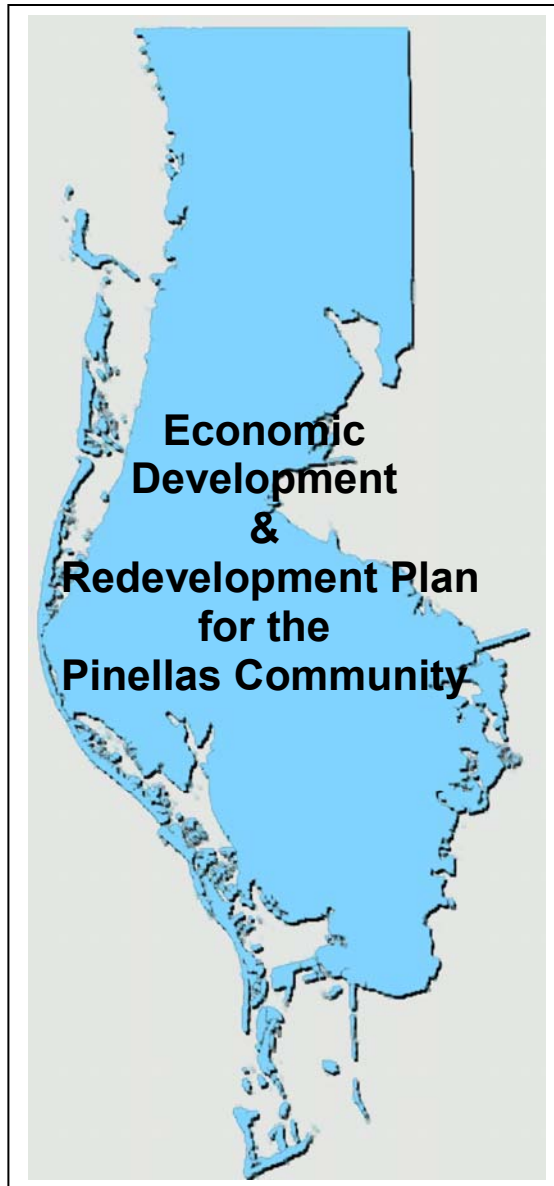


# ***Urban Design and Regulatory Codes***

## **Technical Memorandum**



**Draft: June 6, 2004**

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Technical Memorandum  
Draft: June 6, 2004

Prepared For:

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and the  
Pinellas County Economic Development Department

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## 1.0 Introduction

A first step in the continuing process of evaluating and determining how communities want to grow, is for them to recognize the importance and value of modifying the way they grow. This technical memorandum contains data, analysis, and recommendations for Pinellas County urban design patterns and local government regulatory code structures. This information is intended to assist the county in creating vibrant places where people want to be and where redevelopment fosters community benefits as identified within the *Economic Development and Redevelopment Plan for the Pinellas Community*. This information provides a framework for local governments to make informed decisions about how and where to grow in their future.

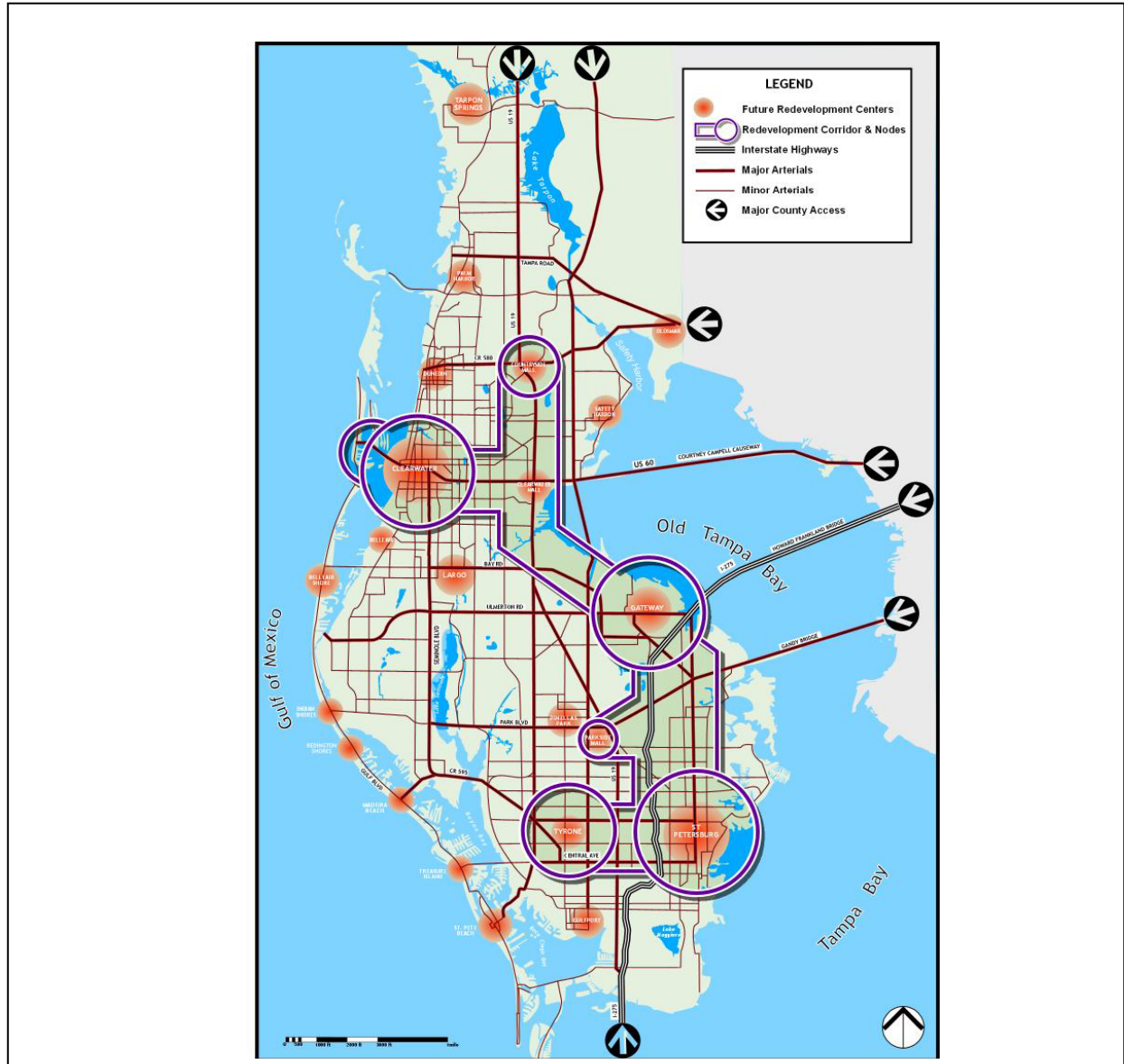
The Pinellas community needs to grow in a manner that supports economic development and quality job growth, and creates or preserves strong neighborhoods with a range of housing, commercial, and transportation options. To become more effective in supporting healthy redevelopment, local governments need to recognize two critical aspects of their urban design condition in order to transform the ongoing process of accommodating future population growth in a coherent manner. These include:

- Understanding that the physical arrangement of buildings and the spaces they create are important community-building features, and
- Recognizing that the standards and rules that regulate these building arrangements in traditional neighborhoods and downtowns are different from those that govern conventional suburban development.

## 1.1 Regional Framework

The process of updating the community goals and approaches should build upon the county's current conditions and diverse urban elements. This process should focus on identifying specific current and potential centers of activity, creating cohesive programs for reinforcing the mixed-use nature of these centers, and, where appropriate, strengthening the opportunity for their expansion or the creation of new centers where improved target employment and mixed-use development support each other. The following graphic (Figure 1) depicts a composite regional framework for the community based upon centers, corridors, and districts.

**Figure 1 - Regional Policy Framework**



## 1.2 Recommendations

It is important for Pinellas residents to recognize the need for a new emphasis on assisting redevelopment activities within the county's multiple centers, corridors and districts (defined in Section 2.2). Local governments should look to revise their local land development regulations and comprehensive plans to establish support mechanisms for these activities. The prototypical design and coding concepts provided in this document are a source for local government implementation based upon their varying levels of need and stated desire to support change. Results from the data and analysis identify the need for strategies and policies that recognize the following:

- Existing target industry employer locations are good indicators of land use and location criteria for future attraction of new employers.
- Mixed-use developments are important to the future redevelopment of the county.
- Local government land development codes and plans need to be revised to account for the difference between redevelopment activities and greenfield suburban development practices.
- Varying levels of implementation mechanisms are needed that support local government's commitment for increased change.

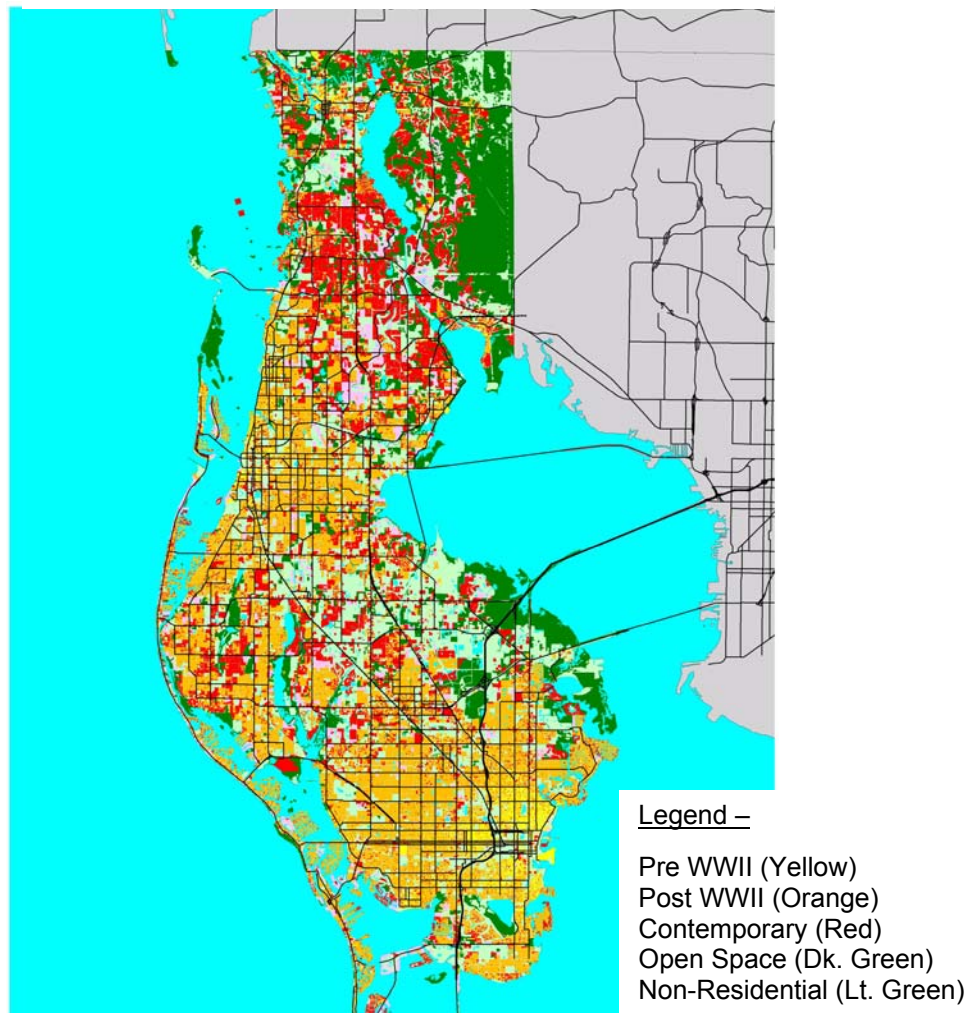
## **2.0 Pinellas Urban Framework**

Analyzing how the county historically developed is an important step in identifying the major components of the existing regional development pattern. The Pinellas peninsula is a densely populated, but typically not an urban, location. It has the highest person per acre average for any county in the state. However, the county developed most extensively within the last half of the 1900s and was influenced by the changing ways in which towns were built. The county's residential development pattern evolution occurred within three major planning horizons and may be characterized as:

- Pre-World War II (before 1945). This period represents a time when land uses were more integrated, which enabled many people to walk to the corner store, work, or school. It is typified by a grid-style street network created in an era prior to automobile dominance. Downtown St. Petersburg and Clearwater provide examples of this pattern. Development from this period is highlighted in yellow on the following map (Figure 2).
- Post-World War II (1946 to 1970). This period represents a time when perimeter shopping malls were established on the outskirts of downtowns, automobile use increased, and new residential suburbs were constructed. It is typified by the increasing traffic demands on prominent corridors. South- and mid-county development expanded with residential development and commercial corridors. Development from this period is highlighted in orange on the Figure 2 map.
- Contemporary (1971 to present). This period represents a time when the pattern of land development segregated uses, and in which stores, schools, and housing are placed so far apart that they can only be reached by car. It is typified by cul-de-sac residential enclaves where little connection occurs apart from major arterial roadways. North-county residential enclaves and commercial corridors nearly complete the county's greenfield development. Development from this period is highlighted in red on the Figure 2 map.



**Figure 2 - Major Planning Horizons**



This review of the countywide development pattern leads to the question: What form will the future development pattern of the county take? Nearly all first stage greenfield developable lands have been consumed (see *Market, Real Estate and Housing Technical Memorandum* for vacant acreage totals), and surrounding counties continue to offer greenfield opportunities at significantly lower development costs. Thus, determining how the county's existing redevelopment condition affects its pattern helps to identify what support there is for future redevelopment activities and where increased local government commitment is needed.

## **2.1 Regional Design Framework**

An initial step in the evaluation of supportive redevelopment policies was to collect and review existing electronic countywide datasets. This information provided recognition of the county's historic development pattern, and helped to establish a regional urban design framework to focus future implementation actions. The data analysis included a review of current conditions and local government's codes and

plans (see Section 7, Appendix A – Local Plans Table) some of which are more fully discussed later in this document.

The datasets included land use (existing and future), transportation (vehicular, rail, port, and pedestrian), and property appraisal (age of structure, public ownership) information. The results of the work products for this task identified that the county's major regional development pattern can be viewed as a combination of three major elements:

- Centers
- Corridors
- Districts

## **2.2 Framework Components**

Prototype urban design plans for specific redevelopment types have been devised in order to document design-specific models, and used to test redevelopment typologies and development patterns. Prototypes are typical examples that contain many of the desired design elements. Redevelopment typologies are system of locations that vary based upon existing conditions and opportunities, but are influenced by proximity to centers, corridors, or districts of activity. The use of prototypical plans identifies critical design elements and provides guidance for implementation. This task is consistent with the direction established during the Redevelopment Opportunities Summit, held in December 2002. It highlights the opportunities within the county for the implementation of successful redevelopment programs.

