



Market, Real Estate and Housing Strategies



Focus of the Presentation

- What is the Demand for Land to Meet Employment Goals?
- How Much Land is Available?
- Where is the Land Located?
- Will Redevelopment Work Financially?
- What is Housing's Role?



Achieving Higher Levels of Employment

Potential 2023 Employment Scenarios and Percent of Total Population Employed

Total New Employment

Employment/Population %

Low: 207,000

65%

Moderate: 269,000

70%

High: 330,000

75%



Land Demand From New Growth

2023 Empl. Estimates

Low: 207,000

Moderate: 269,000

High: 330,000

Land Demand

2,200 - 3,700 Acres

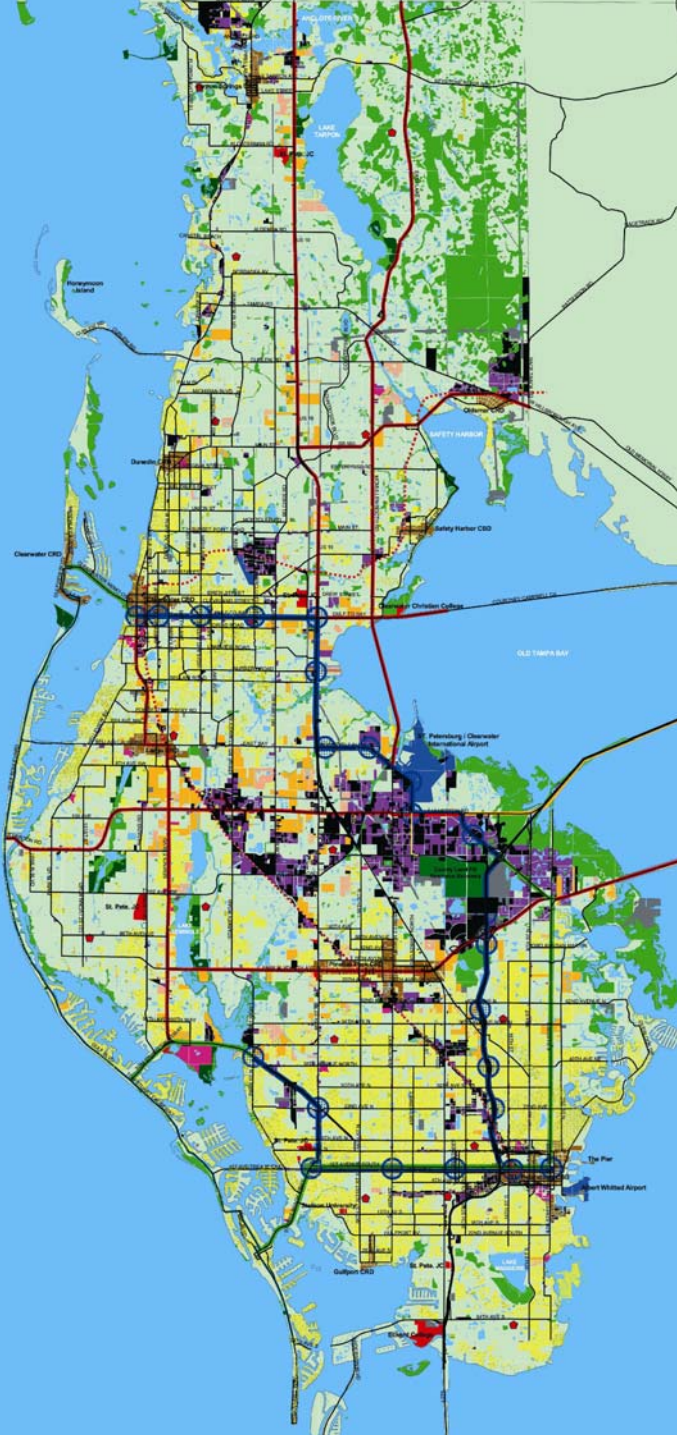
2,900 – 4,800 Acres

3,600 – 5,900 Acres

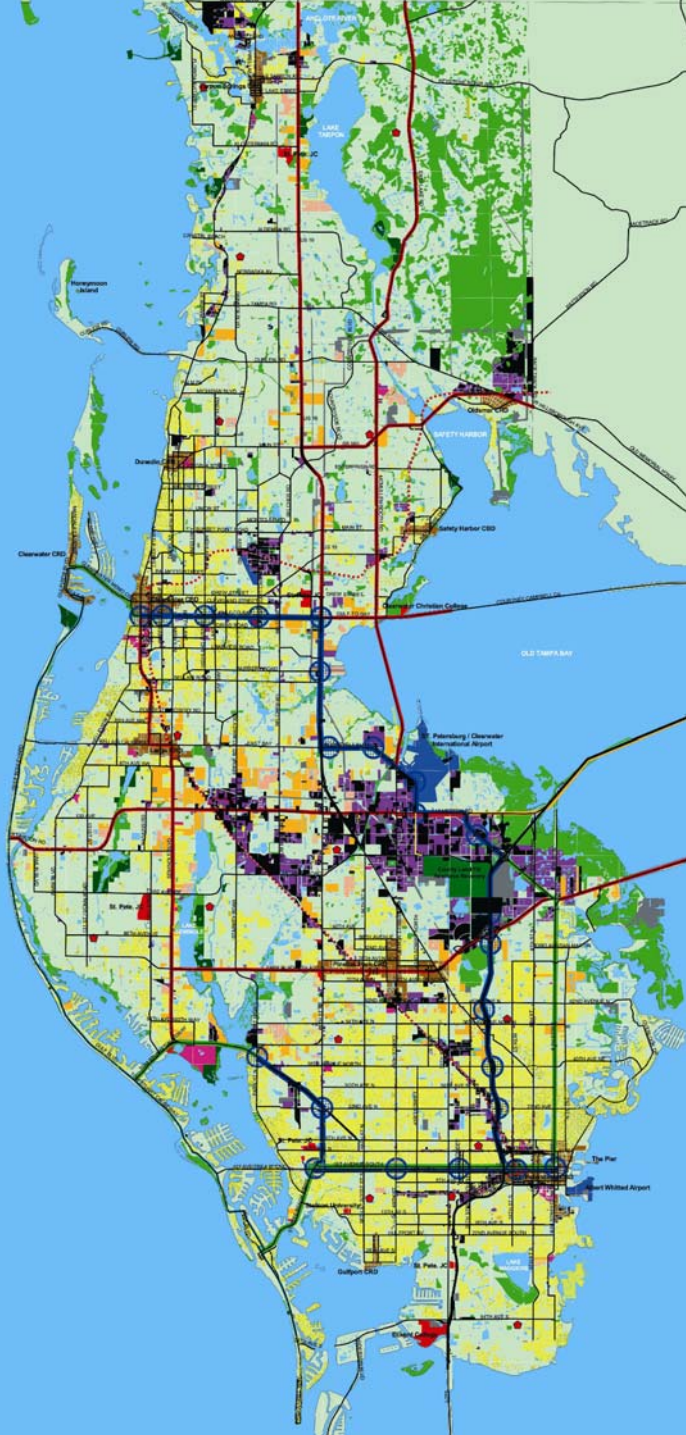
Factors: Industrial/Mfg– 200 SF/Empl.; .20 FAR
Office– 300 SF/Empl.; 1.0 FAR

Land Supply

- CPR Land Base
 - Vacant and Inappropriate Land Use
 - Under Used Lands
 - "Scrapable" Lands
- Community Redevelopment/
Central Business Districts
(CRD/CBD)
- Public Lands



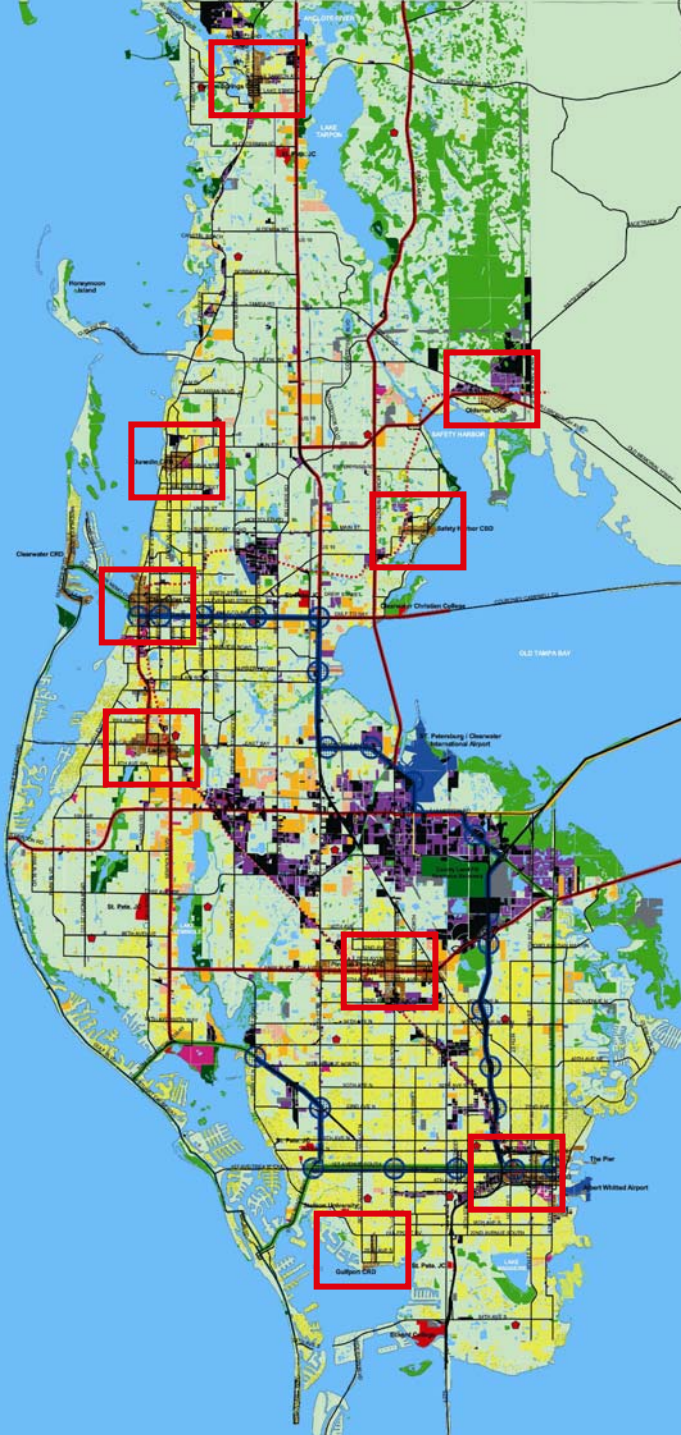
Land Supply CPR Base



<u>VACANT OR INAPPROP. USE LAND</u>	<u>Acres</u>	<u>Bus. SF. million</u>	<u>Bus. Jobs</u>	<u>Residential Units</u>
Business (Ind./Off.)	1,440	16.3	54,400	-NA-
Mobile Homes (In H. Evac.)	3,310	7.5	25,000	31,800
RV/Nurseries/Other	664	-NA-	-NA-	8,000
Total	5,414	23.8	79,400	39,800
<u>UNDER USED LAND</u>				
Business (Ind./Off.)	-NA-	30.3	101,000	-NA-
Residential	-NA-	-NA-	-NA-	52,000
CRD/CBD Areas	-NA-	25.2	84,200	5,200
Total	-NA-	55.5	185,200	57,200
<u>SCRAPABLE LAND</u>				
Business (Ind./Off.)	691	7.8	26,000	-NA-
GRAND TOTAL	6,105	87	290,600	97,000

