along the Gulf of Mexico made discovering Pasco an adventure.

Historically settled by the silent film industry, as well as the lumber and rail industries, and known by small town bluegrass and Opry stars, the general masses soon discovered the hidden gem of a boater's paradise.

The County Seat, (Dade City), and the villages of St. Leo, San Antonio, and the City of Zephyrhills have developed much like they had since the early 1800's- small towns, slower pace, and acres of nature just far enough from the hustle and bustle of big city life, connected by one main road (US 301) for commerce and industry.

The construction of I-75 in late 1960s pulled some industry away from the US301 corridor, and the businesses located within it. With these improvements and the expansion of



Timeframe	Total Labor Force	Employed Population	Unemployed Population	Unemployment Rate
October 2012	195,806	178,076	17,730	9.1
October 2002	159,355	150,548	8,807	5.5
October 1992	111,986	103,110	8,876	7.9

system, the southern parts of the County began to capture developer interests as Hillsborough and Pinellas Counties began their northwardly progression.

In 2002, housing costs in Pinellas and Hillsborough Counties rose significantly and Pasco began to supply the region with more affordable housing for the Tampa Bay area's workforce, thereby solidifying Pasco as a bedroom community for its southern neighbors. Hillsborough continued expanding north, and within two decades, New Tampa soon spilled over into Southern Pasco, leading to a nearly 150% increase in population over the past ten years.

Pasco County's Economic Base

Pasco County's historic eco-

omic base has been largely determined by retiree and seasonal populations in the construction industry and the corresponding businesses to service these populations, such as medical care, restaurants, and retail services. These types of business do not export products or services outside the region and, therefore, do not bring new capital or revenue into the County.

Equally important, for the seasonal residents, a substantial amount of services and goods supporting this resident population have historically been located in Pinellas and Hillsborough Counties. The loss of these sales to surrounding counties is referred to as economic leakage. Just prior to the Great Recession (2007), the County's economic base

Pasco's Top Ten Manufacturers

1. Pall Aeropower Corporation	579
2. Zephyrhills Bottled Water Co.	325
3. VLOC, subsidiary of II-VI, Inc.	200
4. Zephyr Egg LLC	175
5. Preferred Materials, Inc.	125
6. B.E.T.ER Mix, Inc.	119
7. Earth Tech, Inc.	106
8. American Food Distributors, LLC	104
9. Great Bay Distributors	104
10. Cemex Construction Materials, Inc.	90

Pasco's Top Ten Employers

1. Pasco County Public Schools	9289
2. Wal*Mart Supercenter (NPR, PR, ZH, Hud.)	2050
3. Pasco County Government	2000
4. Pasco County Sheriff	1300
5. State of Florida	1296
6. Regional Medical Center Bayonet Point	1074
7. Florida Hospital Zephyrhills	1050
8. Medical Center of Trinity	1012
9. Florida Medical Clinic	909
10. Morton Plant North Bay Hosp./Rec. Ctr	777

was maturing and its economic leakage was declining as the service industry realized that residents in Pasco would support those industries within the County.

The United States Department of Commerce estimated that in 2010, Pasco County had 184,865 people employed, of which 94,089 worked within the County. Nearly 90,000 commuted to other counties, the majority to Hillsborough and Pinellas Counties.

The State of Florida estimated at the end of 2009, Pasco's employers had nearly 131,000 employees and approximately 37,000 commuted into Pasco for their jobs from surrounding counties. This data indicates that Pasco's resident workforce (those that live and work in Pasco) could theoretically remain in Pasco instead of commuting out, provided the quality of jobs are equal to those in surrounding counties.

Pasco County has seen significant growth in jobs within the County. Between 2001 and 2009, (which includes part of the Great Recession), Pasco added 29,000 jobs.

The bulk of jobs were related to retail, health, local government and restaurants and hotels. While Pasco did add positions, the housing bust of 2007 also caused a drastic change and is the clear indicator of the high unemployment rate for Pasco's residents, especially related to the construction industry.

Average wage earnings are an important measure of a County's economic base - it directly relates to housing values, expenditures and ultimately government revenues used to support government services and facilities.

Three of five counties in the Tampa Bay Region (Hernando, Hillsborough, Citrus, Pinellas, & Pasco) saw drops in house-

hold income between 2000 and 2010. Pasco was one of two that improved this statistic and can claim bragging rights statewide for the largest percentage increase —nearly 20%. Pasco's household income growth topped all Florida counties.

The average wage for a County resident in 2011 was \$33,344. By far the highest paid jobs were Federal civilian workers (\$91,200), Management of companies (\$82,200), Utilities (\$81,900) and manufacturing (\$52,000). The goal of most economic development programs is to attract wages that exceed 125% of average wage or in the case of Pasco County, would be roughly an annual salary of \$42,000.

Poised for Growth

Pasco is well positioned at the center of the Tampa Bay MSA growth corridors - US19, US41, the Suncoast Parkway, I-75 and US301. The County's

Master Planned Unit Developments and Developments of Regional Impact represent the “Greenfield” opportunities of Pinellas and Hillsborough Counties’ northern growth corridor. Currently, Pasco’s DRIs and MPUDs have nearly 34 million square feet of commercial and office space entitled and 3.5 million square feet of industrial space in our Greenfield areas. Through aggressive and proactive planning, Pasco is positioned to propel itself into the future for its residents and to **“Bring Opportunities Home.”**



MAJOR ANNOUNCEMENTS

Raymond James Financial Services

- 600,000 s.f. office park
- 750 Jobs
- \$26 Million in County and State Incentives

Florida Hospital Wesley Chapel

- 300 beds
- 400 jobs
- 100,000 s.f. medical building

T. Rowe Price

- 450,000 s.f. office park
- 1,500 jobs
- \$26 Million in County and State Incentives

Medical Center of Trinity

- 235 bed accredited acute care center
- Opened 2012

OFFICE PARKS

NorthPointe Village

- 1,000,000 s.f. entitled
- Mixed-Use development
- 25 Minutes to Tampa International Airport
- No Transportation Impact Fees

Long Lake Ranch

- Future home of T. Rowe Price
- 25 Minutes to Tampa International Airport
- No Transportation Impact Fees

Ashley Glen

- 260 Acres master planned development
- 1,800,000 s.f. office
- 480,000 s.f. retail
- 20 minutes to Tampa International Airport
- No Transportation Impact fees

INDUSTRIAL PARKS

Zephyrhills Municipal Industrial Airpark

- 400 Acres
- 30 Miles to the Port of Tampa and Tampa International Airport
- CSX Seaboard Line siding

ComPark 75

- 40 Minutes to Tampa International Airport
- 60 Available Acres
- Abuts Interstate 75
- No Transportation Impact Fees

Pasco Commerce Park

- 35 Miles to the Port of Tampa and Tampa International Airport
- 170 Acres
- 1,500,000 s.f. entitled
- Strategically located at SR 52 and I-75 interchange

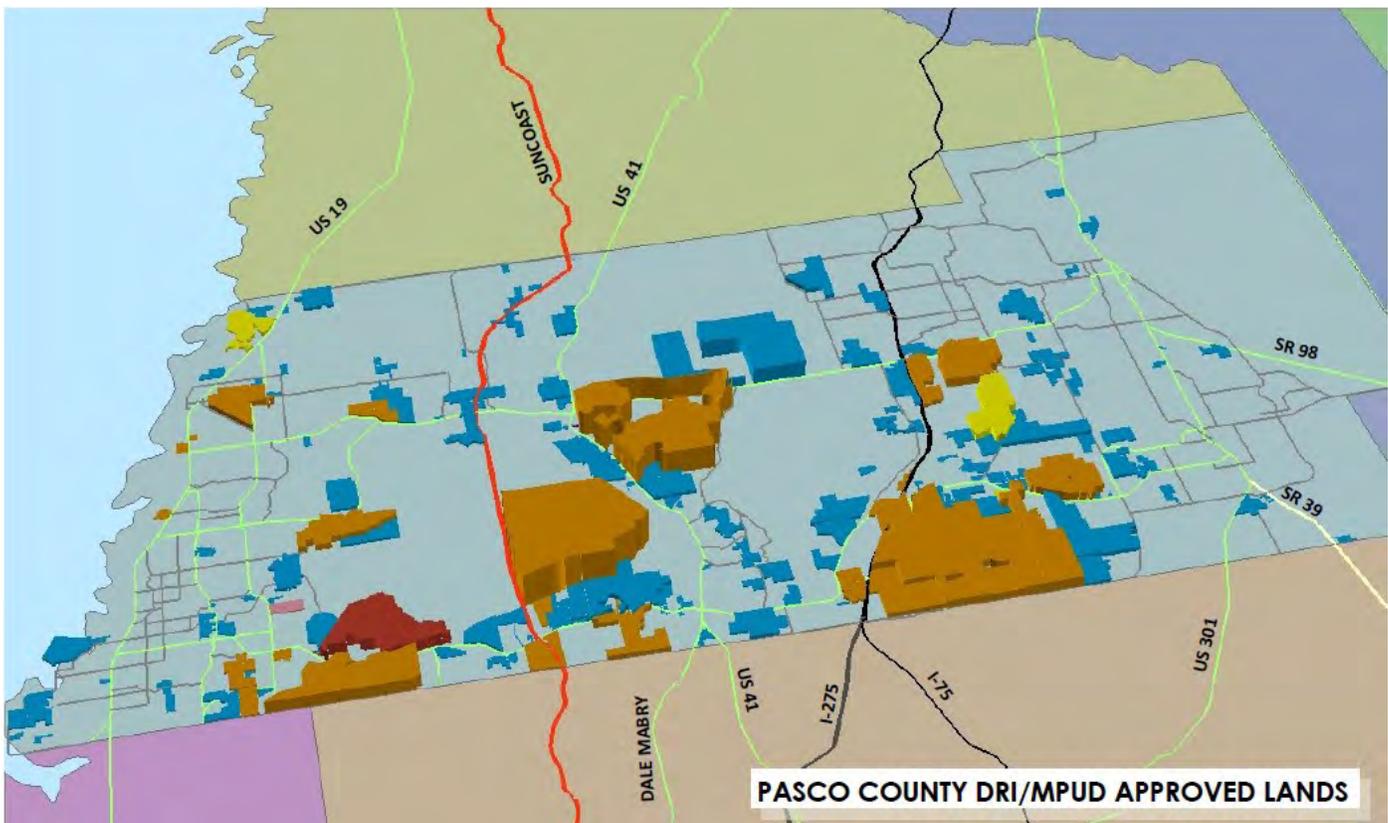
PASCO COUNTY
ECONOMIC DEVELOPMENT
PLAN

NON-RESIDENTIAL APPROVED ENTITLEMENTS

Commercial	21.1 Million s.f.
Office	12.6 Million s.f.
Industrial	3.5 Million s.f.
Hotel	2,600 (rooms)

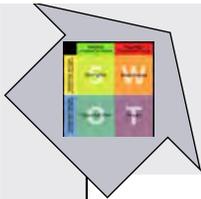
RESIDENTIAL APPROVED ENTITLEMENTS

Single Family	117,000 Dwelling Units
Multifamily	130,000 Dwelling Units



I

ASSESSMENT OF EXISTING CONDITIONS & ECONOMIC OPPORTUNITIES



Strategy Development-Themes

Image / Brand	
<ul style="list-style-type: none">• Transform the County's Perceived Image• Place Making	
Growth Leadership / Infrastructure	
<ul style="list-style-type: none">• Growth Management• Availability of Infrastructure• Connectivity	<ul style="list-style-type: none">• Revenue Enhancement• Focused Level Planning and Funding
Business Climate	
<ul style="list-style-type: none">• Proactive County Government• Predictability in Permitting• Targeted Attraction and Expansion of Mixed Economic Base	
Workforce / Talent	
<ul style="list-style-type: none">• Vocational• Incumbent Training	<ul style="list-style-type: none">• Higher Education Facilities and Linkages• Seniors
Quality of Life	
<ul style="list-style-type: none">• Environmental Protection• Education	<ul style="list-style-type: none">• Arts & Cultural Development• Housing Mix

PASCO COUNTY

ECONOMIC DEVELOPMENT PLAN

A number of industrial target and economic development plans have been prepared for the greater Tampa Bay region (Citrus, Hernando, Hillsborough, Manatee, Pasco, Pinellas, Polk, and Sarasota).

These studies have noted that available, competitively priced, developable land is in short supply in both Pinellas and Hillsborough counties and in abundance in Pasco.

The growth of both Pinellas and Hillsborough counties has historically been in a northerly pattern and runs along the north-south transportation corridors.

Pasco County, with its supply of entitled greenfield sites and supporting infrastructure, will continue to attract a large proportion of Tampa Bay's business growth. This growth is not a reflection of the historic or even existing County economic base but rather that of an ever-expanding region.

Business will locate due to the regional employment shed for which Pasco has excellent accessibility, as witnessed by the two major recent industry attractions: T. Rowe Price and Raymond James Financial Services. Once constructed

and in operation, these two firms alone will add nearly 5,000 direct and indirect jobs along the SR 54 and SR 56 growth corridor.

Background

Creating an Economic Development Plan is an all inclusive "bottom-up" process. The framework of the Plan requires consensus internally and externally, especially as we assess our competitive position with respect to the Tampa Bay region, the Florida Super Region, the Southeast United States, and globally.

Two major factors are critical to the development of a successful Economic Development Plan. First, a realistic assessment of the County's competitiveness with regard to economic development, and second, that there is internal consensus among major stakeholders regarding the fundamentals and Vision set forth in the planning process.

It all begins with a Strength, Weaknesses, Opportunities, and Threats (SWOT) analysis, which is the first step in the creation of the County's first Economic Development Plan with metrics to measure its success.

The SWOT analytical process is a major component of this "bottom up" approach to realistically assess the County competitive position by engaging key professionals that engage daily in all parts of economic development, as well as to gain consensus and active participation from community and business leaders for successful implementation.

The SWOT findings are individually deemed important issues. In analyzing all the data collected through Pasco's process, five common themes emerged as a framework for future success:

- 1) Image/Brand;
- 2) Growth Leadership/Infrastructure;
- 3) Business Climate;
- 4) Workforce/Talent;
- 5) Quality of Life.

Pasco Population Projections

The State of Florida has traditionally suggested using University of Florida, Bureau of Economic and Business Research (BEBR) population projections for comprehensive planning purposes. BEBR provides annual projections on low, medium or high projections, and recommends medium projections unless there are extenuating circumstances

to choose low or high projections. BEBR has consistently underestimated Pasco County's long-term growth projections. For the most part, census counts have exceeded BEBR's high projections for the last two decades.

For purposes of the County's Economic Development Plan, BEBR high projections are being used for the reasons discussed above, specifically, that the County represents the Tampa Bay MSA's majority of entitled greenfields and lies within the region's primary growth corridor.

In addition to these assumptions, Pinellas County has reached build-out stages, and the traditional market will not locate to southern Hillsborough County due to the additional traveling distance from the Southeast US region as a whole.

Office & Industrial Employment and Land Use Projections

Real Estate Research Consultants (RERC) prepared an analysis of office and industrial land use needs based on the high BEBR population projections and POLICOM employment figures, which are available as appendices to this Plan. After

the projections were prepared, Market Area boundaries were adjusted. The s.f. of absorption of office and commercial for future projections will need to be modified for each market area in the future.

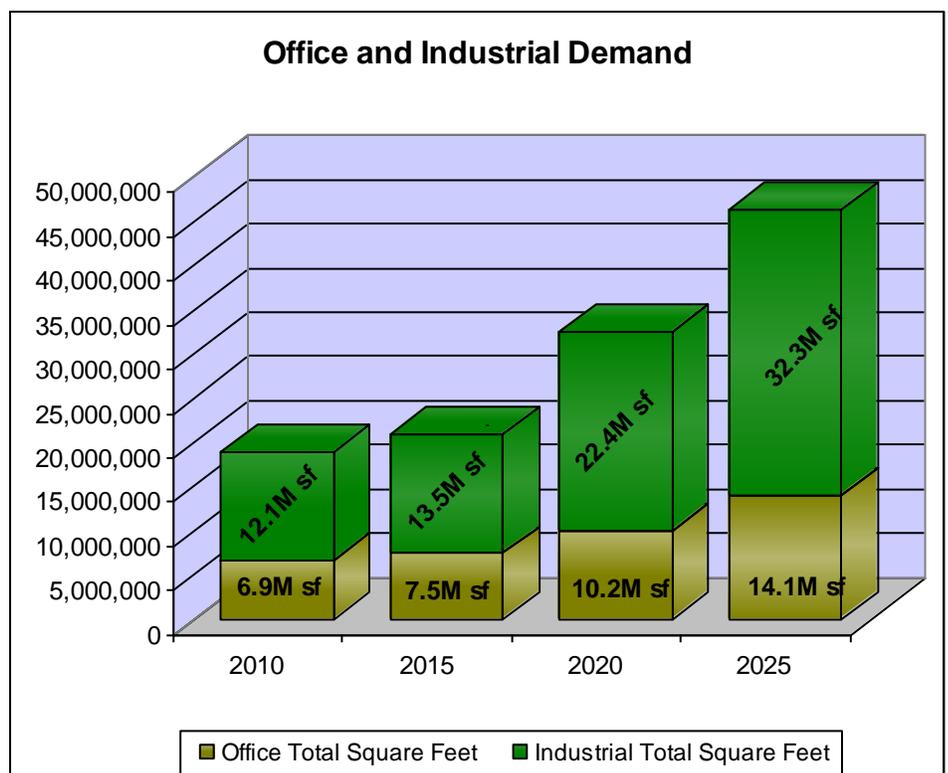
Characteristics of Pasco County Office and Industrial Market

The County had a total of 6.8 million square feet of office space at the end of 2011. Almost half of the space was added in the period between 2000 and 2010. Average annual office space absorption rates generally ranged from 75,000 to 140,000 square feet per year prior to 2000, but increased to over 300,000 square feet annually between

2000 and 2010. Pasco County had only 38 square feet of office per job compared to the 60-72 square feet of benchmarked counties.

Pasco County also experienced significantly less industrial space per job when compared to the benchmarked counties. In total, Pasco County had only 12 million square feet of industrial space, or 89 square feet per job, compared to 130-137 square feet for the benchmarked counties.

In the analysis, RERC looked at several other "similar" Florida counties that serve as a benchmark for analytical purposes and as part of the calculations for where Pasco needs to be in the future. The similarities included land area, socio-



economic data, and proximity to state and interstate connectivity. For purpose of comparison, 1999 was selected as it reflects normal growth (excluding the anomaly of the 2000-2005 building boom which did not reflect true real estate demand).

Projections

Office employment and space requirements were projected for the year 2025. Calculations indicate that Pasco will need approximately 14.0 million square feet for projected de-

All industries contribute to determining the output per worker of our economy, but industries that compete nationally and internationally have far greater long-term economic growth potential. (San Diego Regional Economic Prosperity Strategy)

mands. Industrial demand calculations indicate a need for 32 million square feet. To achieve these goals, Pasco's development community must add **600,000 square feet of office and 1.6 million square feet of industrial space per year through 2025.**

Target Industry Approach

Pasco is unique with respect to the past structure of its economic base and the future growth opportunities for the Tampa Bay Region (MSA). The most effective means of increasing the economic prosperity and quality of life for its citizens is to create an environment that will grow and attract higher paying *quality* jobs as well as diversify the county's tax base from one largely dependent on residentially based revenues to a more balanced mixed base.

As of 2011, residential property uses account for 76.3% of the County's ad valorem (property) taxes, while improved commercial and industrial properties accounts for 14.5% of ad valorem revenue.

Pasco County has grown from a relatively isolated agricultural, retiree-oriented community to the bedroom community of Pinellas and Hillsborough Counties. With Pinellas County virtually built out, and Hillsborough County having limited vacant developable land within its growth corridor, the future of

Pasco County lies in its ability to provide the necessary land and infrastructure to capture

the natural commercial, office, and industrial growth of the region.

The growth potential will include both primary jobs (basic industries that export goods and services outside the region) and non-basic jobs that will serve the local regional consumers (retail and service-oriented establishments).

Additionally, growth will come from new regional, national and global industries that will be attracted to this vibrant region because of the existing companies, quality of life factors, and regional workforce. Using a target industry approach allows Pasco and Pasco Economic Development Council to focus its energy and resources on retaining and attracting firms in an efficient manner.

The Target Industry Approach also allows local governments and public officials to address new issues, use new tools, and experience measurable results through providing high-value specialized services to key industries from educational needs to infrastructure and support systems.

Economic Clusters

Another measure of Economic

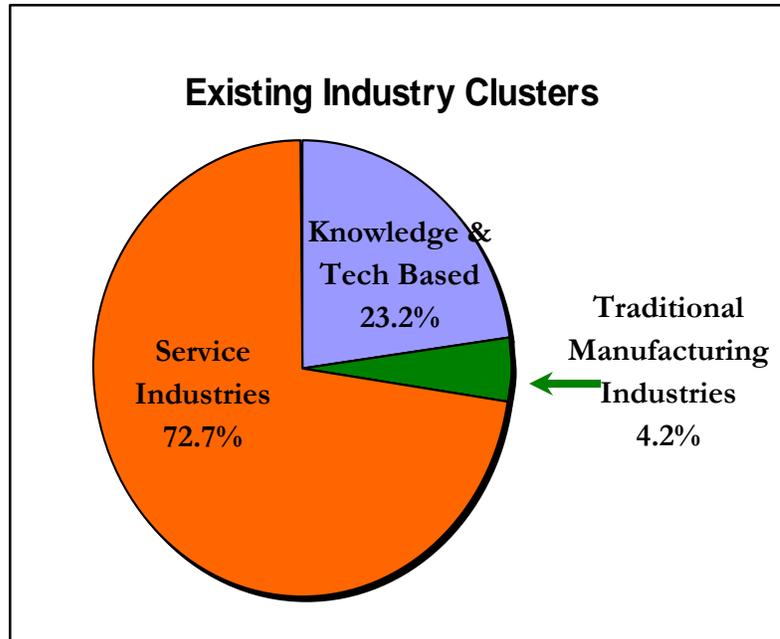
Base is the clustering of jobs and whether that cluster exceeds the National average. It is often assumed that a cluster which exceeds 1.0 (national average), is exporting goods and services and therefore are primary or basic industries. Pasco's existing clusters that exceed the National average are not considered primary or basic. They include:

- Retail Trade
- Waste Management
- Construction & Real Estate
- Life Sciences and Medical Services
- Education and Government
- Tourism

At first glance, one might assume that Life Sciences and Medical services could be considered primary or basic, but in Pasco's case, most are employed by hospitals or in medical offices.

According to the information gathered for the Tampa Bay Partnership by SRI, almost 73% of Pasco County industries are service oriented; 23% are knowledge & technology based; and 4% are Traditional and Manufacturing.

Not all jobs are created equal. As shown in the bubble diagram on the following page, knowledge based jobs not only



have higher annual pay but tend to show growth, where as some of the service jobs have grown but earn significantly less.

Pasco County Target Industries

The County will pursue innovative approaches to the retention, expansion and attraction of new businesses and jobs to the County. The objectives and strategies will be focused on expanding and diversifying the County's employment base by attracting the region's growing sectors especially where there is a net outflow of purchases and services to surrounding counties (economic leakages).