### **2.2.1 Centers**

Centers are focal points of community activities and are defined according to their scale, and by the diversity and intensity of activities that respond to the needs and characteristics of the communities that surround them. There are four distinct types of centers in the county:

- Downtowns

Downtown centers include the core areas of the cities of St. Petersburg and Clearwater. These are the oldest urban areas within the county and the epicenters of development activities since the inception. Both downtown Clearwater and St. Petersburg offer opportunities for employment, shopping, entertainment, education, and housing. Their quality depends on the degree to which they provide environments within which residents, workers, and visitors can attend to many, if not all, of their day-to-day needs efficiently and effectively. Successful downtown centers are noted for the high quality of their urban spaces and accessibility to many diverse activities.

- Towns

Traditional town centers are the smaller, compact, urban areas that once were freestanding towns, but through suburbanization have been absorbed into the continuum of sprawl that characterizes the county as a whole. Town centers, however, set themselves apart by their unique sense of place and the availability of many, if not most, of the opportunities also found in urban centers. The county's town centers include Largo, Pinellas Park, Tarpon Springs, Dunedin, Palm Harbor, Oldsmar, Safety Harbor, and Gulfport.

- Regional

The county has only one major regional center, and it is located in the gateway area. Similar to an urban center, a regional center serves as a provider for the county as a whole and even beyond. A regional center, however, tends to be defined more in terms of function and less in terms of physical form. Thus, while the Gateway area of the county contains a diverse range of uses and activities, there is little physical coherence or sense of urban space. As with many regional centers, there remains a need to create dense, walkable, mixed-use districts with distinct physical, economic, and political implications. The case study for this type is the Post Oak development located in Houston, Texas which is examined in the design prototypes section of this document.

- District

District centers are specialized centers within which there is a dominant activity or set of activities, be it employment, education, commerce, or residential. Their redevelopment is oriented towards distinct areas where the county would like to instigate significant economic development programs. These may include reinvestment in existing industrial districts, the substantive improvement of deteriorating industrial areas, or the development of long-term redevelopment programs for known brownfield locations. The case study for this type is the Mizner Park development in Boca Raton, Florida which is examined in the design prototypes section of this document.

- Neighborhood

Neighborhood centers are small-scale centers that serve the needs of communities generally within walking distance. Neighborhood centers can ideally develop in locations throughout the county, taking advantage of spatial opportunities such as weak or obsolete retail properties which can be successfully converted into neighborhood- and community-serving mixed-use developments. The case study for this type is the Haile Village Center development located in Gainesville, Florida which is examined in the design prototypes section of this document.

## 2.2.2 Corridors

- Transportation corridors have played a significant part in establishing the existing pattern of development in the county. As a general rule, they are designed to provide for travel between centers. However, as in most regions of the nation, corridors in Pinellas County have evolved to serve multiple purposes. Primarily automobile-oriented, they are characterized by development that requires proximity to major transportation facilities, or that benefits from highly visible, high-traffic locations. Corridor development has been further influenced by the lack of multiple transportation systems, the relative compactness of the county's growth pattern, and the need to simultaneously accommodate local, regional, and interstate travel. There are four major types of corridors in the county.
- Interstate  
The nature of interstate roadways is that they provide a limited number of highly-accessible locations, i.e., they are found at the exits from and entrances to the roadways. Thus, an interstate corridor is characterized by intermittent areas with the potential for extremely high development activity. These areas can be used as the foundation for high-density employment, commercial, and residential activity. The traffic related to interstate corridors tends to be concentrated within existing corridors and does not spread to adjacent districts. Examples of the county's interstate corridors include I-275 and its extensions I-175 and I-375.
- Highway  
Similar to interstate corridors, highway corridors provide for increased accessibility to sites located along their length. Unlike interstate corridors, however, where there is a nodal quality to both access and development potential because of the limited access points, a highway corridor tends to concentrate diverse activities along its entire length. At the same time, traffic movement both along and across the corridor is more fluid than with an interstate corridor, and the corridor is much more integrated with the surrounding neighborhoods. Highway corridors differ from interstate corridors inasmuch as the activities along the corridors face directly onto the adjacent roadways and are generally directly accessible from these roadways. An example of the county's major highway corridor includes U.S. Highway 19.
- Major Arterial  
The county relies upon a series of major arterial roadway corridors to provide access for regional traffic to the highway and interstate systems. By plan definition, the roadways within these corridors are divided by central medians, and include at least three through lanes of traffic in each direction. Such roadways often run for a considerable length of the county, in both the north-south and east-west directions. As such, they carry a significant percentage of the regional community traffic within the county.

The county's *2025 Lanes Policy Plan* (see Section 7, Appendix B – *Pinellas County 2025 Lanes Policy Plan*) identifies the following corridors for which a minimum of six lanes with central median are anticipated: SR 60 (Gulf-to-Bay Boulevard), Gandy Boulevard/Park Boulevard, SR 580/Tampa Road, McMullen Booth Road, SR 686 (East Bay Drive), Ulmerton Road, Bryan Dairy Road, Alternate U.S. 19/Seminole Boulevard, Starkey Road, Belcher Road, 66<sup>th</sup> Street, 49<sup>th</sup> Street, and 4<sup>th</sup> Street.

Within the category of major arterial corridors, there are three sub-category designations. This typology relates to the activity within each of the corridors as follows:

- Scenic: Scenic corridors include McMullen-Booth Road, Belcher Road, Keene Road, and Seminole Boulevard. They are characterized by an improved quality in the streetscape and location of the buildings that surround the corridor. They are considered desirable locations, have stricter standards for land use conversion, and encourage preservation of community character.
  - Commercial/Industrial: These roadways provide the county's primary means of access to industrial and commercial areas, and normally connect a commercial or industrial center to a higher level of roadway infrastructure, such as highway or interstate linkages. An example of this typology includes the eastern portion of Ulmerton Road.
  - Residential: These corridors are those regionally significant roadways whose primary fronting use is residential. Multifamily development is common, but many corridors are dominated by single-family residences. Such corridors are generally not uniform across their entire length. In some cases a corridor is heavily commercial when it is close to a center, but more residential in character when it is close to established neighborhoods. There is an opportunity for residential corridors to capture some of the activity generated by neighboring residential activity, and thus the corridor itself can include a variety of small-scale neighborhood centers along the length of the arterial, interspersed with higher-density residential uses. An example of this typology is Keystone Road.
- Transit
- These corridors are a unique form of corridor in the county, whose characteristics and development patterns relate to the nature of the mass transit system. Whereas a street car system tends to perpetuate a long, linear system of relatively intense, occasionally mixed-use, development along its length, a light-rail system tends to create a different pattern of development, often typified as "beads on a string." With this pattern, lower-density development alternates with focused areas of higher-intensity mixed-use development located around transit stations.



The county's proposal for an elevated, fixed guideway connecting St. Petersburg, the Gateway region, and Clearwater is creating the environment for the consolidation of a dominant transit corridor within the county (see Section 7, Appendix C – Pinellas Mobility Initiative). Bus transit systems do not have the same effect upon corridor land use as fixed guideways with transit stops. The buses on-demand stop capability somewhat dissipates the need for land use concentrations in designated station areas. However, some land use concentration is possible at major bus transfer facilities to accommodate multiple route linkages.

- **Planned Transportation Improvements**

Pinellas County, as part of its regular capital improvement program development process, identifies a six-year guide for the allocation of financial resources towards long-term work projects, including transportation improvements. Within the FY02-07 planning timeframe, approximately \$243M has been allocated towards specific improvement projects. A cost affordable plan is developed based upon budgeted funding (see Section 7 Appendix D – *2025 Cost Feasible Plan*).

### **2.2.3 Districts**

In addition to the centers and corridors, districts make up the third urban design component in the structure of the county's urban environment. Districts can be part of centers and corridors, or they can be freestanding. However, what distinguishes them from either centers or corridors is that they are geographically defined by a principal activity or purpose.

- **Planning**

The county has been allocated into 12 countywide planning districts by the local planning agency. These districts are geography-based and include reference to municipal jurisdictional limits. Based upon the county's major urban design organization structure, larger geographic communities can be identified, and include the following:

- North District (includes countywide planning districts Greater Tarpon Springs, East Lake Tarpon, Palm Harbor)
- North Central District (includes countywide planning districts Greater Dunedin, Greater Safety Harbor/Oldsmar, Greater Clearwater)
- South Central District (includes countywide planning districts Greater Largo, Highpoint, Greater Seminole)
- South District (includes countywide planning districts Greater St. Petersburg and South County Beaches).

- Existing Employment

Employment districts can be embedded in regional or urban centers. They are characterized by their intense employment activity. Employment districts dominated by blue-collar activities tend to locate along rail lines and major arterial routes, and near ports. White-collar employment areas are predominantly located in urban and regional centers. There are 12 existing employment districts that were identified through the previous plan project phases (see the *Market, Real Estate and Housing Technical Memorandum*). These areas encompass central business districts, redevelopment areas, locations of current target employers, and residential areas susceptible to change, and include:

- St. Petersburg CBD
- St. Petersburg Industrial area
- Tyrone Industrial area
- Pinellas Park area
- Gandy Blvd./I-275 area
- Airport/Carillon area
- Airport Industrial area
- Largo Industrial area
- Clearwater CBD
- Clearwater Industrial area
- Oldsmar area
- Tarpon Springs area

In addition, five potential employment districts were also identified during the community participation segment of the Opportunities Summit, including:

- West Bay Drive area
- Clearwater Mall area
- Gulf-to-Bay Boulevard
- Countryside Mall area
- U.S. Highway. 19/Nebraska Avenue area

- Airport

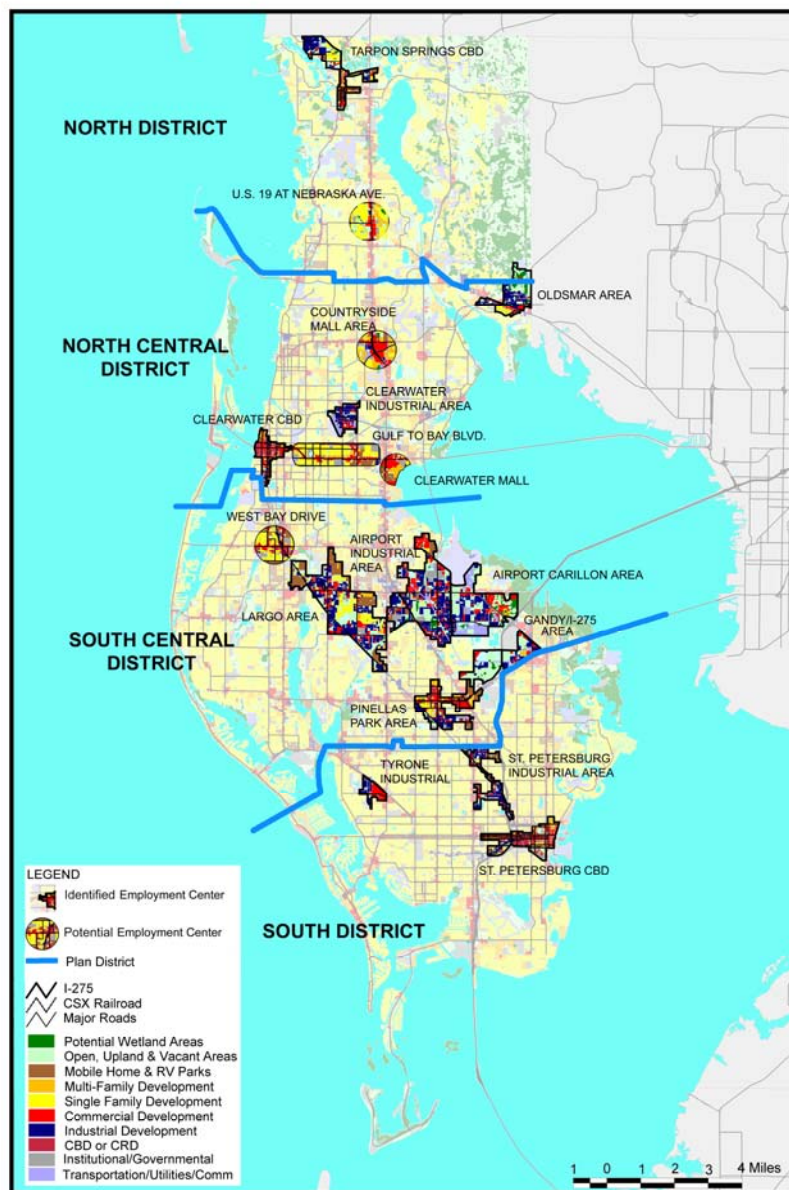
Proximity to airport districts is becoming increasingly important to land use decisions and attraction of target employers, as many businesses utilize transport of goods, materials, and persons on a regular basis. Pinellas is fortunate to have three airports located within the county, including:

- St. Petersburg–Clearwater International Airport: Located in the Gateway area on 2,000 acres designated as a foreign trade zone, the airport is classified as small-hub commercial and serves domestic and international commercial airliner flights, cargo aircraft, and general aviation aircraft. The airport also

houses the largest Coast Guard air station in the country, along with an adjacent Black Hawk helicopter U.S. Army Reserve training center.

- Albert Whitted Municipal Airport: Located in south county within the City of St. Petersburg's downtown waterfront, this airport serves general aviation and minor commercial flights.
- Clearwater Airpark: Located in mid-county within the City of Clearwater, this airport serves general aviation and minor commercial flights.

**Figure 3 – Existing/Potential Employment**





The county is also fortunate to be located in proximity to Tampa Bay's regionally significant airport facilities. These international and military facilities influence the county's activities and character, and include:

- Tampa International Airport: Located at the northern end of Tampa's Westshore area, this airport serves major international and domestic flights, and executive jets.
- MacDill Air Force Base: Located at the southern end of the Tampa peninsula, this military airport is base to the 6<sup>th</sup> Air Mobility Wing, special operations, and Southern Command.

- Beach/Tourism

The county's gulf barrier islands and white sand beaches are part of the great natural assets that helps provide worldwide recognition. Located along the barrier islands that form the western edge of the county, the beaches helped drive the development of a string of tourist-oriented communities that flourished in the post-World War II era. These towns were established at the major transportation access points, and include:

- Clearwater Beach
- Indian Rocks Beach
- Madeira Beach
- Treasure Island
- St. Pete Beach

Because of the inherent attractiveness of the barrier island natural resource and the changing nature of tourism, these districts are experiencing an increased demand for redevelopment. Given this strong redevelopment pressure, there is an opportunity to transform some of those environments into more vibrant and diverse communities. This would maximize their desirable location and also support a very high quality of life.