Land Supply CRD/CBD

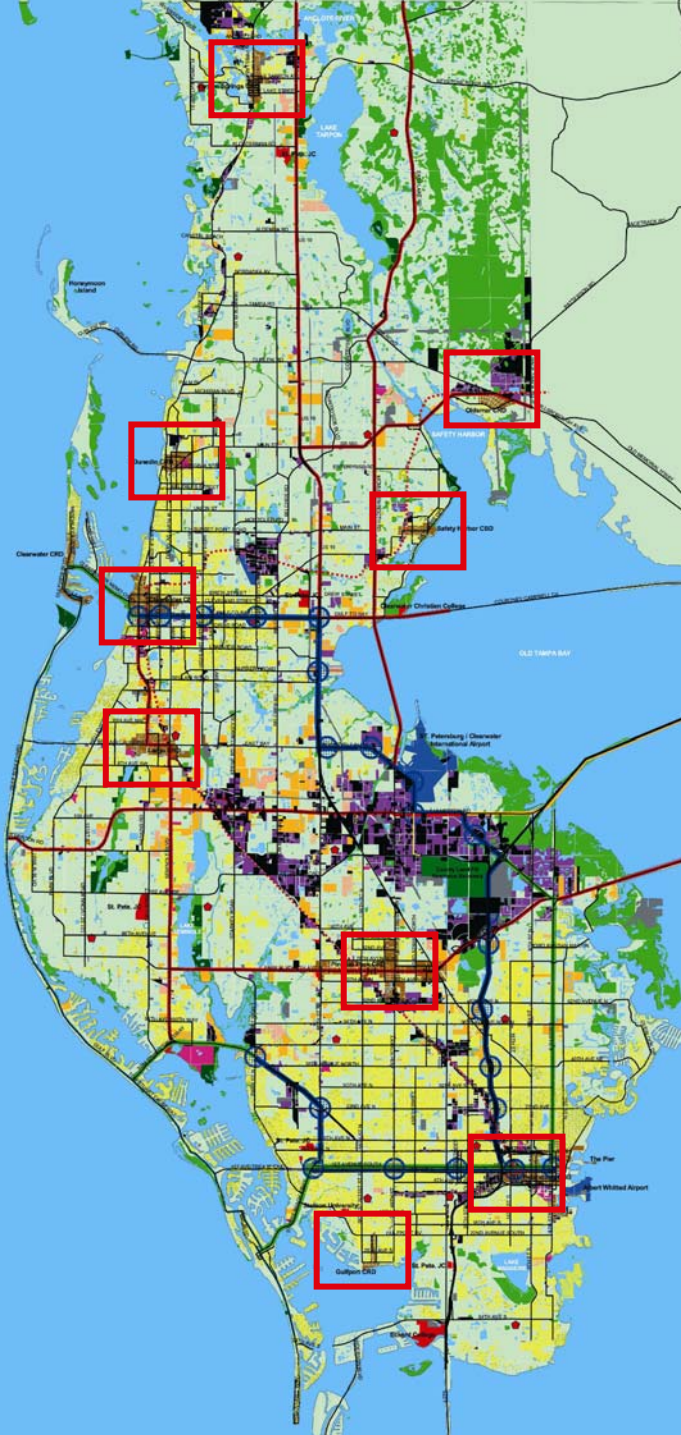
- 2,200 Acres within CRDs and CBDs
- Applied CPR Criteria to the CRD/CBDs
- 550 Acres Available for Redevelopment
- Does **NOT** Include Increasing FAR Within These Areas



Land Supply CRD/CBD

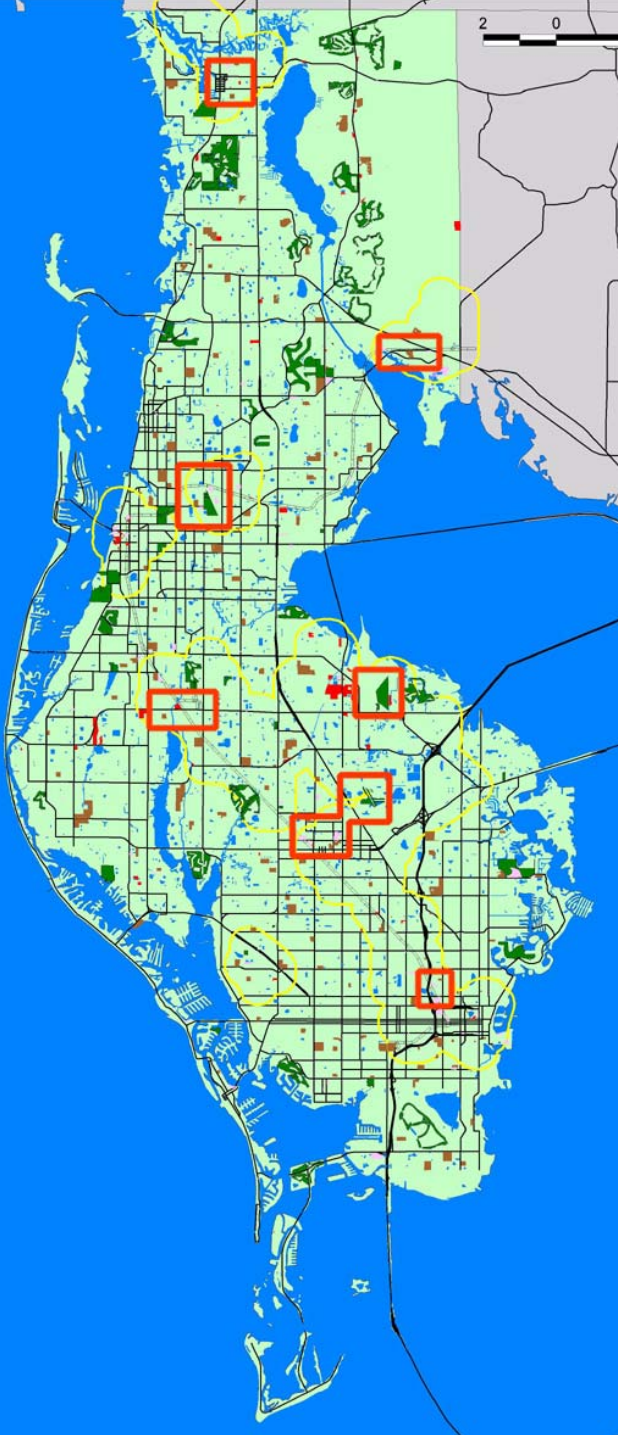
CPR Base: 6,105 Acres

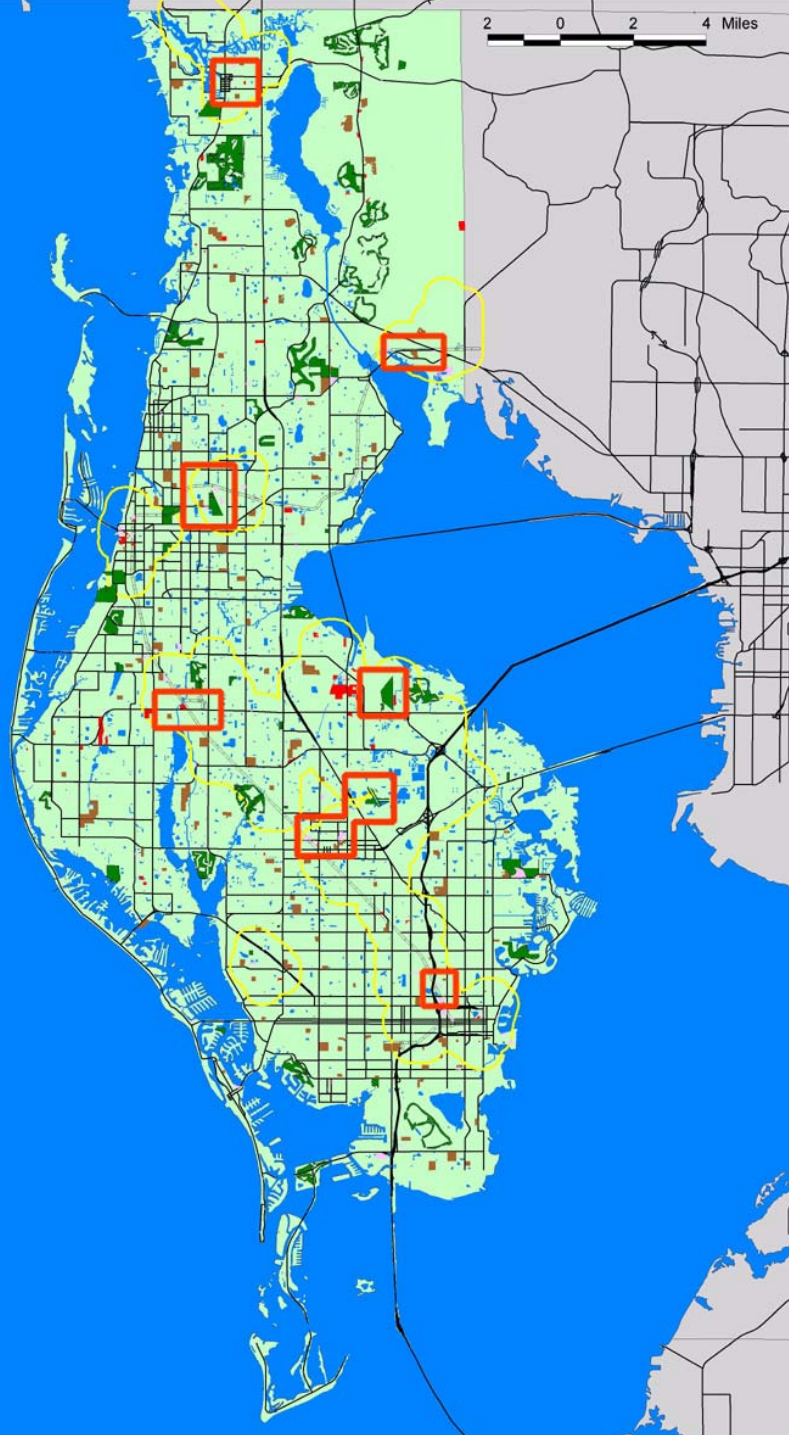
CRD/CBD: 550 Acres



Land Supply Public Lands

- Potential Source of Redevelopment Lands
- Non-essential Public Lands
- Excludes Parks and Environmental Lands
- Limited to Lands Within or Within ½ Mile of Identified Employment Centers
- Potential of 345 Acres