The targeted industries for future efforts have been nar-

rowed down to three sectors:

- **Leading Edge Development**
 - **Transportation Centers**
 - **Sustainable Resources**
- Leading Edge Development Sector** harnesses the intellectual and creative capacity of the County to research and then develop new ideas and technologies into the marketplace. This category encompasses concepts such as technology-led development, high-level entrepreneurial activity, and high tech development and includes:
- Technology/Electronics/ Instruments/Manufacturing
 - Computer & Software Systems Design & Integration
 - Digital Media
 - Info-technology
 - IT Hardware
 - Measuring and Controlling

PASCO COUNTY

ECONOMIC DEVELOPMENT PLAN

- Devices Manufacturing
- Optics/Photonics

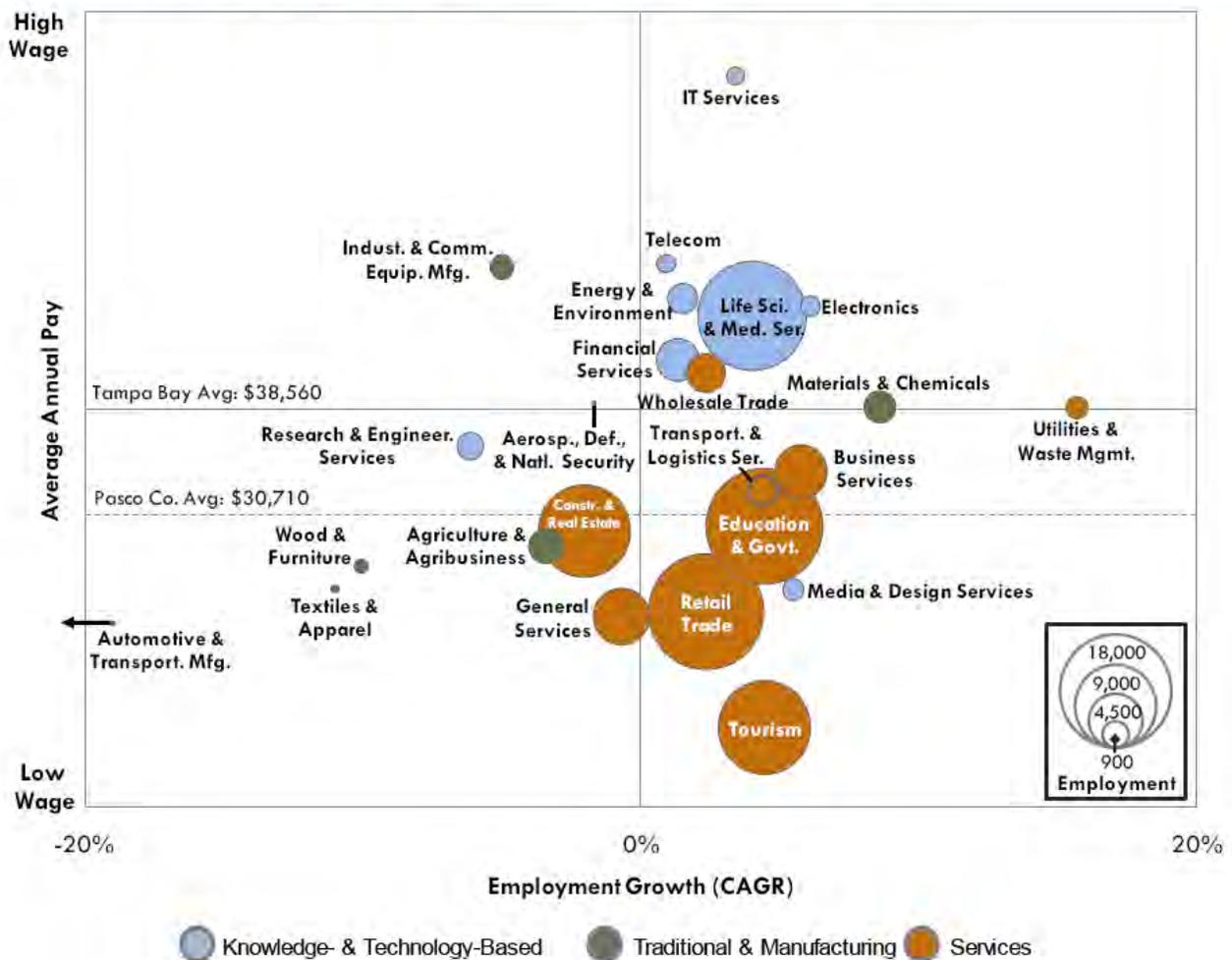
Transportation Centers Sector recognizes the need by large companies to locate transportation distribution centers as a cost-effective means to transport goods from producer to consumer.

Subsectors include:

- Intermodal Loading Centers
- Distribution
- Wholesale Trade

Sustainable Resources Sector not only recognizes the opportunity to create jobs through the restoration of brownfields or grayfields, but also the longer-term opportunity to create opportunities on land that may be located near rural, conservation or environmental preservation areas. Developing the sustainable resources sector can also include activities to restore and preserve the environment while enhancing cultural and recreational areas.

Overview of Pasco County Industry Clusters, Q3 2009



III

ECONOMIC DEVELOPMENT VISION



*“Bringing
Opportunities
Home”*



PASCO COUNTY
ECONOMIC DEVELOPMENT
PLAN

The Economic Development Plan (EDP) 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 as it: enacts business retention, expansion, and attraction efforts; supports a fiscally healthy government; realizes key development projects across the County; and makes Pasco a better place to live and work. In addition, the EDP is the primary tool for the implementation of the Economic Development Element of the County's Comprehensive Plan.

The Programs and actions proposed in this plan will provide the foundation for maintaining a collaborative working relationship among the public and private sector entities involved in promoting economic development in Pasco County. They will provide achievable implementation strategies to guide decision making based on the concerns expressed during the interview and charrette processes conducted for this study, and to provide a successful model for county-wide application.

The Economic Development Plan has been shaped and driven by the following overall vision statement:

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

PASCO COUNTY

ECONOMIC DEVELOPMENT PLAN

Principles

Through the analysis and stakeholder participation driven by the vision statement, the development of goals and objectives were based upon the four following principles:

One: 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.

Two: 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.

Three: 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.

Four: 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. Growth must accommodate the protection and enhancement of the natural and manmade resource base that defines the community's existing quality of life. Economic Growth & Diversification and Environmental Protection must proceed hand-in-hand.

Initiatives have been identified throughout the EDP to address most of the County's opportunities for future growth. 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.

Economic Development is no longer seen as merely a real estate marketing effort to en-

tice businesses to relocate into the area. Today, economic development is truly about enhancing quality of life. It's about increasing per capita wages, training its workforce, and enhancing infrastructure that in turn will protect and enhance the area's natural resources. Today, economic development encompasses not only business expansion and retention; it also addresses tourism, community development, workforce development and environmental protection.

On these key points this EDP has achieved a resounding consensus. The time now has come to move forward with implementation. The greatest strategic challenge facing Pasco County is no longer a matter of establishing the correct goals and objectives.

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 County's economy.

Goals

As a result of significant public input and through the SWOT analysis, the following five goals were arrived at through the themes previously mentioned:

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 5: 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.

Each of the Goals listed above have numerous objectives and strategies countywide and by individual market areas, which provide the means of attaining their individual and collective results.

This EDP is comprehensive. It should be noted that there is considerable overlap between goals, objectives and strategies, and that responsibility for the objectives/strategies involves a host of public and private stakeholders. Without cooperation among all parties, the EDP will fail.

Critical Issues

Of particular importance to the SEDP was reaching a consensus on the issues facing the County, both at the market area level for implementation purposes and for the County as a whole.

The unanimous agreement on the importance of economic development and its value to community, the importance of education, workforce training and tourism as part of the economic development process, and the need for a mix of jobs

requiring a variety of skill sets was heard from all participants across the county in each of the sessions held.

Additionally, the stakeholders felt that the general public did not understand the role or importance of economic development and its impact on quality of life for residents.

As was reported in more detail within the Strengths, Weakness, Opportunity and Threats (SWOT) section of the 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.

“The County’s roadway system has a good spine, but no ribs.”

-SWOT Session Participant

During all sessions, stakeholders noted that Pasco County had great connectivity for north and southbound traveling, but

a very limited grid system for traffic flow east and west. It was also noted that an opportunity exists with the possibility of developing a transportation or intermodal HUB at the Zephyrhills Airport, with proximity to the CSX mainline and highways.

The Ridge Road extension project was highlighted in each session, and deemed an important issue that the County needed to see through to construction and completion. This road provides the opportunity to open up the county, not only from a safety standpoint for hurricane evacuations, but also for access for businesses and travelers.

Education, at the high school, vocational school, and higher educational levels, was highlighted with a call to bring more innovative approaches and partnerships to benefit the existing and future workforce, while assisting businesses in their needs to expand and locate in the County.

A major issue that emerged was image and placemaking. Participants expressed their concerns that while locals know the assets, a sense of community and place was lacking to outsiders and was detrimental to the attractiveness of the County to prospective busi-

nesses. Slum and blight along the US 19 corridor was cited as a deterrent or portrayed a negative connotation for the County as a whole.

Participants strongly recommended that the aging corridors be incented to redevelop, and that the Greenfield sites should develop as urban centers in a effort to attract talent, the arts, and more cultural events to help create a strong sense of community and belonging.

In addition to County-wide issues brought forth by participants, each session recognized that each section of the county had distinct and unique characteristics, and that implementation of a County-wide plan would best be served if individual market area goals and objectives were pursued. Participants also suggested that community-level planning should be done for each of the market areas, similar to the process followed for Market Area I— The Harbors.

Stakeholder Participation

Inter-County Round Tables

Pasco decided to do something different than most do. Staff from Pasco and PEDC met with business and economic development agencies

in the surrounding counties to gain an understanding about how Pasco is actually perceived in the region. Through candid conversations, staff learned that Pasco almost did not exist in their worlds. Many in Hillsborough County assumed that Wiregrass, a major regional mall, was located in New Tampa, not in Pasco County. Information gathered at these meetings was used to help formulate many of the goals and objectives in the Economic Development Plan.

Local Participation

Building on the efforts of the ULI report and PEDC economic development efforts, the County wants to ensure that its Economic Development Plan has the consensus of those individuals, companies and institutions that are linked to economic development. To this end, Pasco sent invitations to 434 individuals to attend a series of workshops to solicit their thoughts, ideas, and concerns for active participation in the creation of the County's Economic Development Program.

Over the course of a year and a half, over 90 participants met, discussed, and came to a consensus to help formulate the goals and objectives for this plan through the SWOT Strategic Planning Sessions.

PASCO COUNTY

E C O N O M I C D E V E L O P M E N T P L A N

During the process, stakeholders were asked to focus on two geographies. First, the participants were asked to consider the County as a whole, then secondly, on the market area they represented. Strengths (what we do best) and weaknesses (areas we need to improve on) are internal to the County, while opportunities (who in the region can we partner with to improve?) and threats (state and federal mandates) are external to the County. In addition to the meetings, comments were received via email and phone calls and were incorporated into the overall SWOT analysis that was presented to the Board of County Commissioners in 2011.

A Summary Table containing information gathered from the SWOT process follows with the consensus results in ranked order.

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

IV

ECONOMIC DEVELOPMENT STRATEGY



Pasco will leverage its strategic advantages to implement the following 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.

COUNTY WIDE GOALS

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. This goal addresses the need for a consistent theme and brand throughout the County. Implementation of the goal will improve the County's image for regional, national, and international acclaim and internally to Pasco's residents.

Objective 1.1: The "New Pasco: Room to Grow in Tampa Bay" theme will be elaborated in five market area narratives that convey the overall vibrancy of Pasco, its creative lifestyle and the economic choices available to residents, businesses, and visitors.

Objective 1.2: Engage and connect community leaders with the brand message so they, in turn, believe it, live it, and communicate it.

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. This goal addresses strategic issues related to government regulations, permitting, and infrastructure at key sites. These objectives will form the nucleus of the County's future employment base with support by public-private partnerships including utility

companies, real estate developers, railroads, ports, and telecom providers.

Objective 2.1: Pasco will expand on its successful use of Urban Land Institute panels to develop a general method of assembling expert panels and local leaders on discrete topics where community improvement is warranted.

Objective 2.2: Pasco will create up to five large scale Super Employment Zones that will concentrate county resources, aggressive policy making, and speed to market for strategic impact with respect to job creation.

Objective 2.3: Pasco will start a local government institute in conjunction with local post-secondary institutions and cities to train a new cadre of government employees conversant in state-of-the-art public management techniques and collaborative, bottom up decision making. This institute will strive to become the thought center for an award winning county-centered laboratory for experimentation in local democracy, public employee productivity, and economic competitiveness.

Objective 2.4: Pasco will provide the resources and funding to pursue sub-area planning at the community and census designated place level. Pasco has different scales of planning ranging from unincorporated rural to the need of more traditional urban planning due to large unincorporated areas such as identified census designated places (Hudson, Holiday, Trinity, Wesley Chapel, and Trilby).

Objective 2.5: Pasco will increase its overall revenues by diversifying its tax base, providing incentives, and measuring return on investments in order to ensure financial stability.

Goal 3: Grow Business

Pasco County will relentlessly pursue new partnerships and alliances to create a robust, connected entrepreneurial culture. The County has a need to expand and diversify its tax base through the growth of existing businesses, and attraction of value-added and target industries. This goal addresses the current lack of inventory of industrial, office and shovel ready sites. Based on a land market monitoring analysis by RERC, by 2025 Pasco could absorb an additional 7.2 million square feet of office space (since 2010), and an additional 20.3 million square feet of industrial space.

Objective 3.1: Pasco will become an investor for incubator and accelerator work spaces.

Objective 3.2: Pasco will be a regional leader in collaborative efforts to increase the number of

office, industrial, and pad-ready sites for development opportunities.

Objective 3.3: Pasco will create a program and inventory for certified and job ready sites.

Objective 3.4: Pasco will develop a holistic Tourism Plan that will leverage its substantial recreational, cultural, and historic assets with a particular focus on making Pasco a national destination for active outdoor recreational experts.

Goal 4: Grow Pasco's Workforce

Pasco County will educate, train, and attract a top-notch work force to support its employment base and propel targeted economic sectors. According to the US Department of Labor, the workforce development field faces a vastly changed national labor market in which millions of employees have been dislocated from their jobs in traditional industries and need new skills to compete for jobs in the labor market.

Where will
growth, value,
and **risk** come
from?



Now more than ever, there is fierce global competition for an educated workforce with industry-recognized credentials and post-secondary education and skills. This goal addresses the strategic issues raised concerning the need to broaden the County's workforce skills and promote linkages to the region's higher education facilities and employers.

Objective 4.1: Pasco will create an education and workforce development task force with representation from business, education, government, and social services to align education and training with economic development to raise skill levels in the Pasco.

Objective 4.2 Pasco will mount an aggressive talent attraction campaign and develop high-quality environments that combine office and lab space, housing, and support retail and services to compete effectively for and attract "creative class" knowledge employees and entrepreneurs to Pasco County.

Objective 4.3: Pasco will invest and encourage cooperative efforts between local employers and educational facilities to develop education, workforce training and research programs that foster collaborations to provide employment options to Pasco residents.

Objective 4.4: Pasco County Schools will expand the Career Academy Program to every high school and middle school.

Objective 4.5: Pasco EDC will organize training coalitions to create career training pipelines in local and regional education and workforce development organizations and align diploma, certificate, and degree programs with employer needs.

Microloan Financing
for Small Businesses

64% of new jobs are created by small businesses

43% of **HIGH TECH** workers are employed by small businesses

75% of funding for young firms is from bank loans or credit cards.

The Problem Credit cards have high interest rates, and many banks won't process small loans.

MICROLOAN **The Solution**

A loan up to \$35,000 made to a small business to spur entrepreneurship!

Let us show you the money.

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PASCO
Economic Development Council

FACTS AND FIGURES COURTESY OF SBA.GOV

Goal 5: Enhance Pasco's Quality of Life

Pasco will be a regional leader in community services and facilities, education, recreation, cultural and tourism-related amenities while enhancing our environmental resources. The County possesses significant natural and man-made resources that need to be protected as well as promoted. This goal positions the County as a leader in environmental sustainability. Quality of Life includes enhanced K-12 schools, expanded Arts and Cultural venues and promoting a mix of housing product that makes the County and attractive place to Live, Work, Play and Shop.

Objective 5.1: Pasco will sponsor and develop policies to provide environmental protection to Pasco's significant environmental resources.

Objective 5.2: Pasco will be the region's foundation of educational performance to sustain a highly skilled workforce.

Objective 5.3: Pasco will position itself as a regional and super-regional destination for the performing arts, fine arts, sports, and special events.

Objective 5.4: Pasco will reinforce the identity, sense of place, and character of the county through infill development, adaptive reuse of existing buildings and infrastructure, historic preservation, and enrich living environments by increasing access to workforce housing and mixed income units.

Objective 5.5: Pasco will escape its reputation as one of Florida's "best kept secret" places and be celebrated as one of the best places for active tourism in the region.



PASCO COUNTY

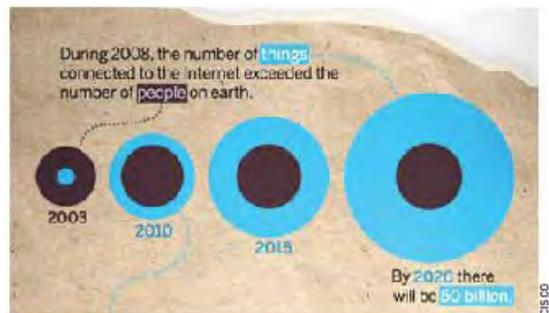
ECONOMIC DEVELOPMENT PLAN



THE RESEARCH TRIANGLE PARK



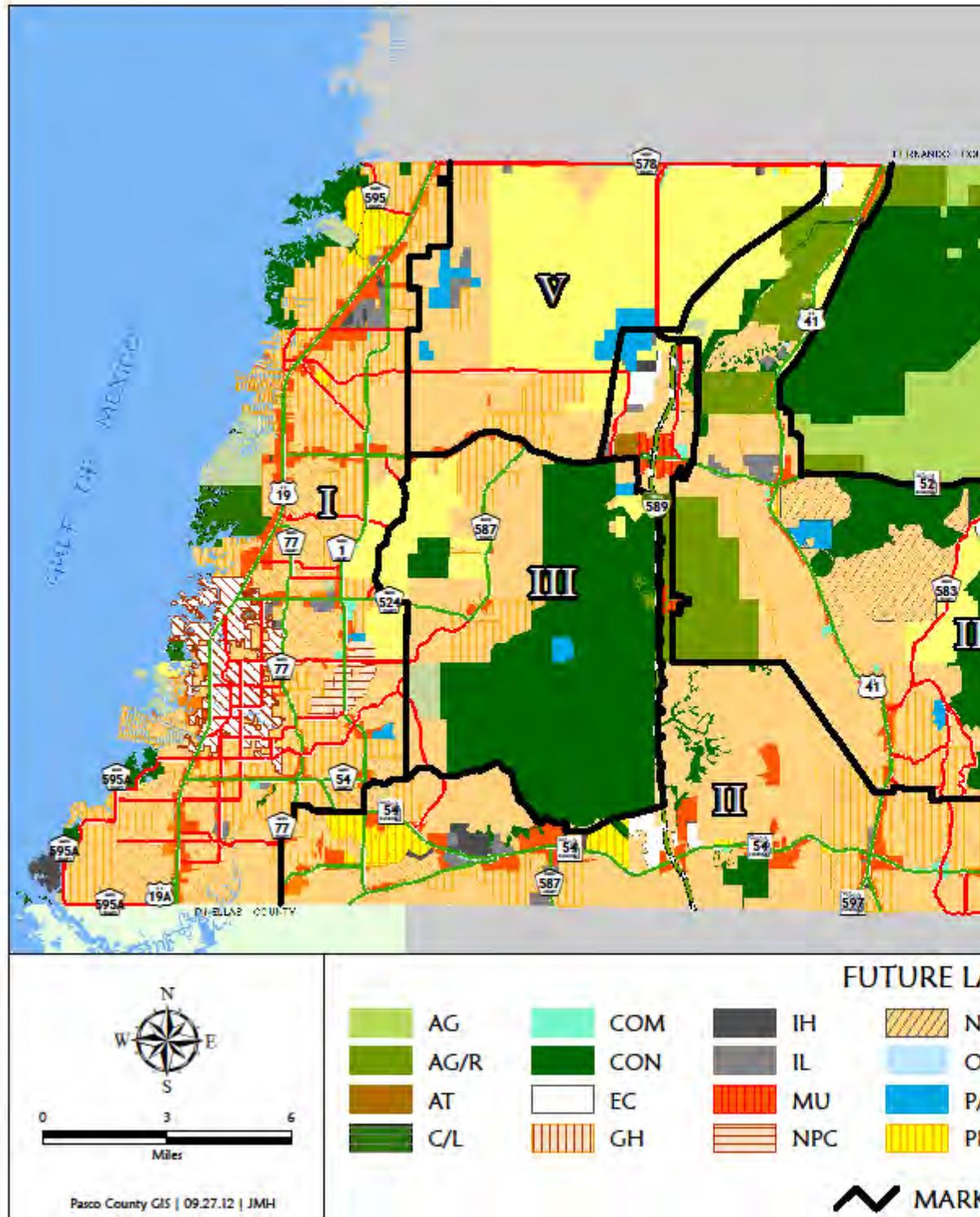
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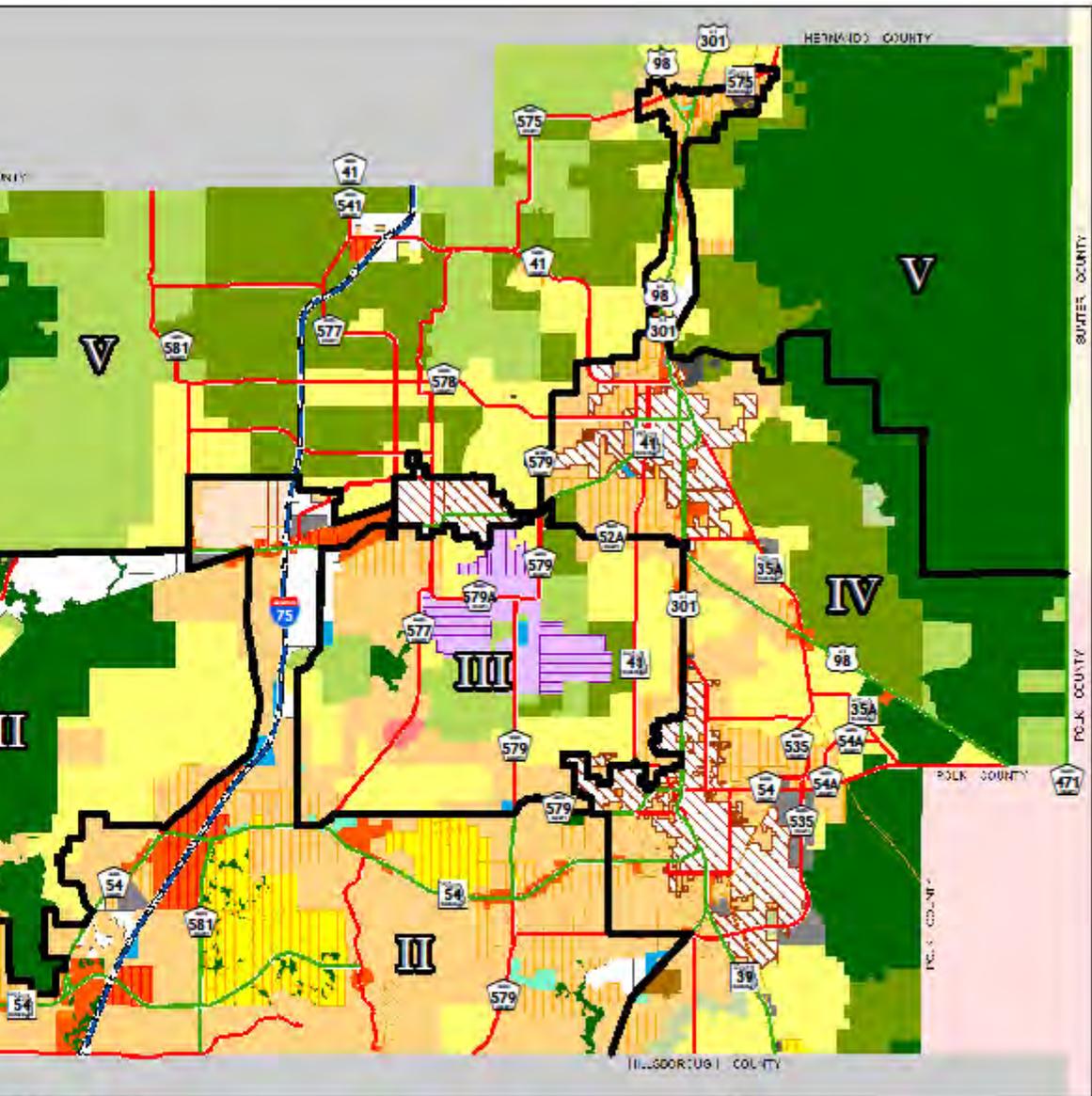


DISCO

By 2020 there will be 50 billion things connected to the Internet. How will this change the way we live, work, and play?