### **3.0 Urban Design & Code Improvement Objectives**

The conditions affecting the design and redevelopment of properties within the county have been observed to be a significant barrier for local communities as first stage greenfield buildout occurs. However, no one policy or approach will transform a community. A series of policies should be used in combination with each other to achieve a better, economically vibrant community.

Several of the local municipalities have initiated plans and programs to assist redevelopment. These programs attempt to recognize the balance that is needed to bring change to existing conditions. Private sector investors typically bear the costs of new improvements to meet market demands. Effective redevelopment programs require a supportive set of tools that will promote private sector reinvestment within

the county. This section reviews several local government codes and plans containing elements that support or limit redevelopment activities.

The goal of this analysis was to outline recommendations for revising local government codes to be more redevelopment-friendly. The initial step was to review existing plans for development and redevelopment projects within the larger communities. The second step was to review the land development regulations of the same jurisdictions to determine their compatibility with the objectives of these plans. The results of the analysis are summarized below.

### **3.1 Code Reviews**

#### **3.1.1 Pinellas County, Florida**

The *Pinellas County Land Development Code* (LDC) establishes the minimum requirements adopted by the Board of County Commissioners for the promotion of the public health, safety, comfort, convenience, and general welfare within the unincorporated portions of the county. The LDC has guided the suburban growth pattern and has been updated to meet local needs.

As the community's building stock ages, redevelopment activities will become more important and conversion of existing uses to market driven demands will require flexibility in meeting code provisions established in the suburban model. The county has recognized this need and has utilized a Permitting Advisory Committee (PAC) to develop recommendations on process improvements as well as to identify areas where redevelopment support could be strengthened. The PAC recommendations are included in Section 3.2 of this memorandum.

A review of the LDC identified specific supportive and/or non-supportive redevelopment elements. The review identified several issues relative to promoting redevelopment within the unincorporated portions of the county. In general, they are:

- The existing code is based upon suburban development zoning district standards that mandate single-use districts.
- There are no mixed-use planned development districts standards which would facilitate flexibility in design standards and better accommodate redevelopment activities.
- There are no regional center district standards which may prove important to the continued development of the county.
- In addition, a detailed review of the code language identified many specific locations where redevelopment-supportive language could be added to eliminate restrictive provisions. The following information is provided by current LDC section heading.

- Sec. 134-15. Redevelopment, and Sec. 134-87. Nonconformities. The current provision specifies that nonconforming uses or structures shall not be amended, modified, enlarged, extended, or intensified. The LCD should be amended to assist existing businesses that are non-noxious to provide minor expansion of uses as part of redevelopment improvements.
- Sec 138. Minimum lot sizes. The current smallest residential lot district (R-3) standard recognizes a minimum 6,000 square feet lot size. Smaller lot plats exist within the county (Palm Harbor), and should be recognized as part of a residential redevelopment standard.
- Sec 138-1. Definitions and rules of construction. The Accessory Dwelling Unit definition includes setback mandates that may be variable in traditional to suburban development types. Setback reductions should be codified to promote the use of ADUs without requiring a variance. Separate metering would permit increased apartment units for rent that would add to the available workforce housing stock.
- Sec. 138-55. Minor variances. The current provision permits the county administrator to grant minor variances. To increase the effectiveness, permit a designee. Include addition of building elements within side yard setbacks to permit roof overhangs, air conditioning units, secondary access, etc. Include a 10% height variance provision to permit redevelopment of existing buildings with additional floors.
- Sec. 138-84. Rezoning contingent on amendment to land use plan. Ensure that with a developer's agreement (per Chapter 163, Florida Statutes), development review may proceed simultaneously while a land use amendment is processed.
- Sec. 138-114. Criteria for granting special exceptions. The current provision should consider administrative approval of special exceptions based upon a list of criteria. A broader list of permitted uses is needed to avoid the special exception process. Establishing mixed-use districts would reduce the need for long lists of special exceptions.
- Sec. 138-176. Uses requiring site plan review. The current provision should be revised to identify the need for site plan review where proposed improvements exceed the permitted permeable area limits rather than the current 25% of the remainder.
- Sec. 138-177. Site plan approval procedures. Consider adding a comprehensive site plan checklist that is cross-referenced to the applicable code sections to support redevelopment plans or guidance documents.

- Sec. 138-180. Time limits on site plans. The current provision identifies limits on plan approval validity that may impact private investment in redevelopment properties. Consider lengthening approval time limits in redevelopment areas.
- Sec. 138-201. Purpose and intent of division. The current provision contains language that appears contradictory in that it permits non-conformities, but does not encourage their survival. An effort should be made to reduce the number of non-conformities by reconciling the as-built condition with the code requirements. However, with buildout nearing, it should become as easy as possible for existing buildings to be maintained, repaired, or adaptively reused. Differentiate between non-conforming uses and structures.
- Sec. 138-208. Nonconforming setbacks. The current provision could include other building aspects, such as height, to promote redevelopment of structures.
- Sec. 138-236. When permitted. The current provision could provide that special exceptions be approvable by the local building official, with appeal to the board of adjustment to support administrative review.
- Sec. 138-240. Uses which may be authorized. The current parking provision may be detrimental to well-defined residential neighborhoods. The 3-acre size may be too large (approximately 300 spaces).
- Sec. 138-266. Purpose and intent. Conditional uses could be granted administratively with the applicant demonstrating compliance with standards. Many special exception uses should be permitted in appropriate zoning districts with site plan approval.
- Sec. 138-267. Application requirements. The current provision could add on-street and shared parking to the plans to expand opportunity for urban redevelopment patterns.
- Sec. 138-270. Uses which may be authorized. Light manufacturing and assembly (Class A) uses may be part of the target employer listing and should not be part of a slower development/redevelopment approval process.
- Sec. 138-311. Zoning Districts. AE, E-1, and R-R districts are functioning as preservation or conservation districts and could be converted to single-family residential with unique uses to promote redevelopment.
  - The R-1, R-2, and R-3 districts are similar and could be combined into a single district with a tiered density level. This would allow the expansion of housing stock, through adoption of lenient setback requirement and a flexible performance standard such as a maximum lot coverage percentage.

- The R-4 district serves as a good transitional zone between single-family and higher intensities. To encourage infill redevelopment, unit totals should be limited to overall density and permit a mixture of housing types.
- The RM district permits multifamily development by right. To support transit and urban centers, the county will need a multifamily mixed-use district.
- The RM district should be directed to redevelopment multifamily uses. To encourage this, current single-family protection provisions should be relaxed, and new single-family uses should be limited. Density bonuses for desired development such as affordable housing, increased amenities, and mixed-use components should be considered. Densities within the mixed-use districts will need to be transit-supportive.
- Performance standards will need to change to permit accessibility to transit..
- The PRR and IPD district minimum of 50-acres may be too restrictive and should be reduced and mixed-use added.
- The C-1 districts complement single family residential districts and should occur within walking distance of housing. Permitting residential uses as part of the C-1 district with appropriate standards may assist in the redevelopment of underutilized properties.
- The CP district should permit a mixture of uses including multifamily residential.
- Non-residential district limits on allowed uses restricts the redevelopment and adaptive reuse opportunities. Provision of mixed-use districts, or combination of several existing districts into mixed-use could encourage redevelopment.
- Accessory dwelling units are permitted in most zoning districts, but could be included in commercial/industrial districts using alternative standards.
- The potential exists for proactive targeted rezoning conducted by the county for areas where underutilized properties exist and redevelopment is desired as part of the community's plan.

### **3.1.2 City of St. Petersburg, Florida**

The *City of St. Petersburg Land Development Code* (SPLDC) establishes the minimum requirements adopted by the City Council for the promotion of the public health, safety, comfort, convenience, and general welfare. The city contains Pinellas County's most mature central business district and has developed with a strong set of neighborhoods and centers. The city has initiated a revision of its land development regulations that is based upon its *Vision 2020 Plan*. The city's current codes and plans support redevelopment activities through the following measures:

- Neighborhood design guidelines. The City has developed general guidelines that protect unique neighborhood features through the following: Neighborhood street and alley grid patterns are maintained; primary building entryways have an

orientation to street; new driveways through the front and side yards are encouraged when alley access is available; a balanced relationship between buildings and the surrounding blocks is recommended (e.g., rhythm of spaces between buildings, rhythm of facade details and relationships, building scale, height, mass and setbacks, building materials and color, and building forms and roof shape). Building orientation and relation to the street and location of entrances are strengthened.

- Special residential developments. Special residential development allows detached and non-detached dwelling units such as townhouses and single-family cluster developments without adherence to the minimum lot area and internal yard requirements provided for in the zoning district. The impervious surface ratio and recreation area of the district apply to the total subdivision and not to each lot within the subdivision. Common open space is distributed to provide readily available amenities and visual relief to the entire development.
- Mixed uses (Residential with other uses). Are permitted maximum lot development of mixed uses involving residential with other permitted or permissible uses.
- Transfer of development rights. Transfer of development rights, bonus density, clustering of density, or any other lawful methods may be utilized as procedures to encourage voluntary preservation of all or some of the areas designated as preservation areas.
- Density credits. Residential density and intensity credits may be transferred from a preservation area to abutting land in the same ownership, where permitted, or to appropriate receiver districts as provided for in this section subject to all other city ordinances.

The *2020 Vision Plan* identified that the city has both traditional and suburban areas that have substantially different physical characteristics that require different regulatory treatment. In general, these are:

- The city's suburban areas are more auto-orientated, with spacious yards, front loaded garages, and ample parking. Residents of suburban neighborhoods desire a living environment that favors the values of security and privacy.
- The city's traditional neighborhoods are compact and pedestrian-friendly, reflecting traditional urbanism and architecture. Residents of traditional neighborhoods prefer a strong sense of community and a mixed-use living environment.

Modification of the land development regulations and zoning districts is occurring to reflect community tier pattern (traditional or suburban) and to support redevelopment activities within the following structure: 1) Neighborhoods (traditional and suburban), 2) Centers (CBD, Tyrone Mall, Gateway), and 3) Corridors (commercial and industrial). The city's land development regulation modifications include important



elements that should be reflected within the *Economic Development and Redevelopment Plan*. The plan:

- Supports neighborhoods by recognizing local pattern.
- Recognizes redevelopment needs throughout the code.
- Provides flexibility for strip corridor land use (parcel depths).
- Includes city redevelopment tools such as CRA, Activity Centers, and new code provisions.

### **3.1.3 City of Clearwater, Florida**

The *City of Clearwater Land Development Code* (CLDC) establishes the minimum requirements adopted by the City Council for the promotion of the public health, safety, comfort, convenience, and general welfare. The city is one of Pinellas County's most mature central business districts and has developed with a strong set of neighborhoods and centers. The city undertook a major code rewrite in early 2000 to support the growing need for community redevelopment. The purpose of the code is to permit creative development and redevelopment of the community, while enhancing the value of surrounding properties. The city's current codes and plans support redevelopment activities through the following measures:

- Zoning district emphasis. All zoning districts identify support of redevelopment activities.
- Comprehensive infill redevelopment. This use is added to all non-residential districts and includes administrative action to negotiate standards.
- Setbacks. Flexible standard development language and measures are provided in each district.
- Transfer of development rights. Permitted within special area plans with up to 20% additional density.
- Neighborhood Conservation Overlay District. Permits local neighborhoods to enact additional protection to limit conversion within their neighborhoods.

The city's land development regulation modifications include important elements that should be reflected within the *Economic Development and Redevelopment Plan*. These include:

- Codifies redevelopment as a need throughout the code.
- Provides flexibility for setbacks.
- Provides neighborhood protection mechanism.
- City redevelopment tools include CBD, CRD, CRA, TDR, Activity Centers, and redevelopment code.

### **3.1.4 City of Largo, Florida**

The City of Largo Comprehensive Development Code (CDC) establishes the minimum requirements adopted by the City Commission for the promotion of the public health, safety, comfort, convenience, and general welfare. The city's current codes and plans support redevelopment activities through the following measures:

- Community Redevelopment Districts. The purpose of the CRD is to implement site and architectural design guidelines for redevelopment within specific areas of the city in accordance with the adopted redevelopment plans.
- Transfer of development rights. These regulations are intended to guide the development intensity in the city and to encourage the preservation of unique areas, open spaces, and environmentally sensitive land by designation as Preservation, Recreation/Open Space, and/or Water Drainage Feature land use areas.
- Residential infill development. Vacant lots within single-family platted subdivisions are to develop in compliance with established development standards in effect at the time of original platting. It is the intent of this subsection to provide for compatibility in the construction of new residential units in areas approved for development prior to enactment of the code. Single-family dwellings to be constructed on previously platted lots are exempt from concurrency review requirements.
- Affordable housing developments. The city recognizes that the development process, requirements, and incentives available to residential developments designated as Affordable Housing Developments (AHDs).
- Performance zoning. All standards in the CDC are performance-based. Flexibility is provided in choosing the most effective approach to balancing environmental quality against affordable residential construction.
- Mixed-use development. All housing types are allowed in all land use designations, whether singularly or in combination.
- Zero lot line developments are allowed in all land use designations.
- Density exchange for open space and other community amenities in order to enhance environmental quality is permissible.
- Infill. Lots within existing single-family subdivisions may be developed even if less than the 5,000 square feet minimum lot size.
- Clustering. Dwelling units are permitted on lots less than 5,000 square feet, provided the total site does not violate the gross density permitted.

The city's land development regulation modifications include important elements that should be reflected within the *Economic Development and Redevelopment Plan*. These include:

- Use of special area plans to support redevelopment in targeted areas.



- Creation of mixed-use development as a major strategy.
- City redevelopment tools include CRD and code.
- Neighborhood preservation.

### **3.2 Pinellas County Permit Advisory Committee Review**

The Pinellas County government has benefited from the service of private citizens and staff who have met on a regular basis as part of a Permitting Advisory Committee (PAC). The PAC was charged by the Board of County Commissioners to review existing permitting activities and to develop recommended changes that would aide in the streamlining of the process.

#### **3.2.1 Findings**

The PAC identified the three levels of actions that could be taken by the county to improve the development review process. These actions may be grouped as follows:

- Immediate action. These may be quickly implemented by administratively changing operating policy.
- BCC action. These are short-term actions that require BCC action to implement.
- Legislative action. These are longer-term actions that may require the assistance of the Florida Legislature to implement.

#### **3.2.2 Recommendations**

Immediate actions that can be quickly implemented by changing policy.