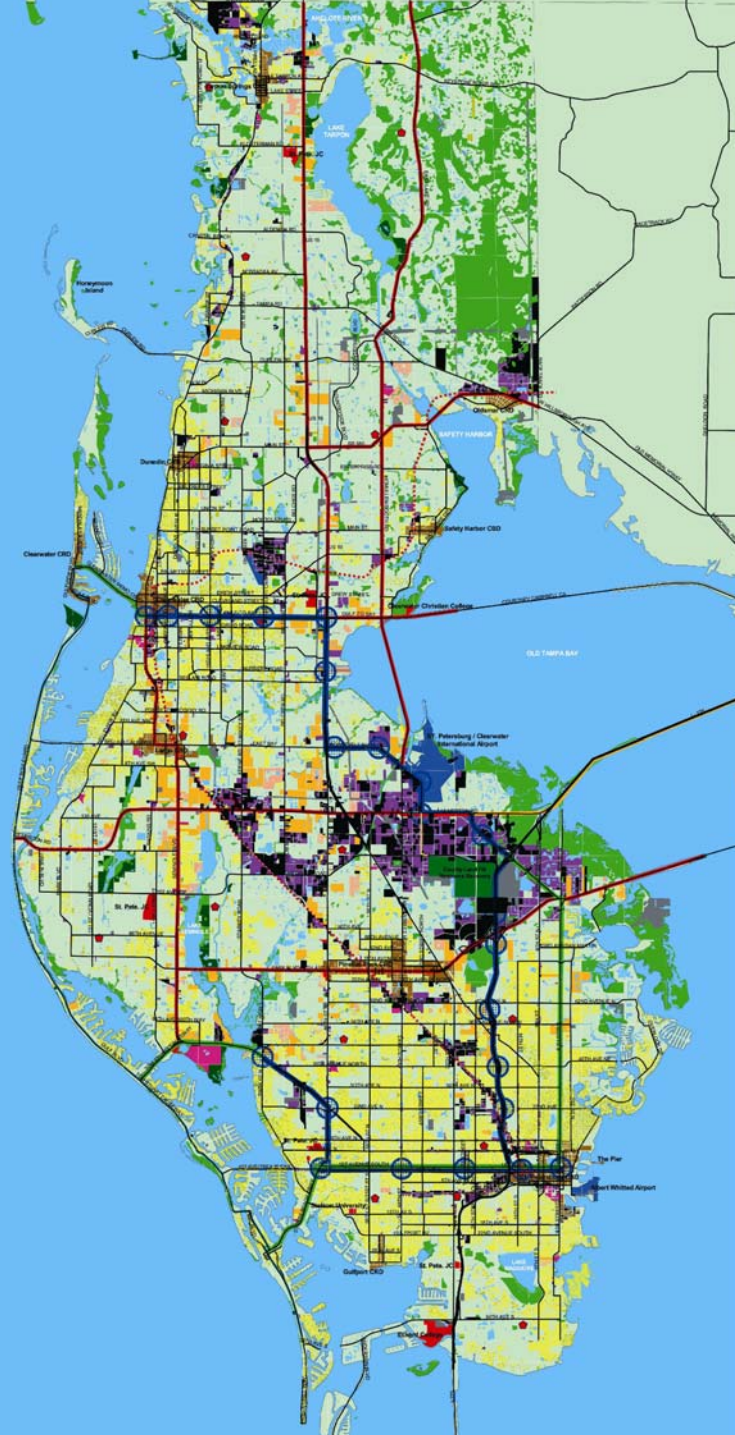


Land Supply Public Lands

CPR Base: 6,105 Acres

CRD/CBD: 550 Acres

Public Lands: 345 Acres



Land Supply

Total Lands

CPR Base: 6,105 Acres

CRD/CBD: 550 Acres

Public Lands: 345 Acres

Total: 7,000 Acres



Land Demand and Land Supply

Land Demand

2,200 - 3,700 Acres

2,900 – 4,800 Acres

3,600 – 5,900 Acres

Land Supply

CPR Base: 6,105 Acres

CRD/CBD: 550 Acres

Public Lands: 345 Acres

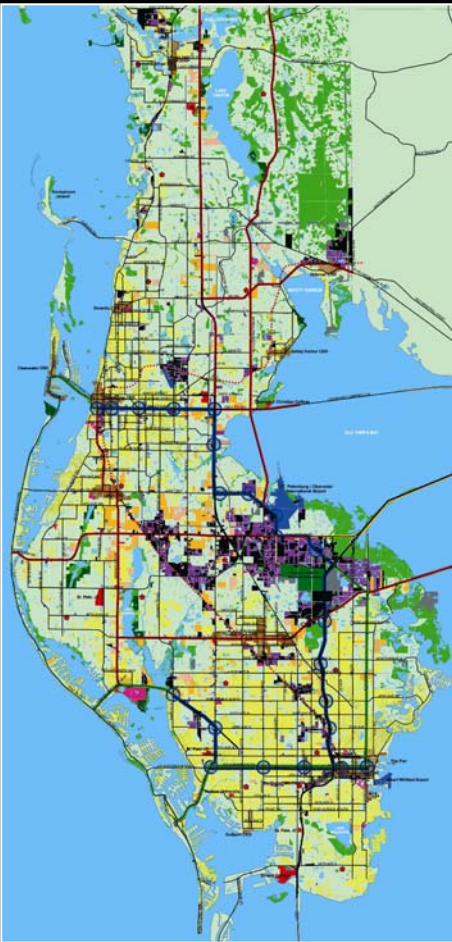
Total: 7,000 Acres



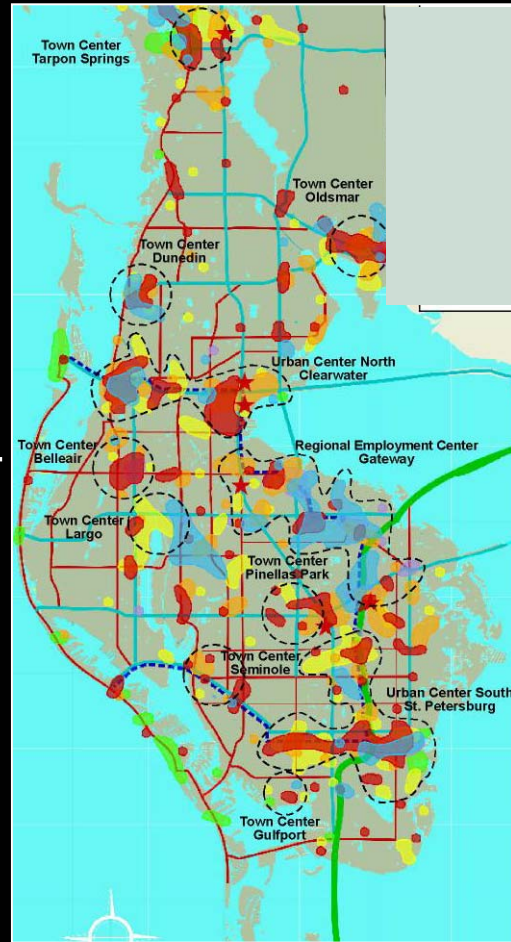
Potential Employment Centers

- Provide Areas of Opportunity and Location Flexibility
- Illustrate Capacity to Meet New Land Demands
- Based on Existing Concentrations of Target Employers
- The Areas Are **NOT** Required Locations

Potential Employment Centers



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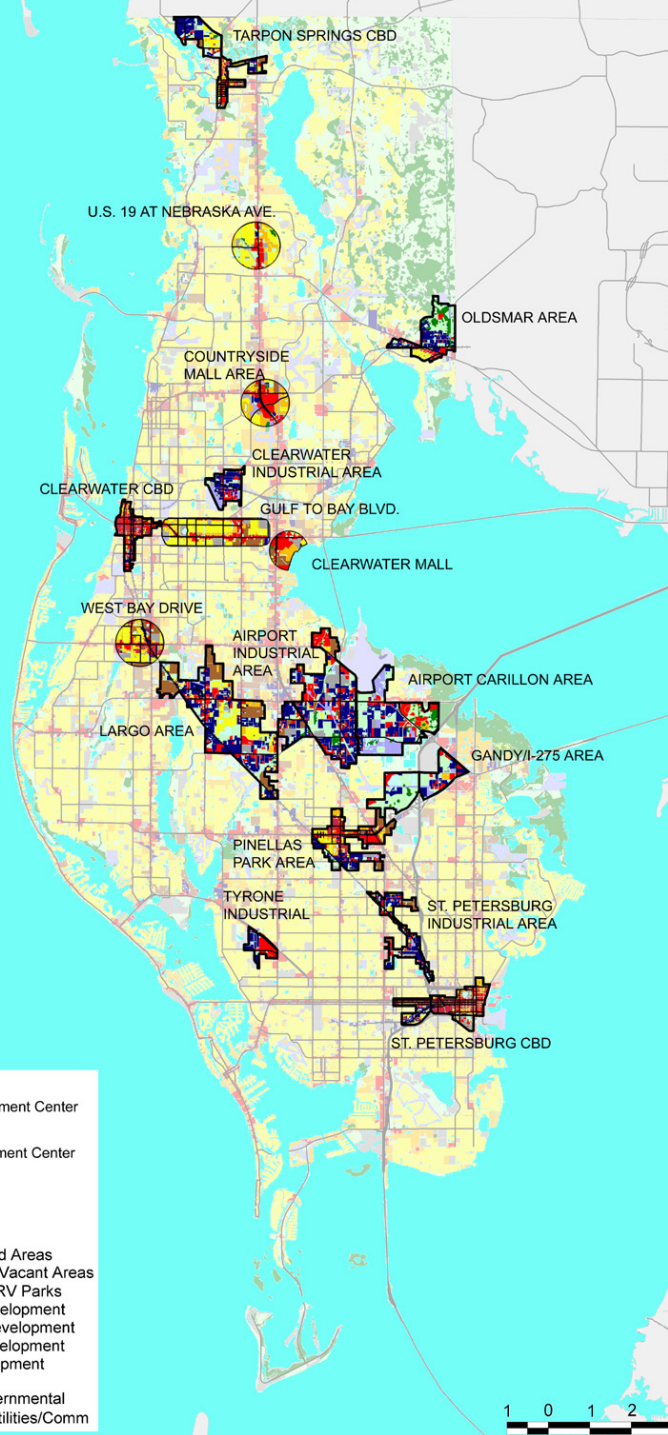
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Land
Supply

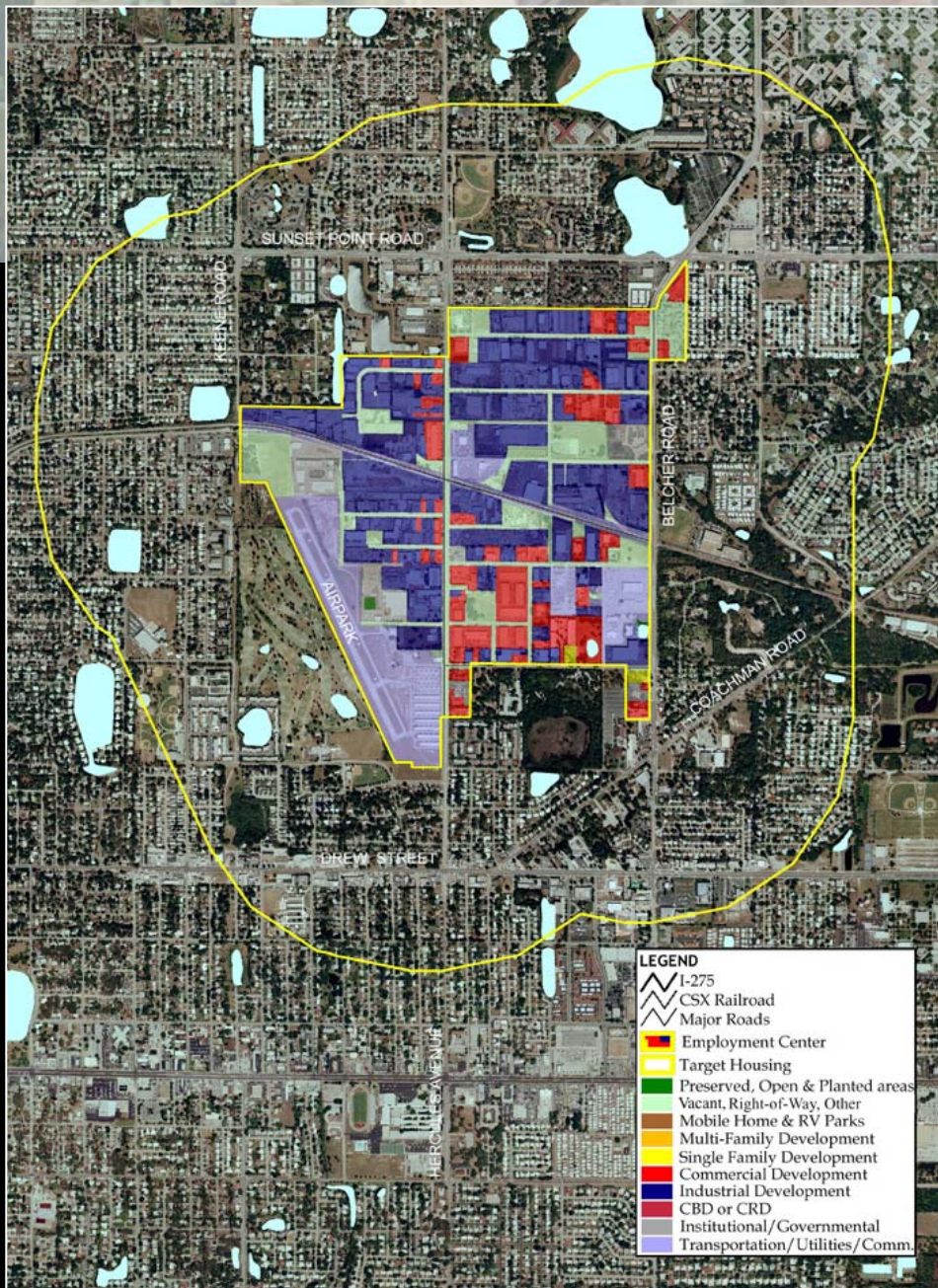
Employment Centers



- Twelve Primary Centers
 - 14,150 Total Acres
 - Centers Range from 300 to 3,000 Acres
 - Contain 60% of the Available Land
- Five Potential Centers
 - 1,000 Total Acres
 - Centers Range from 90 Acres to 340 Acres