MARKET AREA GOALS





LAND USE

IT		R/OS		RES-3		TC
OFF		RES-1		RES-6		VMU1
VSP		RES-12		RES-9		VMU2A
D		RES-24		ROR		VMU2B

MARKET AREAS

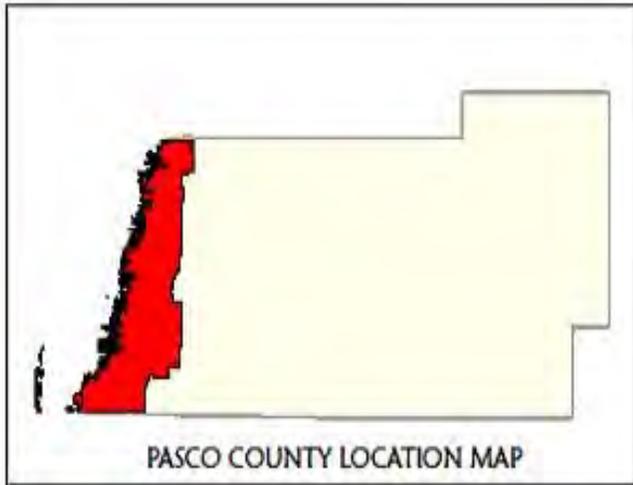
"Bringing Opportunities Home"

© Commonwealth of Virginia, 2014

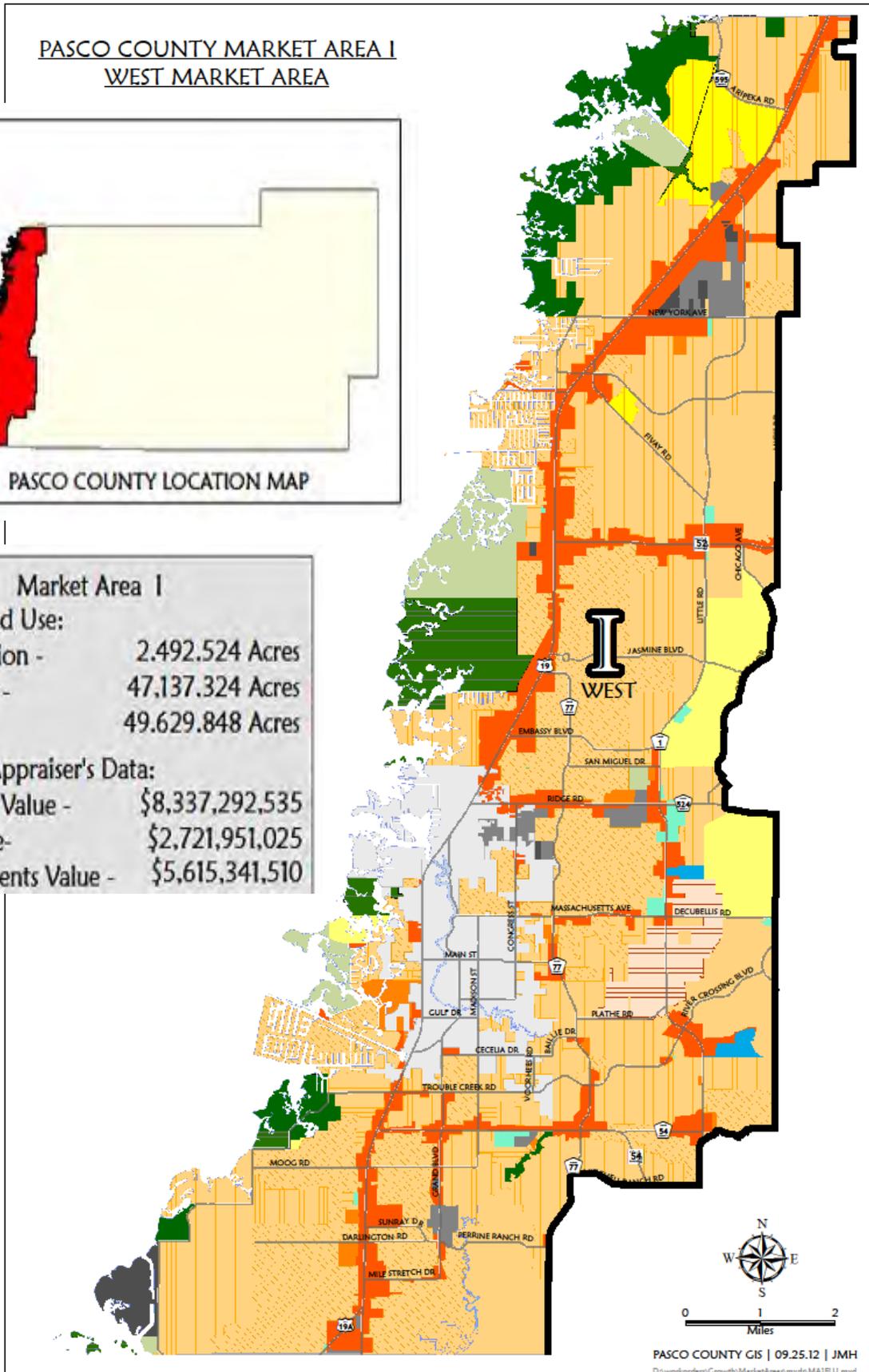
PASCO COUNTY

ECONOMIC DEVELOPMENT PLAN

PASCO COUNTY MARKET AREA I WEST MARKET AREA



Market Area I	
Future Land Use:	
Conservation -	2,492.524 Acres
All Others -	47,137.324 Acres
Total -	49,629.848 Acres
Property Appraiser's Data:	
Appraised Value -	\$8,337,292,535
Land Value-	\$2,721,951,025
Improvements Value -	\$5,615,341,510



MARKET AREA I (West) – The Harbors

The Harbors currently has a dated development pattern and areas of urban blight. The Harbors is envisioned to transform into an urban coastal & inland area with redevelopment and infill opportunities. Compact, mixed-use development in a manner that will enhance energy efficiency and conservation while reducing greenhouse gas emissions is encouraged. The mission is the creation of a competitive and unique location with a choice of living, working, shopping, education, employment and leisure time opportunities in an environmentally sound and safe setting.

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.

Objective 1.1: Pasco will promote the Harbors as a vibrant urban destination emphasizing its coastal and active water use resources and assets.

Goal 2: Encourage Continued Positive Growth

Pasco will use its resources and authority to become one of the most competitive business

environments in the Region.

Objective 2.1: Pasco will aggressively implement the West Market Infill Redevelopment Plan through the provision of urban and historic overlay zoning incentives for residential and commercial development in and near targeted commercial nodes with mixed-use potential for pedestrian and/or transit accessibility.

Objective 2.2: The County will create a redevelopment agency or related organization with appropriate responsibility to implement those strategies within the West Market Redevelopment Plan Districts that affect positive economic growth.

Goal 3: Grow Businesses

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

Harbors has a need to improve its tax base through the recycling of the existing built environment, infill properties where appropriate, and attract value-added industries. This goal addresses the current lack of marketable inventory of commercial/office sites. Based on a land market monitoring analysis by RERC, by 2025 Harbors could absorb an additional 957,500 square feet of office space, and an additional 1.7 million square feet of industrial space.

Objective 3.1: Pasco will intensify and retrofit existing office and retail clusters in the Harbors with new pedestrian-friendly mixed use developments through public-private partnerships to provide attractive and competitive live-workshop destinations that reduce dependence on auto travel, diversify the tax base and create quality employment opportuni-

ties.

Objective 3.2: Pasco will stimulate the revitalization and re-development of the Harbors' aging commercial corridors and centers through the use of targeted incentive programs, zoning, and public investments in infrastructure.

Objective 3.3: Pasco will recruit and grow industries and businesses that are environmentally conscious, promote sustainable practices, and reduce negative impacts on the environment to preserve the natural features and assets of the Harbors.

Goal 4: Grow Pasco's Workforce

Pasco will educate, train, and attract a workforce to support its hospitality, commercial, office and industrial employment base.

Objective 4.1: Pasco will pursue the creation of a Communication, Arts and Technology (CAT) School, a high school chartered by Pasco County Schools, to transform the Harbors into a nationally recognized center for communications, fine and culinary arts, and technology. This will be one of a series of transformational "magnet" academies that set apart Pasco County schools from its counterparts.

Objective 4.2: Pasco will support the needs of a budding and growing medical and medical research niche industry and proactively provide the space and infrastructure necessary to support these industries within the Harbors.

Goal 5: Enhance Harbors' Quality of Life

Pasco will pursue the enhancement of educational opportunities, social services and facilities, creation of a strong culture/arts community and tourism-related amenities while enhancing Harbors' environmental resources.

Objective 5.1: The Harbors will be recognized as the regional model for environmental stewardship for the Nature Coast and environmentally responsible active water uses.

Objective 5.2: The Harbors will be known as the cultural and arts educational center for excellence.

Objective 5.3: The Harbors will contain a full range of rehabilitated and new housing opportunities to include mixed use and transit oriented developments to accommodate the dynamic changing demographics.



PASCO COUNTY

ECONOMIC DEVELOPMENT PLAN



Photo provided by Sandestin Golf & Beach Resort

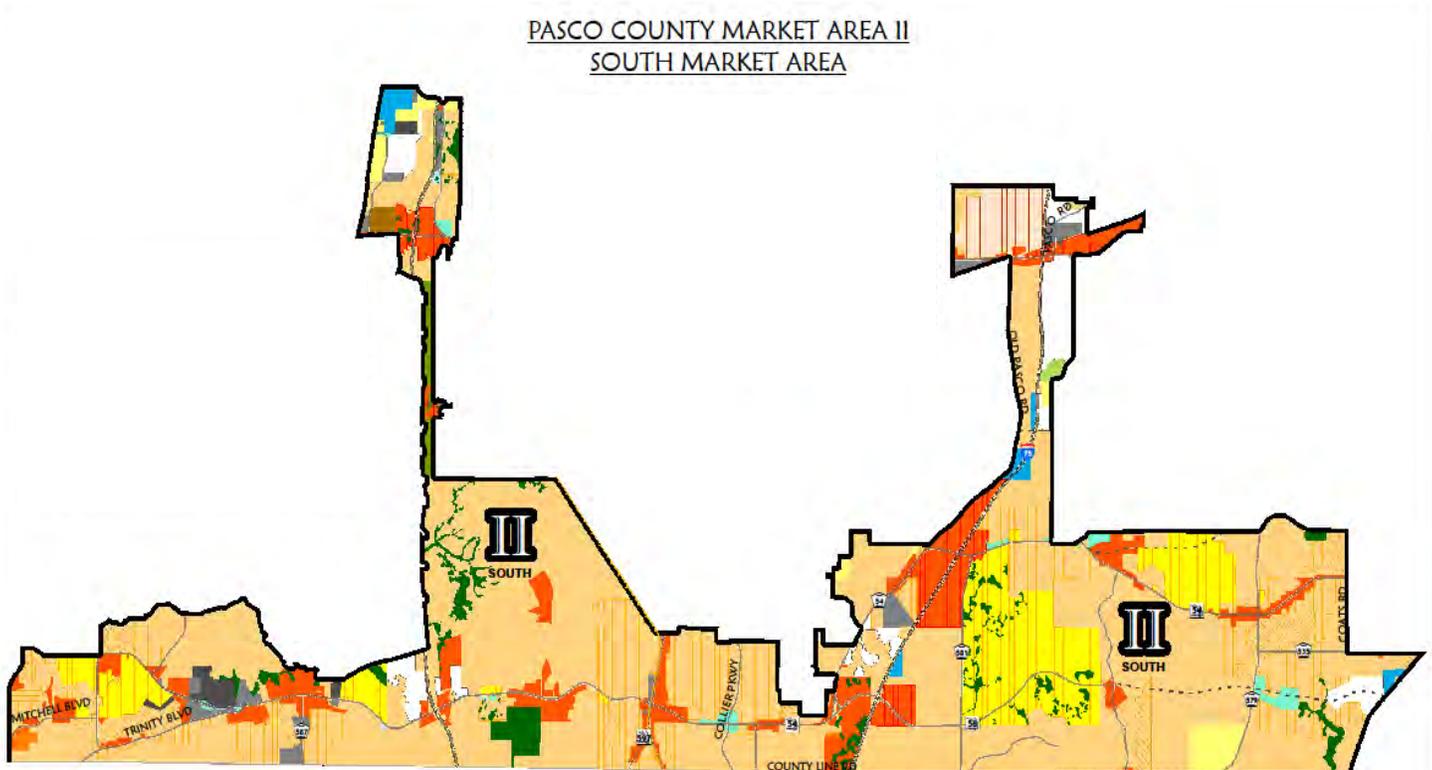


MARKET AREA II (South)

GATEWAY CROSSINGS

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. This area shall be characterized by dense, vertical non-residential development and sophisticated residential development.

The mission for Gateway Crossings is the creation of a high-density, compact and mixed use development with quality design, and the intensity and density necessary to support transit opportunities that attracts a broad spectrum of employers and businesses. This area will be developed as a string of dense sophisticated urban communities with high levels of technology, modern architecture, and world class amenities.



Goal 1: Tell the Gateway Crossings' Story

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

Objective 1.1: Pasco will tell how visionary Pasco leadership is knitting a new urban tapestry in Tampa Bay.

Goal 2: Encourage Continued Positive Growth

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

Objective 2.1: Pasco will create and implement a daring market area plan that defines future growth patterns and identifies the policies that

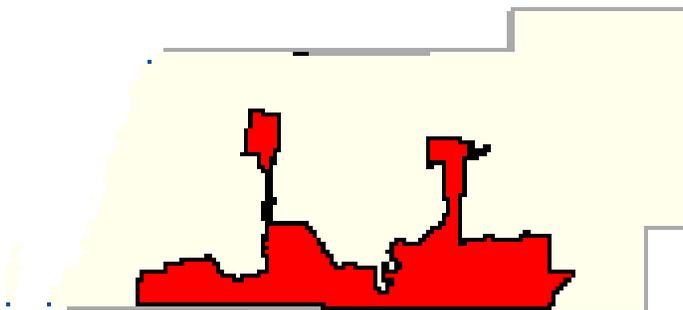
advances it as one of Tampa Bay's major employment hubs.

Objective 2.2: 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.

Goal 3: Grow Businesses

Pasco will relentlessly pursue new partnerships and alliances to create a robust, connected entrepreneurial culture. Gateway Crossings has the prime opportunity to capture the growth of the Tampa Bay Area and improve its tax base through the development of existing entitlements and capitalizing on its proximity to USF using transit-oriented development.

This goal addresses the current lack of market-



PASCO COUNTY LOCATION MAP

Market Area II	
Future Land Use:	
Conservation -	2,642.893 Acres
All Others -	87,019.292 Acres
Total -	89,662.185 Acres
Property Appraiser's Data:	
Appraised Value -	\$8,799,181,382
Land Value-	\$2,591,893,235
Improvements Value -	\$6,207,288,147

ble inventory of built Class A commercial, office, and commerce park sites. Based on a land market monitoring analysis by RERC, by 2025, Gateway Crossings could absorb an additional 4.5 million square feet of office space (since 2010), and an additional 6.7 million square feet of industrial space.

Objective 3.1: Gateway Crossings will focus on high-rise office development and technology-based entrepreneurship to create Tampa Bay’s premier regional employment center in financial services, medicine, information technology, and clean-technology.

Goal 4: Grow Pasco’s Workforce

Pasco will educate, train, and attract a workforce to support its hospitality, commercial, office and industrial employment base.

Objective 4.1: Gateway Crossings will house multiple research and training centers to ensure the appropriate workforce and talent are available to promote Pasco’s targeted industry needs.

Objective 4.2: Pasco will collaborate with PEDC and its partners to create a business accelerator cooperative to create a hub to serve as a county-wide, interconnected system to offer services that will foster entrepreneurship and innovation.

Goal 5: Enhance Gateway Crossings’ Quality of Life

Pasco will be a regional leader in community services and facilities, education, recreation, cultural and tourism-related amenities while enhancing our environmental resources. Gateway Crossings possess significant natural and man-made resources that need to be protected as well as promoted. This goal positions the region as a leader in environmental sustainability. Quality of Life includes enhanced K-12 schools, expanded Arts and Cultural venues and promoting a mix of housing product that makes Gateway Crossings an attractive place to Live, Work, Play and Shop.

Objective 5.1: Gateway Crossings will be the transformational model of the region to promote economic and environmental sustainability.

Objective 5.2: Gateway Crossings will create a regional presence with placemaking amenities such as professional athletic parks, museums, convention centers, educational facilities, housing, and retail to support a live – work – shop – play environment.

Objective 5.3: Pasco will partner with regional universities and other institutions of higher education to offer practical entrepreneurial educational opportunities for students in business, engineering, science, and other majors that foster innovative human and intellectual capital to create jobs in emerging employment sectors.



PASCO COUNTY

ECONOMIC DEVELOPMENT PLAN



AP PHOTO/RICK BOWMER

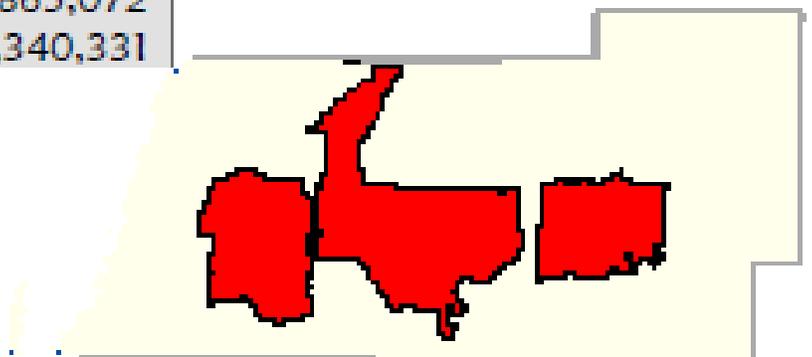
MARKET AREA III (Central)

THE MIDLANDS

Unlike the preceding market areas, the Midlands consist of three distinct suburban areas, each with their own sense of place. 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.

The mission for the Midlands is the creation of a compact and mixed-use location to preserve open space, enhance existing ecological areas, and attract a broad selection of employers to designated employment centers and nodes. Compact and clustered development and Traditional Neighborhood Development (TND) shall be encouraged in the Midlands.

Market Area III	
Future Land Use:	
Conservation -	32,492.193 Acres
All Others -	90,026.360 Acres
Total -	122,518.553 Acres
Property Appraiser's Data:	
Appraised Value -	\$5,138,205,403
Land Value-	\$3,748,865,072
Improvements Value -	\$1,389,340,331



PASCO COUNTY LOCATION MAP

Goal 1: Tell the Midland Story

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

Objective 1.1: 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.

Objective 1.2: Pasco will tell how the Midlands attract a diverse population, offer varied ownership and rental housing options, and is a destination for international vacationers.

Goal 2: Encourage Continued Positive Growth

Pasco will use its resources and authority to have sustainable employment centers while pro-

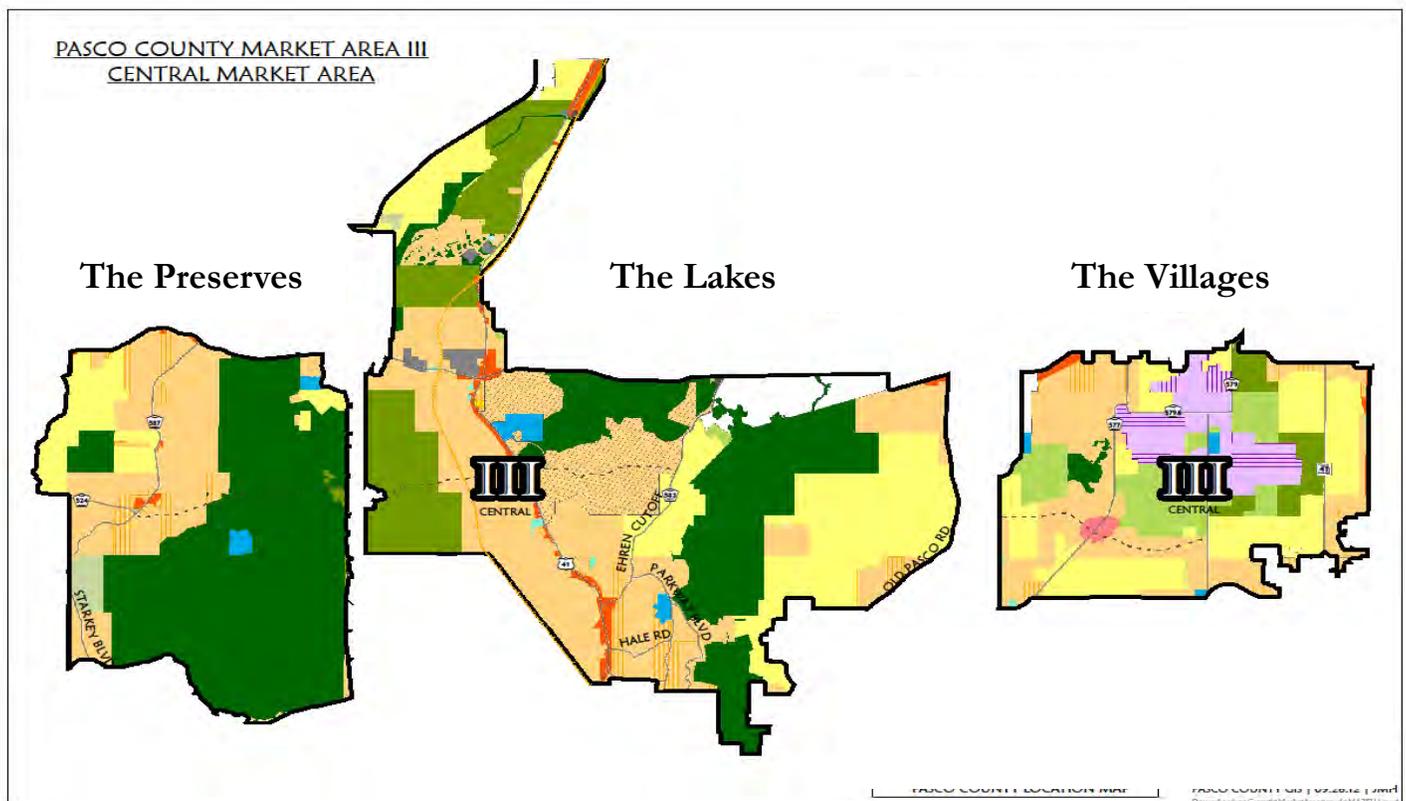
tecting ecologically sensitive areas.

Objective 2.1: Pasco will create and implement an ecologically sensitive market area plan that defines future growth patterns and identifies the policies that take advantage of existing employment center entitlements while protecting the multitude of well fields and conservation corridors.

Objective 2.2: Pasco will create and implement policies that ensure infrastructure, transportation, and broadband are available to support appropriate future growth for the area.

Goal 3: Grow Businesses

Pasco will relentlessly pursue new partnerships and alliances to create a robust, connected entrepreneurial culture. Mid Pasco has a need to improve its tax base through the responsible development of Greenfield sites and attract value-



added industries. This goal addresses the current lack of marketable inventory of commercial/office sites. Based on a land market monitoring analysis by RERC, by 2025 Mid Pasco could absorb an additional 883,000 square feet of office space, and an additional 3.5 million square feet of industrial space.

Objective 3.1: The Midlands will focus on enhancing job opportunities within existing employment center entitlements.

Objective 3.2: Pasco will create public private investments to transform the existing dated building environment into viable employment generators.

Goal 4: Grow Pasco's Workforce

Pasco will educate, train, and attract a workforce to support its hospitality, commercial, office and industrial employment base.

Objective 4.1: The Midlands will build upon the culinary arts, Science, Technology, Engineering, and Math (STEM), as well as the green technology industry to ensure the appropriate workforce and talent are available to promote Pasco's emerging targeted industry needs.

Goal 5: Enhance the Midlands Quality of Life

The Midlands possesses significant natural and man-made resources that need to be protected. This goal positions the region as a leader in environmental sustainability. Quality of Life includes enhanced K-12 schools and promoting a more suburban life style in clustered developments.

Objective 5.1: Pasco will establish the Tampa Bay Sustainability Center to foster the next wave of innovation in sustainable building and living within the Midlands to educate and promote the enhancement of area environmental resources and provide an additional "Magnet School" center of excellence for the region.

Objective 5.2: Pasco will develop and engage in programs that encourage responsible growth, and provide enjoyable travel and outdoor recreational experiences that showcase the unique aspects of the county while encouraging travelers to be respectful of the natural resources present in the Midlands.

Objective 5.3: Pasco will enhance the vitality and distinctiveness of the Midlands to showcase the sustainable way of life and attract creative class talent.



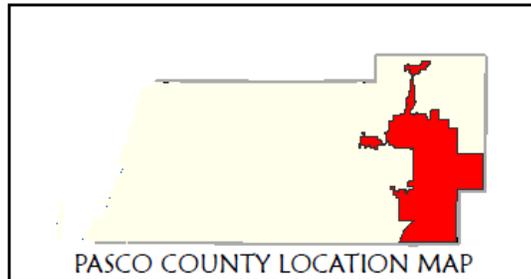
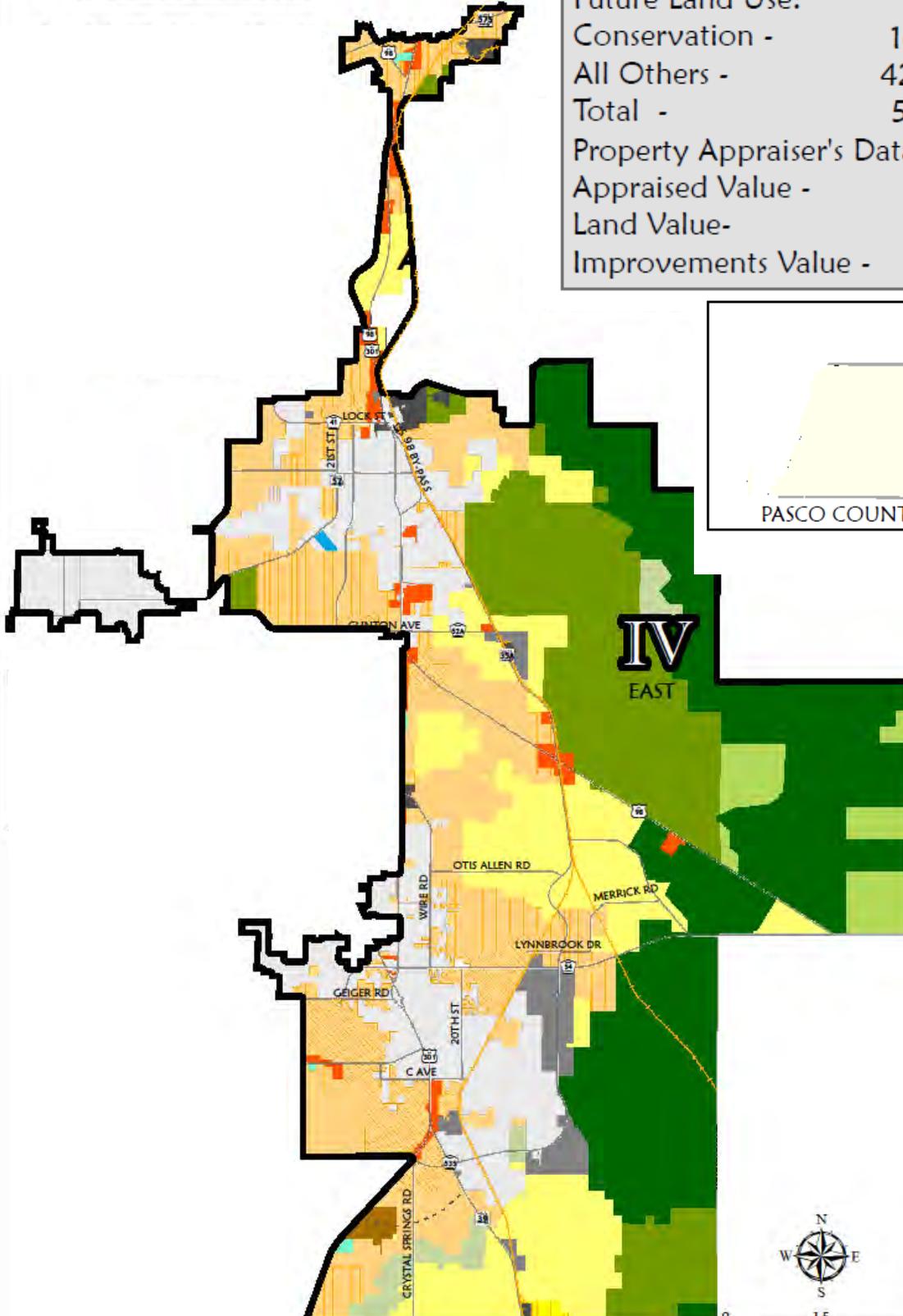
PASCO COUNTY ECONOMIC DEVELOPMENT PLAN



Courtesy: Dover Cole and Associates

PASCO COUNTY MARKET AREA IV
EAST MARKET AREA

Market Area (IV)	
Future Land Use:	
Conservation -	16,105.003 Acres
All Others -	42,686.807 Acres
Total -	58,791.810 Acres
Property Appraiser's Data:	
Appraised Value -	\$2,472,686,131
Land Value-	\$925,578,006
Improvements Value -	\$1,547,108,125



0 1.5 3
Miles

MARKET AREA IV (East) – THE HIGHLANDS

The mission for the Highlands is to maintain the distinct character and development patterns of small towns, promote downtown redevelopment 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.