- Reduce the county's Development Review Services (DRS) review cycle from 30 days to 15 elapsed days – Consider a revised DRC process.
- Eliminate DRS re-submittal fee.
- Adopt developer-friendly atmosphere – mimic Orange County, Florida model.
- Eliminate holding DRS approval subject to other agency approvals.
- Stop sending minor code enforcement violations to court.
- Streamline platting process.
- Refine Concurrency Buy-Out Table – counter 50% developable mentality.
- Convert the “crawl-thru” review process to a 1-hour “walk-thru” process for minor projects.
- Eliminate Driveway and Utility Licenses for county projects.
- Review need to distribute 20 copies of plans for site plan review.

Short-term actions that will require BCC consideration:

- Revisit National Pollutant Discharge Elimination System (NPDES) delegation of federal stormwater responsibility as unnecessary unfunded mandate.
- Adopt Southwest Florida Water Management District (SWFWMD) drainage rules.
- Eliminate separate county drainage review.
- Create exemptions for small increases in impervious areas.
- Create incentives for shared/regional retention.
- Sunset the Pinellas County Water and Navigation Authority or assume SWFWMD delegation.
- Revise local building code amendment to include International Building Code.
- Create Redevelopment Overlay District with incentives and relief.
- Encourage development agreements.
- Eliminate tree replacement ratios for redevelopment – adopt BMP strategy.
- Eliminate upland buffer requirement for redevelopment projects.
- Eliminate 50-foot setback from jurisdictional wetlands.
- Change excavation limit from 250 to 1000 cubic yards for Board of Adjustment.
- Relax sign ordinance.
- Develop countywide tree bank.
- Create tax abatement incentives.
- Revise and relax parking requirements to encourage redevelopment, include shared parking, structured parking, on-street parking, reduced parking requirements, public transit stops, etc.
- Promote mixed use development.
- Use less “Euclidean type” zoning where the use restrictions are very structured and hierarchical, but rather more varied districts with a wider range of allowable uses.
- Integrate redevelopment planning with transportation planning and better public transit.
- Use transportation concurrency exception areas, and reinstitute “no fee zones” for transportation impact fees in redevelopment areas.

Long-term actions that will require legislative assistance.

- Eliminate NPDES permitting/ incorporate into ERP process.
- Resolve the annexation wars.
- Regional Storm Water Facility Banking – allow co-mingling of runoff/shared retention.

- Special growth management legislation for developed counties.
- Make the Pinellas Planning Council the countywide planning agency and the BCC the arbiter of appeals
- Reconstitute the PPC with nine members instead of thirteen.
- Negotiate an agreement with DCA to handle redevelopment land use changes locally.

### **3.2.3 Redevelopment Recommendations**

The consultant team reviewed the PAC results and identified several of their issues that relate directly to the *Economic Development and Redevelopment Plan*.

- Reduce the Development Review Service cycle. Any reduction in the amount of time needed to process plans is viewed positively by the development industry. The potential exists for expedited reviews in targeted redevelopment areas, or in support of economic redevelopment target industries as an added incentive.
- Developer friendly atmosphere. Establish an atmosphere where redevelopment activities are valued by support of staff who acts as facilitators in the process for applicants.
- Concurrency Buy-Out Table. Ensure that applicants understand the options that exist in meeting concurrency issues as part of the facilitation of redevelopment activities.
- Shared/Regional Stormwater retention. Redevelopment activities are shaped by the response to existing conditions and delivery of new entitlements. Create incentives for developers to provide regional solutions for retention needs that may benefit additional properties.
- Redevelopment Overlay Districts. Several redevelopment districts already occur throughout the county. Create a set of incentives that assist in redevelopment activities that target employers and are not site specific.
- Flexible development standards. Utilize alternative coding standards with administrative guidance, such as form-based coding to provide flexible solutions to redevelopment properties.
- Promote mixed-use development. Modify LDC language to permit mixture of uses within zoning districts.
- Concurrency Exception Areas. Identify and promote the use of transportation concurrency exception areas, and reinstitute “no fee zones” for transportation impact fees in redevelopment areas.

### **3.3 Code Relationship to Redevelopment**

Pinellas County faces several challenges as its first stage greenfield development opportunities fade. The county’s sprawling development pattern has consumed most

vacant land, but has left underutilized and abandoned properties in its path. These underutilized properties hold significant opportunity and will be the most appropriate targets for the county's future redevelopment growth.

Developing codes and plans to assist the conversion of these lands is a necessary step to ensure the county's continued economic health. Several of the larger municipalities have initiated these types of programs to varying degrees. These provisions should be included in mechanisms used to strengthen the county's centers, corridors, and districts and assist in the ultimate implementation of the *Economic Development and Redevelopment Plan for the Pinellas Community*.

### **3.3.1 Strengths**

Access to natural resources, and the relatively compact and dense population pattern provide a benefit to redevelopment activities. The readily accessible coastline and regional open space park system provide excellent amenities. Protection of the undesignated natural areas can be ensured through the limit of use conversion and other mechanisms. By transferring development rights out of the natural areas and into receiving areas, redevelopment activities could provide incentives for new redevelopment through density bonus pools that are made available on a countywide basis. Continued protection of these natural features will support visitors and residents desire to locate within the community.

The county is fortunate that most of its significant infrastructure systems, including transportation and utility systems, have been previously placed. The county has a strong grid street pattern that includes major arterial corridors. However, while the arterials face continued pressure to accommodate increased traffic numbers, very few affordable solutions exist, and the development of significant new lane systems is limited. The county's future needs will be to continue regular upgrading for maintenance improvements, and to invest in additional pedestrian and transit facility development to accommodate the increased demands.

The county has strong neighborhoods located throughout its limits. These neighborhoods should be protected through supportive code language. Both St. Petersburg and Clearwater permit neighborhoods to establish protective measures that limit the opportunity for larger redevelopment activities based upon the neighborhood's desires through a local planning process. This is critically important as established, vibrant neighborhoods typically are perceived as wanting to protect their quality of life from unintended redevelopment conflicts. The county also has several areas where sufficient development intensity exists. These potential target employment areas have the ability to evolve into more dynamic urban centers in the future.

### **3.3.2 Weaknesses**

The county's current development pattern has only recently begun to move towards redevelopment. The beach communities have experienced a large amount of attention

through the conversion of older “mom and pop” tourist hotels into condominium units. While the beach areas have been the focus, increased demand for townhome development throughout the county is being experienced.

One of the significant weaknesses for increased community redevelopment benefit is in the lack of pedestrian accommodation in most existing conditions and codes. This lack of non-motorized accommodation has aided in the creation of unsafe pedestrian environments. Lack of neighborhood connectivity in newer developments and reliance upon the personal vehicle continue to add pressure to the major arterial network. The county has begun to look at increased transit options for its future and should continue to consider improvements that will add to transit system viability and pedestrian accommodation.

A significant amount of the county’s commercial development history can be seen along its major arterial corridors. Strip commercial development has followed the county’s growth pattern northward, and has left many derelict commercial centers in its wake. Most have been developed according to a suburban model, set back from the roadway with a large parking lot in front of the stores. In some cases, lot frontage has been reduced by the widening of adjacent roadways to provide additional lanes and turning movements. These obsolete centers have great potential to redevelop if the proper set of redevelopment tools is provided. Redevelopment to new, more efficient uses, with surface parking lots replaced by structured or shared parking arrangements, could assist in stabilizing local centers and supporting neighborhoods.

### **3.4 Recommendations for Revision**

The updated *Countywide Plan for Pinellas County* has initiated the discussion for increased redevelopment emphasis throughout the county. Through the review of local redevelopment supportive codes and plans, the Consultant Team has identified elements that should be incorporated into the recommendations of the *Economic Development and Redevelopment Plan*. These elements when combined with appropriate national code models could provide local governments with a variable tool kit to support redevelopment activities.

#### **3.4.1 Potential Code Improvements**

The county’s local governments should continue to support redevelopment activities by updating their land development regulations to include specific reference to redevelopment needs. These supportive references should be standardized to afford continuity between jurisdictions that would assist private developers in operating under similar standards across jurisdictional boundaries. The redevelopment references should occur within a range of assistance to permit local governments to determine how active in supporting redevelopment they choose to be. However, several major common areas have been identified and should be included in most codes:

- Mixed-use. Encourage the mixing of uses by creation of specific zoning districts, overlays, or by provisions that support infill development. Coding should establish

supportive language that permits mixed-use buildings and infill development. This may include specific reference to approved uses, flexible setbacks, and shared parking accommodations.

- Compact building design. Encourage a more efficient use of land by providing incentives to balance the development costs for providing structured parking. Surface parking lots represent a valuable urban land bank that will redevelop as buildings when an economic balance is reached. Compact building design increases the viability of multiple modes of transportation.
- Housing options. Encourage a wider variety of housing types. As the county's available land supply diminishes, housing costs will continue to rise. Single ownership mobile home parks are a significant land bank in the county. While they provide an affordable housing option, these lands will be under increasing pressure to convert to other uses.
- Walkable communities. Encourage safer pedestrian access by retrofitting the community with sidewalks, requiring commercial building to be more walkable, improving design standards for public areas, and requiring connecting walkways to developments.
- Communities with strong sense of place. Encourage the creation of active and secure public places that are accessible to local communities. Redevelopment provides the opportunity to create community interaction. Clear design guidelines are needed so that buildings, streets, and public spaces work together to form a unified sense of place.
- Acknowledges redevelopment purpose. Codes should identify redevelopment as a major purpose and should promote redevelopment activities in all appropriate districts and not require them to occur in designated areas. While special emphasis may be warranted in these areas, private developers need to be permitted flexibility to follow market demands and to find economically feasible locations.
- Non-conformities. Codes should recognize that non-noxious non-conforming uses may be important business generators in communities. Flexible standards that permit these uses to marginally expand or redevelop would encourage reinvestment. Establish triggers (e.g., monetary improvement thresholds) to require major code compliance, and register non-conformities to create a database of existing conditions.
- Variances. Codes should be modified to minimize the need for variances. Typical variance processes require public hearings and present an unknown to developers that requires money and time to answer. Developers needs a clear message as to whether the use is desired or not and how much time and money may be needed to seek approval.
- Administrative process. Codes should direct decision-making to the lowest level possible to ensure that agency managers have clear direction and support to make decisions that remove the need for protracted hearings.



### 3.4.2 New Code Directions

Conventional zoning and land development ordinances have a long history of dividing communities into mapped districts, with assignment of permitted uses to each zone. However, most walkable and livable towns that people are drawn to (Charleston, Savannah, Alexandria, etc.) were developed in a time when zoning did not exist. Several additional national examples of redevelopment coding that exist which may provide increased levels of emphasis within the county. These are design-oriented graphic models where the preferred final form is represented to guide applicants to the desired community outcome.

- Form-based code. Columbia Pike is an auto-oriented corridor located in Arlington County, Virginia that has functioned as a main street for the county. It includes both commercial and residential uses that evolved from a traditional town to more of a suburban pattern. It has now become an older, auto-oriented suburban commercial strip that is similar to many corridors in Pinellas County. Form-based coding maybe one of the most critical elements for local governments to consider in assisting reinvestment within some the corridors at major commercial centers. Form-based codes typically include the following elements:
  - A defined application area (special area plan)
  - Prescribes building locations
  - Requires mixed-uses
  - Parking areas are master planned
  - Public realm elements and pedestrian accommodation are critical.
- Traditional Neighborhood Development (TND) code. Duany Plater-Zyberk & Company, a prominent architecture and urban design firm, has devised a set of regulations that have become the national standard for new urbanism projects. The DPZ *SmartCode* is a “best practices” guide that reflects the new urbanist philosophy, emphasizing quality architecture and adherence to traditional (pre-World War II) urban design conventions. Most of the code provisions are designed for greenfield conditions. However, the design components are applicable to redevelopment as well, and have been implemented in Palm Beach and Dade counties. Many of the design elements focus on pedestrian-scale, mixed-use development and redevelopment, and would be appropriate for use in Pinellas County. TND codes typically include the following major elements:
  - Regulating plan, a detailed plan that depicts all layout and location of streets, alleys, lots, and land use.
  - Urban standards, a set of standards for public realm improvements.
  - Architectural design standards, a set of standards for building design treatments.
  - Street standards, a set of street cross-sections which emphasizes pedestrian accommodation.
- Transit Orientated Development (TOD) code. Creation of an integrated land use and transit system is key to managing growth and invigorating communities. In Charlotte/Mecklenburg, North Carolina, major investment in new public transit

improvements is occurring. With these investments has come increased emphasis in transit supportive development initiatives. Typically these policies apply to areas within a pedestrian walking distance measuring 0.25 to 0.5 miles from each station area, and include:

- Land use and development, which includes a mixture of complementary transit-supportive uses and increased land use intensity.
  - Mobility, which includes provision for pedestrian and bicycle systems and enhanced street network, and reduced parking requirements.
  - Community design, which includes building and site design that supports transit, streetscape that encourages pedestrian activity, and creation of public open spaces.
- Real Accessibility Index (RAI). The University of Virginia School of Architecture has developed a workable accessibility index that quantifies neighborhood connectivity with major attractors, employers, and transportation systems. The RAI is a method of scoring automobile, bicycle, transit, and pedestrian travel links between residents and services and also within neighborhoods. Each mode is given equal weight in the overall score, which will be converted to a letter grade for easy comprehension. Localities may then base priorities for improvements on measured criteria and work towards creating a truly balanced transportation system. This type of quantifiable multi-modal matrix may be important in the establishment of transit oriented development/station areas.

### **3.4.3 Implementation Hierarchy**

The identified supportive redevelopment code provisions will require varying levels of effort to implement. Local governments need to identify how much interest and support is available and should implement code revisions based upon these redevelopment provisions.

- Minor code revisions. Provide adjustment to existing zoning district standards which may include revisions to setbacks, identification of permissible mixed-use, parking reduction, and other administrative functions.
- New districts. Establish new zoning districts with standards that permit infill, TND, TOD, or other redevelopment activities for applicants that meet minimum standards.
- Code splices. Modify existing codes to establish a differing set of standards that permit infill, TND, TOD, or other redevelopment activities within an area of the community that has been designated by an overlay or special area plan.
- Code replacement. Major adjustment to existing coding that would direct infill, TND, TOD, or other redevelopment activities on a community wide basis.



## 4.0 Redevelopment Design & Code Enhancement Concepts

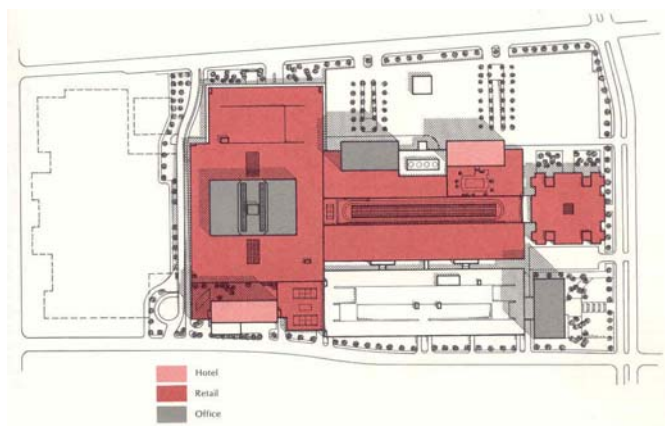
The creation of redevelopment design prototypes will provide county local governments with examples of successful projects and include a set of design guidelines that can be utilized as a resource and implemented where locally desired. Case study examples were researched and documented to provide in-state or national examples of representative projects.