Employment Centers

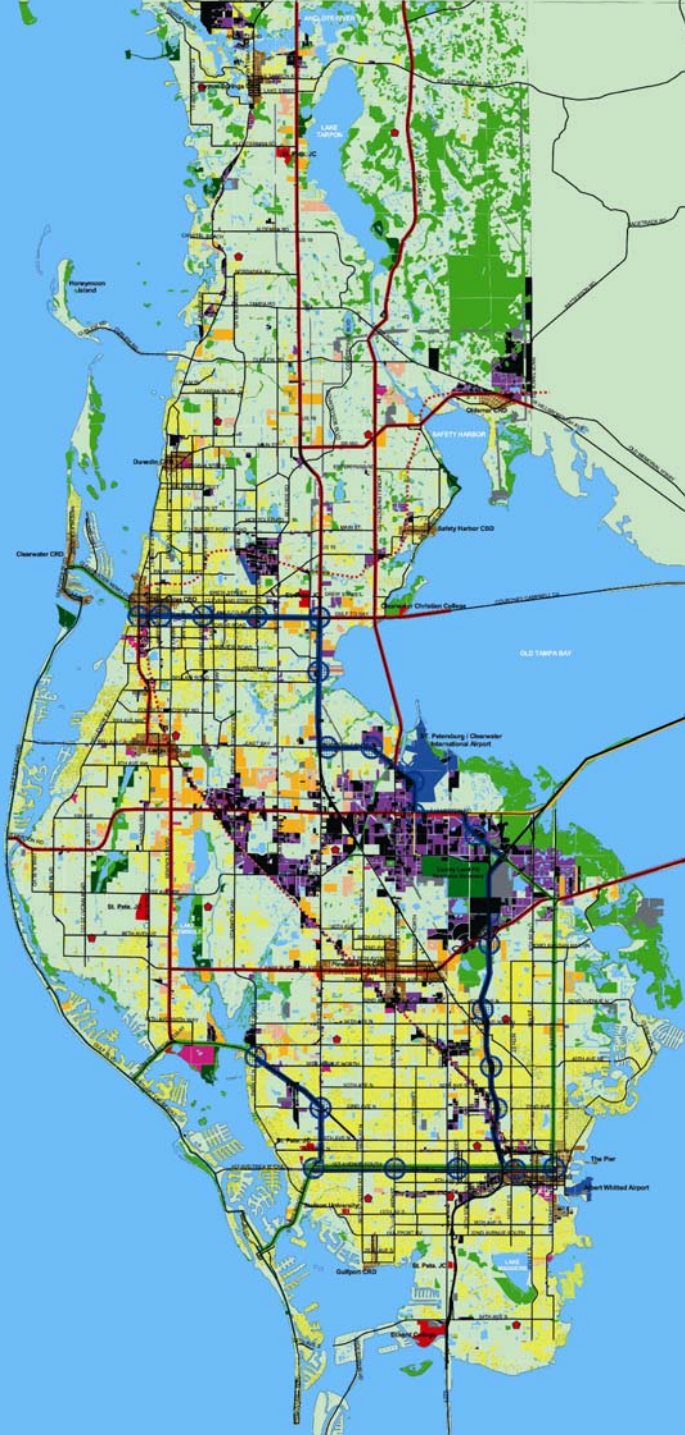
Clearwater Industrial



	Area 9
Existing Land Use	Ex. LU
Vacant Commercial	
Vacant Industrial	9
Total Vacant	23
Agriculture	
Residential	16
Mobile Home	
Mobile Home Park	
RV/Campground	
Apartment	
Hotel/Motel	
Commercial	148
Transportation/Utilities	28
Industrial/Manufacturing	194
Institutional	26
Unknown	1
Right-of-Way/Drainage	
Scrapable Commercial	19
Scrapable Industrial	113
Total Scrapable	132
Total Ex. Land Use	436

Financing Redevelopment

- Land Demand Has Been Determined
- The Supply of Land Has Been Identified
- Supply and Demand Are Comparable
- Economic Realities of Financing Redevelopment Must Be Addressed





Financing Redevelopment

**Economic Development or
Redevelopment is a **REAL ESTATE**
Transaction**

Development Must Be **Profitable If
It Is To Be Undertaken!**



Financing Redevelopment

**Market and Real Estate
Strategies Must Address
the Economic Reality of
Land Value**



Objectives of the Analysis

- To Estimate Supportable Land Costs in Pinellas County for Variable Development Types
- To Illustrate How Redevelopment Conditions Influence Costs.
- To Illustrate How the Development Community Views Costs and Conditions.



General Approach

- Created Prototypes for Office, Retail, Industrial and Residential Redevelopment
- Acquired Data Regarding Rents, Expenses and Development Costs
- Acquired Data Related to Industry Measures or Indicators
- Discussed Models with Local Industry Representatives



Models For Testing Redevelopment Costs

MODEL 1

Gross Rents Collected

Less: Expenses of operation

Equals: Net operating income

Divided By: Industry

Capitalization Rate

Equals: Total Value of

Development Opportunity

MODEL 2

Total: Value of Development

Less: Cost of Development

Equals: Supportable Land Value



Role of Economics in Choosing Among Alternatives

- Find the Least Cost Site Consistent with Objectives
- Avoid Incremental Costs
- Demonstrate that Added Rents Can Justify Higher Land Costs
- If not, Abandon, Relocate, *OR* Negotiate Incentives
- All Things Being Equal, Greenfield Sites are Preferred

Supportable Greenfield Values

	Supportable Land Values (High)	Supportable Land Values (Low)
Office		
• Low intensity	\$344,000/acre	\$193,000/acre
• High Intensity	\$690,000/acre	\$545,000/acre
Retail		
• Low Intensity	\$218,000/acre	\$164,000/acre
• High Intensity	\$460,000/acre	\$272,000/acre
Industrial		
• Low Intensity	\$148,000/acre	\$88,000/acre
• High Intensity	\$285,000/acre	\$174,000/acre
Apartments		
• Low Intensity	\$11,900/unit	\$8,500/unit
• High Intensity	\$15,900/unit	\$11,700/unit
Suburban Condo	\$30,000/unit	\$22,500/unit
Suburban Hotel	\$17,900/unit	\$10,400/unit



Redevelopment Costs in Relation to Greenfield Costs

Redevelopment Projects Must Absorb Cost Premiums, Such as:

- Remediation
- Land Assembly (Cost/Time/Title/Logistics)
- Demolition
- Infrastructure Retrofit
- Added Design or Regulatory Scrutiny

List of Issues Can Be Complex

Affect of Redevelopment Costs on Greenfield Values

Assume basic greenfield value (Supportable Value)	\$ 300,000
Add: Cost for remediation	200,000
Add: Premiums to assembly multiple sites	50,000
Add: Time to carry through permitting	46,000
Add: Demolition of existing structures	60,000
Add: Retrofit of infrastructure	65,000
Less: Potential savings on impact fees	<u>(7,000)</u>
Gross cost (imputed value for land)	\$ 774,000

*Rents Must at Least **Double** to Support Added Development Costs*



Nature of Incentives/Assistance

To Facilitate Redevelopment, Incentives Can Take Many Forms:

- Land Assembly
- Land Contributions
- Cash Contributions
- Permit Processing/Streamlining
- Parking/Stormwater Provision
- Financing Vehicles




Redevelopment and The Effect on Tourist Properties

- Pressures on Land Values Are Causing the Loss of Beach Hotel/Motel Units
- The Pressures Are Mounting Along the Gulf Beaches
- Analysis Has Found That Condominium Units are 4-5x the Value of Hotel Units
 - It Takes 1,200-1,500 Hotel Units to Be Equal to 300 Condominium Units
- Land Use and Zoning Need to Address the Disparity Through Incentives



Findings

- Redevelopment Costs Can Rarely Be Justified in Land Value Without Public Intervention
- Gaps Between Greenfield and Redevelopment Land Values Must Be Closed
- Desirable, but Not Reasonable, To Expect a Developer Initiative to Close the Gap



Policy Implications

Public Side

- Must Focus on Land Value as an Input into Redevelopment
- Almost Certainly Requires Intervention with Incentives
- Incentives or Assistance Can Take Many Forms

Private Side

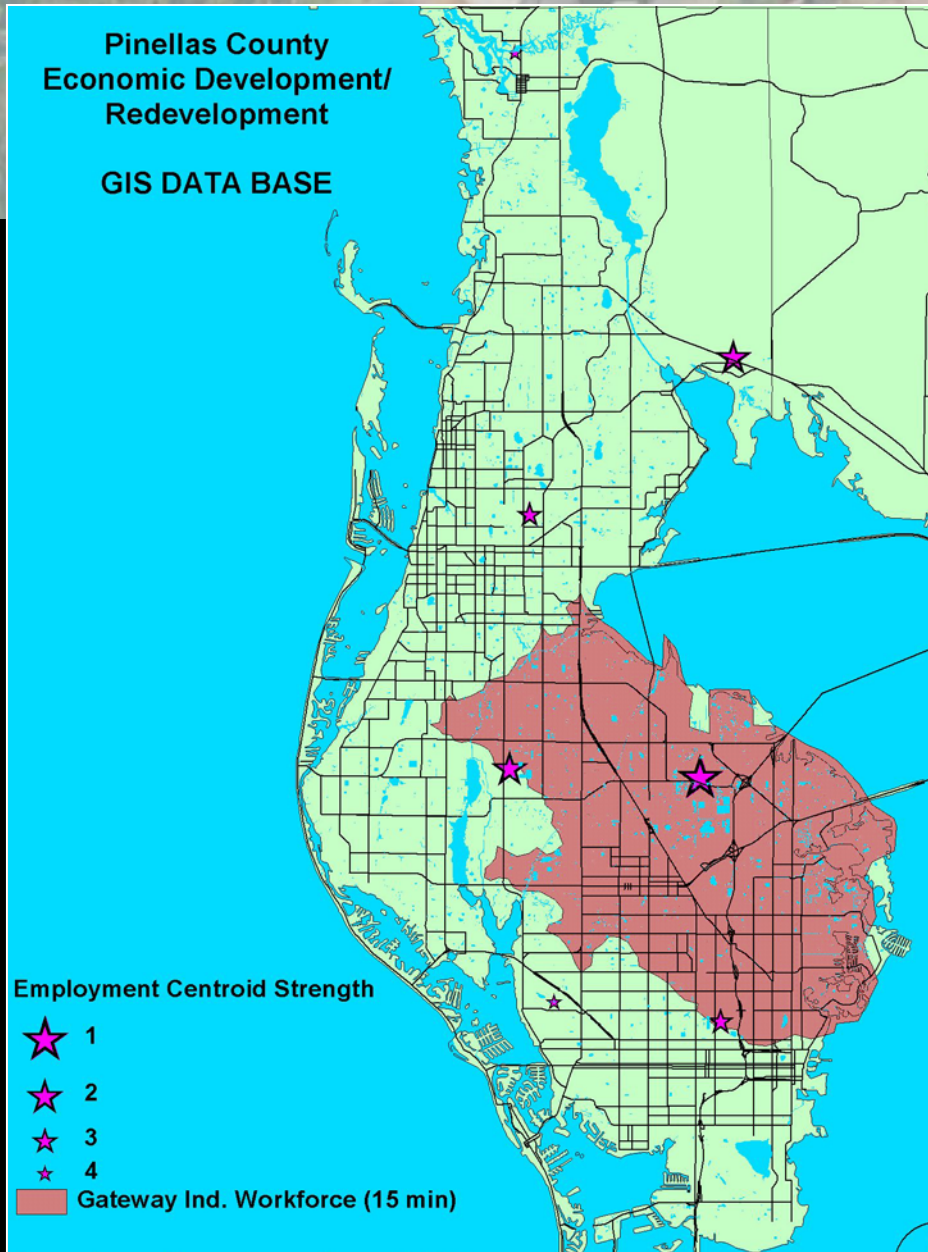
- Future Opportunities Require New Models and More Creative Solutions
- Mixed Use Can Absorb Some Cost Impacts...Should Be More Actively Pursued



The Jobs/Housing Balance

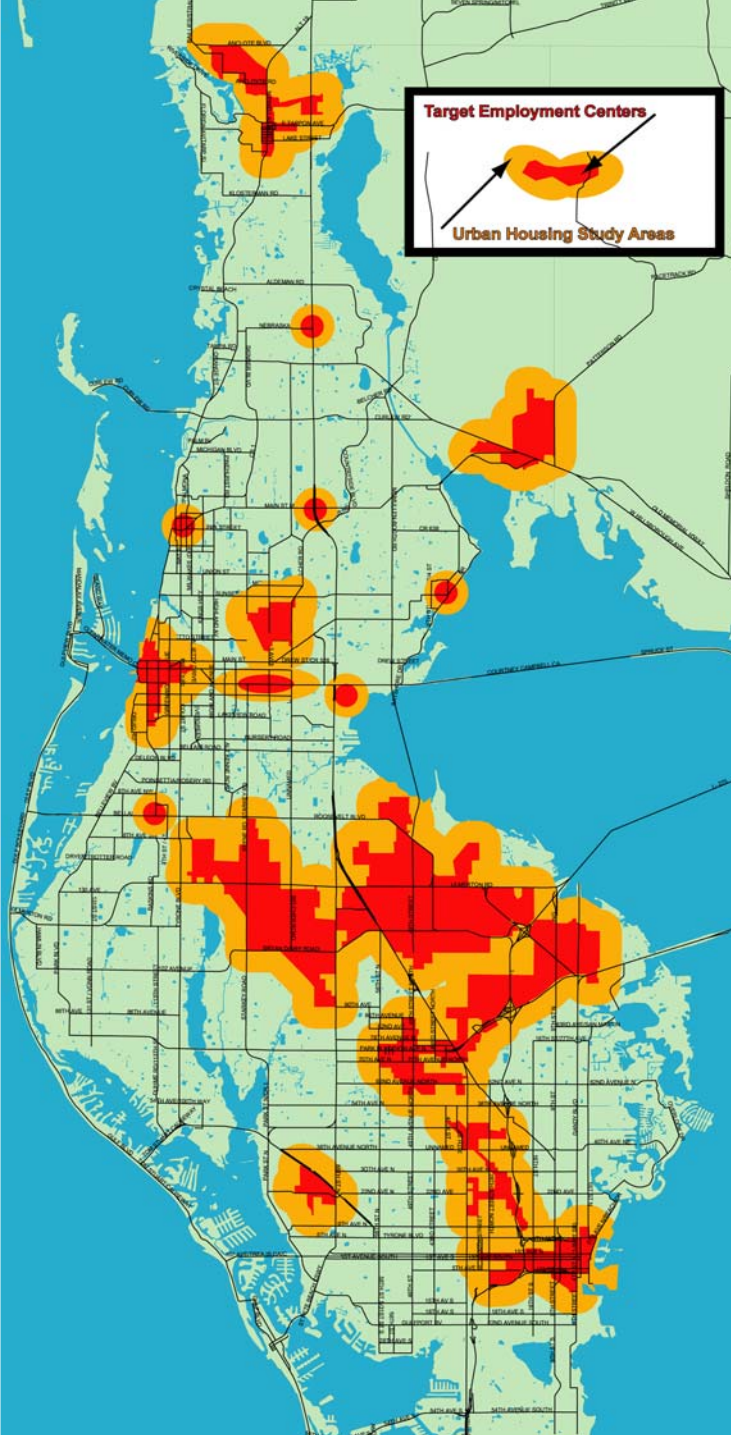
- Independent County-Initiated Housing Study
- Recommends Urban Housing in Proximity to Employment Centers to:
 - Offer Employee Convenience
 - Reduce Commuting Time
 - Encourage Alternative Modes of Transportation
 - Transit
 - Walking
 - Biking