Objective 1.1: Pasco and PEDC will collaborate with The Highlands partners to create a cohesive and innovative marketing tool that tells the story of bustling historic and natural areas combined with state of the art business and university facilities that create a true sense of place.

Goal 2: Encourage Continued Positive Growth

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

Objective 2.1: Pasco will strengthen collaborative efforts with area communities relative to planning, infrastructure and economic development.

Objective 2.2: Pasco will pursue capital roadway projects to improve overall connectivity

Goal 3: Grow Businesses

The Highlands is envisioned to concentrate employment activity along the US301/ CSX Rail corridor while encouraging agricultural uses. Based on a land market monitoring analysis by RERC, by 2025 The

Highlands could absorb an additional 622,000 square feet of office space, and an additional 5.4 million square feet of industrial space.

Objective 3.1: Pasco will invest in key projects that will address transportation bottlenecks that are barriers to growth, including transit, rail, road, and trails.

Objective 3.2: PEDC will assist owners in preparing and certifying their industrially zoned sites to become more competitive in the region.

Objective 3.3: Pasco will focus investment efforts on those industrial areas that also serve as key gateways to the County and the communities.

Goal 4: Grow Pasco's Workforce

Pasco will educate, train, and attract a workforce to support

its hospitality, commercial, office and industrial employment base.

Objective 4.1: Pasco and PEDC will pursue the creation of a Science, Technology and Advanced Manufacturing Park (STAMP) and Career Academy, collaborating with Pasco County Schools and PHWB, to transform The Highlands into a nationally recognized center. This will be one of a series of transformational “magnet” academies that set apart Pasco County from its counterparts.

Objective 4.2: Pasco and PEDC will coordinate with career academies and local educational institutions to provide training and support to emerging “green-collar” industries to support green industry innovation in the region.

Goal 5: Enhance Quality of Life

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

Objective 5.1: The Highlands will be a national model for environmental sustainability.

Objective 5.2: Pasco will develop and engage in programs that encourage responsible growth, and provide enjoyable travel and outdoor recreational experiences that showcase the unique aspects of the county while encouraging travelers to be respectful of the natural resources present such as the Green Swamp and the Withlacoochee River in the Highlands Area.

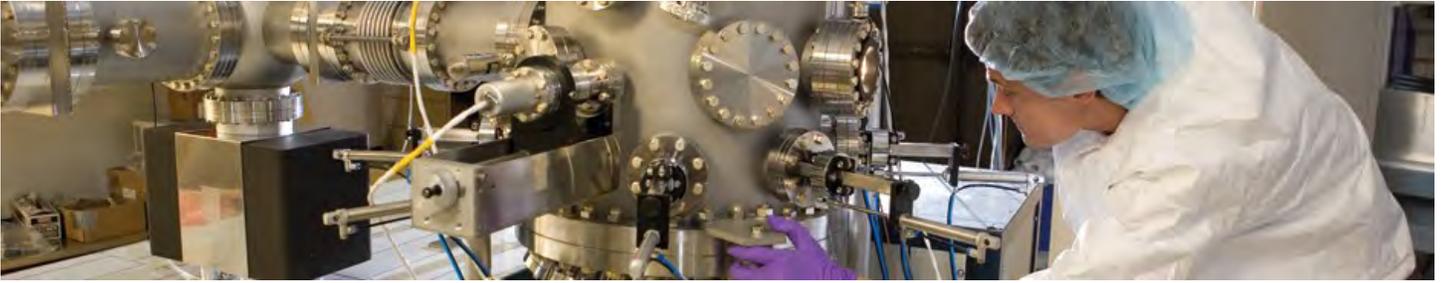
Objective 5.2: The Highlands will be a national model for the preservation and improvement of its housing while maintaining its environmental assets.

Objective 5.3: The Highlands will target the heritage tourism industry, highlighting what makes each community special, to safeguard the historic assets that create the distinctive sense of place reflective of the culture, heritage, and values within the Highlands, such as we see with the historic cores of Dade City and Zephyrhills.



PASCO COUNTY

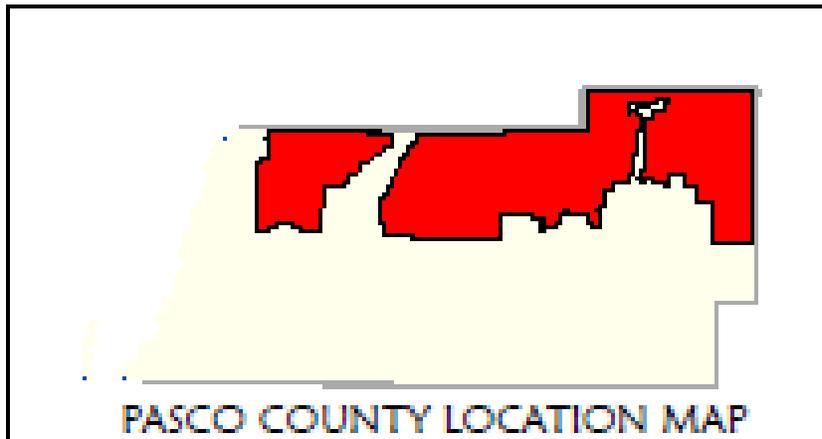
ECONOMIC DEVELOPMENT PLAN



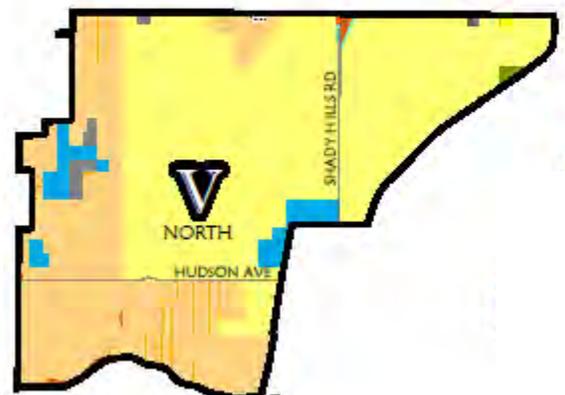
**Obama Administration awards \$20 Million for
10 Public-Private Partnerships to support
American Manufacturing**

MARKET AREA V (North) COUNTRYSIDE

Countryside is envisioned as a model for rural economic development with limited activity centers, employment nodes, and village centers at strategic locations. The mission for Countryside is to preserve a rural lifestyle, agricultural lands and natural resources, while maintaining economic viability, encouraging innovative design and clustered development in a manner that preserves open space and enhances existing ecological areas.



Market Area V	
Future Land Use:	
Conservation -	48,311.945 Acres
All Others -	103,171.753 Acres
Total -	151,483.698 Acres
Property Appraiser's Data:	
Appraised Value -	\$1,920,221,608
Land Value-	\$756,739,227
Improvements Value -	\$1,163,482,381



Goal 1: Tell the Country-side Story

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

Objective 1.1: 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.

Goal 2: Encourage Continued Positive Growth

Pasco will use its resources and authority to have sustainable employment centers while protecting ecologically sensitive areas.

Objective 2.1: Pasco will develop a model sustainable development plan for Countryside.

Goal 3: Promote a Healthy Business Climate

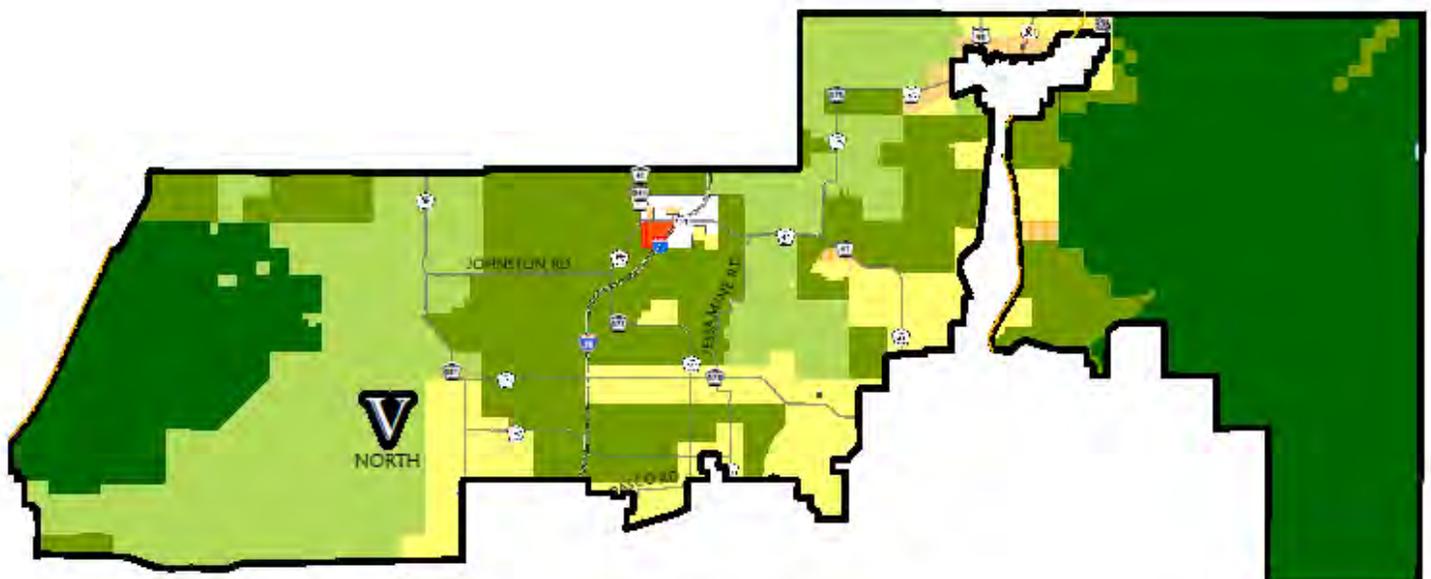
Countryside will develop primarily as an agrarian and eco-tourism destination. Based on

a land market monitoring analysis by RERC, by 2025 Countryside could absorb an additional 260,700 square feet of office space, and an additional 3.0 million square feet of industrial space.

Objective 3.1: Pasco will work with university and environmental organizations to develop a sustainable economic development plan focusing on Countryside's agrarian and conservation lands.

Objective 3.2: PEDC will assist owners in preparing and certifying appropriate industrially zoned sites to become more competitive in the region.

PASCO COUNTY MARKET AREA V NORTH MARKET AREA



Objective 3.3: Pasco will focus public investment efforts on those industrial areas that also serve as key gateways to the County and the communities.

Goal 4: Grow Pasco's Workforce

Pasco will educate, train, and attract a workforce to support its agricultural and environmental resource employment base.

Objective 4.1: Countryside will encourage development of appropriate workforce skills as

needed for targeted industries, agricultural and ecological based employment.

Goal 5: Ensure a Quality of Life

Pasco County will ensure that Countryside highest level quality of life for area residents while maintaining its rural, agrarian and environmental stewardship.

Objective 5.1: Pasco will promote the sustainable economic development potential of Countryside's environmental resources.

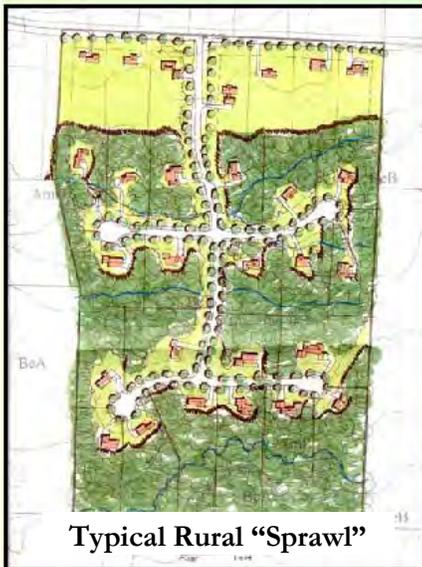
Objective 5.2: Pasco will develop and engage in programs that encourage responsible growth, and provide enjoyable travel and outdoor recreational experiences that showcase the unique topography and aspects of the area while encouraging travelers to be respectful of the natural resources present in Countryside.

Objective 5.2: Countryside will be a national model for promoting agricultural and rural lifestyle while maintaining the highest level of environmental sustainability.

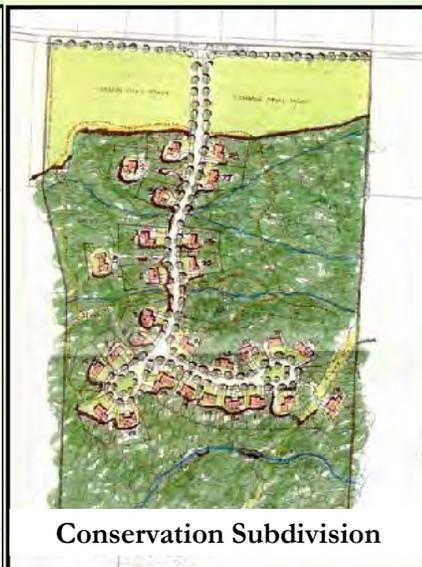


PASCO COUNTY

ECONOMIC DEVELOPMENT PLAN



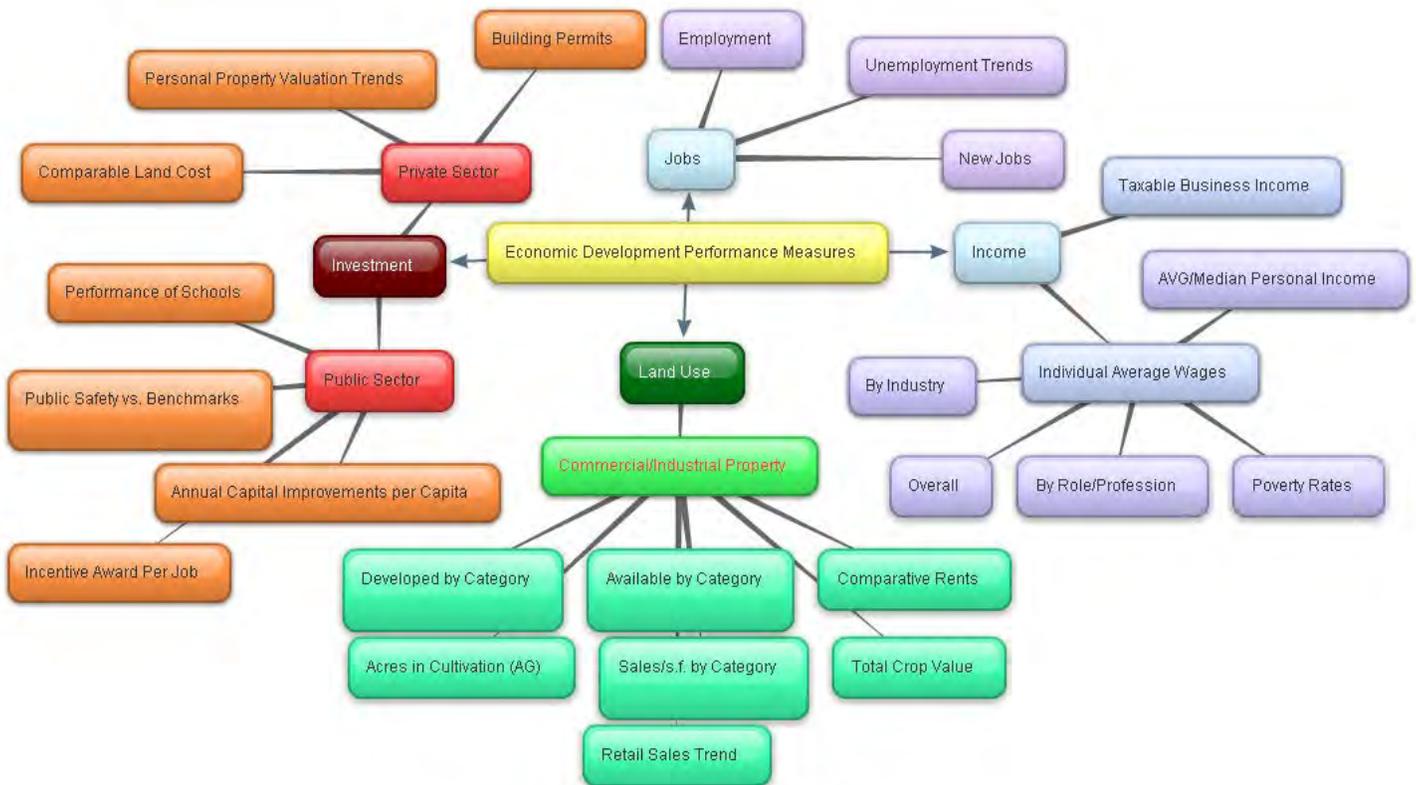
Typical Rural "Sprawl"



Conservation Subdivision



V IMPLEMENTATION & PERFORMANCE MEASURES



Implementation

While the Economic Development Plan has defined what Pasco should pursue to advance its economic development objectives, the implementation plan is integrated into the strategy itself. Implementation considerations will be included in each potential action step. These considerations include the identification of potential lead partners, supporting partners, and a timeframe for implementation.

Potential costs and funding sources, as well as detailed measurable matrices or alternative action steps will be defined in an annual implementation work plan.

Guiding Principles

To develop the implementation plan, decision makers and staff must be cognizant of the following guiding principles:

One: Be realistic about the timeline. The transition to a more robust and proactive economic development structure will not happen overnight and will likely require multiple budget cycles to implement.

Two: Private sector trust must be earned. Pasco must become a reliable and respected

player in the real estate and development process. Pasco must continue to solicit the involvement of its private sector partners in the implementation of the economic development vision.

Three: Staff should be given the ability to work within the confines of set policy. The Board of County Commissioners will set policy and measure staff progress toward development goals.

Four: All parties must rededicate themselves to better communication. This includes internal communication between County departments, Cities, private partners, developers, elected leadership and outside investors.

Five: If expectations are for Pasco to become “proactive” rather than “reactive” in its economic development pursuits, there will need to be significant and sustained investments of funding and political will.

Performance Metrics

Performance Metrics will allow staff, the Board of County Commissioners, partners, and the public to monitor and assess the progress toward im-

plementing the County’s Economic Development Plan. Performance measurement is critical to tracking Pasco’s success in achieving goals, the impact of implementation efforts, and the potential return on investment from the efforts of the County and its partners.

Tables

The following tables outline the County’s goals and objectives and general metrics upon which to measure Pasco’s success. Measuring performance in various indicators can help provide the appropriate context for understanding Pasco’s economic sustainability and implementation progress. Many of the metrics will need to be established in an annual plan in alignment with the key intended results from the County Annual Business Plan by the various partners involved in the implementation of the plan. Just as the Economic Development Plan is a “living document” that should be revisited and modified as necessary in the years ahead, performance metrics should also be reviewed and revised as progress is made or as unexpected circumstances occur.

Performance Measures

Goal 1: Tell the Pasco Story

Pasco will tell the story of its aspirations and achievements in a bold and creative way that draws

Indicator	Measurement	Responsible Party/Parties
Consistent theme and brand throughout County	Five market area narratives complete;	PEDC, Pasco
Improved Image	TBD	PEDC, Pasco, Chambers, Cities
Award winning marketing campaign	National, International, and State Awards received	PEDC, Pasco
Engaged Community Leaders	Establish PR Ambassador Program for Recruitment	PEDC, Pasco, Libraries

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.

Indicator	Measurement	Responsible Party/Parties
Expert panel engagement	Improved Governance & Regulatory Practices	PEDC, Pasco
Employment Zones	Five Zones Established; Infrastructure Investment; Job Creation; Business Tax Receipts	PEDC, Pasco, Cities, CSX, Utility Providers
Public Employee Productivity	Local Government Institute Established; Number of Graduates; Classes Offered; Permitting Process Improvements	PEDC, Pasco, PHCC, St. Leo, Rasmussen, USF, Libraries, Cities; Developers
Sub-Area Plans	Completed Planning Efforts; Funding Committed	Pasco, Developers/Land Owners
Diversified Tax Base	Annual Taxable Values; Land Use; Developed by Category; Comparable Rents; Incentives	Pasco, PEDC

PASCO COUNTY
ECONOMIC DEVELOPMENT
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Goal 3: Grow Businesses

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

Indicator	Measurement	Responsible Party/Parties
Inventory	Private Sector Investment; Permits Issued; Certificates of Occupancy Issued; Absorption Rates; Comparable Rents; Construction of Incubator/ Accelerator Work Spaces; Square Footage Redeveloped Sites	PEDC, Pasco, Appraiser’s Office, Commercial/Industrial Real Estate Sector,
Private-Public Partnerships	Two 4 Star Certified Sites; Three 3-Star Certified Sites; Four 2-Star Certified Sites; Five 1-Star Certified Sites; Two P3 Funded Infrastructure CIP projects completed; Investments Made via Micro-loans; Tracking of Start-up Establishments	PEDC, Pasco, Cities, PEN Partners, CSX, Utility Providers, Commercial/Industrial Real Estate Sector, Developers, Property Owners
Pasco County Employed	New Jobs, Employed Population, Unemployment Trends, Annual Average Wage, Poverty Rates	PEDC, Pasco, BEBR, FRED, USF, UF
Increased Tourism	Number of Semi– and Amateur Sports Tournaments, Bed Tax Revenue, Development of Aggressive/Inclusive Tourism Plan	Pasco, Parks & Recreation

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.

Indicator	Measurement	Responsible Party/Parties
Broaden Workforce Skills	Magnet Schools/Career Training Facilities in each Market Area; Career Ladder Training Program Established; Track Graduation Rates, Degreeed Residents, College-track Students	PEDC, Pasco, Pasco School District, PHCC, USF, St. Leo, Rasmussen, PHWB
Increased Green Collar Employment	Training Programs initiated; Number of Start-ups/Tier II Accelerators	PEDC, PHWB, Pasco, Pasco School District, PHCC
Magnet Schools	Establishment of Magnet Academies in each Market Area; P3 Partnerships Established with Local Businesses for Programmatic Development	PEDC, PHWB, Pasco, Pasco School District, PHCC, Private Businesses
Attract Workforce Talent	Creation of Creative-class/ Entrepreneurial Attraction Strategy; In-migration Demographics	PEDC, Pasco

Goal 5: 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.

Indicator	Measurement	Responsible Party/Parties
Establishment of Tampa Bay Sustainability Center	Creation of Center; Private/Public Investment;	PEDC, Pasco, Pasco School District
Increased Tourism	Bed Tax Revenue, Hotel Occupancy; Number & Type of Events	Pasco Tourism; Pasco, Cities, Event Coordinators
Quality Education System	Number & Type of A, B, C, D, F Schools; Number of Private/Charter Schools; Graduation Rates; IB Program Graduation Successes; Higher Ed Enrollment	Pasco, PEDC, PHWB, PHCC, St. Leo, Pasco School District, Charter Schools, Private Schools
Safe Community	Public Safety Statistics (i.e. response time, type/severity of crime index, etc.)	Pasco, Pasco Fire & Rescue, Cities, Sheriff, Community Development Partners
Cultural & Fine Arts	Established Community Multi-Purpose Event Center; Art Shows, Performing Arts, Athletic Events	Pasco Tourism, PEDC, Pasco, Parks & Recreation, Private Developers, Pasco Arts Council Partners
Mixed Housing	Increased Mixed-Income-Housing Units, Acres Infill Development; Demolition of Blighted Structures; Remodeling of Existing Units; Rental and Home Ownership Statistics; Property Valuations	Community Development, Pasco Partners, Pasco, Private Developers, Cities

Conclusion

Pasco staff is inspired by the opportunity to accelerate the recommendations made by the Urban Land Institute Advisory Panel in what we believe holds promise for a bright future for Pasco and our residents. As the Future of the Tampa Bay Region, Pasco is positioned to aggressively market and target ourselves to support a fiscally healthy government through a business retention, expansion, and attraction effort that improves the quality of life for its residents.