### 4.1 Urban Nodes & Centers – Gateway Area

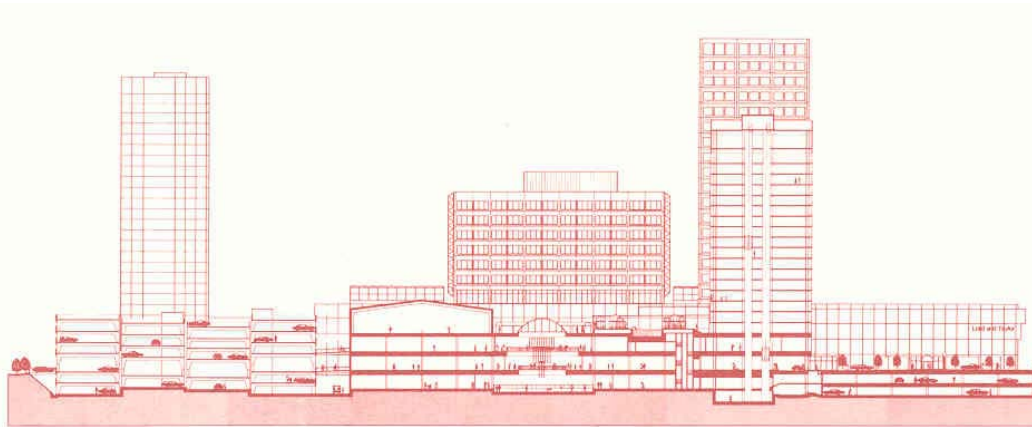
One of the significant redevelopment opportunities identified through data analysis in previous phases of the project, and reinforced during the Redevelopment Strategies and Policies Summit held in October 2003, is in the Gateway area of the county. As noted, the county currently has only a single significant regional center, located at the western end of the Howard Frankland Bridge after it crosses Tampa Bay. This is an area that was master planned in the early 1980s and has seen intense development with multiple uses in recent years, but has little of the physical coherence or “sense of place” found in other types of defined urban centers. Its location in the epicenter of St. Petersburg, Clearwater, and the Westshore area of Tampa reinforces its prominence in the region.

#### 4.1.1 Case Study: Post Oak Development, Houston, Texas.

A regional center case study that is similar to the Gateway area is the Post Oak development located in Houston, Texas. Originally designed as part of the Galleria development begun in late 1967, it is part of a large-scale, mixed-use project located 6.5 miles west of downtown. Retail, office, residential, and recreational facilities are combined on a suburban site



located near the Loop 610 Freeway. The project includes Post Oak Tower with 310,000 square feet of office use, Galleria Mall with 450,000 square feet in retail use, Western International Hotel with 405 rooms, Transco Tower with 460,000 square feet of office use, and Galleria II which includes 220,000 square feet of office use, 500-room hotel, 300,000 square feet of retail mall, and deck parking for 3,000 vehicles.



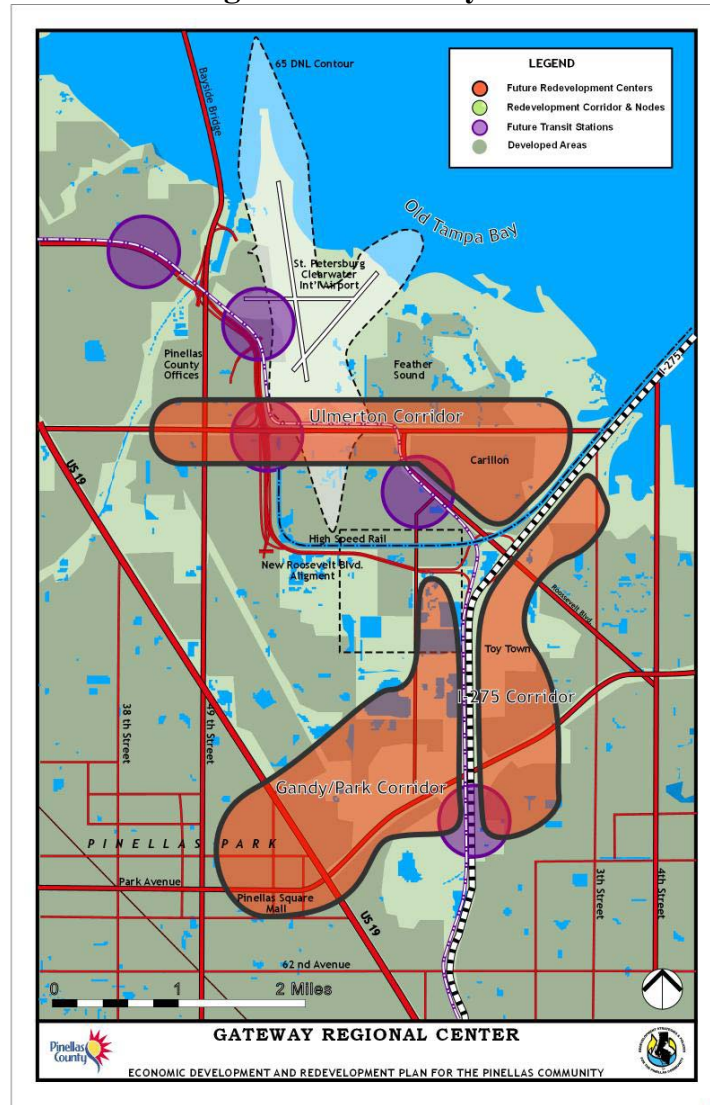
- **Special Features**
  - Dense, multiple use project
  - Deck parking servicing development
  - Single developer and manager

#### **4.1.2 Plan Application**

The Gateway area (see Figure 4) includes many of the elements which support the creation of new urban centers that can be supported by a functional mix of uses and where high densities can be achieved. This typically implies proximity to one or more regional transportation routes, and can include a combination of auto-based and mass transit systems. The Gateway area is defined by transportation corridors including I-275, Ulmerton Road, Roosevelt Boulevard, 49<sup>th</sup> Street, Gandy/Park Boulevard, and somewhat by U.S. Highway 19. In addition, its area includes the St. Petersburg–Clearwater International Airport, proposed high speed rail modal center, as well as five proposed local transit stations.

Unlike existing urban centers that have grown over time, a new urban center can only be feasible if larger tracts of land, greater than 40 acres, can be found. Often, these tracts are significantly larger, occasionally reaching several hundred acres in size. In conditions such as the county, tracts this large are difficult, if not impossible, to find under single ownership. Assembly can become a significant stumbling block, and proposed regional centers across the country have been rendered unachievable because of the difficulties inherent in securing large enough land areas.

**Figure 4 – Gateway Area**



The Gateway area is the best location for recognition as a new regional center because it encompasses several large-scale developments which have vested development rights, have not reached buildout, are regionally accessible, and can be fairly easily integrated into an urban fabric.

#### 4.1.3 Plan Implementation

The Gateway area includes several opportunities for redevelopment plan prototype implementation. The area is comprised of the Carillon Development, which serves as an urban center; the Ulmerton Road commercial arterial corridor, which includes both vacant and underutilized properties; a proposed regional High Speed Rail station; and multiple proposed county transit station areas. Increasing the density/intensity to 60 dwelling units (DUs) or 2.5 floor area ratio (FAR) would be beneficial in centers, with transitional areas to buffer surrounding lower density/intensity development.

## 4.2 Commercial Arterial Redevelopment – Central Avenue

This redevelopment design prototype is focused on selected locations along major arterial roadways with the twin goals of enhancing vehicular, pedestrian, and bicycle mobility and altering or reinforcing desirable development patterns in adjacent residential neighborhoods. The county has numerous commercial corridors where underutilized properties exist that could benefit from redevelopment. Unlocking this potential is important to the long term health of the economy and to ensure continued neighborhood commercial access to residents.

### 4.2.1 Case Study – Urban Village Development, Fort Worth, Texas

The City of Fort Worth has been working with developers, business groups, and neighborhoods to transform parts of the central city into more livable neighborhoods. The city has focused its energies along existing commercial corridors. Like most communities, the city has found its commercial corridor activity deteriorating from expanding suburban sprawl. The city seeks redevelopment by promoting mixed-use growth centers—districts that are compact, contain a mix of land uses, and give emphasis to pedestrian and transit access.



**Mixed-Use Urban Village Development, Fort Worth, Texas**

- **Special Features**
  - Commercial use and activity at street level
  - Mid to high residential density
  - Owner and renter occupied multifamily residential product
  - Mixed uses

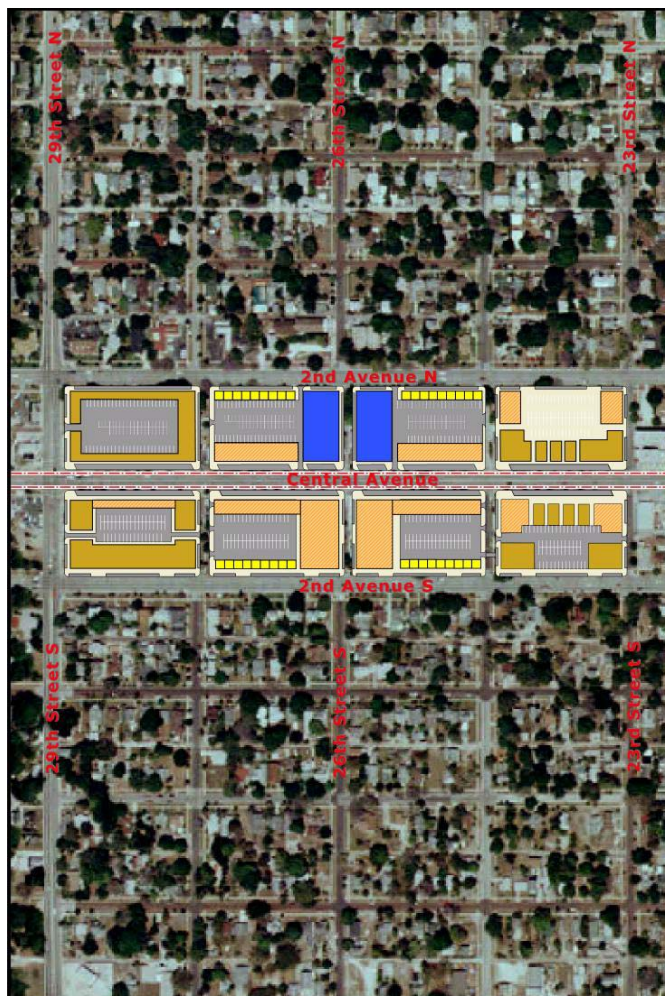
### 4.2.2 Plan Application

The county has numerous arterial transportation corridors where commercial development has declined and where properties are under utilized. Redevelopment of these strip commercial uses, as well as those at major intersection nodes should occur as part of an overall strategy for community revitalization. Typically, these corridors are more than one mile or greater in length and characterized by predominantly commercial land uses.



Central Avenue is the City of St. Petersburg's historic commercial corridor and provides a major opportunity for community identity. It stretches from the downtown waterfront to Treasure Island, and is dominated in the downtown core by older commercial frontage buildings and adjacent vacant or surface parking areas. The city has previously undertaken a corridor planning project and implemented code changes to reinforce the mixed-use character of the area. The city also has beautified portions of the corridor through enhanced traffic signals, on-street parking, street signs, and landscaping. Both vacant and underutilized properties provide significant opportunity for redevelopment that is based upon mixture of uses including residential, walking patterns, and connections to the surrounding residential neighborhoods.

**Figure 5 – Central Avenue Area**



### 4.2.3 Implementation

The county's commercial transportation corridors include numerous opportunities for redevelopment plan prototype implementation. These areas comprise most of the commercial retail use in the county. Redevelopment of the corridors could include infill nodes where increased density/intensity, or flexible setback standards could be developed to assist conversion of existing vacant and underutilized properties. Increased density (up to 40 DUs) or intensity (up to 0.40 FAR) is desirable in centers and transitions to surrounding built environment..

## 4.3 Transit-Oriented Development – Gulf-to-Bay Boulevard

This typology develops along transit corridors where rail transit is used as a mobility alternative and as an economic development tool. With an increasing number of mid-size cities looking to fund transit systems, it is becoming commonplace to use transit corridors as tools for urban redevelopment. Focusing on locations within 0.25 to .5 miles of selected station areas along recognized mass-transit plan proposals, this prototype reinforces the transit system as a viable form of mobility and creates distinct pedestrian-oriented sub-districts within the county. The county has adopted a mobility proposal that fits this typology. The system would connect the urban centers of St. Petersburg, Gateway area, and Clearwater and therefore would create opportunities for redevelopment along its line.

### 4.3.1 Case Study – Pearl District, Portland, Oregon

One of the remarkable characteristics of the Portland Streetcar is that it developed without federal funding. The Pearl District was an abandoned rail yard contiguous to the city center. The streetcar was planned to connect centers of employment such as hospitals to other centers of activity, a university, and a future residential area, the Pearl District. Average density increased from 15 to 125 units per acre. The formula proved to be successful, and now more than a billion dollars has been invested in the district alone.