The Jobs/ Housing Balance



- Travel-time Savings is a Urban Housing Location Factor
- Average Commute Time is 30+ Minutes
- Gateway is a Good Example of the Issue

The Jobs/ Housing Balance



To Secure Adequate
Housing, Consider:

- Higher Densities
- P/P Land Assembly Agreements
- Pooling TIF Funds for Redevelopment
- Urban Housing Special Districts



Dimensions of Growth to Design

We have Dealt So Far with “Dimensions” of Growth

- Employment Was Translated into “Demand” for Land
- The “Supply” of Land Was Determined
- General Locations Have Been Suggested

The Next Step is Dealing with “Design” of Growth

- What Is the Future Form of the Pinellas Community?

Town Center
Tarpon Springs

Town Center
Oldsmar

Town Center
Dunedin

Urban Center North
Clearwater

Town Center
Belleair

Regional Employment Center
Gateway

Town Center
Largo

Town Center
Pinellas Park

Town Center
Seminole

Urban Center South
St. Petersburg

Town Center
Gulfport

Dimensions of Growth To Design



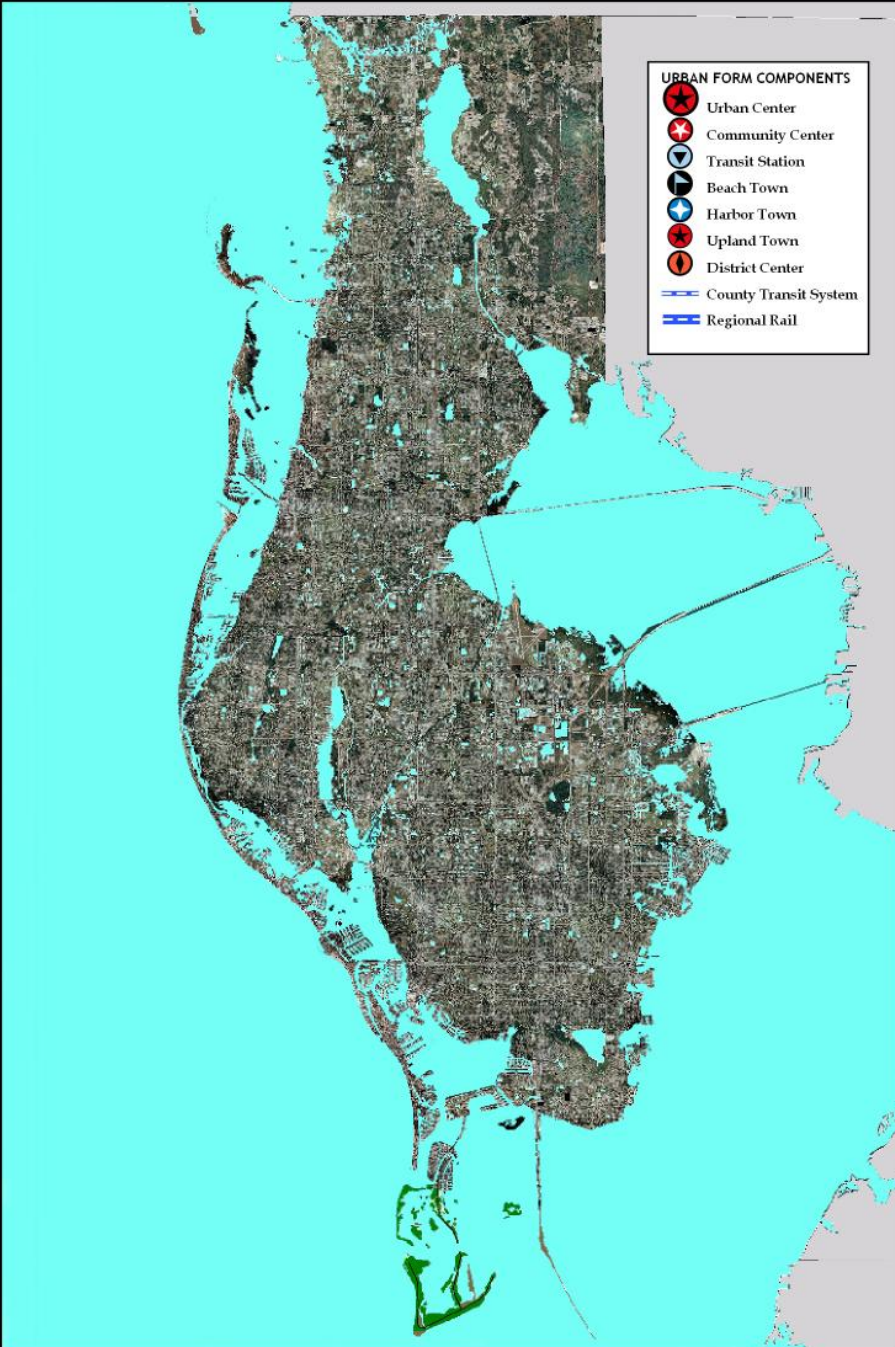


Urban Design & Redevelopment Strategies



Focus of the Presentation

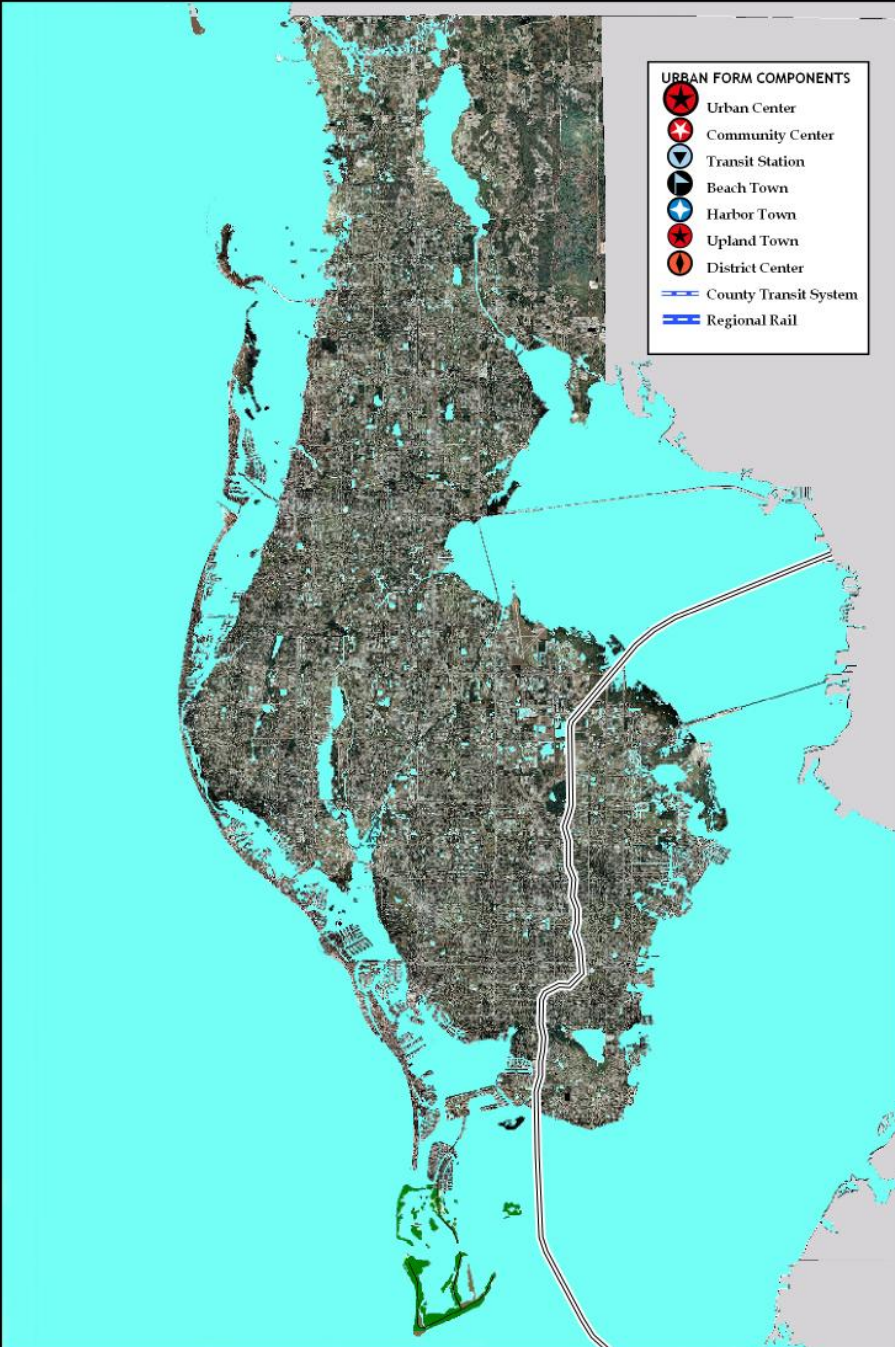
- What is the Existing Urban Form & How Did it Come About?
- What are the Redevelopment Premises?
- What are the Future Patterns of Development
- What are the Components of Future Urban Form?
- What is Housing's Role?