On November 6, 2012, voters validated through the resounding approval for the Penny for Pasco Renewal what community surveys, the SWOT analysis, and regional interviews found: Job Creation is a top priority for Pasco to focus on. Revenue projections are roughly \$45 Million (through 2025) from the Penny for Pasco to be used for economic development activities.

Now that Pasco has a dedicated funding source, staff and PEDC plan to meet on an annual basis to formulate an annual implementation prioritization and work plan to achieve the aggressive goals set forth, and to evaluate the outcomes of the plan.

Staff has benefitted immensely from the participation received from local stakeholders, elected officials, regional partners, and county neighbors in gathering perceptions, information, and ideas on how to improve job opportunities for Pasco's residents.

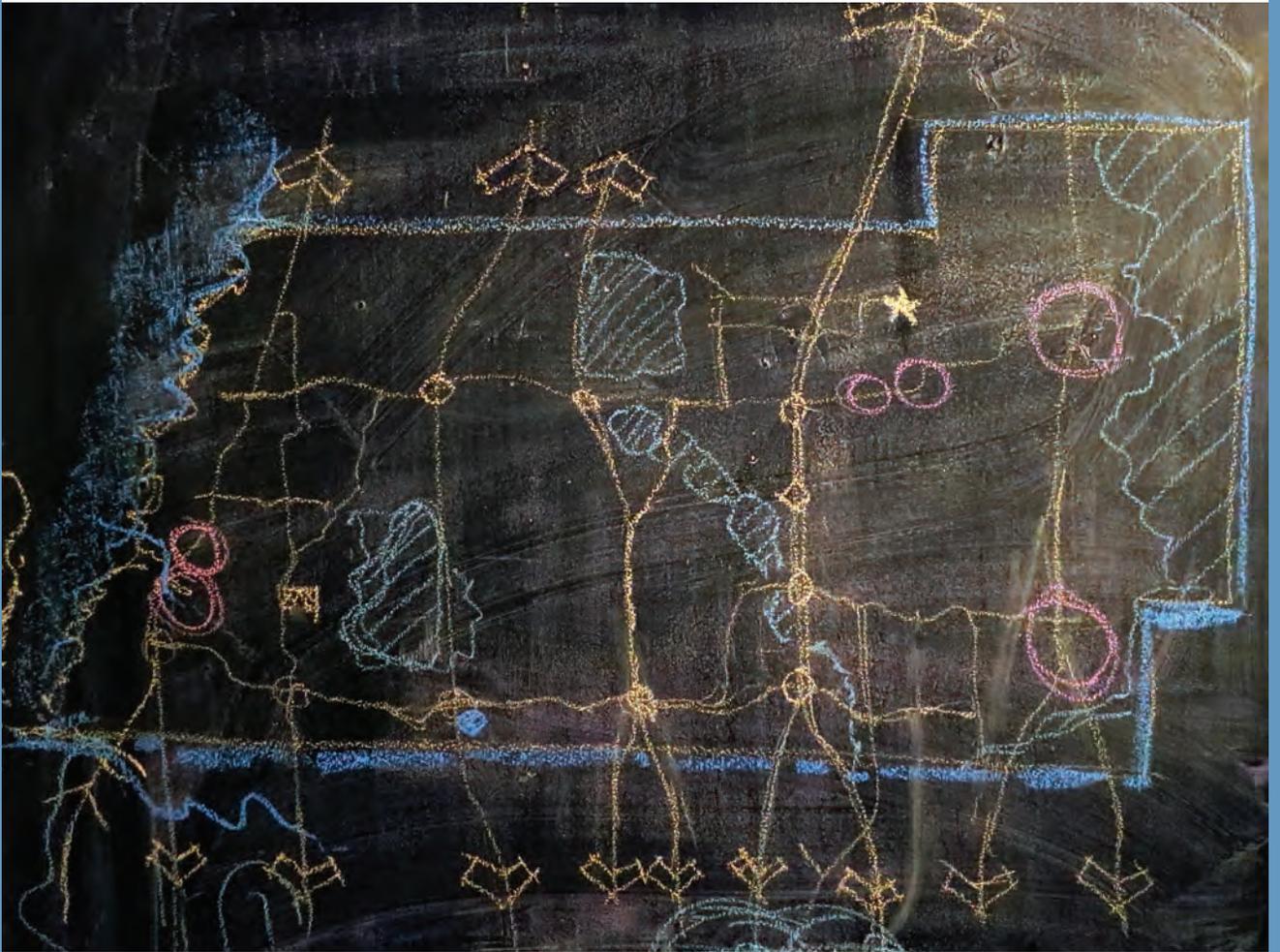
By working together, staff has strengthened bonds with those partners and through this process, were able to articulate a shared vision and plan that contains goals and objectives that are measureable and achievable.



PASCO COUNTY
ECONOMIC DEVELOPMENT
PLAN

Pasco County Florida

October 6–11, 2013



Pasco County Florida

Envisioning Transformative Economic Development

October 6–11, 2013

About the Urban Land Institute

THE MISSION OF THE URBAN LAND INSTITUTE is to provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide. ULI is committed to

- Bringing together leaders from across the fields of real estate and land use policy to exchange best practices and serve community needs;
- Fostering collaboration within and beyond ULI's membership through mentoring, dialogue, and problem solving;
- Exploring issues of urbanization, conservation, regeneration, land use, capital formation, and sustainable development;
- Advancing land use policies and design practices that respect the uniqueness of both built and natural environments;
- Sharing knowledge through education, applied research, publishing, and electronic media; and
- Sustaining a diverse global network of local practice and advisory efforts that address current and future challenges.

Established in 1936, the Institute today has more than 30,000 members worldwide, representing the entire spectrum of the land use and development disciplines. ULI relies heavily on the experience of its members. It is through member involvement and information resources that ULI has been able to set standards of excellence in development practice. The Institute has long been recognized as one of the world's most respected and widely quoted sources of objective information on urban planning, growth, and development.

Cover photo: Pasco County chalk diagram by Richard E. Gehring, Pasco County planning and development administrator, sketched live for the panelists on their arrival to the county.

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About ULI Advisory Services

THE GOAL OF ULI'S ADVISORY SERVICES program is to bring the finest expertise in the real estate field to bear on complex land use planning and development projects, programs, and policies. Since 1947, this program has assembled well over 400 ULI-member teams to help sponsors find creative, practical solutions for issues such as downtown redevelopment, land management strategies, evaluation of development potential, growth management, community revitalization, brownfield redevelopment, military base reuse, provision of low-cost and affordable housing, and asset management strategies, among other matters. A wide variety of public, private, and nonprofit organizations have contracted for ULI's Advisory Services.

Each panel team is composed of highly qualified professionals who volunteer their time to ULI. They are chosen for their knowledge of the panel topic and screened to ensure their objectivity. ULI's interdisciplinary panel teams provide a holistic look at development problems. A respected ULI member who has previous panel experience chairs each panel.

The agenda for a five-day panel assignment is intensive. It includes an in-depth briefing day composed of a tour of the site and meetings with sponsor representatives; a day of hour-long interviews of typically 50 to 75 key community representatives; and two days of formulating recommendations. Long nights of discussion precede the panel's conclusions. On the final day on site, the panel makes an oral presentation of its findings and conclusions to the sponsor. A written report is prepared and published.

Because the sponsoring entities are responsible for significant preparation before the panel's visit, including sending extensive briefing materials to each member and arranging for the panel to meet with key local community members and stakeholders in the project under consideration, participants in ULI's five-day panel assignments are

able to make accurate assessments of a sponsor's issues and to provide recommendations in a compressed amount of time.

A major strength of the program is ULI's unique ability to draw on the knowledge and expertise of its members, including land developers and owners, public officials, academics, representatives of financial institutions, and others. In fulfillment of the mission of the Urban Land Institute, this Advisory Services panel report is intended to provide objective advice that will promote the responsible use of land to enhance the environment.

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Acknowledgments

THE PANEL WISHES TO THANK the two primary sponsors of this Advisory Services panel—the Pasco County government and Pasco Economic Development Council (EDC)—for their tremendous support of this project. The informational and logistical support was excellent.

Appreciation also goes to the more than 120 interviewees—residents, developers, businesses, and nonprofit and governmental staff—who participated in the project, helping the panel understand the reality facing the county and craft informed recommendations. The enthusiasm and commitment of these interviewees was impressive and vital to the success of this effort.

The panel extends special thanks and recognition to the following individuals who were critical in supporting the panel's work: Michelle Baker, county administrator; John Hagen, president of the Pasco EDC; Ted Schrader, chairman of the Board of County Commissioners; Trey Starkey, chairman of the Pasco EDC; Kathryn Starkey, county commissioner District 3; Captain James Mallo, Pasco County deputy sheriff; Richard Gehring, county planning and development administrator; and Pasco Planning and Development staff members Melanie A. Kendrick, Matthew J. Armstrong, Justyna Buszewski, Smita Ambadi, Rebecca Stonefield, Jennifer Carpenter, and Rich Dutter.

Finally, the panel would like to acknowledge ULI Tampa Bay. This district council has convened or participated in more than four panels since the original Pasco County panel in 2008 and is demonstrating leadership in addressing regional and local development issues. We recommend that ULI Tampa Bay serve in the future to bring together the recommendations of these various panels to facilitate the formation of new regional initiatives that address transportation, workforce development, and other quality-of-life issues in the Tampa Bay region.

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Foreword: The Panel's Assignment

PASCO COUNTY, FLORIDA, with a population of 490,000 (the 2012 full-time resident population estimate is 470,391 plus an estimated 35,000 seasonal residents), is part of the four-county Tampa–St. Petersburg–Clearwater Metropolitan Statistical Area, a region with a population of 2.9 million. Over the past 20 years, Pasco County has been the fastest-growing county in the Tampa Bay region; its share of regional population has increased from 13.6 percent in 1990 to 16.7 percent in 2010, and its population has grown by 120,000 in the past decade alone. Most of this growth has occurred in unincorporated areas, which house nearly 92 percent of the county's population, about 215,000 of whom are concentrated in the older, denser areas between U.S. Highway 19 and Little Road, along the county's western boundary.

According to the U.S. Census Bureau, in 2011, of the approximately 200,000 residents in the workforce, about 174,000 commute for work, with approximately 79,000—or about 45 to 50 percent of the workforce—commuting out of the county. It is estimated that nearly 22 percent travel daily for 45 minutes or more one way. It is also estimated that about 30,000 people may commute daily to Pasco from other counties. Changing the county's historic role as the region's "bedroom community" is a primary motivator among Pasco's leaders to create more vibrant employment centers, attract jobs, and contribute to a multidimensional quality of life, thereby making Pasco a "premier" county.

Historical growth rates peaked in Pasco from 2000 to 2006 with unprecedented high levels of growth, primarily in the residential sector. Almost all of the ten-year growth that Pasco experienced through 2010 occurred during this six-year period. With the 2008 Great Recession, however, growth stagnated, unemployment climbed above state av-



PASCO COUNTY

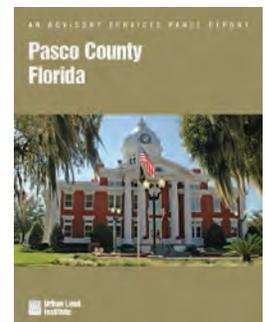
Regional map.

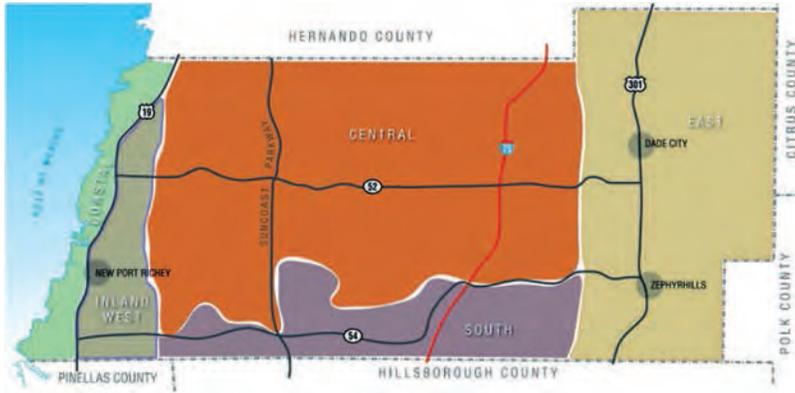
erages, and the property tax base eroded by nearly \$10.4 billion, or 35 percent.

In 2008, as the outlines of a fundamentally different economy were just beginning to emerge, Pasco County and the Pasco Economic Development Council (EDC) took a courageous and critical step toward change. They jointly funded an Urban Land Institute Advisory Services panel to comprehensively address the changes in land use patterns and organizational performance necessary to respond to the new market realities. The panel's scope addressed how the county could increase employment and provide a balanced, long-term mix of uses, a healthier tax base, and a more efficient transportation system.

The 2008 panel highlighted two broad goals: economic development and smart land use, with the admonition that success in achieving these goals required implementation

The report from the 2008 Pasco panel became an often-cited and useful reference in the county.





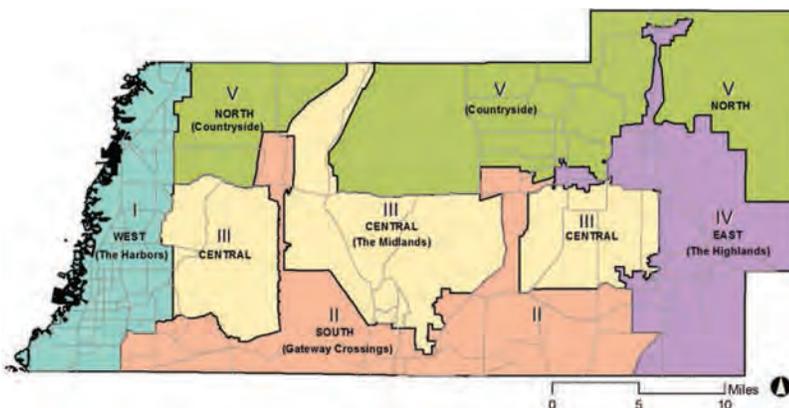
Market areas recommended by the 2008 ULI Advisory Services panel.

of a new county organizational approach that streamlined development review and aligned disparate functional areas within the county organization to focus on the common goals. As part of this streamlined development review, the panel called for a new, consolidated, and well-organized Land Development Code needed to provide a more understandable and accessible regulatory framework for new development and redevelopment activity. The panel also recommended that the county respond to the different land use needs of five distinct market areas by recognizing the vastly different land development patterns and opportunities within each area and providing resources commensurate with the needs of each area. Finally, the panel recommended broadening the county's land use decision-making process to include long-term strategic planning and an integrated capital improvement plan to create a more robust context for implementation and decision making.

Since the 2008 panel issued its recommendations, the county has been working vigorously on implementation. Dramatic progress and change have been marked by the following major milestones:

- As part of implementing the recommendations from the 2008 panel, the Board of County Commissioners adopted its first strategic plan in 2009. This plan set a

Market areas adopted into the Comprehensive Plan in 2010.



course for the county that served as the cornerstone for the delivery of services to Pasco's citizens, forming a foundation for the development of a business plan and the county's annual budget, and guided the changes in the organizational structure and policy formation over the next four years.

- Planning and growth management functions have been reorganized into one department called Planning and Development with five divisions—Code Compliance, Current Planning, Long-Range Planning, Metropolitan Planning Organization (MPO), and Zoning and Intake—thus putting the development review processes under the purview of one organizational entity. The county has also streamlined the development review and building permitting processes to make permitting more predictable and timely and uses a workflow management system to streamline building permit processing.
- Work continues on revising, simplifying, and streamlining the Land Development Code. Major steps were taken in 2012 and 2013, including the reduction or elimination of variances and exceptions in approving land use amendments, zoning approvals, and building permits.
- In 2010 the Board of County Commissioners adopted the Pasco County Job Creation Incentive Ordinance to promote the attraction and expansion of target industries or businesses within Pasco County. This ordinance can be used for businesses either relocating or expanding to Pasco County or for businesses already residing in Pasco County that need to expand. The county also adopted Comprehensive Plan amendments for the five market areas with policies tailored to the needs of each area. Efforts continue to make the Comprehensive Plan the primary blueprint for the county's long-term vision.
- In 2011 the county designated the Urban Service Area to streamline development and redevelopment approvals in older developed areas and adopted Transit-Oriented Development Overlay Districts, which related to the planning and regional coordination along the State Road 54/56 corridor.

- In 2011 the county, in response to both changes in state law and recommendations of the 2008 ULI panel, eliminated concurrency fees (transportation impact fees) and replaced them with mobility fees. The county authorized using a form of tax increment financing to reduce fees to as low as zero to encourage targeted development in the Urban Service Area.
- In 2011 the county adopted its first complete capital improvement program budget. Work on this document continues to identify unfunded priorities that currently are not shown in the capital improvement program.
- In 2012 voters approved renewal of the Penny for Pasco sales tax, a local government infrastructure surtax, with an estimated 45 percent, a total of \$245 million, allocated to the county. Pasco County's 45 percent share is distributed as follows:
 - Forty percent for transportation and open-space improvements and to address traffic congestion;
 - Twenty percent for economic development and job creation (an estimated \$45 million is earmarked specifically for implementation of the Economic Development Plan);
 - Twenty percent for the acquisition of environmental lands; and
 - Twenty percent for improving public safety.
- In May 2013, the Board of County Commissioners adopted its second update to the Strategic Plan, articulating its overarching goal of making Pasco County "Florida's premier county." The plan is based on implementing measures to achieve the following four major strategic objectives:
 - Creating a thriving community;
 - Enhancing quality of life;
 - Stimulating the economy; and
 - Improving organizational performance.
- In May 2013, the Pasco County Board of County Commissioners adopted its first Economic Development Plan, which is closely aligned with its Strategic Plan, and is currently hiring a public information officer to support it. The Economic Development Plan articulates numerous strategies and measures to achieve five goal areas as follows:
 - *Tell the Pasco story*—tell the story of the county's aspirations and achievements in a bold and creative way through marketing that draws positive regional, national, and international acclaim.
 - *Encourage continued positive growth*—work to become one of the most competitive business environments in the southeast United States.
 - *Grow businesses*—pursue new partnerships and alliances to create a robust, connected entrepreneurial culture.
 - *Grow Pasco's workforce*—educate, train, and attract a top-notch workforce to support the county's employment base and propel targeted economic sectors.
 - *Enhance Pasco's quality of life*—create and maintain state-of-the-art community services and facilities, including education, recreation, cultural and tourism-related amenities, while enhancing Pasco's environmental resources.

In addition to overarching countywide strategies, the Economic Development Plan has separate strategies with the same goals for each of the five adopted market areas.
- In 2013 the county adopted the Harbors-West Market Area Redevelopment/Infill Plan, which designated specific strategies for submarkets in the Harbors West Area. This market area plan addresses the massive redevelopment challenges for the densest and oldest area of the county where 40 percent of county residents live. This report also highlights the need to open the water access points to more resident and tourist opportunities.

A corresponding Post-Disaster Redevelopment Plan is anticipated to be adopted in early 2014.

These measures illustrate the dramatic breadth and enthusiastic nature of change since 2008—changes that are responsive to new market conditions and quality-of-life demands of Pasco's residents and businesses. Given the scope of these changes, the county and the EDC requested ULI to form a 2013 panel to evaluate progress to date and to make recommendations for the next phase of the county's transformation.

The 2013 panel was asked to address two primary categories of questions inherent in the transformation:

1. Evaluation of progress to date over the past five years (20 percent 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.
2. Areas or topics for setting a direction for the next five years 2014–2018 (80 percent of panel's efforts) focused on the following topics:
 - a. Balancing 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;



Pasco panelists get ready for the county briefing.

- d. Organizational performance—workforce development and talent attraction;
- e. Investment tools—public/private partnerships;
- f. Movement and connectivity—multimodal transportation systems;
- g. Balancing nature, agriculture, and tourism;
- h. Creating a sustainable local economy in revenue and capital investment;
- i. Governance—models and structures for leadership and management focus; and
- j. Preserving and sustaining Pasco's cultural, environmental, and social quality of life during the next 20 years of inevitable growth.

Within the broad categories, the panel was presented with the following specific questions to address:

Comprehensive Plan

1. 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

1. 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?
2. 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?

Development within the West Harbors Market Area

1. How should the implementation strategies presented within the Harbors Redevelopment Plan be prioritized?
2. How should investment within the West Market Area subdistricts be prioritized?

3. What benchmark communities have created successful incentive mechanisms to encourage private rehabilitation investment?
4. Should smaller parcels be aggregated to create more opportunity for planned development while achieving customer buy-in?

Development of the State Road 54/56 corridor

1. What model(s) should the county benchmark to support urbanization of the South (Gateway Crossings) Market Area for
 - a. Evolving from a suburban bedroom community to incorporate verticality, density and urban form; and
 - b. Best practices for a county to operate area in a municipal manner as it relates to governance and financing mechanisms?
2. 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

1. How does Pasco 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?
2. 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?

Strategic Plan

1. 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?

2. What metrics should Pasco be monitoring as part of the continual process improvements to determine if it is on the right path with the adopted Board of County Commissioners' Strategic Plan?

Revenue

1. 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?

Governance

1. How should the county prioritize the strategies presented in the Economic Development Plan in moving forward and as it postures the implementation of the Penny for Pasco revenues?
2. 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 superemployment zones?
3. What standards of assistance, education, and advocacy should Pasco County and the Pasco EDC encourage its community partners to provide to be considered "best in class" to prospects and incoming and expanding companies?
4. What cultural amenities are required for a community growing from 500,000 to 1 million in population to implement the vision of "A Premier County" and to create a thriving community?

Initially, the panel felt that the overwhelmingly broad scope and level of detail of these questions would compromise its ability to formulate high-quality, feasible recommendations. Several panel members with extensive experience on other Advisory Services panel assignments noted this was probably the largest scope they had ever seen, and ideally four or five panels would be required to address all the issues.

However, as the panel conducted its research and deliberations, it discovered major themes and framework issues around which to formulate its recommendations. So, although the panel did not address every detailed question, it hopes that its recommendations offer a relevant framework within which the county can effectively continue to transform its development and redevelopment patterns to respond both to its vision and to the new market realities.

Context of the Panel’s Findings and Recommendations

Pasco has set for itself a vision of becoming Florida’s premier county, which is both timely and compelling as a response to fundamental changes in the market and the aspirations of people choosing a place to live. Many communities need to make the change that Pasco has initiated, and few will have the courage to do so. The panel decided to focus on this primary strategic objective as the organizing framework for its recommendations.

During the interviews, the panel asked the interviewees for their definition of premier and for their thoughts on impediments to achieving that goal. *Premier* meant different things to different people, but the first sidebar captures some of the dimensions articulated by interviewees.

The panel also heard from many interviewees about things that need to be preserved in Pasco, dimensions of the natural and social environment that make Pasco a unique place. The things the panel heard that need to be preserved are set out in the second sidebar.

Although the panel received input from the interviewees on the aspirations and the needs for preservation, most of the comments the panel received were about “why you can’t get there from here”: that is, the challenges. Here are some selected quotes that resonated with the panel:

- “There is no way to attract business to West Pasco—U.S. Highway 19 is a disaster—West Pasco is dying.”
- “Our businesses cannot find a qualified workforce. We need a workforce! We need better workforce training!”

What the community told us would make Pasco “premier”

- Access to the Gulf
- Active agricultural sector
- Alternatives to the automobile
- Collaborative, working together for sensible solutions
- Community involvement and ownership
- Culture and recreation
- Easy to do business
- Fair and equitable, safe and secure
- Family-friendly
- Great libraries, parks, and schools
- Health for our people and natural assets
- High-quality, high-paying jobs
- Friendly to diversity
- Live, work, play
- Low crime
- Preserves its historical roots
- Recreation areas
- Respect each other and our natural and cultural assets
- A sense of community
- Sound tax base
- Strong cities and downtowns
- Thriving arts community
- Trained workforce
- Transit
- Walkable and bikeable
- Where businesses want to invest

- “We need business complexes that people can move into—NOT MORE HOUSES!”
- “We are developing plans but not accomplishing anything. Plans just get bogged down with too much data and statistics.”
- “The plan for ‘premier’ does not grasp the real Pasco. We do it because we have to, not because it is authentic. Premier?? That is an in-house term, not something that is generally understood and accepted.”
- “Some developers are saying we want the same thing that the county is asking for. A dozen are saying we want to do the same thing we have always done.”

Each of these observations informed the panel’s work as it evaluated how the county has progressed from 2008 in implementing its vision. As the panel considered the extensive information it received and the assignment it was given, it concluded that the most useful approach it could take to address the county’s questions would be to focus on the challenges that need to be overcome to achieve Pasco’s aspirations.

The panel concluded the county faces seven interrelated major challenges to achieving its vision. Each of these is described in more detail in a section of this report, and the panel provides recommendations for how to overcome each challenge. Following is a summary of the seven challenges that the panel identified.