- **Special Features**
  - Rail transit
  - Connection to centers of activity
  - Mid- to high-density residential
  - Mixed uses



**Pearl District, Portland**

### 4.3.2 Plan Application

The county has adopted a mobility proposal that fits this typology. The application of this typology would be in and around station areas. As illustrated

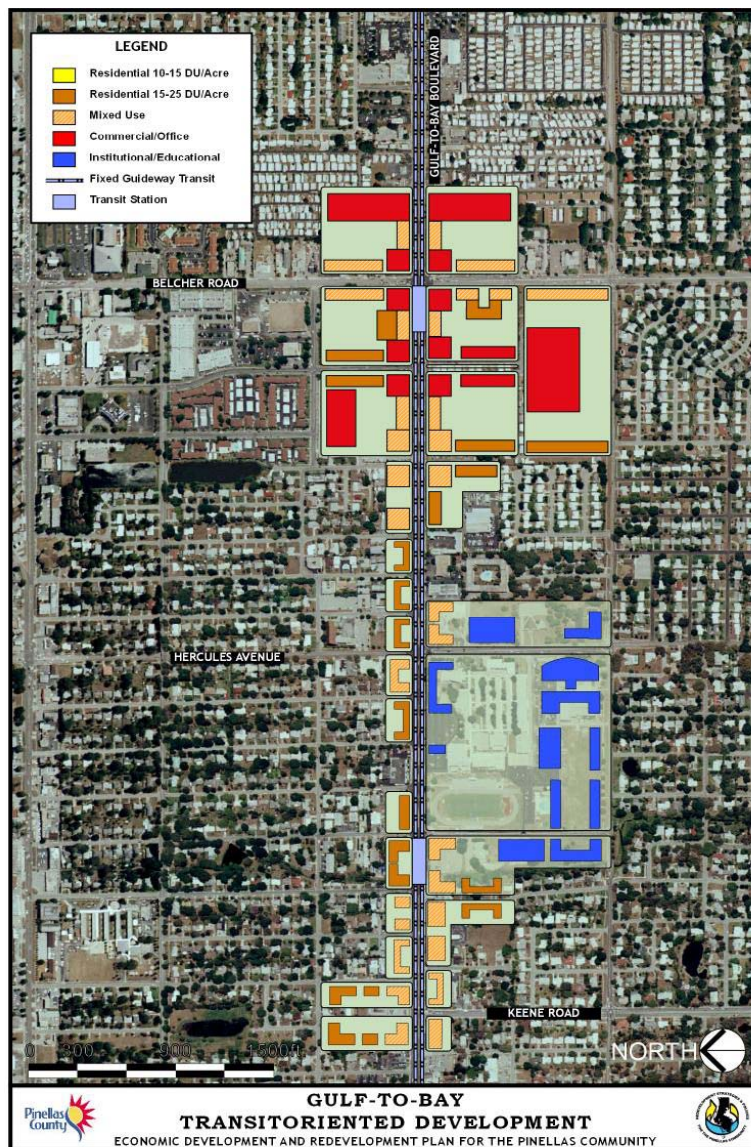
below, the two station areas are on Gulf-to-Bay Boulevard. The link between Belcher and Keene roads can accommodate a model for redevelopment that facilitates urban living along a transit line.

The Gulf-to-Bay Boulevard (SR 60) corridor is the City of Clearwater's major identity access point. It stretches from the Courtney Campbell Causeway, with access across Tampa Bay to the City of Tampa, across the county to Clearwater Beach, and is dominated by older strip commercial uses. Parcels have been affected by repeated roadway widening that has left some buildings with little front setback and only minor remnant parking. Auto dealerships and big box retailers occupy most of the sizable land tracts. Several mobile home parks exist between U.S. Highway 19 and Hercules Avenue which have significant potential for use conversion.

The opportunity exists for several of the design prototypes to be utilized in revitalizing the area. The city has previously undertaken a corridor beautification program and has provided enhanced traffic signals, street signs, and landscaping. In addition, sign ordinances limit size and placement of new signs. The county's long-range transportation plan includes a proposed elevated, fixed guideway transit system located in the center of the corridor from U.S. Highway 19 to Clearwater Beach. Both vacant and underutilized properties, as well as the proposed regional transit system station areas, provide significant opportunity for redevelopment that is based upon walking patterns near the stations, and connections to the surrounding residential neighborhoods.



**Figure 6 – Gulf-to-Bay Area**



### 4.3.3 Implementation

The location of the county's proposed transit system occurs along several major transportation corridors, where numerous opportunities exist for implementation of redevelopment plan prototypes. This area is comprised of Gulf-to-Bay Boulevard which serves as the City of Clearwater main street between U.S. 19 and downtown. Focused attention surrounding the proposed transit station area locations is important. This would include increased pedestrian circulation, increased land use density/intensity within 0.25 to 0.5 miles of each station. The commercial arterial corridor includes both vacant and underutilized properties, as well as major retail locations that would attract riders for the proposed system. Linkages to the surrounding residential neighborhoods should be reinforced to increase the ridership



for the proposed county transit oriented development station areas. A range of increased density (from 20 to 60 DUs) or intensity (from 0.40 to 2.5 FAR) is desirable in centers and transitions to surrounding built environment and maybe influenced by ultimate station design.

#### **4.4 Mixed-Use Grayfield Redevelopment – Tyrone Square Mall**

The opportunity exists to direct redevelopment to locations where weak or obsolete under-performing retail properties can be successfully converted into neighborhood and community serving mixed-use developments. This prototype is envisioned at major commercial nodes, retail malls, or big-box retail sites.

##### **4.4.1 Case Study: Mizner Park, Boca Raton, Florida**

Built on the site of a 500,000 square foot defunct shopping mall, Mizner Park is a mixed-use project built around a linear public park. The first phase included four buildings containing 156,000 square feet of specialty retail—including an eight-screen cinema, and six restaurants—106,000 square feet of office, and 136 apartments. Subsequent phases added a variety of public, private and civic uses. Even before final build-out, the project became an “instant downtown” for Boca Raton and a popular gathering place throughout the day and evening. Nearing fifteen years of age, Mizner Park has weathered a number of real estate cycles including a range of re-positioning efforts to help it maintain its elevated status within its region.



**Mizner Park, Boca Raton, Florida**

- **Special Features**

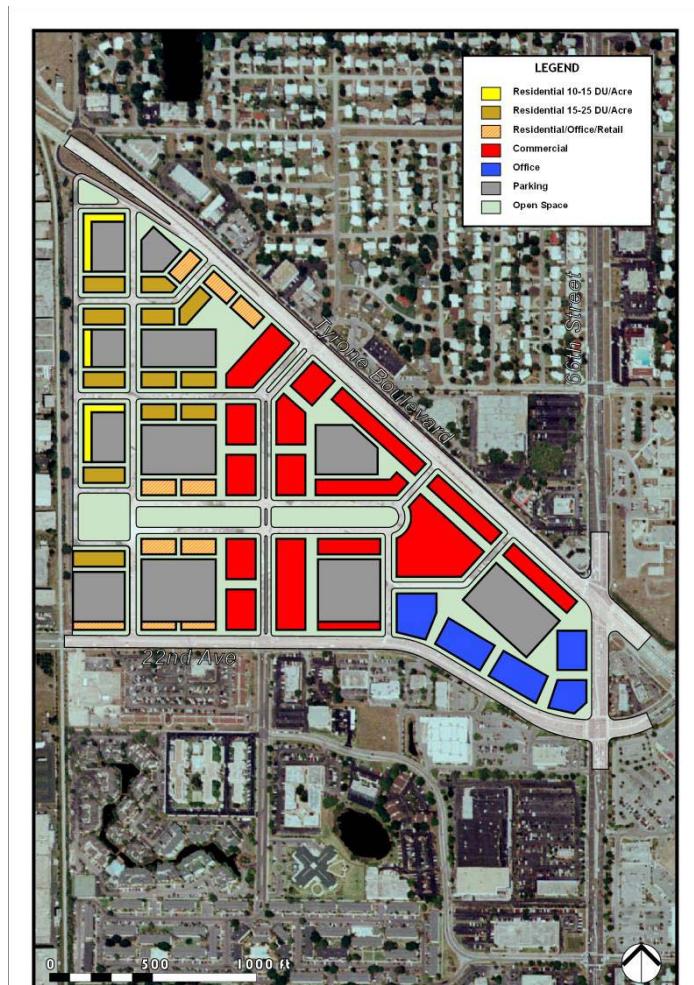
- Neo-traditional plan
- Housing over retail
- Town-center configuration
- Street front retail
- Oriented around public space

##### **4.4.2 Plan Application**

Unlike other types, this type can develop in smaller areas, normally assembled from one or a few land owners. This type is ideally suited for the reuse of underutilized shopping malls or “grayfields.” This typology is characterized by a mixture of uses, but with densities that are not as high as found in an urban center. Potential locations for this typology within the county include Seminole Mall, Tyrone Square Mall, Pinellas Square Mall and Tyrone Shopping Center. The example below shows the potential redevelopment of the Tyrone Square Mall into a mixed-use district center.

The mall provides a good example for how a successful regionally important retail location could evolve to include additional uses.

**Figure 7 – Tyrone Mall Area**



#### 4.4.3 Implementation

The location and health of the county's major retail malls will continue to provide the opportunity for redevelopment. Market forces will demand redevelopment of the sites in order to capture additional revenue. Most retail malls have a large supply of surface parking area that can be retrofitted with residential and office uses. Use of structured parking is necessary to open surface lots for additional building. Increased density (up to 40 DUs) or intensity (up to 0.75 FAR) is desirable in centers and transitions to surrounding built environment.

## 4.5 Special District Redevelopment – Clearwater Industrial Area

The opportunity exists to direct redevelopment towards distinct areas where significant economic development programs could deliver increased target employment gains. These include reinvestment in existing industrial districts, the substantive improvement of deteriorating industrial areas, or the development of long-term redevelopment programs for known brownfield locations.

### 4.5.1 Case Study – Veritas Corporate Campus

Veritas Software located its new corporate campus in Mountain View, California on a 20-acre superfund site where the existing brownfield contained a 100-foot deep, three-foot thick slurry wall. The corporate campus developed on public lands, near a new light rail system with a 0.5 FAR for 418,000 square feet of office, research and development, commons buildings, and parking structure orientated towards public space.

- **Special Features**

- Brownfield development
- Mixed-use with community-oriented facilities
- Open space
- Transit linkage

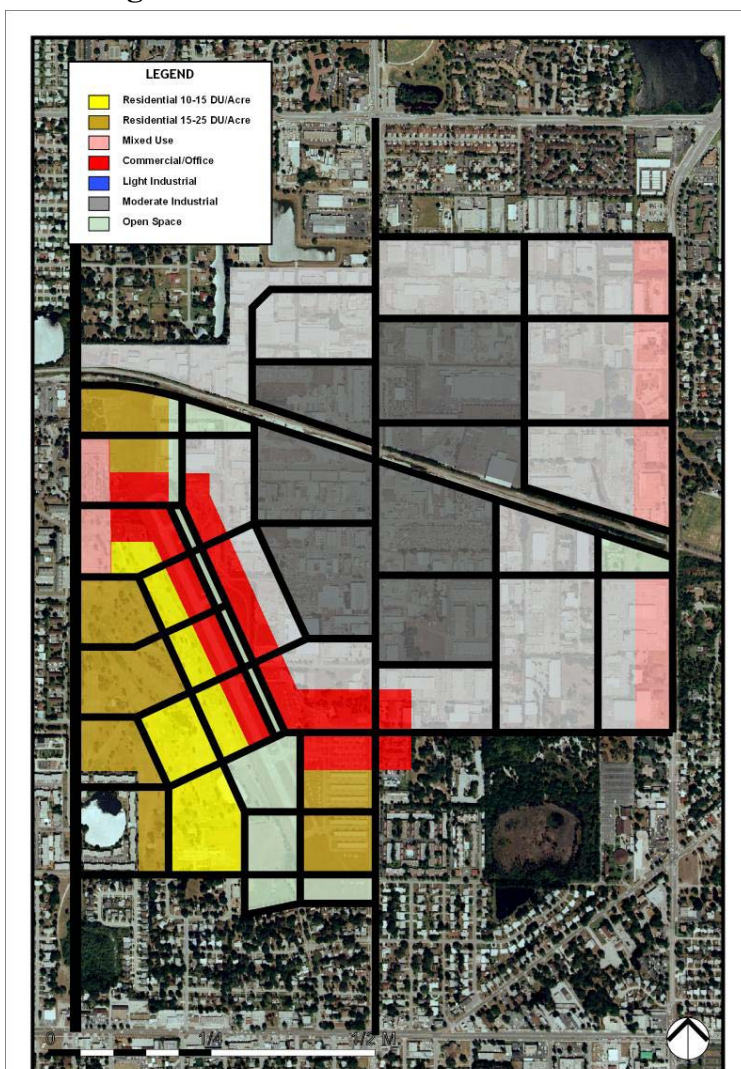




#### 4.5.2 Plan Application

The Clearwater industrial area is located between Belcher Road and Keene Road and has major access provided by Hercules Avenue. This area is nearly one-mile square and provides a diverse mix of industrial uses that is surrounded by residential. Included in the area are several public properties including the Clearwater Airpark, a Par 3 golf course, and a solid waste recovery facility. The area includes the only existing railroad line in the north county, connecting downtown Clearwater with Hillsborough County at the top of Tampa Bay. This linkage has been viewed as a potential regional transit connection. Recently, improvements to the Keene Road corridor have been completed and include a new north-south traffic connection adjacent to the area.

**Figure 8 – Clearwater Industrial Area**



### 4.5.3 Implementation

The combination of underutilized, non-essential publicly-owned lands (as identified in Market, Real Estate and Housing Technical Memorandum), new regional transportation improvements and industrial uses provides an opportunity for increased redevelopment in the area. This area contains many long-standing industrial uses, and it is anticipated that brownfield conditions exist. Adjacency to a regional rail linkage and multiple roadway corridors provide opportunities for redevelopment plan prototype implementation. Focused attention on the reuse of portions of the publicly-owned lands is important. This would include increased pedestrian circulation, continued dedicated open space use, and increased land use mixes including residential, retail, office. The commercial arterial corridors could include underutilized properties, as well as major retail locations that would attract riders for the proposed system. Linkages to the surrounding residential neighborhoods should be reinforced to create a walkable neighborhood. Increased density (up to 40 DUs) or intensity (0.75 FAR) is desirable in centers and transitions to surrounding built environment.

## 4.6 Neighborhood Mixed-Use Infill Development – 54<sup>th</sup> Street

The opportunity exists to direct redevelopment towards locations that are within enclaves of predominantly residential development but which have the potential to become neighborhoods serving mixed-use development. Neighborhood centers comprise a very flexible redevelopment typology that can range in size from as little as five or six acres to as much as forty or fifty acres. Ideally, neighborhood centers are mixed-use, but for small sites, surrounded by dense residential development, a center that allows for a range of commercial and retail uses within easy walking distance can be quite effective.

This typology is well-suited for areas where redevelopment can occur on a single selected parcel and can increase the diversity of uses within physical proximity to it. Physically, neighborhood centers must be pedestrian-friendly and well-integrated into their immediate surroundings.

### 4.6.1 Case Study – Haile Village Center, Alachua County, Florida

Haile Village Center is located within a 1980s master-planned community. Comprising over 50 acres of land, when complete, the Village Center will consist of 80,000 square feet of retail, 80,000 square feet of office, 6,200 square feet of civic uses, and 120 housing units, including apartments, single-family homes, live/work units, and accessory units.