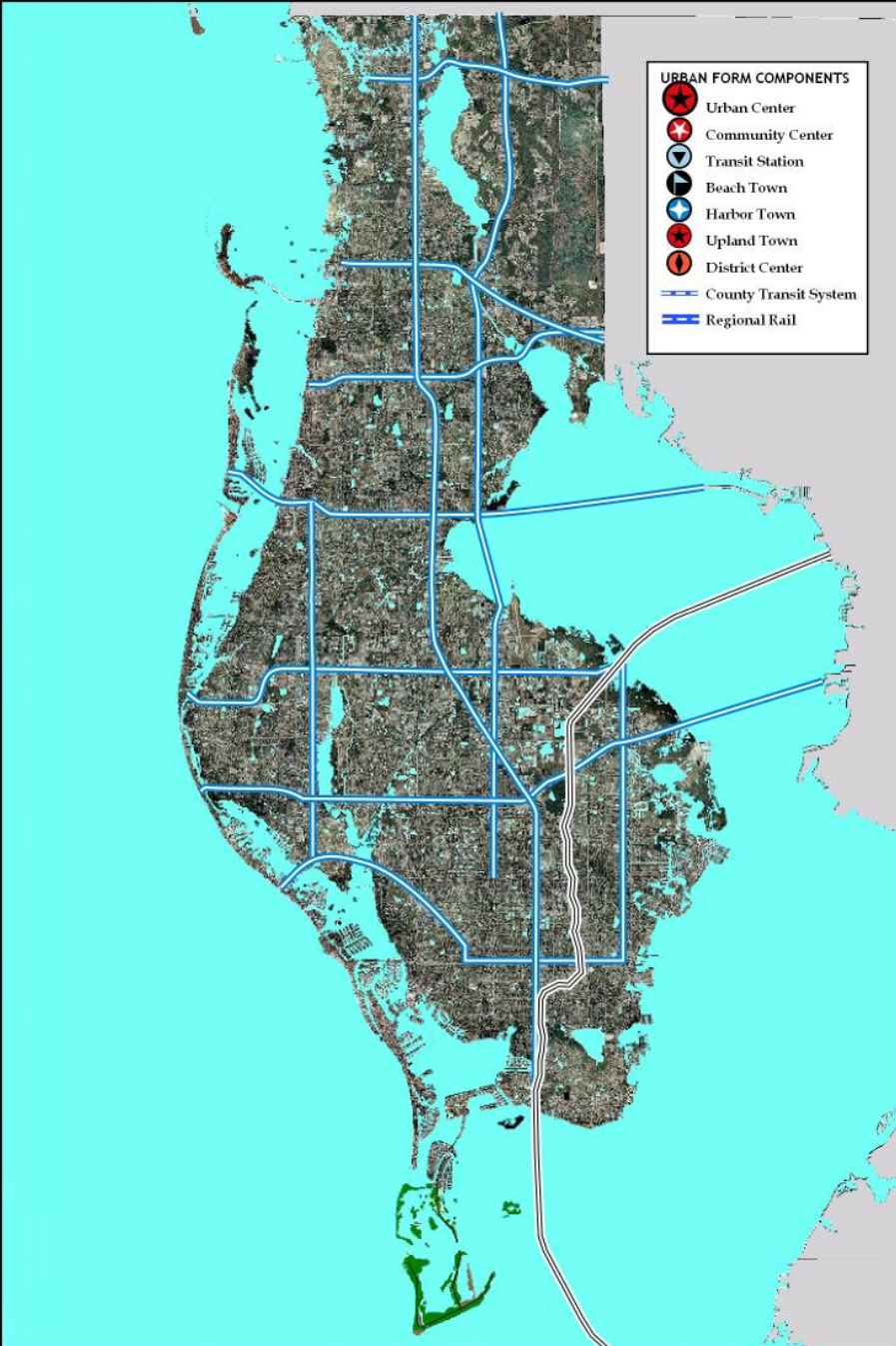


EXISTING URBAN FORM



BASE CONDITIONS



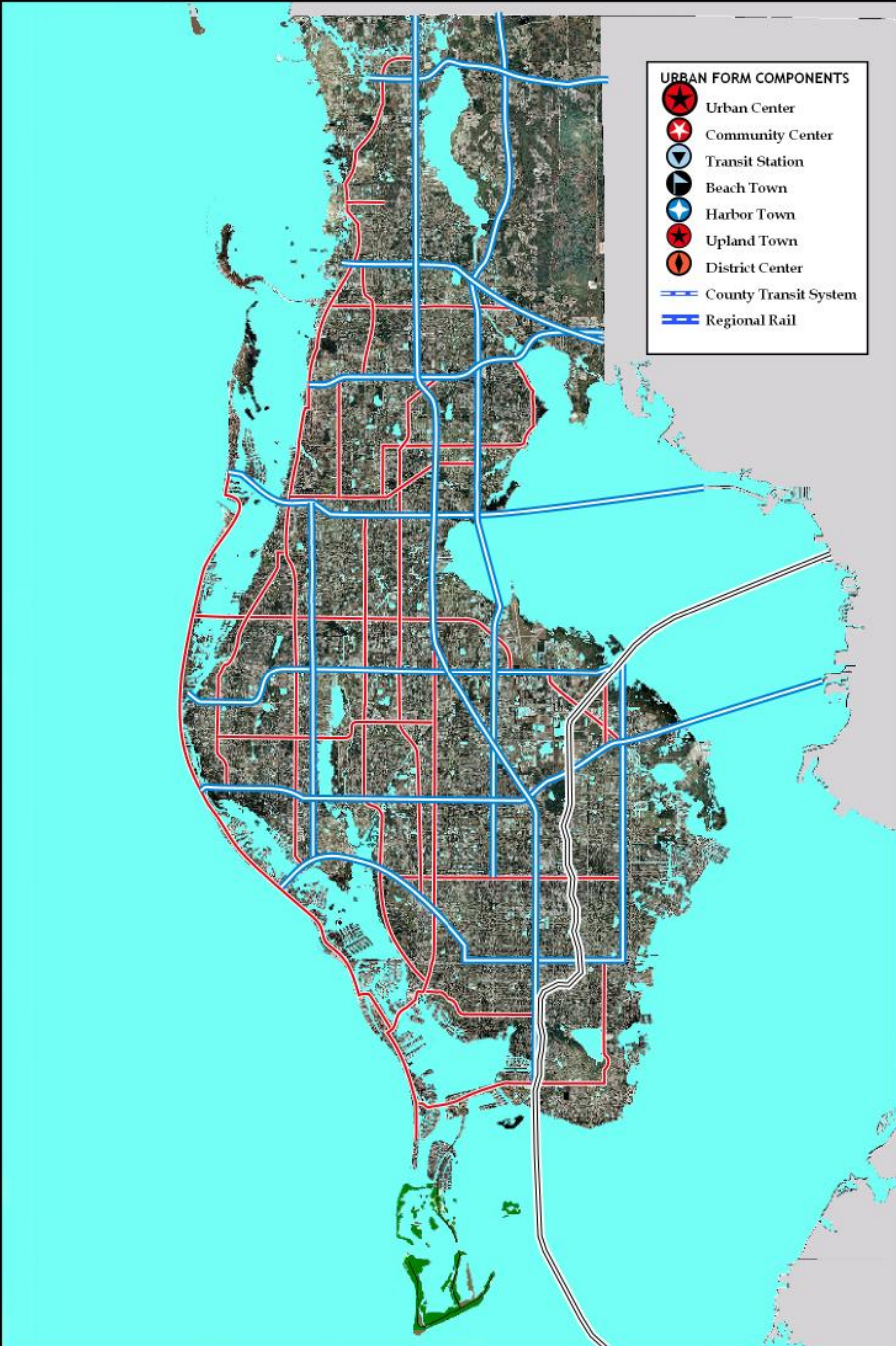


EXISTING URBAN FORM



MAJOR ARTERIALS





EXISTING URBAN FORM



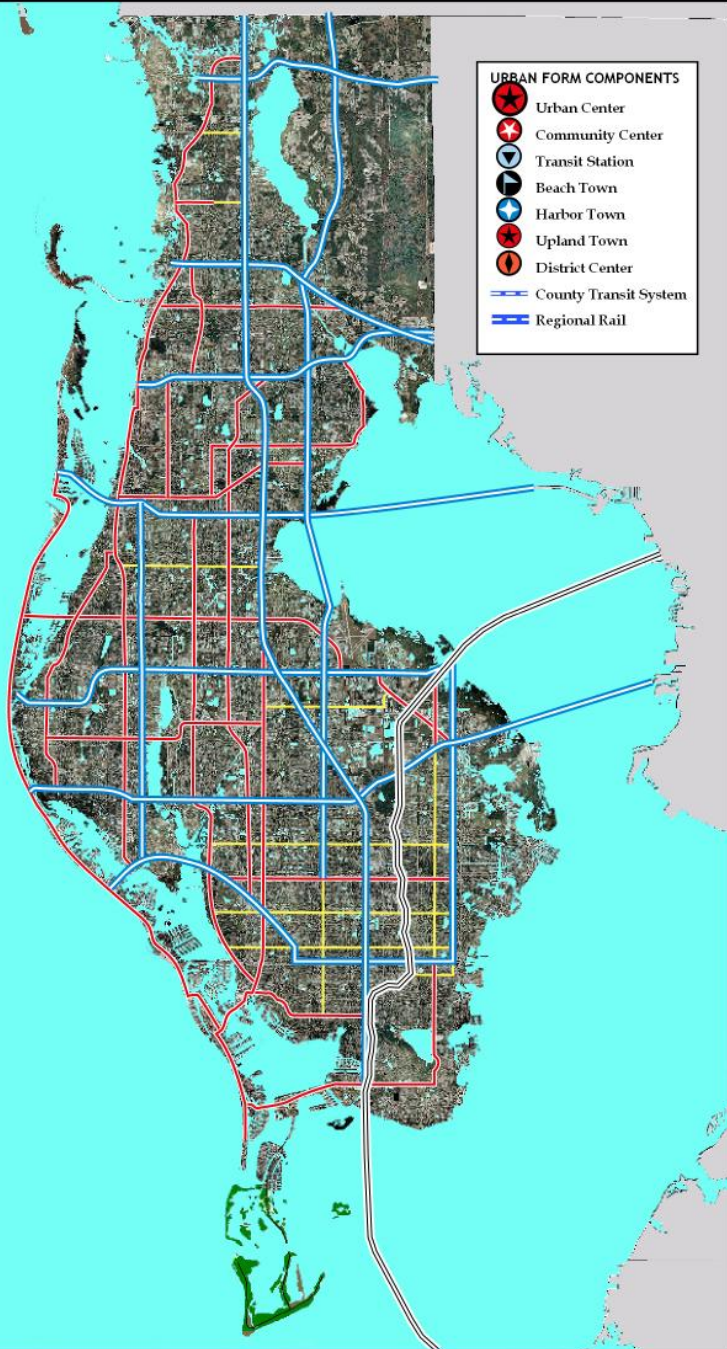
MINOR ARTERIALS



EXISTING URBAN FORM



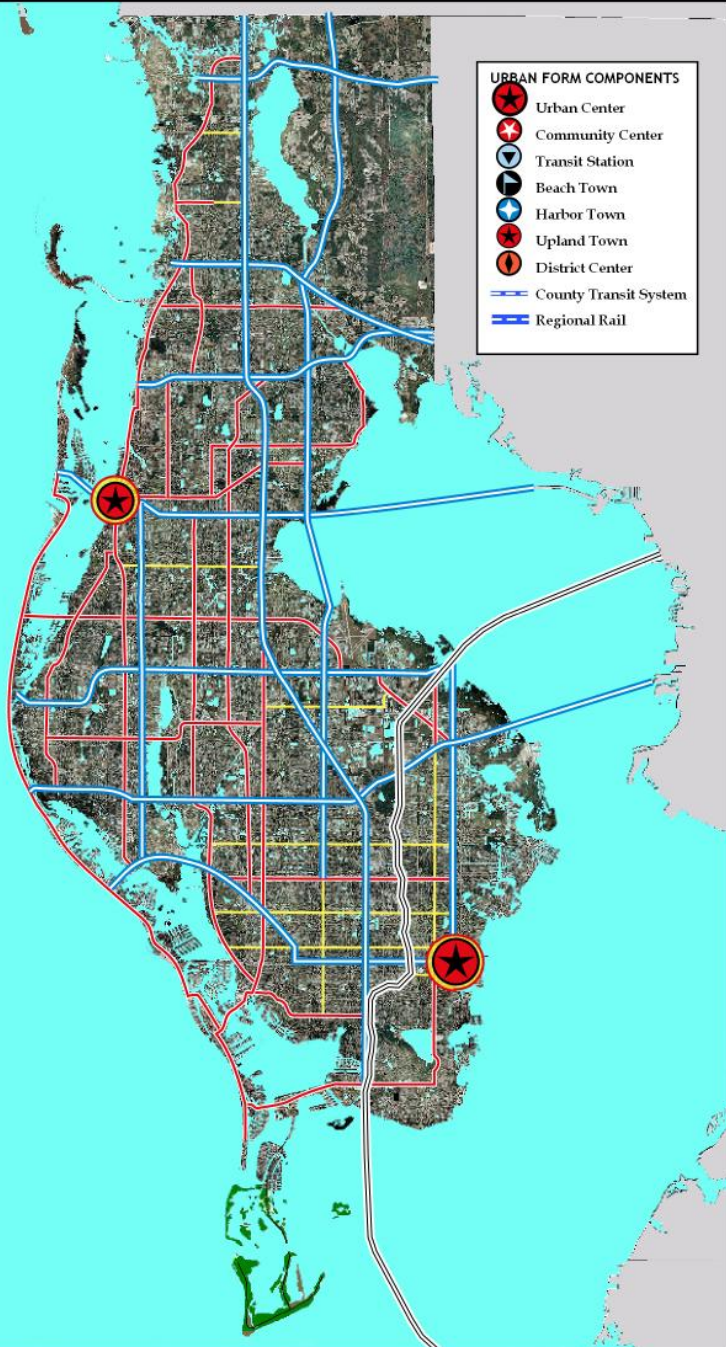
CONNECTORS



EXISTING URBAN FORM



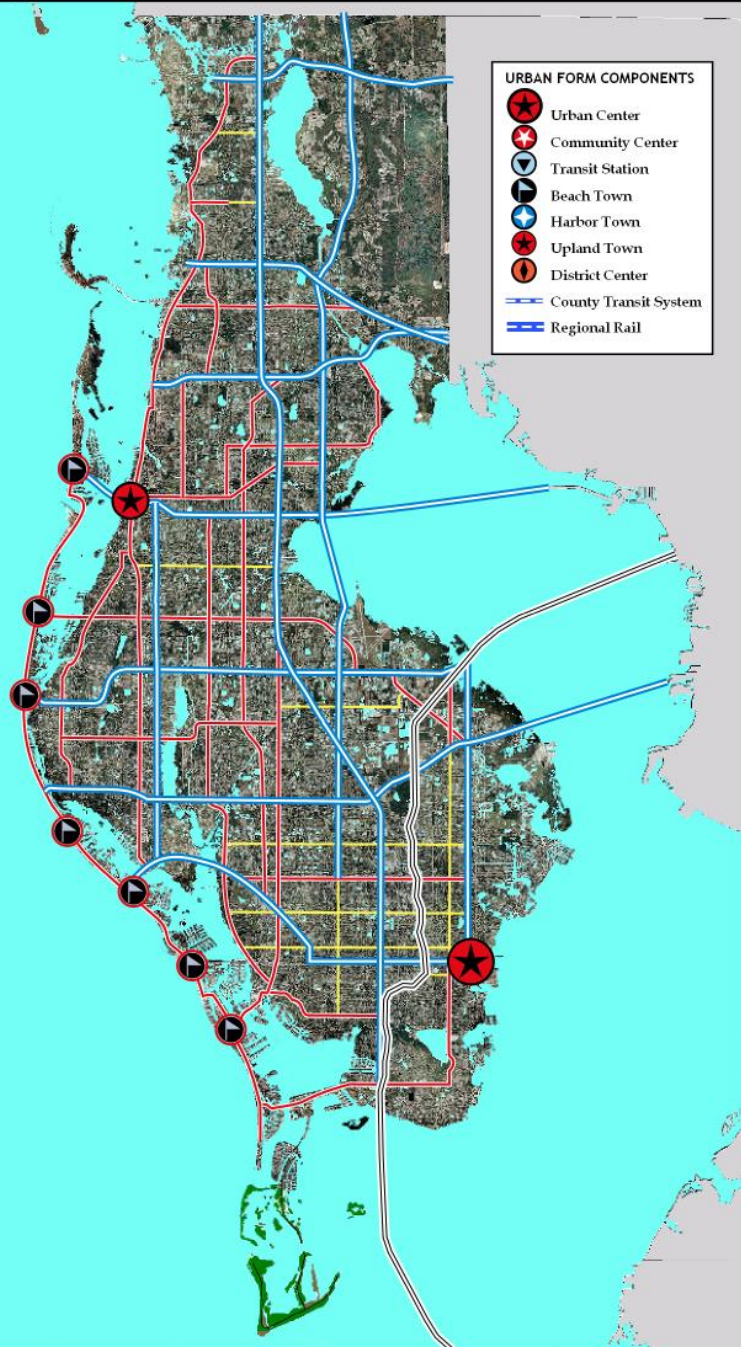