Absorption and Projections

The panel examined the market forces that will determine the rate and extent of future growth and concluded that “approved” growth could potentially exceed significantly what the market has the capacity to absorb. Specifically, the county has approximately 300,000 residential dwelling units that have been designated as potential entitlements, whereas current market conditions project absorption of approximately 4,100 units per year. Under those assumptions, the panel estimates that currently approved growth will take 75 years to absorb. In other words, the market rate of absorption—and thus the projection of popula-

What needs preservation if Pasco is to be “premier”

- Green Swamp
- Starkey Park
- A lot of natural beauty
- Rolling hills
- Urban areas in rural county
- The highlands
- Historic cities and towns
- Agricultural vistas
- Diversity of Pasco’s people and land
- Coastline fishing
- Southwest mangroves on coasts
- Diversity of five market areas

tion—is much lower than the county’s current projections. Moreover, the 300,000 approved units do not include unentitled opportunities for revitalization and redevelopment of the U.S. Highway 19 area, which may take a share of market absorption to the extent the county is successful in its redevelopment efforts. The panel concluded that these market-based projections should result in a fundamental rethinking by the county of where growth should be channeled to occur as well as the scope of infrastructure investment needed to serve it.

Sustainable Site Strategies

Pasco already has a rich palette of natural and cultural assets that are at the heart of its identity. The county has assembled more than 30,000 acres in conservation lands that provide vital ecological and hydrological functions, wildlife habitat, and essential ecological corridors. The county has also drafted a transfer of development rights (TDR) program as an additional means to preserve open space. Although the county has made significant progress in open-space preservation, including the generation of

a proactive Environmental Lands Division action plan, it would benefit from expanding these strategies. Preservation of natural areas along the coast is critical to ensure resiliency against the increasing intensity of storms, greater inundation, and sea-level rise. Better, more effective means of preserving agricultural land are needed. More open-space preservation will be needed to balance future growth.

The panel suggests that the TDR program introduced into Pasco County's Comprehensive Plan in 2010 by the county will not be an effective means of preserving open space. First, with the tremendous oversupply of "approved" development, the value of transferring development rights is probably very low or nonexistent. Second, the county is attempting to increase the density of development that actually occurs. Why should the county create the disincentive of making developers who wish to increase density purchase the additional development rights from other areas of the county? The panel suggests abandoning the TDR program and focusing on more effective open-space preservation methods described in the section on sustainable strategies.

In addition, the panel suggests that the county could much more effectively manage its natural resources if it took a more integrated approach to natural systems management. The section on site systems describes examples involving water system management and park design. This integrated approach not only provides cobenefits, but the cross-agency approach also provides the opportunity to share revenues for more efficient and effect use of financial resources.

The existing program, the Environmental Lands Acquisition and Management Program, was created in July 2004 when Pasco County adopted Referendum No. 04-233. The program is responsible for purchasing environmentally sensitive lands throughout the county by either fee title or less-than-fee methods. Funding is provided through a portion of the Penny for Pasco surtax. Partnerships with state and federal agencies are sought to supplement the Penny

funds. Since 2005, approximately 2,100 acres have been acquired with the following objectives:

- Protecting natural communities including uplands and wetlands;
- Connecting natural linkages;
- Conserving viable populations of native plants and animals;
- Protecting habitat for listed species;
- Protecting water resources and wetland systems;
- Protecting unique natural resources;
- Enhancing resource-based recreational opportunities; and
- Expanding environmental education opportunities.

Transportation Planning and Funding

The county's transportation planning process is centered in a county-based Metropolitan Planning Organization, which is the primary channel through which federal and state transportation funding flows. Every region of the country has an MPO, but the county-by-county MPO configuration in the Tampa Bay region (and, for that matter, throughout Florida) may offer additional challenges that could limit resource generation and regional configuration of transportation solutions.

A case in point is the proposed privately financed elevated tollway to be constructed within the median of State Roads 54/56. This facility would handle the growing east–west traffic flow, a large component of which is traffic from Hillsborough County. Interestingly, the panel was informed that the east–west road in north Hillsborough was rejected because of environmental concerns. Building an elevated freeway in Pasco over State Roads 54/56 could create significant barriers to high-quality development in that corridor. Why should Pasco assume the burden of solving a regional transportation problem without exploring other options and accessing regional funding resources? The elevated freeway is just one example of why the panel be-

believes that Pasco and the three other Tampa Bay counties need to explore creating a regional MPO that could explore a range of solutions, including revisiting transit options and accessing a broader array of funding sources.

The county has done an amazing job of enhancing intracounty bus transportation, using funding from the tax increment and other funds for bus transit on U.S. Highway 19 and State Road 54, but regional transit suffered a major setback with cancellation of the rail transit project for the region.

Pasco already participates in regional discussions to explore ways to address the region's rail-transit and bus-rapid-transit needs. For instance, significant coordination takes place with the Tampa Bay Regional Transportation Authority as well as the regional MPOs, the Regional Planning Council, Tampa Bay Partnership, ULI One Bay, the Florida Department of Transportation, and area chambers of commerce. The panel suggests that Pasco continue to participate in regional discussions to expand exploring ways to address the region's needs for rail or bus rapid transit.

Economic Development

The panel concluded that the county could benefit from broadening its economic development effort to address several underresourced and untapped opportunities. Specifically, the panel found considerable dissatisfaction with workforce training and development programs. It also believes the county is overlooking the tremendous economic development opportunities in the health care and ecotourism sectors. And although the county has taken a major step toward redeveloping the U.S. Highway 19 corridor with adoption of the Harbors-West Harbor Market Area Redevelopment Plan, the panel suggests additional measures are needed to enhance the effectiveness of redevelopment. Finally, the panel applauds the county's focus on existing businesses and recommends enhancing that focus.

Development-Shaping Strategies

The tremendous oversupply of approved development creates two major challenges for Pasco:

- First, with so much approved new development, will enough market demand remain to attract investment in the revitalization and conversion of the obsolete development patterns along the U.S. Highway 19 corridor? The county's redevelopment efforts here have lowered infrastructure fees and streamlined entitlement, but additional effort is needed to aid conversion of these obsolete development patterns. Specifically, the county needs to allocate resources and focus on assembling sites for reconveyance and redevelopment. Redevelopment on these assembled sites will require the county to engage in public/private partnerships and should include mixed-use villages that incorporate a substantial residential component with walkability and transit connections to recreation and commercial amenities. This redevelopment segment of development is not listed on the county's approved development rolls and will absorb a portion of the market that would otherwise be absorbed by greenfield development.
- Second, the county needs to use its open-space preservation and infrastructure investment policies to channel new development primarily into the 54/56 Gateway Crossings market area so that growth is concentrated and not dispersed. Dispersed growth patterns will be expensive to serve and will perpetuate the suburban growth pattern that is becoming obsolete.

Leadership

The panel was impressed with the tremendous efforts the county has made in articulating a new vision to change development patterns and streamline entitlement processes for development that responds to its vision. Recognition of the different needs of each of the five market areas in the Comprehensive Plan is a giant step forward. Measures such as the mobility fee and the Urban Service Area create alignment between goals and incentives.

The leadership challenge will continue; in fact, it is the single most critical task for the county to fulfill to be successful in achieving its vision. In the section of this report on leadership, the panel identifies the need for vigilance and greater consistency between the county's stated goals and its actions. The panel also identifies the need to change the tone of dialogue with the development community from confrontation to consultation. It recommends creating citizen forums within each market area to participate in the formulation of development policy and suggests forming stronger partnerships with the cities on areas of common interest.

Funding

The panel was struck by how much Pasco has done to overcome its revenue deficiencies compared with other Florida counties. With revenue less than half of what adjacent counties have, Pasco has still managed to set aside a portion of the Penny for Pasco funds for economic development and open-space acquisition. However, the panel concluded that if Pasco is serious about its vision, it must connect more resources to achieving it and do a better job of identifying shortfalls. The panel identified five areas where additional resources and work are needed:

- Currently, the county has not allocated any resources from the West Harbor Redevelopment Area for site assembly. The tax increment is currently divided between subsidies to the mobility fee program and bus transit operation costs in the corridor. Without funding site assembly and subsequent reconveyance, redevelopment along U.S. Highway 19 will not occur.
- The county has \$20 million in capital funds to build parks but has halted construction of new parks because annual revenues are insufficient for maintaining them.
- Funding for arts, cultural facilities, and libraries is significantly deficient. These dimensions are components of a "premier" county and require resources to be viable.
- Resources available to stimulate ecotourism, a major economic development opportunity, are scarce. A clear and responsible investment program for ecotour-

ism could provide the framework for funding from an increase in the room tax from its current 2 percent to 4 percent.

- Although the county has developed a capital improvement plan as part of its annual budget, the program fails to identify unfunded needs. The county should expand the capital improvement plan to identify the elements that could contribute to fulfilling its vision but are unfunded. Without this information, the county has no way of working with outside agencies and funding.

Summary of Analysis and Recommendations

The panel's recommendations flow directly from its analysis of the seven challenges summarized above and described in more detail in the sections that follow. A summary of the recommendations follows.

- **Open space and agricultural land preservation:** The panel believes that Pasco has hugely valuable natural assets and that it needs to enhance their preservation. In the brief time available for addressing this massive subject, the panel formulated the following four recommendations:
 - Form an Open Space and Agricultural Preservation Trust to serve as the primary actor for acquiring and preserving open space by acquiring development rights and fostering agricultural vitality. Use the trust to leverage resources from the Penny for Pasco tax.
 - Abandon the TDR system because it creates disincentives to the type of development the county is seeking and the market for development rights transfer is oversupplied.
 - Expand ecological planning to create a continuous corridor from the Gulf to Green Swamp.
 - Pursue cross-departmental collaboration that promotes integrated infrastructure solutions with broad benefits.

■ **Transportation planning and funding:** The panel's recommendations on transportation suggest greater regional engagement on funding and configuration of transportation and transit solutions. Specifically, the panel recommends the following:

- Work to create a Tampa Bay regional MPO to plan and fund transportation. This may require amendments to state law.
- Defer for a reasonable time the proposed privately financed elevated tollway on the State Road 54/56 alignment. Instead, the county should pursue a regional collaboration that could both enhance funding opportunities and configure different physical solutions. Proceeding with the elevated freeway before pursuing the regional MPO configuration would foreclose possible superior solutions to the east–west congestion challenge. In the meantime, the continued buildup of congestion may spawn more public support for transit solutions.
- Explore regional transit solutions, which could take the form of rail or bus rapid transit or both.
- Explore numerous opportunities for filling gaps in connectivity, some of which may be in adjacent counties such as Hillsborough County, as well as parcel-to-parcel connections that would reduce the congestion caused by these gaps.

The panel suggests that the ULI Tampa District Council could serve as a convener for the regional discussion of transportation funding. Numerous panels have been held in the Tampa Bay region over the past several years, and a forum involving key community leaders and the chairs of these advisory panels may be a good start to the discussion leading to regional cooperation on regional transportation planning and funding.

■ **Economic development:** The panel's recommendations within this challenge area address the need to concentrate on areas of opportunity and bypass areas of low return. Here are specific suggestions:

- Direct 75 percent of business development efforts to existing businesses.
- Direct 25 percent of business development efforts to the health sector.
- Work to reduce and consolidate the so-called employment zones so they are concentrated, not scattered.
- Prepare to accommodate growth of the health sector through assistance in mixed-use site planning that adds residential and commercial to health care centers.
- Focus on improving the existing workforce development and training system.
- Leverage Pasco's unique natural resources for economic development gain through greater focus on ecotourism.
- Focus on redevelopment along the U.S. Highway 19 corridor.

■ **Shaping development:**

- Focus redevelopment efforts on U.S. Highway 19 by engaging in site assemblage to create mixed-use villages. This focus relies on the recommendation for funding this activity from a reallocation of the tax increment.
- Channel growth to the State Road 54/56 corridor to enhance opportunities for connectivity, transit, and place making.
- Complete the process for plan approval that leads to construction to generate a transparent and competitive business cycle.

■ **Leadership:** The panel has four specific suggestions to enhance the county's effectiveness in leadership.

- Delegate and decentralize: Continue to build capacity throughout the organization by delegating authority and acting consistently with the stated values.

- Seek collaboration, not compliance: Engage in dialogue with the development community—listen!
- Create community ownership: Create citizen market area planning councils that can help formulate and implement development policies.
- Collaborate with the cities: Create a more collaborative relationship with the six cities around areas of common interest, including land use, historical and cultural preservation, open space, and agriculture.

Exercising effective leadership is the most important task the county faces in achieving its vision. It requires actions consistent with the vision and open and transparent decision making.

■ **Fund the vision**

- Allocate a significant portion of the redevelopment tax increment to land assembly along U.S. Highway 19 for reconveyance to developers for mixed-use, connected development.
- Enact the five-cent gas tax to enable an additional \$3.5 million to go to parks, libraries, and cultural facilities. This \$3.5 million is currently an allocation from Penny for Pasco used to fund transportation.
- With a clear expenditure program, increase the room tax to 4 percent to fund ecotourism programs and facilities.
- Complete the capital improvement plan identifying the unfunded quality-of-life priorities, including parks, culture, community activities, and libraries.

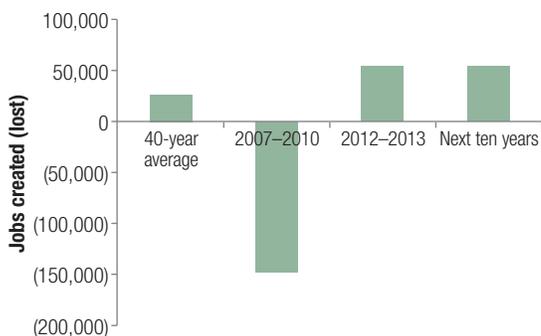
The remainder of this report documents the panel's analysis and recommendations.

Market Potential

UNDERSTANDING SOCIOECONOMIC FORCES at work in a community helps the leadership plan for the future. Pasco County is part of the four-county Tampa metropolitan area. The Tampa metro area is characterized as a region of almost 2.9 million people living in 1.2 million households, of which 1.6 million individuals are employed. Pasco County has 490,000 people in almost 200,000 households; 186,000 people are employed in Pasco County, and 84,000 employees have to commute to Tampa each day as their place of employment. Since 1970 the Tampa metropolitan statistical area has grown by almost 26,000 new jobs per year, but in the 2007–2010 recession, Tampa lost 148,000 jobs. In 2012–2013, the recovery began, and 54,000 jobs per year have been created. During the next decade, Tampa is estimated to average 25,600 jobs per year, fueling annual population growth of 53,000 people in 21,000 households (see figure).

Pasco County's growth is projected at 3,600 new jobs per year with one-third in health care and one-third in government and finance. Pasco County's population is projected to grow by 11,000 people per year in 4,100 households, and by 2024 almost 610,000 people will live in Pasco County (see figure summarizing these projections).

Job Creation, Tampa Bay Region



Population and Employment Projections, Tampa and Pasco County

	Greater Tampa		Pasco County	
	Base	Annual projected growth	Base	Annual projected growth
Civilian employment	1.6 million	25,600	186,000	3,600
Population	2.9 million	53,000	490,000	11,000
Households	1.2 million	21,000	200,000	4,100

What will these macro trends mean to the residential and commercial markets in greater Tampa, but more important, in Pasco County? Historically, Tampa has built 13,000 single-family and 6,500 multifamily units a year, and Pasco County has built an average of 3,000 single-family units, which is almost 23 percent of the metro total, and 700 multifamily units, or 11 percent of the metro total. In the last five years, metro Tampa has been performing at 44 percent of its historical norm whereas Pasco County residential construction has fallen to 50 percent of its historical norm, averaging just 1,800 units per year compared with almost 10,000 units in 2005. Not only has the pace of construction fallen dramatically, but home values have also declined because of the recession. At the peak of the market in the greater Tampa area in July 2006, the average home sale was priced at \$547,600, and by December of 2011 the average home sold had declined by almost half of this value to \$287,700. Today, home values have recovered to \$347,700 in greater Tampa but are still just 63 percent of the peak. During the next decade, Pasco County is estimated to average the construction of 2,000 detached single-family units, 800 townhouses and condominiums, and 1,300 rental apartment units annually, for a total of 4,100 residential units.

Regarding Pasco County commercial markets, greater Tampa has 180 million square feet of industrial space, 34

Residential Units, Tampa and Pasco County

Type of project	Tampa metro		Pasco County	
	Historical	Projected	Historical	Projected
Single family, townhouse, and condominium	13,000	12,000	3,000	2,800
Multifamily	6,500	9,000	700	1,300
Total	19,500	21,000	3,700	4,100

million square feet of office space, and 67 million square feet of retail space along with 29,500 lodging rooms. On a per capita basis, greater Tampa has a much lower inventory of commercial space than national averages, and Pasco County's inventory is even lower except for retail space. Pasco County has 5.4 million square feet of industrial space, or 11 square feet per capita, compared with Tampa at 63 and national markets at 83 square feet per capita, respectively. Pasco County has 4.7 million square feet of office, or 9.6 square feet per capita, compared with Tampa metro at 12 and national markets at 25 square feet per capita, respectively. Regarding retail, Pasco County has 13 million square feet of retail, or 26 square feet per capita, compared with Tampa metro at 23 and national markets at 31 square feet per capita, respectively. Pasco County also has inventory of 2,700 lodging rooms. According to projections, during the next decade Tampa metro will average annually a demand for 2.4 million square feet of industrial space, 2.3 million square feet of office space, 1.0 million square feet of retail space, and 650 new hotel rooms. During the next decade, Pasco County is projected to grow annually by 390,000 square feet of industrial space, 315,000 square feet of office space, 240,000 square feet

Commercial Development Projections, Tampa and Pasco County

	Tampa metro		Pasco County	
	Inventory	Average annual demand	Inventory	Average annual demand
Industrial (sq. ft.)	180 million	2.4 million	5.4 million	390,000
Office (sq. ft.)	34 million	2.3 million	4.7 million	315,000
Retail (sq. ft.)	67 million	1.0 million	13.0 million	240,000
Hotel (rooms)	29,500	650	2,700	70

of retail space, and 70 hotel rooms, which is one limited service hotel per year.

As a result of this demand, Pasco County should anticipate annually the urbanization of 570 acres for single-family units, 100 acres for townhomes and condominiums, 90 acres for rental apartment units, 25 acres for retail space, two acres for hotels, and 280 acres for major roads and open space for total absorption of 1,122 acres: 68 percent for residential land uses, 7 percent for commercial uses, and 25 percent for roads and open space.

A point of major significance is that over the next decade, Pasco County will experience a demand for 41,000 residential units, but the panel's research indicates that more than 300,000 residential units have been approved for construction, which suggests this supply is adequate to meet the demand for the next 75 years. When supply outpaces demand by a ratio of eight to one, it presents tremendous challenges to the Pasco County leadership, planners, and administrators in prioritizing, directing, and managing growth toward premier place making.

The panel members discussed the challenge posed by the tremendous mismatch between market capacity and approved residential units. Given the dispersion of units approved, the need for some segment of market demand to be channeled to revitalization along the U.S. Highway 19 corridor, and the tremendous costs of providing infrastructure to a dispersed development pattern, Pasco faces critical challenges in achieving its vision. One member of

Land Absorption Projections, Pasco County

Use	Acres
Single family	570
Townhouses and condominiums	100
Rental apartments	90
Industrial	25
Office	30
Retail commercial	25
Hotels	2
Roads and open space	280
Total annual land demand	1,122

the panel, Dan Conway, summed up the panel's consensus by saying:

I want to amplify the magnitude of your challenge by restating that approved supply dramatically exceeds demand, and it will take 75 years to absorb all the units now approved. In the context of my 45 years of service and more than 10,000 planning assignments, I can say this is one of the greatest leadership challenges Pasco County faces because of the size of Pasco County in combination with the fact that it has five distinct market areas with very different physical conditions and socioeconomic forces impacting each market area. While these present great challenges, when successfully negotiated, they could create premier places if the county acknowledges the challenge and responds with effective leadership.

Sustainable Site Strategies

SUSTAINABLE PLANNING AND DEVELOPMENT

approaches begin with site systems—the natural, cultural, and infrastructure systems that inform the uses and activities on the land.

Pasco already has a rich palette of natural and cultural assets that are at the heart of its identity. As the county develops, these assets must not be overlooked. Quite the contrary, they need to be preserved and enhanced if the county hopes to achieve its vision of becoming a premier location.

For instance, Pasco's Land Development Code recommends incorporating low-impact development strategies in the development standards; however, the county would benefit from actually incorporating low-impact development measures into the Land Development Code. The code also has a reserved section for Critical Linkages that would benefit from defining its standards and requirements.

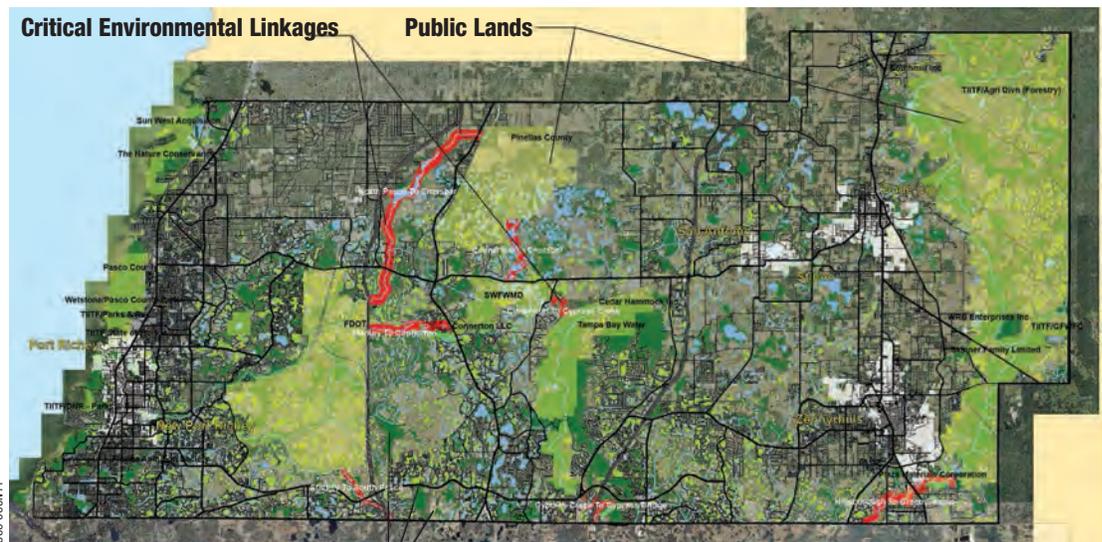
Open Space

Pasco County has assembled more than 30,000 acres in conservation that provide vital ecological and hydrological functions, wildlife habitat, and essential migratory pathways. These lands have been acquired through the Penny for Pasco tax.

The county has also enacted a TDR program, but the panel believes that such a program will never be effective in preserving open space because it creates a disincentive for higher-density development, something the county actually wants to encourage. Moreover, as noted in the discussion of market absorption, development is already so overpermitted that little incentive exists to contribute lands through the TDR program.

The land conservation program has created a terrific asset for the county, but much more work remains to do. Open-land buffers will be needed along the coastal area for resiliency against the increase and intensity of storms,

Ecosystems: Public Lands, Critical Environmental Linkages, Wetlands, Streams, and Lakes



Pasco offers rich assets in the form of varied ecosystems that provide critical character and opportunities to the county.

Class 1, 2, and 3 Wetlands

greater inundation, and sea-level rise. Open and forest lands are needed to mitigate the impacts of heat island effect and air quality degradation caused by development and increased traffic congestion.

The panel suggests that the county try to create a continuous open-space corridor connecting the conserved lands that reaches from the Gulf to the Green Swamp and integrate these policies in the Land Development Code.

Acquisition could be funded through an Open Space and Agricultural Preservation Trust that acquires only the development rights instead of fee title acquisitions as made in the past. This includes acquiring the rights to Pinellas County's well holding parcel in the north.

This approach can keep agricultural lands in productive use, leverage the county's financial resources to greater effect, and enhance the ability to attract outside funding, while maintaining the county's agricultural heritage. It also supports place-based economic development initiatives such as ecotourism and agritourism, discussed in more detail later in this report.

Infrastructure: Transportation, Water, Waste, Energy, and Public Services

These are critical site systems of urban and economic development. To illustrate the opportunities and challenges, the panel chose to focus on the water system. The principles highlighted here on water can also apply to the other infrastructure systems.

According to Pasco County's Ten-Year Water Supply Plan, it has a reliable source of water from Tampa Bay Water. Pasco County Utilities has implemented progressive water recycling and reuse programs. In general, the panel understands that water supply and treatment is not a concern. However, now is the time to ensure a clean and adequate supply for the following ten years.

Tampa Bay Water's desalinization plant will need to be expanded to meet projected demands. Desalinization is not a benign process. It is highly energy intensive and affects marine ecology at both intake and discharge.

The county needs to assume greater responsibility for stormwater management regulations in light of recent state actions. Many jurisdictions are moving toward innovative "One Water" department organization in recognition that potable water and sewer systems are part of one larger hydrologic cycle. This facilitates cross-disciplinary collaboration on water planning. Collaboration between public works and utilities departments will expand the capacity to implement integrated strategies and optimized performance across the full spectrum of water issues.

Many communities are implementing both green and gray infrastructure as they renovate and expand their storm sewer systems. Green infrastructure, also known as low-impact development strategies, comprises landscape features that serve to capture, store, and slowly release runoff back into the environment. The panel recommends incorporating these strategies in Pasco's development standards for a more balanced water cycle.

*Park + Stormwater + Bike Path + Gardens + Art
Targeted interventions with a backing vision will support an enduring sustainable strategy.*



Key to all high-performance landscape systems is an integrated planning approach. A simple example involves the planning and management of parks. Instead of parks designed for only recreation use, they can be designed to hold storm flooding, bike paths, and public vegetable gardens. In this way, functions that are the responsibility of public works, transportation, and public health and social services are all integrated into the design. Perhaps a performance space or cultural events to benefit the arts could also be integrated. This integrated approach not only provides cobenefits, but the cross-agency approach also provides the opportunity to share revenues for more efficient and effective use of financial resources.