- **Special Features**

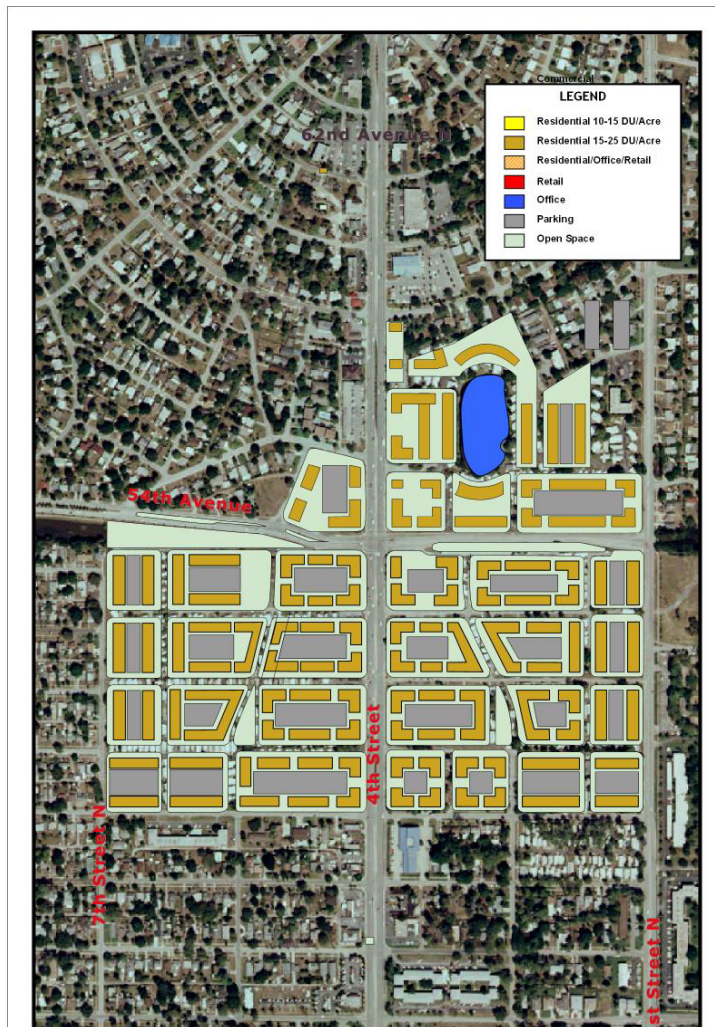
- Neo-traditional design
- Street-front retail and office space
- Housing over office and retail space



Florida

#### 4.6.2 Plan Application

Single-ownership mobile home parks constitute the best potential locations for this typology within Pinellas County because land assembly and preparing the land for development is relatively simple. Generally, such properties are well-located, often within dense enclaves of residential development. The relatively high cost of such properties tends to dictate both a range of uses and a relatively intensive form of development. The example below illustrates the typology used to redevelop portions of the community at the intersection of 4<sup>th</sup> Street and 54<sup>th</sup> Avenue in St. Petersburg.



#### 4.6.3 Implementation

The county's development pattern includes major acreage of underutilized single-ownership mobile home parks that are centrally located and adjacent to regional transportation corridors. These locations provide a significant land bank opportunity for redevelopment as infill mixed use projects where various housing types, offices, and retail uses can be reintroduced. The size and intensity of this type of development can vary significantly. Non-motorized linkages to the surrounding residential



neighborhoods should occur. These new connections would reinforce the positive pedestrian walkable experience and demonstrate the positive effects that redevelopment of these properties can produce to existing neighborhoods. Increased density (up to 30 DUs) or intensity (up to 0.35 FAR) is desirable in centers and transitions to surrounding built environment.

## **5.0 Redevelopment Code Tools & Techniques**

The creation of redevelopment design types will provide local governments with examples of successful projects and include a representative set of design guidelines that can be utilized as a resource and implemented where locally desired. The following prototypes are major elements of the regional design framework previously discussed in this technical memorandum and are emphasized in the *Economic Development and Redevelopment Plan for the Pinellas Community*.

### **5.1 Corridor Design Overlay District**

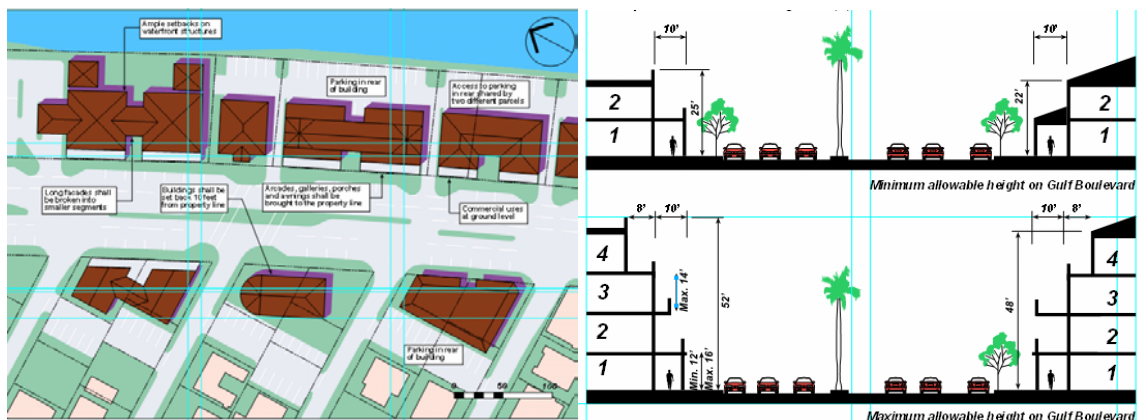
Corridor design overlay districts are typically created and applied to transportation corridors where revitalization and high-quality pedestrian urban environments are desired. These districts are carefully planned and designed to attract and assist in non-motorized traffic. They provide for a pedestrian-friendly environment, with an increased density of residential and employment opportunities. A design overlay district usually includes additional standards that are placed upon underlying zoning districts. The underlying districts standards control use and density/intensity, while the overlay may provide increased design flexibility and requirements. Districts typically include a group of buildings or multiple blocks that front upon a major corridor. Successful districts usually exhibit the following key design elements:

- A defined overlay boundary that includes all corridor frontage parcels which extend to parallel secondary streets where possible to increase parcel depths and provide secondary transportation linkages.
- Building design guidelines which include identification and preservation of important building stock, require transparent storefronts and buildings with minimal or no setback from the sidewalks, and provide guidance for rehabilitation or adaptive reuse of structures and the placement of building doors and windows..
- Site design guidelines which include location of shared parking, stormwater, or other elements whose co-location does not detract from the completeness of the corridor.
- Public realm design guidelines that require amenities such as parks and services for users, and where quality streetscapes (e.g., landscaping, lighting, public art, benches, fountains) are provided to increase pedestrian safety and comfort.
- Mixed-use development including housing, employment, commercial, retail, sports, and entertainment.
- A transition to adjacent neighborhoods with complementary land uses or buffers.



The county's urban design pattern has developed with a major emphasis on transportation corridors. Gulf Boulevard on the county's barrier islands includes many of the characteristics needed for revitalization. Several of the local municipalities have undertaken projects to accommodate redevelopment. These plans have included proposals to create new redevelopment districts with activity nodes, zoning overlays with design standards for increased pedestrian accommodation and building design.

The following examples include zoning overlay information where increased standards are proposed. The large plan identifies location of application, the detail plan includes notes on site specific building change opportunities, and the cross-section depicts the potential effect that building placement along the corridor could achieve.



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## 5.2 Transit-Oriented Development District

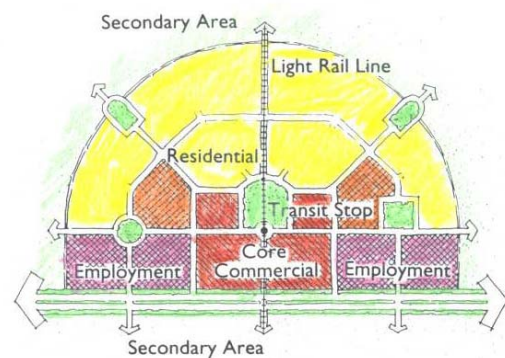
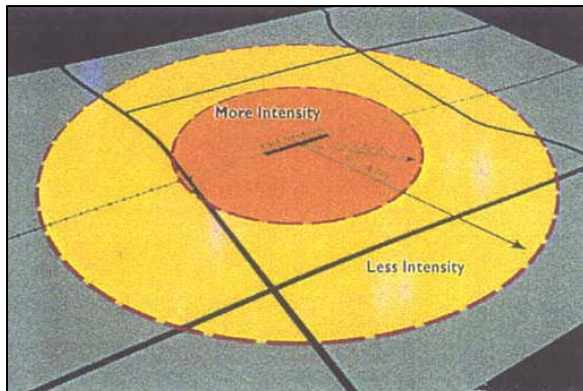
Transit Oriented Developments (TOD) are high-quality urban environments that are carefully planned and designed to attract and retain transit ridership. Typically, TODs provide for a pedestrian-friendly environment, connected to transit with an increased density of residential and employment opportunities.

Land use and development patterns are key components in creating a successful transit system. They create an environment around transit stations that is walkable, and supports transit use by providing for a mix of land uses (i.e., office, residential, service) in a safe, clean, vibrant, and active place. The goal of transit-supportive land use planning is to examine land use and development patterns, in appropriate areas, with the idea of moving from a large-lot, auto-dominated, dispersed, single-use pattern of development, to a pattern with a mix of land uses that easily relate to pedestrian activity and that have a focal point or “center,” near to or at the station itself. The transit-supportive pattern of development may extend linearly along the route of service, with clusters of activity at the individual stations. Successful TODs are supported by high-quality transit service and usually exhibit the following key development characteristics:

- A strong sense of place or community.
- Mixed-use development including housing, employment, commercial, retail, sports, and entertainment. Land uses especially supportive of transit include office and higher density residential uses.
- Concentrated or compact development with higher levels of development intensity as appropriate for a given location. Complementary land uses connected to each other.
- A pleasant pedestrian and bicycling environment where the pedestrian has priority access, and greater emphasis is placed on walking, bicycling, and transit.

- Good access on interconnected two-way streets designed for slower speeds.
- On-street parking and structured parking adjacent to or behind buildings, so that the street front is characterized by storefronts and buildings with minimal, if any, setbacks from the sidewalks.
- Amenities such as parks, services for users, and quality streetscapes (landscaping, lighting, public art, benches, fountains, etc.)

The county's proposed transit system links St. Petersburg with the Gateway area and Clearwater. The selected alternative does not include a hierarchy of station types, but stations typically range from terminal, transit malls, community-serving, to step-off platforms. The following are examples of major TOD elements.







### 5.3 Redevelopment Area Overlay District

Redevelopment overlay districts are typically created and applied to larger areas where revitalization and high-quality pedestrian urban environments are desired. These districts are carefully planned and designed to protect existing community character and attract new redevelopment. They provide for a pedestrian-friendly environment, with an increased density of residential and employment opportunities. A redevelopment area overlay district usually is implemented in locations where protection of significant community character is desired. Community centers, historic areas are examples. The overlay district includes additional standards that are placed upon underlying zoning districts which protect and enhance the character of new development. The underlying districts standards control use and density/intensity, while the overlay may provide increased design flexibility and requirements. Districts typically include vacant or underutilized areas, a group of buildings or multiple blocks in a defined area. Successful districts usually exhibit the following key design elements:

- A defined overlay boundary that includes all parcels where revitalization activities are desired.
- An inventory of supportive and/or non-supportive uses and buildings that are part of the redevelopment district.
- Building design guidelines which include identification and preservation of

important building stock, requires transparent storefronts, buildings with minimal or no setback from the sidewalks, provides guidance for rehabilitation or adaptive reuse of structures, and building door and window locations.

- Site design guidelines which include location of areawide shared parking, stormwater, or other elements whose co-location does not detract from the completeness of the neighborhood.
- Public realm design guidelines that require amenities such as parks, services for users, and quality streetscapes (landscaping, lighting, public art, benches, fountains, etc.) are provided to increase pedestrian safety.
- Mixed-use development including housing, employment, commercial, retail, sports, and entertainment.

Downtown St. Petersburg, Clearwater, Safety Harbor, Dunedin are several local municipalities where the county's pre-World War II development patterns exist. These locations include uses and buildings that do not meet conventional land development standards, but are unique in character and quality of life, and attract redevelopment activities that need to sensitively integrate to the existing pattern.

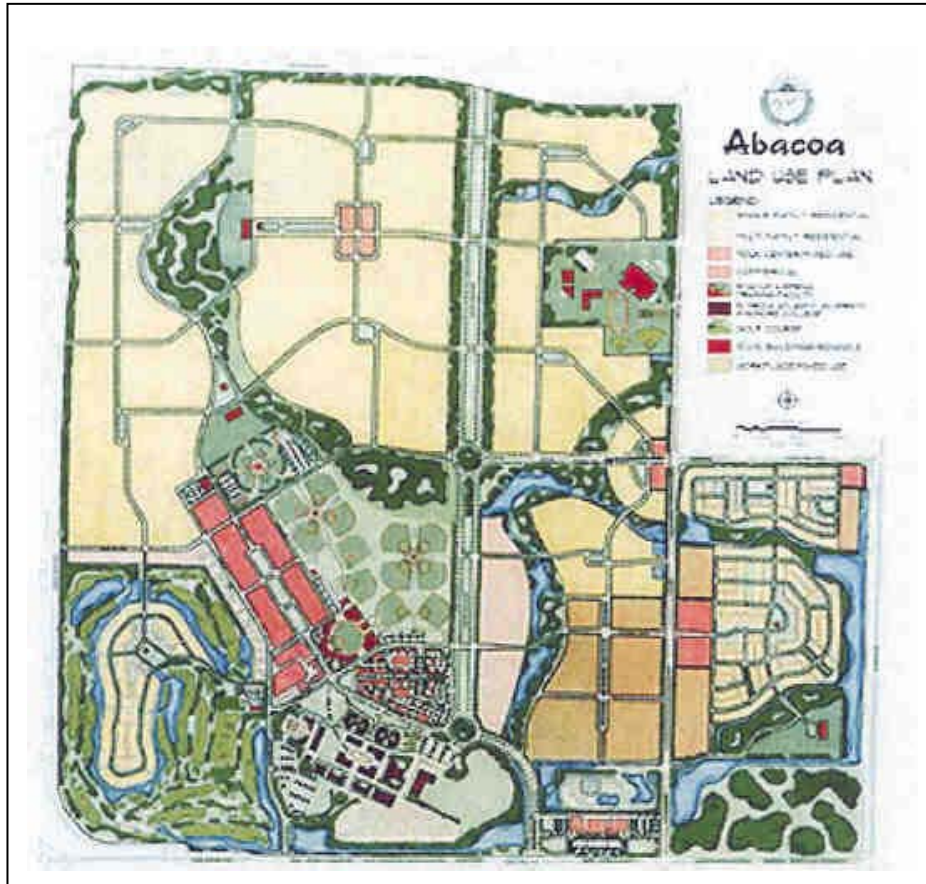
## **5.4 Traditional Neighborhood Development District**

Traditional Neighborhood Developments (TND) are high-quality urban environments that are carefully planned and designed to create walkable environments based upon a mixture of uses in proximity to each other. TNDs provide for the development of new neighborhoods and the revitalization or extension of existing neighborhoods, which are structured upon a fine network of interconnecting pedestrian-oriented streets and other public spaces. TNDs offer a mixture of housing types and prices, prominently-sited civic or community building(s), and stores/offices/workplaces to provide a balanced mix of activities. A TND has a recognizable center and clearly defined edges; optimum size is a quarter mile from center to edge. Neighborhoods are arranged along an intensity transect that transitions from rural open space to urban core. Typically, TNDs provide for a pedestrian-friendly environment, connected to multiple transportation modes with an increased density of residential, retail, and employment opportunities that serve everyday needs.