URBAN CENTERS



EXISTING URBAN FORM



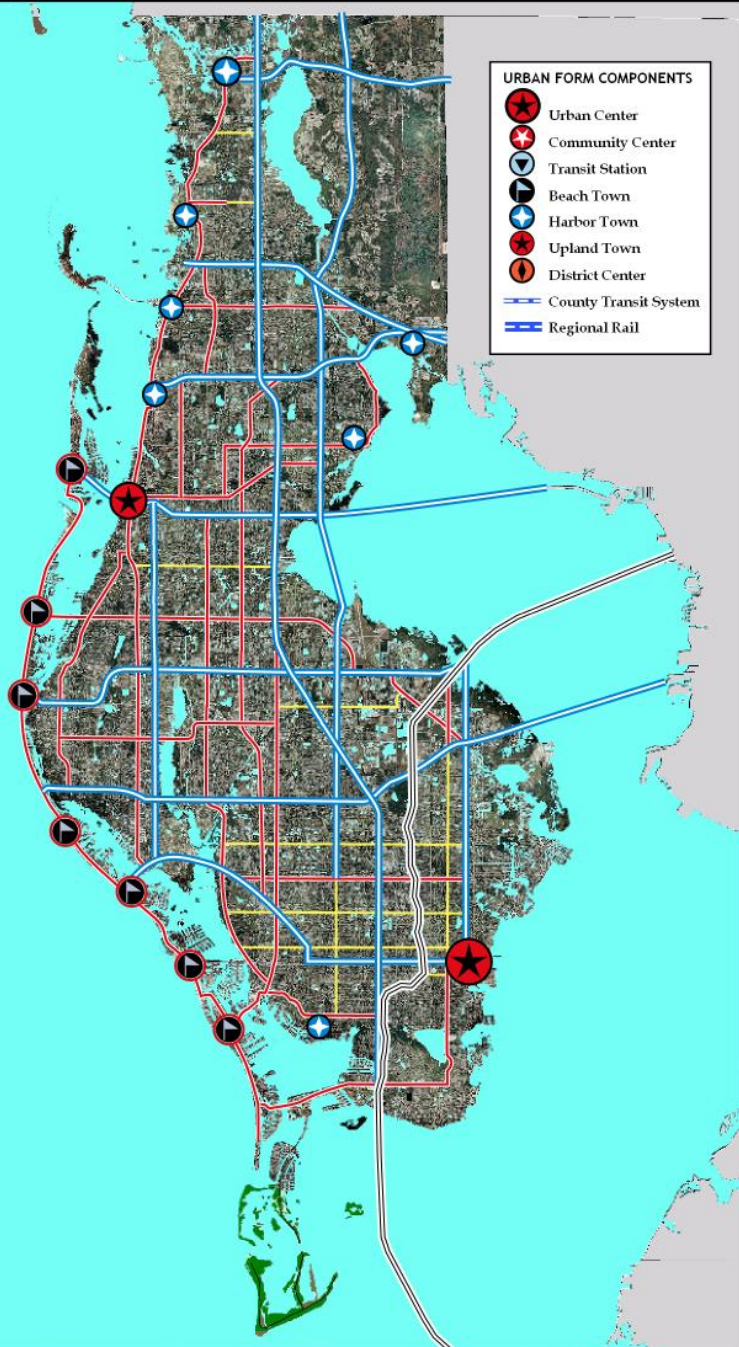
BEACH TOWNS



EXISTING URBAN FORM



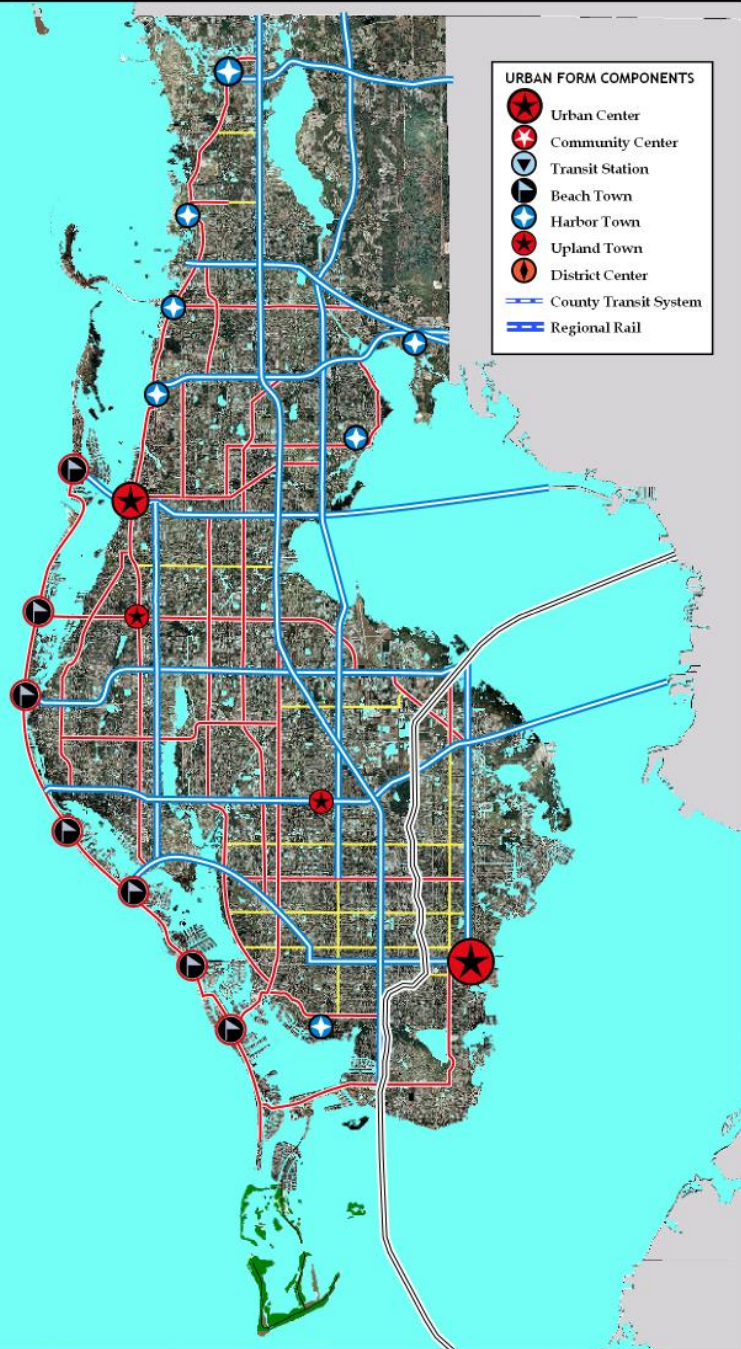
HARBOR TOWNS



EXISTING URBAN FORM



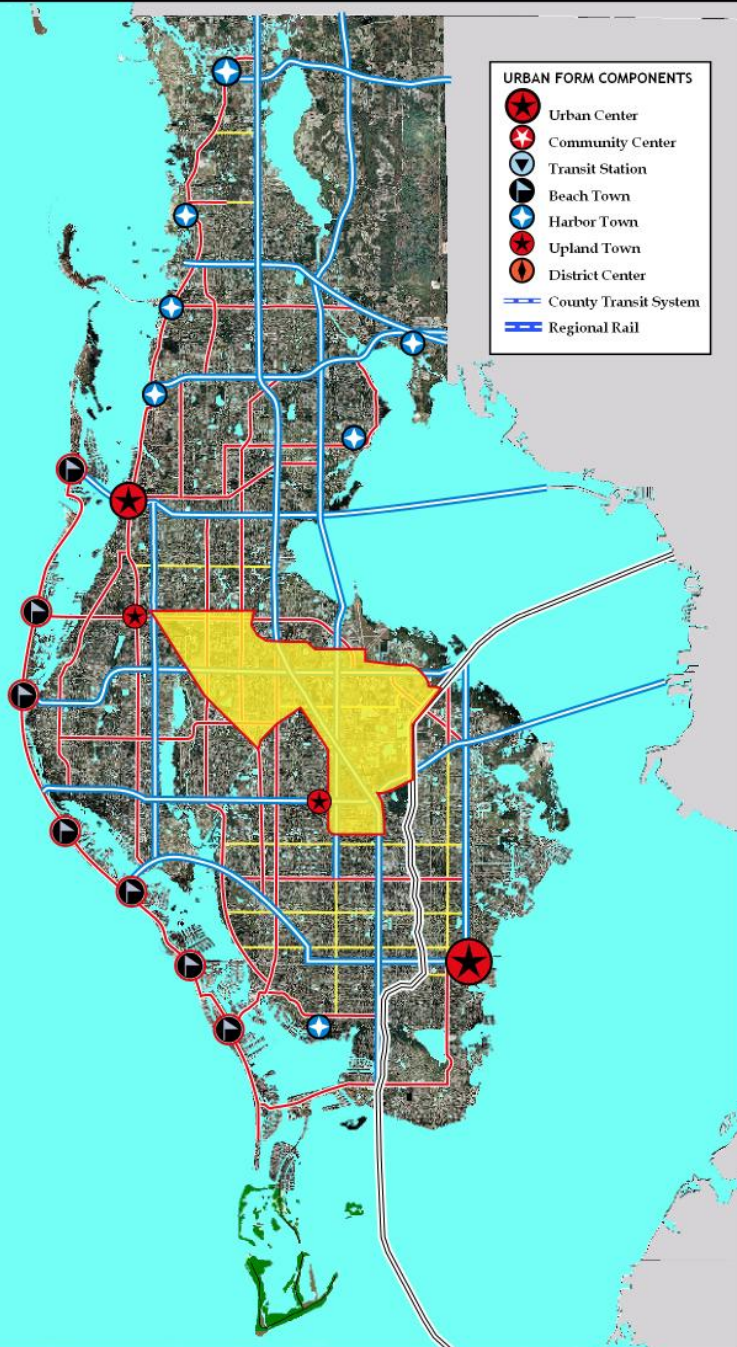
INLAND TOWNS



EXISTING URBAN FORM



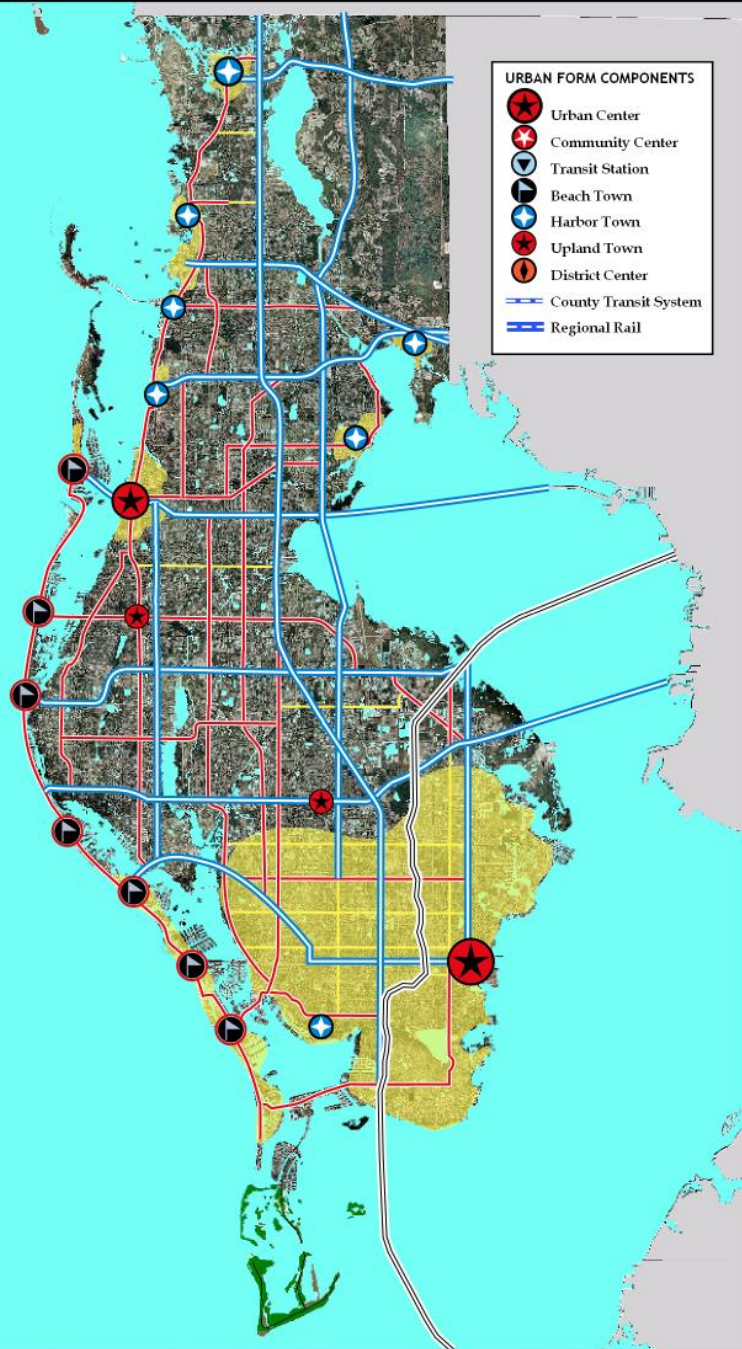
DISTRICT



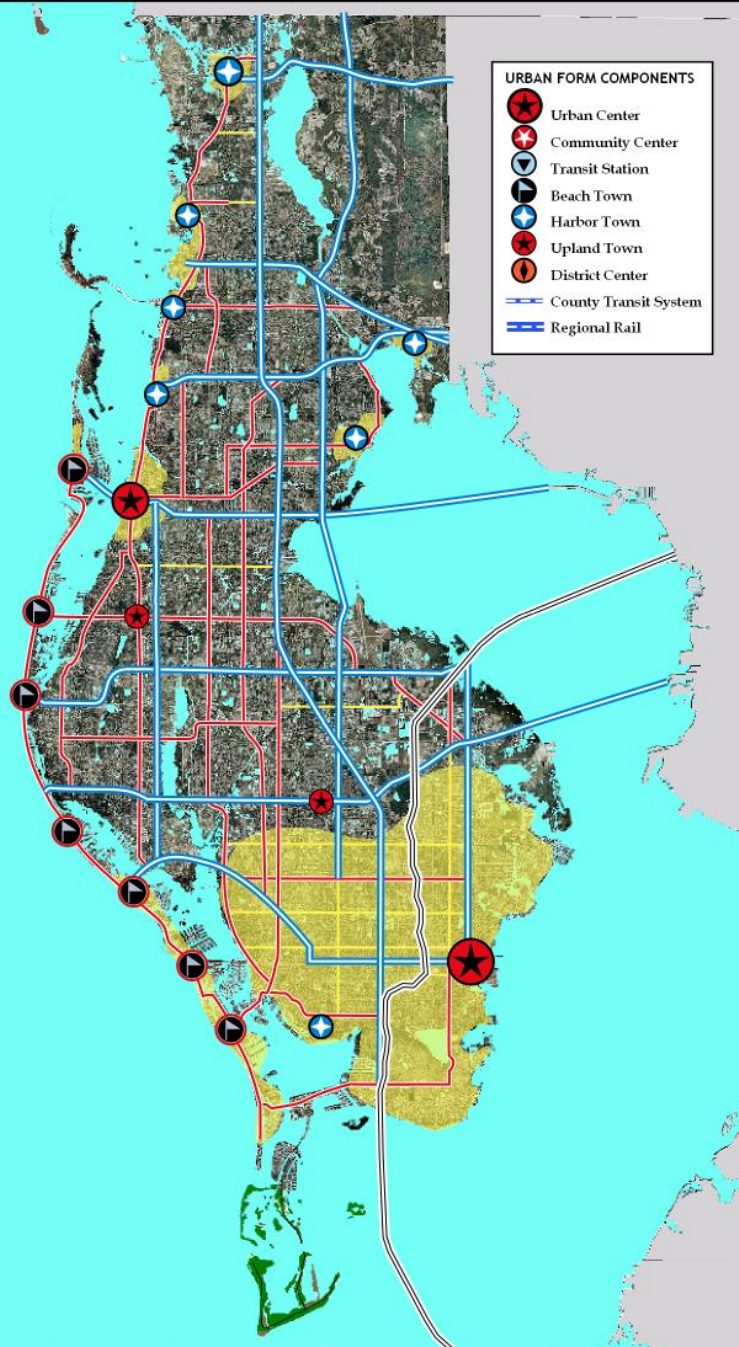
EXISTING URBAN FORM