Summary

Although the panel was able to evaluate site systems and formulate recommendations for only a brief time, the panel suggests the county consider four ways to improve the effectiveness of preservation and enhancement of natural and cultural systems:

- Form an Open Space and Agricultural Preservation Trust to serve as the primary actor for acquiring and preserving open space by acquiring development rights and fostering agricultural vitality. Use the trust to leverage resources from the Penny for Pasco tax.

- Abandon the TDR system because it creates disincentives to the type of development that the county is seeking and the market for development rights transfer is oversupplied.
- Expand ecological planning to create a continuous corridor from the Gulf to Green Swamp.
- Pursue cross-departmental collaboration that promotes integrated infrastructure solutions with broad benefits.

Sustainable site systems yield higher-performing landscapes and more effective use of financial resources. Sustainable systems contribute to social values and the quality of life across Pasco County. Sustainable systems are a framework for becoming a premier county.

Transportation and Regional Planning

PASCO COUNTY IS A PART of the Tampa metropolitan area and directly to the north of downtown Tampa. During most times of the day, the drive from the Tampa International Airport to the border with Pasco is less than 30 minutes. On the west side of the county, U.S. Highway 19, part of the State's Strategic Intermodal System, provides the development spine to more than 200,000 residents and provides about one-third of the tax base for the county coffers. West of the highway is within the High Coastal Hazard Area, is in a flood zone, and has issues regarding redevelopment constraints, whereas the east side of the highway has different constraints related to small parcels, obsolete land uses, and built environment with marginal retail businesses. The east side of the county is served by two-lane U.S. Highway 301, which cuts through the cities of Dade City and Zephyrhills. Major east-west arterials include the four- to six-lane State Road 54 running along the south and southern portion of the county and State Road 52, which turns into a two-lane road at Interstate 75 to Zephyrhills. State Road 56 begins at I-75 and continues past Wiregrass Mall Area. The great preponderance of approved development projects are south of State Road 52. And the preponderance of active development projects lie on either side of the State Roads 54/56 corridor. In early 2014 the Florida Department of Transportation announced funding priority of the expansion of a two-lane State Road 56 from its existing four-lane terminus at Meadowpointe Boulevard to U.S. 301 for construction in 2016.

Because of natural water features, the small number of east-west highways of any capacity has made commuting in the Tampa Bay Area downtown a critical issue for the southern edge of Pasco and the four- to six-lane State Road 54/56 corridor. North-south travel alternatives are more numerous in the Sun Coast Highway and I-75, which go into different parts of downtown. Interstate 4 comes out

of Tampa as the direct route to Orlando about a half-hour to the southeast of State Road 54/56.

Pasco County has been known as Tampa's "bedroom community" in that a large percentage of its workforce is employed outside the county proper. For instance, nearly 50,000 members of the Pasco workforce work in Hillsborough County. Although many town or village centers are proposed as parts of the larger planned communities, many of which are over 1,000 acres, none has started construction. The development with the most momentum and retail attraction is around Wiregrass Mall, near the junction of State Road 54/56 and I-75, slightly east of the county's midpoint.

The only public transit service currently in operation is along State Road 54, started in the last year. Bus rapid transit (BRT) and high-occupancy-vehicle lanes are being studied for construction on the Sun Coast Highway and I-75 and points south to downtown Tampa. Completed studies indicate that a transit or BRT alternative will be cost feasible from the Wiregrass Development of Regional Impact to the downtown area.

Pasco Transportation Highlights

Here are key transportation highlights for Pasco County:

- *About 50 percent of workers leave Pasco County every workday.* Pasco County employment growth has lagged residential and retail development. Consequently, about 50 percent of the county's workforce of 200,000 commutes to other parts of the region, the majority to Tampa downtown and the Westside. This exodus in the morning and return in the evening creates bottlenecks at all north-south roads and east-west intersections or interchanges. Pasco commuters are often noted as

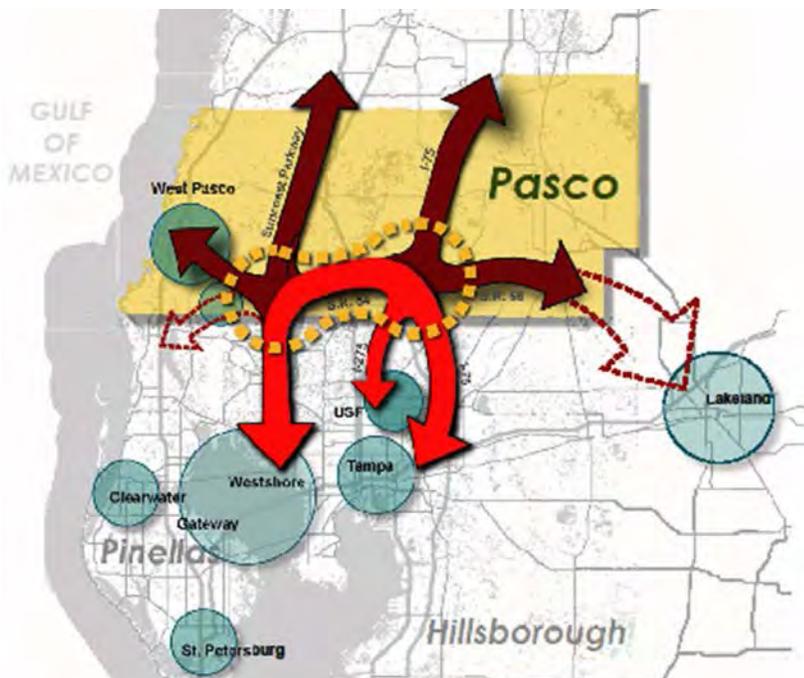
the largest contributors of congestion in the Tampa Bay area.

- *Pasco transportation funding flows through an MPO serving only Pasco County.* Despite some collaborative efforts, the county's transportation planning process is centered in a county-based MPO that is the primary funnel through which federal and state transportation funding flows. Every region of the country has an MPO, but the county-by-county MPO configuration in the Tampa Bay region limits resource generation and configuration of transportation solutions.
- *Population growth from 2010 to 2025 may be overstated by at least one-third (600,000 vs. 642,000).* According to the U.S. Census, Pasco County's population was 465,000 in 2010. Updated numbers for 2013 bring that figure to about 480,000. The average housing absorption over the next 12 years is projected to be around 4,100 units. At an average of 2.42 persons per household, that translates to another 110,000 people, or a total of approximately 590,000 in 2025. However, the adopted population forecast for 2025 is 642,000,

a forecast population increase of more than 50,000, which may be beyond what is realistic.

- *"Approved" land development will likely take 75 years for the market to absorb.* In addition to the population projections, if the forecasts include projected nonresidential uses for the same time period, those that are included in the approved Master Planned Unit Developments, industrial, commercial, retail, and recreational uses will be grossly overestimated.
- *Many approved and proposed land use plans may not account for current demographic realities and lifestyle choices.* Many of the Master Planned Unit Developments were approved prior to the 2008 financial crisis, reflecting configurations of land uses that were in vogue. After the Great Recession, different demographics are being evidenced, and preferences for lifestyles have changed. Both the younger gen-Yers (those under 30) and the aging baby boomers (those over 55) are looking for more urban living choices with walkable access to other amenities so that every trip need not include the automobile.
- *Currently most people have few or no transit options.* Although transit is discussed, and many plans attempt to include options in the future phasing, little accommodation is evident in the specific plans that have been approved. An essential component of place making for these future developments will be different forms of transit, whether for a local shopping trip or a commute into Tampa.
- *The county's MPO has estimated that its capital budget for transportation infrastructure has a shortfall of \$14 billion.*
- *The county has enacted mobility fees to replace concurrency and development impact fees.* These fees in the Urban Service Area have been structured to provide incentives for commercial development.
- *The county has worked with the Florida Department of Transportation to alleviate the current bottleneck at State Road 54 and I-75.* It is considering a proposal for

Pasco is often analyzed as a northern transportation loop for the Tampa Bay region.



a privately financed elevated tollway over the median of the State Road 54 alignment. This facility would address the significant existing and projected congestion in east–west traffic flow. Much of the traffic projected to use this facility, however, originates outside Pasco County, reflecting the scarcity of east–west routes in Hillsborough County to the south.

Need for Regional Transportation Solutions

The panel spent considerable time pondering the proposed elevated tollway over the State Road 54 alignment. The panel concluded that the proposal inflicted a considerable burden on Pasco County to solve a regional transportation problem and that Pasco ideally would need to slow down on this project and engage the region in searching for regional solutions to regional transportation problems.

The recommendation to slow down and pursue regional collaboration is based on two important premises: (1) a regional MPO will have more total resources than the collection of single county MPOs both from access to more categories of funding and from the ability to leverage local resources more effectively; and (2) a regional collaboration will generate more options to consider, including bringing back rail, a range of routes for BRT, and grade-separated intersections. Building an elevated freeway in Pasco over State Road 54/56 will create significant barriers to high-quality development in that corridor. Why should Pasco assume the burden of solving a regional transportation problem without exploring other options and accessing regional funding resources? Proceeding with the elevated freeway before pursuing the regional MPO configuration would foreclose possibly superior solutions to the east–west congestion challenge. In the meantime, the continued buildup of congestion may spawn more public support for transit solutions. Among the issues that should be explored regionally are the following:

- Create a multicounty Tampa Bay MPO with regular MPO authority. This may require a change in state law.



- Look at transit development more seriously as a trip reduction measure, especially for commuters into Tampa.
- Make BRT services into Tampa a top priority.
- Use multicounty, multiagency partnerships to increase the chance for federal funding such as TIGER (Transportation Investment Generating Economic Recovery) grants.
- Prioritize efforts to make shovel-ready projects.

Preliminary concept and location of the State Road 54/56 elevated system.

Need for Reconsideration of Elevated Freeway Design

The panel also discussed other dimensions of the elevated freeway proposal besides as a catalyst for regional collaboration. The proposed design, if the county ultimately decides to proceed, should carefully consider the locations of BRT stations or other local transit stops in relation to the proposed development centers. Eight or ten development centers along State Road 54/56 are not yet specifically planned, although they are conceptually approved. Ideally, these transit or intermodal centers would not be at the existing intersections but would be located in the middle of those developments. Transit users do not generally shift from one mode to another, because the connec-



Regardless of the potential convenience of an elevated road, State Road 54/56 faces several challenges related not just to its capacity and traffic flow. The character of this and similar arteries in the county should be reevaluated, from the way they engage pedestrians, offer potential for traffic connections, and provide an overall sense of improved county identity.

tions become too uncertain and time consuming. These centers need transit to be attractive places to live for many of the younger (and older) residents who would want to live in Pasco. The panel was not made aware of any links between the proposed elevated roads, the transit that would be built eventually, and these new community centers. Another reason to slow the process down is to figure out how those connections would be made. In other words, these centers, although potentially located at transit-oriented development, as they are proposed seem to prioritize highway-oriented development, which presents a substantial incompatibility with what the panel understands the county land use vision to be.

Using the ULI Tampa District Council as a Convener

The panel notes that the Tampa region has experienced a number of ULI Advisory Services panels over the past three years. Building on the success of the Pasco 2008 panel, these more recent panels have addressed development issues in several nearby counties. For instance, they range from addressing sustainable economic development in Hillsborough County to strengthening urban centers

in Downtown Tampa, from targeting strategic growth in Manatee County to envisioning a waterfront master-planning process for St. Petersburg. A forum convened by ULI Tampa Bay involving key community leaders and the chairs of these panels may be a good start to the discussion leading to regional cooperation on regional transportation planning and funding.

Economic Development

THE PANEL HEARD REPEATEDLY that the residents and employees of Pasco County believe Pasco is more than simply a bedroom community, as it has become known in recent years. These same people expressed a pressing need to create a better live/work balance in the county to support long-term economic vitality and opportunity for residents.

The panel considered a variety of strategies available to assist Pasco to achieve this goal of balance and concluded that the most effective economic development strategies are built on existing assets. Luckily, Pasco County has many great assets, including existing businesses, a strong workforce, and a vast array of agricultural, historic, and cultural amenities rarely found elsewhere in Florida or the southeastern United States.

However, Pasco also faces some challenges, such as a discrepancy between the skills of its workforce and the quality of the jobs available in the county. Currently, 69 percent of jobs in Pasco do not require a college education, yet 52 percent of Pasco residents have some college education. This mismatch drives some of Pasco's most educated residents, who are also the county's most valuable economic assets, out of the county for work. In fact, about 50 percent of Pasco's workforce travels out of the county for employment, and 22 percent of residents travel 45 minutes or more to reach a job. Imagine how different Pasco would be if more residents were able to work in the county, commute times were reduced, and residents were around during the workday to populate Pasco's restaurants and retail establishments.

To better understand how this discrepancy came to be, understanding how employment has changed over the most recent decade is important. Between 2000 and 2010, employment in the management and professional sector

in Pasco County grew by 6 percent; employment in the health and education sector grew by 3 percent; employment in the service industry sector grew by 1 percent; and employment in the professional, scientific, and management sector grew by 1 percent. Conversely, employment declined by 1 percent in the sales sector and by 3 percent in the retail sector.

These facts help illuminate another significant challenge for the county. A distinct disconnect exists between land use and economic development planning across the county and the realities of market forces in Pasco. As discussed earlier in this report, the county is saturated with retail, yet Pasco continues to plan, zone, and entitle more land for more retail uses—often in the wrong places. For instance, some of Pasco's planning models call for retail at the center of developments, the locations farthest from public transit, thus reducing foot traffic at these proposed retail destinations to the residents in the immediate vicinity of the development and rendering the retail financially infeasible. In this scenario, the retail would be more financially feasible if it were situated close to the public transit, thus increasing the foot traffic to the retail destination.

Similarly, the county's "employment centers" are currently designated in remote areas with limited if any transit options and limited highway access. Landowners and developers appear to have used the employment center designation as a means of enabling approval of development in areas that would otherwise be candidates for open-space preservation. The panel recommends that the county consider relocating employment center designations to the areas served by transit and close to highways and other previously developed areas.

The panel learned from its interviews that Pasco residents are seeking more diverse retail amenities, but shopping

centers cannot attract a variety of tenants because the customer base is insufficient to support these operations during weekdays, given that about 50 percent of Pasco's workers leave the county every day. Solutions exist to fix these disconnects, and the panel has carefully crafted recommendations for Pasco that will enable the county to most efficiently deploy its existing assets and overcome some of these challenges to create economic prosperity.

Direct 75 Percent of Business Development Efforts to Existing Businesses

The most efficient way of directing Pasco's business development efforts is to work with the businesses that are already here and already contributing to the tax base: 86 percent of Pasco businesses employ eight or fewer people. If half these small businesses add just *one* job, that's nearly 3,000 new jobs for Pasco, *by* Pasco.

The Pasco EDC does a good job of supporting micro-lending and creating business incubators, but the panel recommends that small business development become the primary focus of the county's economic development efforts, dedicating 75 percent of Pasco EDC's efforts toward fostering entrepreneurship and growing existing businesses. One way to support that endeavor is to review all public expenditures and county contracts and to make a commitment to direct 50 percent of public purchases of goods and services to local businesses and direct 25 percent of those purchases to small businesses, whenever feasible.

Direct 25 Percent of Business Development Efforts to the Health Sector

As discussed earlier in this report, one-third of the projected new jobs created in the county will be in the health care sector. This sector provides a broad cross section of job opportunities at all skill levels, such as physicians and nurses, rehabilitative support services, assisted-living facilities, medical device development and manufactur-

ing, research and development, and wellness and public health. Therefore, the panel recommends directing the remaining 25 percent of business development effort toward exclusively marketing the county to the health sector and its related subsectors. These efforts should include identifying health care companies that are poised for growth, visiting those companies and pitching them to locate in Pasco, and developing tools that will entice these markets to pick Pasco over other viable markets.

Prepare to Accommodate Growth of the Health Sector

Pasco is uniquely situated to take advantage of growth in the health care sector; however, the ultimate realization of this growth will depend on how well prepared Pasco is to accommodate the sector and its workforce. Therefore the panel recommends that Pasco prepare to accommodate the anticipated large-scale growth in the health sector by taking the following actions:

- Planning, zoning, and providing incentives for health care–related industries to locate close to the ten existing hospitals and medical centers;
- Permitting a variety of workforce housing near the hospitals, including townhouses and multifamily units, to meet the housing needs of health care workers at all salary levels;
- Introducing transit options to connect the hospitals to high-density population areas, to provide cost-effective and convenient commuting options for the workforce;
- Directing workforce training efforts to the health care fields; and
- Focusing on health care–related tenants to retenant the vacant hospital in New Port Richey.

Also as noted earlier in this report, another one-third of new jobs in Pasco is expected to come from the financial services industry. Obviously, this is a significant growth opportunity for Pasco. The addition of several thousand new financial services jobs from Raymond James Financial



Pasco offers gems through its distinct landscape, with a charismatic sense of place.

and T. Rowe Price will be a catalyst for new growth in and around those locations. Because the county has already dedicated significant financial incentives to these two financial services giants, the panel does not feel the county should spend more time or resources with promotion to the financial services industry, which will likely grow on its own with the addition of these two large financial services companies.

Focus the Existing Workforce Development System

Pasco offered workforce training and development programs to its residents, and the panel applauds these efforts. However, challenges seemed to exist in gathering timely information about existing workforce development programs; where this information is made available, it should provide broader detail with respect to programming, alignment with businesses and higher education, and most important, measurable outcomes. No more important economic development tool exists than a well trained workforce. Therefore, the panel recommends that the county develop a more focused, coordinated, and targeted workforce development program by taking the following actions:

- Invest more resources (both fiscal and staff), and leverage outside funds to make strategic investments in targeted workforce development programming.
- Prioritize the areas of workforce training and development toward the health and financial services fields. The existing career academies are a terrific resource; however, the county should be careful not to dilute its offerings but rather focus them on the county's future growth sectors.
- Establish and maintain a workforce training consortium made up of public and private leaders in education, business, government, and community. This type of

consortium must include participation of private entities such as St. Leo University and Rasmussen College, which are able and willing to supplement public programming.

- Establish measures by which to monitor outcomes and track job placement rates of graduates. If workers completing these programs are still unable to find work and the needs of businesses are not being met, then adjustments must be made to ensure that these programs are more successfully aligned with the needs of the local economy.
- Establish a Workforce Training Fund and provide matching grants to employers to provide individualized training programs to new or existing employees on that employer's specific need or equipment that builds upon the existing training grant programs currently offered through the Pasco Hernando Workforce Board (Career Central).

Leverage Pasco's Distinctive Natural Resources for Economic Development Gain

The natural beauty of the landscape in the eastern portions of the county, coupled with the water resources—including both the Anclote and Pithlaschacotee rivers and the coast to the west—make Pasco one of the most distinctive places in the state. The panel recommends that Pasco take the following steps to maximize its locational opportunity:

- Embrace Pasco's reputation as "Florida's best-kept secret" rather than abandoning it. This mantra, and Pasco's natural beauty and diverse landscape, sets it apart from the rest of Florida in a positive and unexpected way.

- Focus on ways to promote tourism, and specifically ecotourism, as a real economic opportunity for the region. Ecotourism is the highest per capita revenue generator of all tourism industries.
- Make significant investments to preserve and protect the county's natural assets and to unlock access and visibility to the coast.
- Investigate ways to leverage economic gain from the preservation areas through farming and other agricultural activities.
- Support and enable development along the U.S. Highway 19 corridor to attract tourists, recreational consumers, and private investment along the coast. Recreational projects, such as the proposed Sunwest Resort in the northwest corner of Pasco, may serve as an example of the type of project that could introduce new investment in the coastline and catalyze redevelopment.
- Consider replacing the county's "Room to Grow" slogan with a more dynamic representation of all that Pasco has to offer. Pasco is far more than a place to develop green space, and the county's branding strategy should acknowledge it.

Focus on Redevelopment, Particularly along the U.S. 19 Corridor

In addition to the opportunities presented by the rural areas of the county, the existing developed spaces offer a lot of opportunity. The panel recommends that Pasco seek to maximize the potential of those locations by using some specific tools that are intended to attract new life in previously depressed areas, including the following:

- Business improvement districts can be used in existing town centers to assist small businesses to reinvest in properties and enhance the character of communities.
- Job creation incentives should be directed to existing employment areas, and higher incentives should be

available to employers willing to locate in downtowns and the U.S. Highway 19 corridor.

- Redevelopment incentives should be offered along the U.S. Highway 19 corridor by establishing targeted redevelopment priorities within the Urban Service Area.
- Public/private partnerships should be used to redevelop existing building stock along U.S. Highway 19 and in other developed corridors to accommodate the vertical space needs of new businesses.

In conclusion, the panel recommends that Pasco focus its economic development efforts in the following ways:

- Focus 75 percent of its efforts on small businesses and entrepreneurs.
- Target business recruitment efforts to the health sector and related subsectors.
- Consolidate or relocate "employment zones" to avoid sprawl and enhance transit.
- Invest in targeted, agile workforce development programming that is aligned with the needs of employers and focused on the anticipated growth of the health and financial services sectors.
- Leverage the natural assets of the county for ecotourism.
- Encourage reinvestment and redevelopment in the depressed commercial areas of the county.

Development-Shaping Strategies

THE PANEL HAS NOTED THE FOLLOWING market opportunities that will arise over the next decade that the county should consider in its development strategy:

- 315,000 square feet of office space annually;
- 240,000 square feet of retail space annually;
- 70 hotel rooms annually; and
- 4,100 residential units annually.

The bottom line for this market context is opportunities for jobs, revenue, and well-planned transit-friendly growth.

At the same time, the tremendous oversupply of approved residential development creates the challenge of how it should be allocated and whether enough market demand will remain to attract investment in the revitalization and conversion of the obsolete development patterns along the U.S. Highway 19 corridor. The county's redevelopment efforts there have lowered infrastructure fees and streamlined entitlement, but additional effort is needed to aid conversion of these obsolete development patterns.

Specifically, the county needs to allocate resources and focus on items such as site assembly for reconveyance, land writedowns, and provision of infrastructure. Redevelopment on these assembled sites should include mixed-use villages that incorporate substantial residential uses with walkability and transit connections to recreation and commercial amenities. This redevelopment segment of development is not listed on the "approved" development rolls of the county and will absorb a portion of the market that would otherwise be absorbed by greenfield development. It has been pointed out repeatedly that it is cheaper to build on vacant greenfields than on infill sites. Revitalization policies do not have to be limited to redevelopment incentives but can also include limiting greenfield growth. The panel

recommends constraining large-scale greenfield development by limiting construction of utilities and infrastructure in areas where preservation of open space, agricultural, parks, and recreational uses is deemed desirable.

Inherent in the U.S. Highway 19 revitalization will be numerous partnerships. The panel suggests that the process of forming a public/private partnership begin with a dialogue on community values or community visioning. Private sector investment can help achieve Pasco's vision as long as clarity exists on what that vision is and appropriate financial assistance is available that addresses the gap in the costs that are supported by a market return and the additional costs needed to cover the full costs of achieving the community vision.

The strategy of starting first with a dialogue that explores possible options is based on ULI's experience in first creating a foundation for a partnership before moving ahead with business terms. For additional background on how this process works, the panel suggests reviewing the ULI publication *10 Principles for Successful Public/Private Partnerships*, which documents principles to guide community leaders, public officials, and private investors and developers in how to approach the considerable work necessary to achieve successful partnerships. The ten principles create a framework of preparation, common vision, and trust as the foundation for moving forward.

One element implicit in the process of forming a public/private partnership is putting skilled actors at the table both for the private and public sectors. Here are two suggestions:

The county should engage a professional economist to prepare a retail market analysis that examines the potential for community-based retail, such as a grocery-anchored center that accommodates the everyday needs

10 Principles for Successful Public/Private Partnerships

1. Prepare properly for the public/private partnership
2. Create a shared vision
3. Understand your partners and key players
4. Be clear on risks and rewards for both sides
5. Establish a clear and rational decision-making process
6. Make sure all parties do their homework
7. Secure consistent and coordinated leadership
8. Communicate early and often
9. Negotiate a fair deal structure
10. Build trust as a core value

of residents within the trade area. Blighted neighborhoods are many times drastically underserved. Built-in market demand may well exist that can drive deals on underused or vacant strip centers that have easy access and high visibility. A confirmed market demand can enhance and expedite the developer solicitation process. Development of grocery-anchored centers can act as catalyst projects and be seen as “early wins.” Ten to 15 acres is typically the size of sites needed for assembly for this type of redevelopment, resulting in a 100,000- to 150,000-square-foot development. The community frequents these types of centers two to three times per week.

By adding a modest amount of nonretail space, such as civic, community, or cultural uses, complemented with well-designed landscaped amenities such as a plaza, a fountain, or similar gathering spaces, the development can provide a community connection and do much more than meet shopping and dining needs. Adding the aforementioned place-making elements, blended with a thoughtful tenant mix, can provide the community with a local town center that becomes part of the fabric of the district or neighborhood. The design and construction costs to

incorporate these elements constitute a relatively small percentage of the total development costs but create an extremely high return to the community.

Incorporating these community design aspects into the developer solicitation documents conveys the redevelopment goals and objectives to the private sector early and increases the chances for delivering a successful project to the residents and to the local workforce. From a tenant mix perspective, larger-format anchor stores and national chains can easily coexist with several local independents. Creating this blend can result in a sense of authenticity and further enhance a connection with the community.