Land use mix and traditional development patterns are key components in creating a successful TND. They create an environment which supports a mix of land uses (i.e., office, residential, service) in a safe, clean, vibrant, and active place. Successful TNDs are supported by high-quality public realm design and usually exhibit the following key development characteristics:

- Regulating plan – The physical vision of how the neighborhood's lot and use pattern will develop over time. It includes dedication of public open space and planned building placement, street pattern, and lots.
- Urban standards – The design of the public open space elements.

- Architectural standards – The design of the neighborhood’s buildings.
- Street standards – The design and hierarchy of the neighborhood’s transportation systems.



## 6.0 Summary Conclusions

A key finding to this analysis is that to maintain growth and revitalization within the county, local governments need to embrace code and plan structures that support redevelopment activities. The continued future economic health of Pinellas County requires a commitment to look for new strategies that understands the existing regional development pattern, identifies areas of improved land use development, and will assist private sector investment throughout the county.

One of the more readily available strategies is for local governments to revisit the comprehensive plans and land development regulations to develop an emphasis for redevelopment activities. Section 3.0 of this technical memorandum identified numerous positive and prohibitive code elements that should be evaluated where the community expresses interest in supporting revitalization. The varying levels of code revision available include:

- Comprehensive plan revisions. Recognize the importance of redevelopment activities throughout the county by providing for changing needs from greenfield to redevelopment strategies.
- Complete minor code revisions. Provide adjustment to existing standards which support redevelopment.
- Create new zoning districts. Establish new zoning districts with standards that permit infill, TND, TOD, or other redevelopment activities by right.
- Include separate code language. Establish differing set of standards to permit infill, TND, TOD, or other redevelopment activities within an area of the community that has been designated by an overlay or special area plan.
- Major code replacement. Major adjustment to existing coding that would direct infill, TND, TOD, or other redevelopment activities on a community wide basis.

Another strategy for revitalizing the county is to provide capital improvements that leverage private investment and enhance pedestrian and transit access. Three levels of public investment will assist in the development.

- Local governments may provide off-site improvements throughout designated areas such as infrastructure, streetscape, and landscaping improvements that will create a more positive image and climate to attract redevelopment.
- Local governments may provide specific community facilities such as structured parking, water and sewer service, roadways and sidewalks, or other public amenities to support significant private sector development.
- Local governments may collaborate with developers and investors on a specific development, either financially or by facilitating the approval process, thereby leveraging private investment.

Use of economic incentives greatly increases the success of redevelopment activities by promoting a more desirable residential and commercial development form and density. Local governments should implement provisions from the *Target Employer and Incentives* and *Market, Real Estate, and Housing* technical memoranda. Household growth in and around the county will strengthen the market area for businesses. These businesses in turn provide goods, services and jobs for area residents and area redevelopment expands the tax base.

## **7.0 Appendices**

- A Local Plans Table
- B Pinellas County 2025 Lanes Policy Map
- C Pinellas Mobility Initiative
- D 2025 Cost Feasible Plan



## APPENDIX A

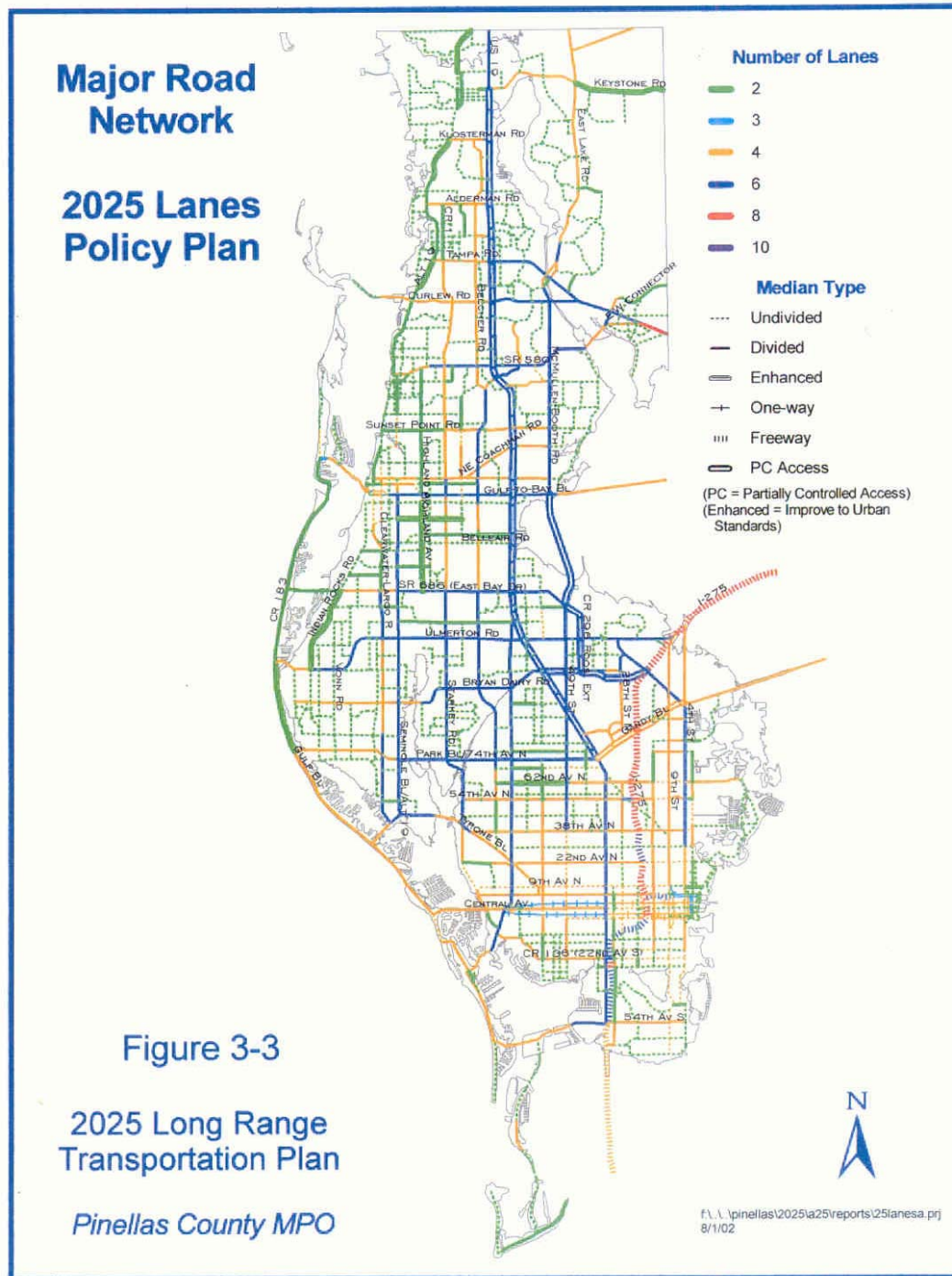
### Local Plans Table

REGULATORY CODES - DATA SOURCES	
JURISDICTION	DOCUMENT
Pinellas County	Mobility Initiative - Land Use Assessment Model Transit-Oriented Development Zoning Districts Land Development Code Downtown Historic Palm Harbor Master Plan-Final Report Downtown Historic Palm Harbor Master Plan-Preliminary Engineering Report Policom - Economic Development Goal Setting Study Policom - Historical, Comparative Economic Analysis Concurrency Test Statement Scenic/Non-Commercial Corridor Map
City of Safety Harbor	Downtown Redevelopment Plan  Capital Improvement Plan 02/03-06/07 (2 Copies) Articles V and VI of the Land Development Regulations
City of Oldsmar	Town Center Redevelopment Code for the Community Redevelopment District of the City of Oldsmar Oldsmar Town Center Plan Town Center Redevelopment Code (aka Town Center Code)
City of Dunedin	Downtown Dunedin Directions for the Future-Downtown Revitalization Plan Dunedin Community Redevelopment Agency- Guideways to A Downtown's Future Proposed Downtown Redevelopment Strategy (2002-2004) [drawing]
City of Clearwater	Downtown Clearwater Periphery Plan Coachman Ridge Neighborhood plan Clearwater Downtown Redevelopment Plan-Community Redevelopment Agency ('95) The Plan for Downtown Clearwater ('77-June and October versions) Beach By Design-A Preliminary Design for Clearwater Beach and Design Guidelines Coachman Ridge Neighborhood Plan Downtown Clearwater Periphery Plan Clearwater Downtown Redevelopment Plan
City of Indian Rocks Beach	Zoning Map  Ordinance n.629- Zoning Amendment
City of Pinellas Park-	Community Development Projects

City of Gulfport	Gulfport Waterfront District-Streetscape [drawings] Waterfront Redevelopment District-Gulfport Code of Ordinances 49th Street Redevelopment Projects Current Status [no date] Comp Plan [parts]
City of St. Pete Beach	Sector Locator Map
City of St Petersburg	Land Development Regulations  FLC - Issues Memorandum
City of Largo	Community Redevelopment District Regulations
City of Redington Shores	Land Development Code  Draft Design Guidelines
City of Madeira Beach	Land Development Code  Draft LDC Rewrite Draft Community Redevelopment Area
City of Tarpon Springs	Downtown Development Action Plan  Pinellas County Redevelopment Information CRA Guidelines Urban Infill and Redevelopment Grant Union Academy Neighborhood Plan Downtown Redevelopment Plan
Planners Advisory Committee	Draft Report
Isla Vista (Santa Barbara,CA)	Form-based Regulating Code
Maryland	Building Rehabilitation Code Smart Growth through Code Reform Summary
DPZ	SmartCode
Dover Kohl	Alternative Methods of LDR Report
Columbia Pike Special Revitalization District	Form Based Code

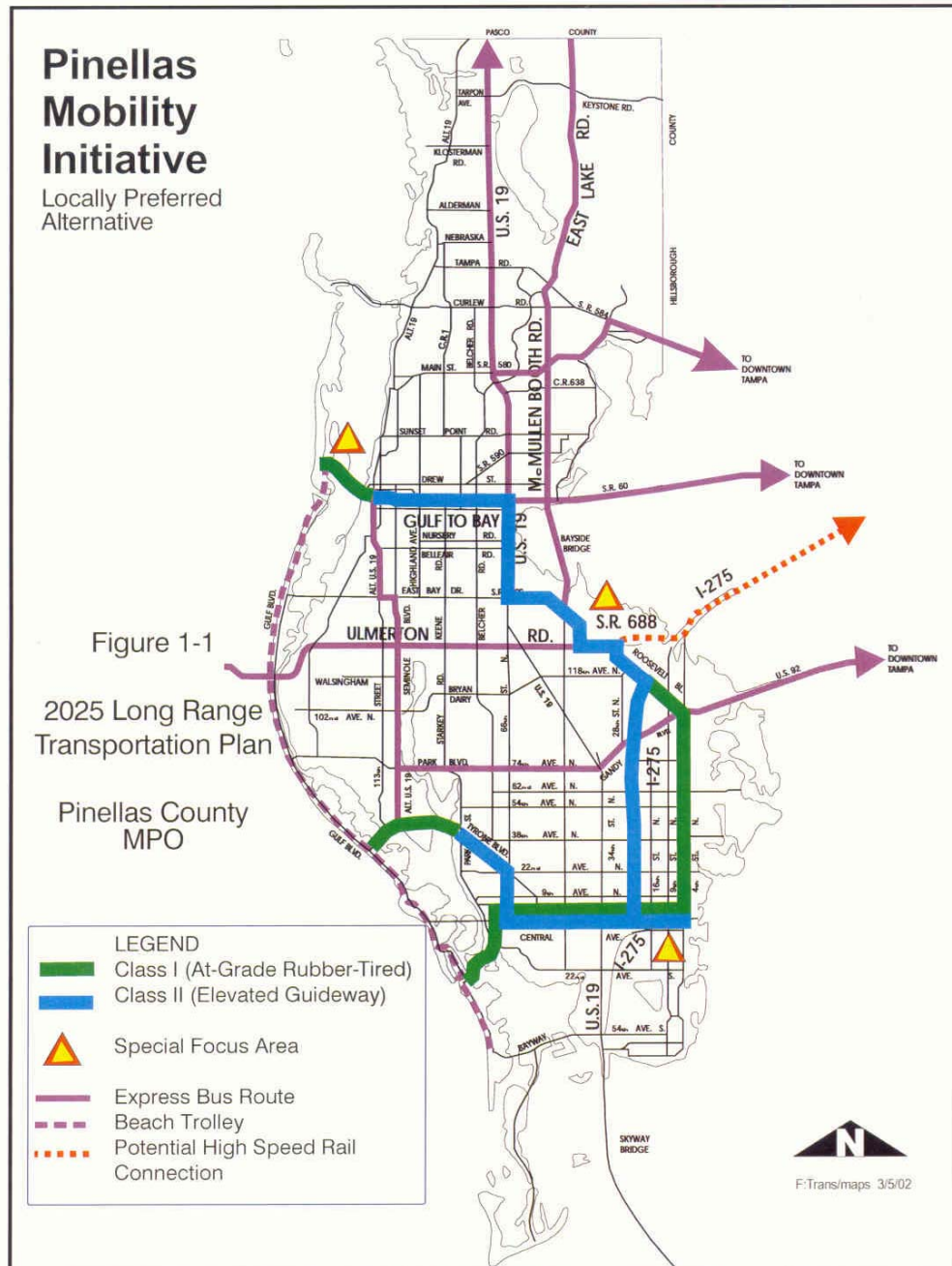
## APPENDIX B

### Pinellas County 2025 Lanes Policy Plan



## APPENDIX C

### Pinellas Mobility Initiative



## APPENDIX D

### 2025 Cost Feasible Plan