Part of the early dialogue for creating a possible partnership should include conversations with developers on what opportunities exist on the U.S. Highway 19 corridor. The county should explore redevelopment project options and their economics before engaging in site assembly. With an understanding of options and the site assembly needs, complemented with the aforementioned market feasibility analysis, the county can then proceed to structure a viable project.

In addition, the county should evaluate its understanding of real estate finance issues and should decide whether to bring additional expertise into the process.

Finally, any actual deal that results from the process should be formed in an open and transparent manner with validation of its soundness by an outside third party. Without openness, transparency, and validation, the public support necessary to implement a public/private partnership will not occur.

Outside the U.S. Highway 19 corridor, the county needs a comprehensive policy that channels development to major corridors and avoids the sprawl that could occur if all the overentitlement of residential units were allowed to develop. Specifically, the county should explore strategies to achieve the following objectives:

- Regular local bus or BRT service is available along the corridor.

- Diverse shopping and entertainment uses are focused around transit stops.
- Higher-density residential is located one block off the retail corridor.
- Residents can walk to a transit stop and go several stops for multiple destinations.
- Residents can eliminate car trips and sometimes have no car.
- Development encourages walkable communities around transit with a reduced carbon footprint.
- County strategy encourages other mixed-use infill between stops as services increase.

Dispersed growth patterns will be expensive to serve and will perpetuate the suburban growth pattern that is becoming obsolete.

With respect to retail/residential mixed use, the panel heard of several instances in which the county was interpreted as using a confrontational approach with developers to require them to design vertical mixed-use projects. In communities where surface parking predominates and where rents are modest, the chances for success may be quite limited. Vertical mixed-use projects are difficult to finance, they are difficult to lease on the ground-floor level, and the pool of developers is very limited. Horizontal mixed use, in which housing is developed immediately adjacent to the retail, will be much more likely to meet market acceptance and prove to be far less financially challenging.

Last, the county should use its open-space preservation and infrastructure investment policies to channel new development into, primarily, the 54/56 Gateway Crossings market area so that growth is concentrated and not dispersed. As noted in the section on “Economic Development,” the county has designated numerous areas as “employment zones” in what appears to be an attempt by landowners to gain a foothold as an approved development area. Many of these employment zones have substantial residential development included in the entitlement. As noted previously, the county should attempt to consolidate and reduce these employment zones as part of an overall strategy of channeling growth to areas that can be efficiently served with infrastructure and transit.

Leadership

WITH THE ADOPTION OF THE STRATEGIC PLAN

and Core Values, the county articulated value-driven strategic objectives as its leadership framework. The values are clear:

- Respect;
- Integrity;
- Innovation;
- Service excellence; and
- Quality.

The panel applauds this framework and the specific actions the county has taken to fulfill its promise. Changes to the organizational culture and adoption of the market areas, specifically, the West Harbor Plan, the Urban Service Area, mobility fees, and other significant policy initiatives have all been consistent with this framework. But living these values over the long term, especially as the economy recovers and development proposals become enlivened, will be critical to success in achieving the county's vision in the future.

The long-term challenge is particularly critical within the county organization. An organization's culture is hard to change, and alignment of actions with stated goals requires vigilant and effective leadership, especially now, at the beginning of change. The panel heard of several examples where members of the Board of County Commissioners engaged in the old behavior of intervening on behalf of developers in staff interactions. The panel also heard from developers about demanding and confrontational interactions with staff on development standards. These incidents might be just anecdotal and not prevalent, but they highlight how difficult organizational change

is. They are also to be expected when changes of the magnitude attempted by Pasco are in progress. It will take time to generate and sustain a different organizational culture. The leadership challenge is to live the values and create trust that the change is real. The challenge includes changing the tone of dialogue with the development community from confrontation to consultation. The challenge includes recognizing the realities of the market place: the development community is diverse, and some developers "get it" when new sustainable development standards are being discussed while others will need time to understand the value of responding to a new market. The leadership challenge, then, is one of persistence in acting the values and openness to dialogue on how best to achieve them.

The panel also heard skepticism from the public about the validity of the change and about the county's ability to actually do what it says. Many members of the public endorsed the values and the direction in which the county seems to be going but felt that the change process was too opaque and unreliable. This skepticism is understandable, given that the change is relatively recent, but it does highlight the need for further action that will embed the change within the community over the long term.

The panel suggests two actions by the county that will help embed the change within the public and increase trust:

- First, the county should create for each market area a citizen planning council to serve as a forum for policy formulation and development proposal review in that market area. These market area planning commissions will increase transparency and ownership of development policy within each market area.
- Second, the county needs to form stronger partnerships with each of the six cities within the county on areas of



common interest. Land use policy within and surrounding each city is one area where the county and cities can partner. Other areas include historic, cultural, and agricultural preservation; ecotourism; and economic development.

Small urban areas throughout the county, such as the pictured New Port Richie, have the urban elements, morphologies, and typologies to enable Pasco to expand and promote its character.

Exercising effective leadership is the single most important task the county faces in achieving its vision. This task requires consistency between word and deed. It requires sharing power, and it requires creating ownership among a broad cross section of stakeholders. It requires courage and it requires patience. But, without it, the county will fail to achieve its vision.

Funding for Quality of Life

THE PANEL WAS STRUCK BY HOW MUCH Pasco has done to overcome its revenue deficiencies compared with other Florida counties. With revenue less than half of what adjacent counties have, Pasco has still managed to set aside a portion of the Penny for Pasco funds for economic development and open-space acquisition. However, the panel concluded that if Pasco is serious about its vision, it must connect more resources to achieving it and do a better job of identifying shortfalls. The panel identified four areas where additional resources and work are needed:

- **Funding needed for site assembly to enable West Harbor redevelopment:** Currently, the county has not allocated any resources from the West Harbor Redevelopment Area. The tax increment is used for transportation, divided between funding a buydown of the mobility fee and bus transit service in the corridor. But without funding site assembly and subsequent reconveyance, redevelopment along U.S. Highway 19 will not occur.
 - *The county should allocate a significant portion of the redevelopment tax increment to land assembly along US Highway 19 to acquire sites of sufficient scale that they can be reconveyed for development of mixed-use villages that have significant residential uses and are connected to recreation and commercial amenities.*
- **Funding needed for recreation, arts, cultural facilities, and libraries:** The county has \$20 million in capital funds to build parks but has halted construction of new parks because annual revenues are insufficient for maintaining them. In addition, funding for arts, cultural facilities, and libraries is significantly deficient. These dimensions are components of a “premier” county and need resources to be viable.

- *The county should enact the five-cent gas tax to fund transportation, which would enable the transfer of \$3.5 million of transportation funding from the Penny for Pasco funds to parks, libraries, and cultural facilities. The net increase in transportation funding is estimated at approximately \$3 million as a result of using the five-cent gas tax to allow the shift in funding from the Penny for Pasco.*

- **Funding needed for enhanced ecotourism facilities and services:** Resources available to stimulate ecotourism, a major economic development opportunity, are scarce. A clear and responsible investment program for ecotourism could provide the framework for funding from an increase in the room tax from its current 2 percent to 4 percent.

- *With a clear expenditure program, increase the room tax to 4 percent to fund ecotourism programs and facilities.*

- **Expansion of capital improvement plan needed:** Although the county has developed a capital improvement plan as part of its annual budget, the program fails to identify unfunded needs. The county needs to expand the capital improvement plan program to identify the elements that could contribute to fulfilling its vision but are unfunded. Without this information, the county has no way of working with outside agencies and funding.

- *The county needs to complete the capital improvement planning process by identifying the unfunded quality-of-life priorities, including parks, culture, community activities, and libraries.*

Deciding to fund the quality-of-life issues will be vital to the county achieving its vision. And such funding decisions have another significant benefit: they will put Pasco in the

position of leveraging its own locally funded investments in quality of life to attract outside funding. For instance, the state of Florida has failed to fund operations at a 5,000-acre state park just west of U.S. Highway 19 along the Gulf coast. Opening such a facility to ecotourism would contribute to economic vitality in Pasco. The argument in favor of the state fulfilling its responsibilities becomes stronger if Pasco has done its share.

Prepare to Launch!

In 2008, we invited a national ULI Panel to Pasco County, Florida. They launched us on a dramatic new trajectory. In October 2013, we brought them back to measure our progress and plot a pathway to the stars.

What did ULI say? Contact us to find out where Florida's most innovative county is going next!

PASCO Economic Development Council
Room To Grow In Tampa Bay
Pasco County Tampa Bay

Pasco County's efforts to face pressing development challenges display a commitment to progress that will reward its residents and the region at large. This energy is engaging and celebratory, as advertised by the Pasco EDC in the November/December 2013 issue of Urban Land magazine.

Conclusion

PASCO HAS EMBARKED ON A CHANGE to its land development patterns that many communities need to make and few will have the courage to do. The progress that Pasco has made since 2008 in planning, organizing, and articulating the values underlying this change is impressive. These changes have included:

- Recognizing the unique needs of the five different market areas by formulating specific plans for each;
 - Adopting a Strategic Plan with core values as a framework for implementing change and building trust;
 - Reorganizing the EDC and adopting a new Economic Development Plan that focuses on existing business needs and creates a framework for promotion and business attraction;
 - Funding open-space preservation with an allocation from the Penny for Pasco;
 - Reorganizing development regulation to streamline development approvals, consolidate authority, and create a more open and transparent process; and
 - Replacing the development impact fee system with mobility fees that provide incentives to commercial development in the Urban Service Area and establishing a known schedule of fees so that developers can see upfront what they are (as opposed to the prior system where fees were determined late in the predevelopment process).
- These actions have created a solid base upon which to act. The county faces significant challenges described in this report, which include the following:
- Approved growth far exceeds the market absorption capacity.
 - Open-space preservation needs to continue using a new more effective tool, an Open Space and Farmlands Preservation Trust.
 - Redevelopment and revitalization of the U.S. Highway 19 corridor will require funding to be allocated to site assembly and for the county to learn how to successfully convey sites for redevelopment through public/private partnerships.
 - The project for placing an elevated tollway along the State Road 54/56 alignment should be deferred, and the county should engage with the other three Tampa Bay Region counties to explore the possible creation of a regional MPO. This exploration should also address the possible establishment of a BRT system to Tampa and the creation of other solutions to the east–west traffic flow.
 - The tone of interaction with the development community needs to change from one of confrontation to one of consultation.
 - The county should create market area planning commissions to enhance community ownership and openness and transparency in development policy decision making.
 - The county should partner more with each of the six cities on areas of common interest.
 - Economic development efforts need to capture opportunities in medical services and ecotourism while enhancing workforce development and providing greater choices of commercial space for new small businesses.
 - Development needs to be channeled to the U.S. Highway 19 corridor and the Gateway Crossings area.

- Funding for recreation, cultural facilities, and libraries needs to be made available by enacting the five-cent gas tax.
- Ecotourism enhancement needs additional funding by establishing a clear expenditure program as the basis of increasing the room tax from 2 percent to 4 percent.
- The capital planning process needs to be fully enlivened to identify unfunded priorities.

This is quite a list of tasks—one that will require extremely hard work. But success in accomplishing these tasks really depends on one factor: leadership. The county has articulated its vision as being a premier county. It has articulated its values of respect, integrity, innovation, service excellence, and quality. But leaders are effective only if they build trust that what they say is what they will do. Pasco will succeed or fail based on whether it acts consistently with its articulated vision and values. The panel believes that the county is committed to do this. The panel hopes the recommendations it has offered for how to do this will help the county fulfill its leadership commitments.

Finally, the panel hopes the exploration of regional funding and solutions to transportation issues can proceed expeditiously. The panel has suggested that the ULI District Council in Tampa Bay assume a role as a convener for initiating these regional discussions. The panel believes these discussions are both timely and vital to the region's success.

About the Panel

John L. Knott

Panel Cochair
Charleston, South Carolina

Knott is an internationally recognized leader in the regeneration of urban real estate, infrastructure, energy, and environmental systems. He is the creator of the CityCraft process, which is a development and city planning process that restores the economic, environmental, and social health of cities. Knott is a recognized thought leader and keynote speaker on sustainable development, the green economy, and restoration of cities.

A third-generation developer, Knott has over 40 years of experience in urban redevelopment. His award-winning projects include work at the Baltimore Inner Harbor and other urban areas in Baltimore and Washington, D.C.; the University of Texas Health Science Center in the Houston Medical Center; Dewees Island in South Carolina; and the Noisette Community of North Charleston in South Carolina.

As the Health Product Declaration Collaborative's first executive director, Knott works with companies and individuals committed to the continuous improvement of the building industry's environmental and health performance through transparency and innovation in the building product supply chain.

As president, CEO, and cofounder of the Noisette Company LLC, Knott leads the Noisette Project development team, which has collaborated with the city of North Charleston, South Carolina, in the sustainable restoration of 3,000 acres of the city's historic urban core and areas of the former Charleston Naval Base. Knott also served as the CEO and managing director of Island Preservation Partnership, which developed the 1,206-acre Dewees

Island oceanfront retreat dedicated to environmental preservation.

Charles A. Long

Panel Cochair
Oakland, California

Long is a developer specializing in mixed-use infill projects, including acquisition, entitlement, consulting, and development. He has 37 years of diverse experience in local government and development with an emphasis on economic development, finance, management, and public/private partnerships.

He served for eight years as city manager in Fairfield, California. Since 1996, he has worked as a consultant to public and private clients on development and management. His work on development is focused in California with an emphasis on public/private partnerships and mixed-use infill. He has held interim positions for several cities in finance, redevelopment, and management, including interim town manager of Mammoth Lakes and interim city manager of Pinole and Hercules, California. His assignments have been diverse, including negotiating development agreements, writing redevelopment plans, preparing pro forma analyses, strategic planning, economic development, organizational development, capital and financial planning, budget reform, base reuse, and alternative energy development. Long has overseen more than \$600 million of public financing in his career.

Long is a full member of the Urban Land Institute and, within ULI, a member of the Public Private Partnership Council and a faculty member of the ULI Real Estate School, teaching both in the United States and internationally. He has worked on 16 ULI Advisory Services panels, chairing panels in Salem, Oregon; Boise, Idaho; Dallas,

Texas; and Buffalo, New York. He is the recipient of the 2012 Robert M. O'Donnell Award for distinguished service in the advisory program. He is cochair of the Sustainability Committee for the San Francisco District Council and, in that capacity, initiated several reports including recommendations for streamlining California's environmental review process and a directory of financing sources for building efficiency. He is also building a program called Real Estate 101 for Public Officials, training a volunteer faculty to teach public officials about how to do public/private partnerships. He is the author of the book *Finance for Real Estate Development*, published by ULI in April 2011, and winner of the 2012 National Association of Real Estate Editors Silver Award.

Long has a BA in economics from Brown University and a master's of public policy from the University of California, Berkeley.

Dan Conway

Aurora, Colorado

Conway is a real estate marketing and research authority specializing in residential, commercial/industrial, and golf course developments. He has had over 40 years of experience as an urban land economist. Conway is a frequent guest speaker for economic associations and trade organizations and is a member and frequent speaker to the Urban Land Institute. He has been a real estate and urban land economic honorarium instructor at the University of Colorado and at the University of Denver. He has published many articles including the CCIM magazine piece "Market Analysis, the Road to Profit, Prosperity and Peace of Mind." Conway's other professional and community activities have included membership on the board of directors of a federally chartered national bank. He also participated on the Archbishop's Inner City Sun School Committee to assess the future needs of elementary education in inner-city Denver.

For the last 25 years as president and director of economics and market research for THK Associates, Conway has conducted numerous residential, commercial, industrial,

and golf course economic feasibility and market studies, socioeconomic impact assessments, and financial planning studies in all 50 of the United States as well as a number of foreign countries.

Projects of particular interest include an international market center and industrial market analysis for the Dove Valley Business Air Park in Arapahoe County; a residential and related uses market analysis for several major developments in Douglas County, including the 1,342-acre Parker City site; and numerous golf course feasibility studies throughout the country. Specific communities where Conway has completed a wide range of research and analysis include Las Vegas and Reno, Nevada; Oxnard, Palm Springs, and Carmel, California; Kansas City, Missouri; Oklahoma City and Tulsa, Oklahoma; Austin, Texas; Albuquerque and Santa Fe, New Mexico; Seattle, Washington; and Phoenix and Tucson, Arizona.

Most recently, Conway has gained recognition as a sought-after speaker on the golf course development circuit. His numerous presentations at the Crittenden Golf Development Expos have been widely attended and universally applauded. His book *The Cost and Revenues of a Unique Golf Club* has furthered his reputation as one of the industry's leading authorities. Under Conway's guidance, THK Associates completes over 75 golf course feasibility studies and golf driving range market studies and appraisals each year.

Diane Dale

Alexandria, Virginia

Dale is a planner with 30 years of experience working with communities around the globe. Her portfolio represents a continuum of advancements and innovation that are models of sustainable planning and development. Trained as both a designer and a lawyer, Dale brings unique skills in analysis, strategic thinking, and communication that are highly effective in addressing the challenges of community planning. She approaches planning through an integrated and systems-based conceptualization process in which energy, water, waste, and other site systems are early and key informants of community.

Dale leads one of AECOM's Centers of Excellence in Sustainability. Her studio is focused on front-end planning services to address sustainable planning and development, climate adaptation, and resiliency. They employ bespoke tools that provide quantitative analysis of impacts and modeling for robust comparison of alternatives. Most recently, she directed the Long Island Regional Sustainability Plan under New York State Energy and Research Authority's Cleaner Greener Program, which was established by Governor Cuomo to advance greenhouse gas emission reduction goals while promoting economic development.

Before joining AECOM, Dale was the director of community design at the sustainable design thought-leadership practice of William McDonough + Partners. She worked closely with Bill McDonough to translate the innovations in green buildings to the scale of community planning. She was project director for the Master Plan and Green Infrastructure Redevelopment of the Ford Rouge Center, Dearborn, Michigan, a widely recognized model of sustainability. Her work on sustainable strategies for the University of California, Davis's Long Range Plan and on Park 20120 Sustainable Master Plan, Haarlemmermeer, the Netherlands, received American Society of Landscape Architects Honor Awards in Planning.

While Dale was at William McDonough + Partners, the firm received the Smithsonian Cooper-Hewitt National Design Award for Sustainable Design, and her innovative plans for Hali'imaile, an affordable and sustainable community on Maui, was included in the 2010 Green Communities exhibit at the National Building Museum.

Dale is a frequent speaker on topics of sustainability at conferences and universities and has published in *Urban Green*, *Places*, *Landscape Architecture*, and the University of Virginia's *Virginia Environmental Law Journal*. She received a bachelor's in landscape architecture from SUNY College of Environmental Science & Forestry, a master's in landscape from University of Pennsylvania, a Fulbright Scholarship to Università di Genova, and a JD from the University of Virginia. She was elected to the Council of

Fellows of the American Society of Landscape Architects in 2010.

Ron Gerber

Walnut Creek, California

Gerber is the economic development manager for the city of Walnut Creek, California. He was selected to fill the City Council's newly created position in September 2011. He is responsible for business attraction, retention, and expansion efforts for the community. Among his duties is developing a business strategy for the 40-year-old, 240-acre Shadelands Business Park, undertaking property disposition matters related to city-owned properties, attracting a boutique hotel to the downtown, and helping expand the retail/restaurant mix north of Mount Diablo Boulevard.

Before coming to Walnut Creek, Gerber served for ten years as the economic and redevelopment administrator for the city of Novato where he was a key team member who helped transition the 600-acre former Hamilton Field military base into civilian use. Considered by many to be one of the most successful base reuse projects in the country, nearly \$1.5 billion in private investment was generated in ten years that encompassed 550,000 square feet of offices and technology space, 2,100 new homes, a hotel, restaurants, cafés, artists' studios, open space, hiking trails, and one of the largest wetlands restoration projects in the United States. Gerber also led the city's downtown revitalization efforts, including a main street redevelopment project that involved a 37,000-square-foot Whole Foods with 124 units on the air rights above the store and a three-level parking structure. He worked closely with the development team of the Lalanne Group and Signature Properties to bring the project to fruition.

From 1989 to 2001, Gerber served as a project manager for the Emeryville Economic Development and Housing Department, where he spearheaded property acquisition, disposition, brownfields redevelopment, and business attraction efforts. His accomplishments included such projects as the Bay Street urban infill mixed-use lifestyle center, the Pixar campus, and Ikea.

April Anderson Lamoureux

Boston, Massachusetts

Lamoureux is president of Anderson Strategic Advisors LLC, a consulting firm that specializes in land use and development and in building productive public/private partnerships that grow economies. She has spent her career working to increase the effectiveness and efficiency of government and to assist businesses to successfully manage their interactions with government at all levels. She has held senior economic development positions within the administrations of Massachusetts governors Deval Patrick and Mitt Romney, served as the Pioneer Institute's director of public affairs and as the director of the Center for Urban Entrepreneurship, and served in senior staff roles within the Massachusetts House of Representatives and Massachusetts Senate.

With extensive experience navigating federal, state, and local government regulations, and particular expertise in land use and development, Lamoureux specializes in economic development strategy, infrastructure financing tools, public/private partnerships, and government relations. Among her many accomplishments, she created and implemented Massachusetts's first comprehensive regulatory reform agenda that eliminated or streamlined hundreds of state regulations across all secretariats of the Patrick administration, and she created and implemented the Chapter 43D Expedited Local Permitting Program enabling six-month local permitting in more than 80 cities and towns in Massachusetts. She also created and implemented the MassWorks Infrastructure Program, a \$350 million infrastructure grant program to support housing and economic development projects, and she oversaw the successful deployment of the \$556 million American Recovery and Reinvestment Act Recovery Zone Bond Program, including private activity bonds and municipal infrastructure bonds.

She is a 2013 judge for the nationally recognized Pioneer Institute Better Government Competition, and she sits on various boards and committees, including the University of Massachusetts Building Authority board of directors,

Leading Cities board of directors, Fuller Village board of directors, and the Town of Milton Granite Avenue Reuse Committee.

William C. Lawrence

Providence, Rhode Island

Lawrence brings more than 30 years of in-depth background and experience in real-world problem solving, strategy formation, feasibility assessment, and project management for complex real estate development projects to Cityscope Inc. Founded in 1995, Cityscope is a real estate consulting, brokerage, property management, and development company. It specializes in evaluating the market and financial feasibility of larger-scale projects of all types. When project potential looks particularly attractive, the firm assembles multidisciplinary teams to implement a development program and acts as the project developer.

Before restarting Cityscope in 2013, Lawrence was the managing director, consulting services, for TR Advisors (TRA) for five years, a Boston-based boutique real estate consulting and asset management firm with specialized expertise in the disposition and management of transportation-related and publicly owned real property. TRA is designated real estate representative for the Massachusetts Bay Transportation Authority in the greater Boston area. With Jones Lang LaSalle, TRA is managing different aspects of the Chicago Transit Authority's real estate assets. Lawrence managed numerous market and financial feasibility studies for communities with transit-oriented development and intermodal transportation facilities.

Before starting Cityscope, as director, seaport planning and development, at the Massachusetts Port Authority, Lawrence planned and developed a diverse portfolio of public sector real estate assets on 400 acres. Before that, he created and directed public sector real estate consulting groups in Los Angeles and Boston for Kenneth Leventhal & Company, a national CPA firm. Prior to that, he founded and managed for 12 years the William C. Lawrence Company, a market feasibility and economic development consulting firm located in Pasadena, California, and for

three years, he managed environmental policy planning at the Irvine Company, a large new community developer in Orange County, California.

Lawrence has a master's degree in city and regional planning from the Harvard University Graduate School of Design, a master's degree in business administration from Pepperdine University, Malibu, and a BA in political science from Trinity College, Hartford. He also was awarded the Thomas J. Watson Traveling Fellowship to study new town planning in Europe and India after college.

He is currently a full member of the Urban Land Institute and has been a full member of NAIOP and the Council on Urban and Economic Development. Interested in regional planning issues, Lawrence was a gubernatorial appointment to the Boston Metropolitan Area Planning Council.

Dan Slone

Richmond, Virginia

Slone represents developers and communities in overcoming the land use and environmental permitting impediments to small and large-scale projects such as new towns, utilities, and industrial facilities. He provides a wide range of services for developers of new urban and sustainable projects with a related focus on the convergence of communication, power, and essential services. He has assisted clients in dealing with wetland permitting and enforcement for more than two decades. Slone also works with a wide range of green product manufacturers. His practice area includes environmental solutions, land use, energy and utilities, and sustainability.

Slone has a JD cum laude from the University of Michigan Law School, Ann Arbor, and was an editor with *Journal of Law Reform*. He has a BA summa cum laude in philosophy and political science from Birmingham Southern College, Birmingham, Alabama. Among the many honors he has received are "Best Lawyers in America," Woodward/White, Inc., 2006–2011; named to Lawdragon 3,000 Leading Lawyers in America List, 2009–2011; named one of America's "Leading Lawyers," Environmental Law, Cham-

bers USA, 2004–2010; named a Virginia "Super Lawyer," Law and Politics, 2005–2011; recipient, Henry David Thoreau Environmental Conservator, Better Housing Coalition 2010 Groundbreaker Award; recipient, Special Recognition for Service Award, Virginia Sustainable Building Network, 2006; recipient, Leadership Award, James River Green Building Council, 2005; Phi Beta Kappa, Omicron Delta Kappa, Institute of Green Professionals, Honorary Fellow.

He is a full member of the Urban Land Institute and is a member of its Sustainability Council.