PRE-WW II DEVELOPMENT



PATTERNS OF DEVELOPMENT



Pre-World War II



Diverse **MIX** of Uses

Generally Small-Scale with Neighborhood and Local Area Focus

Significant **MASS** of Non-Residential Uses

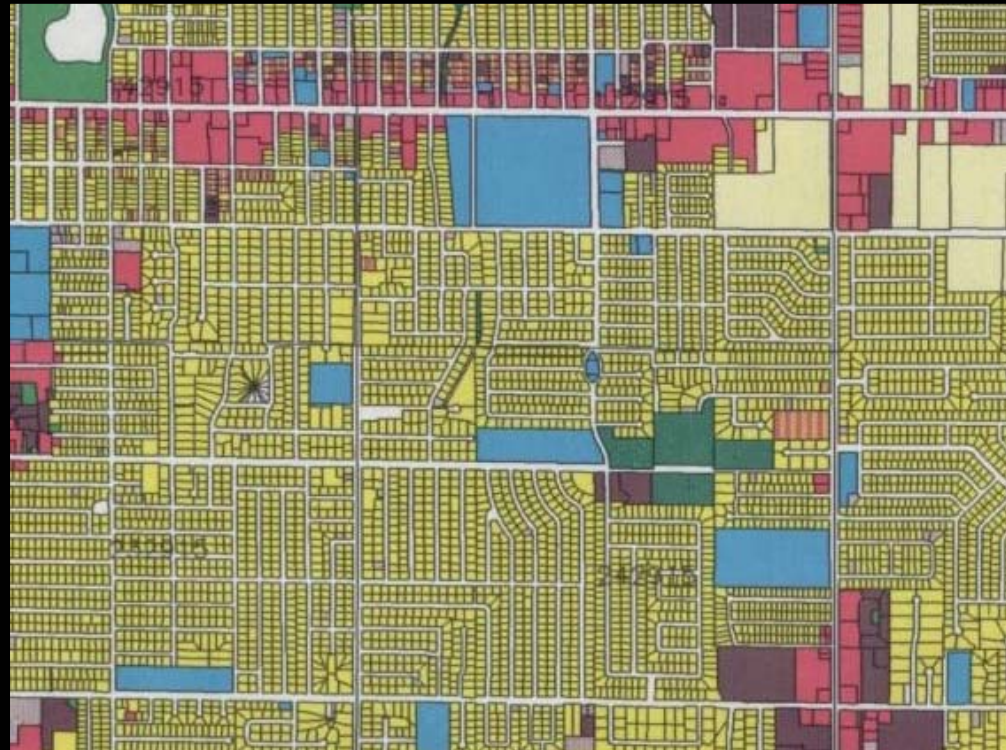
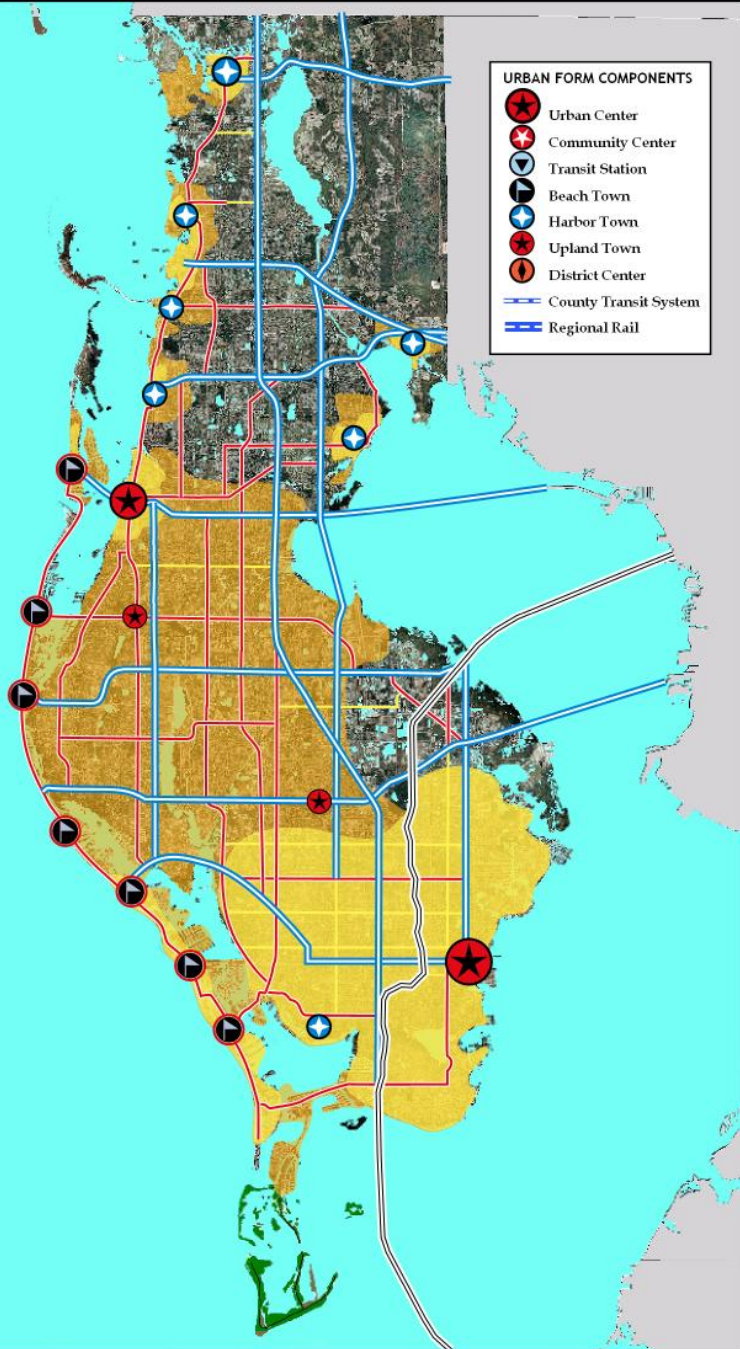
Generally Few Specific Employment Uses

Very Fine-Grained **MESH** of Uses

EXISTING URBAN FORM

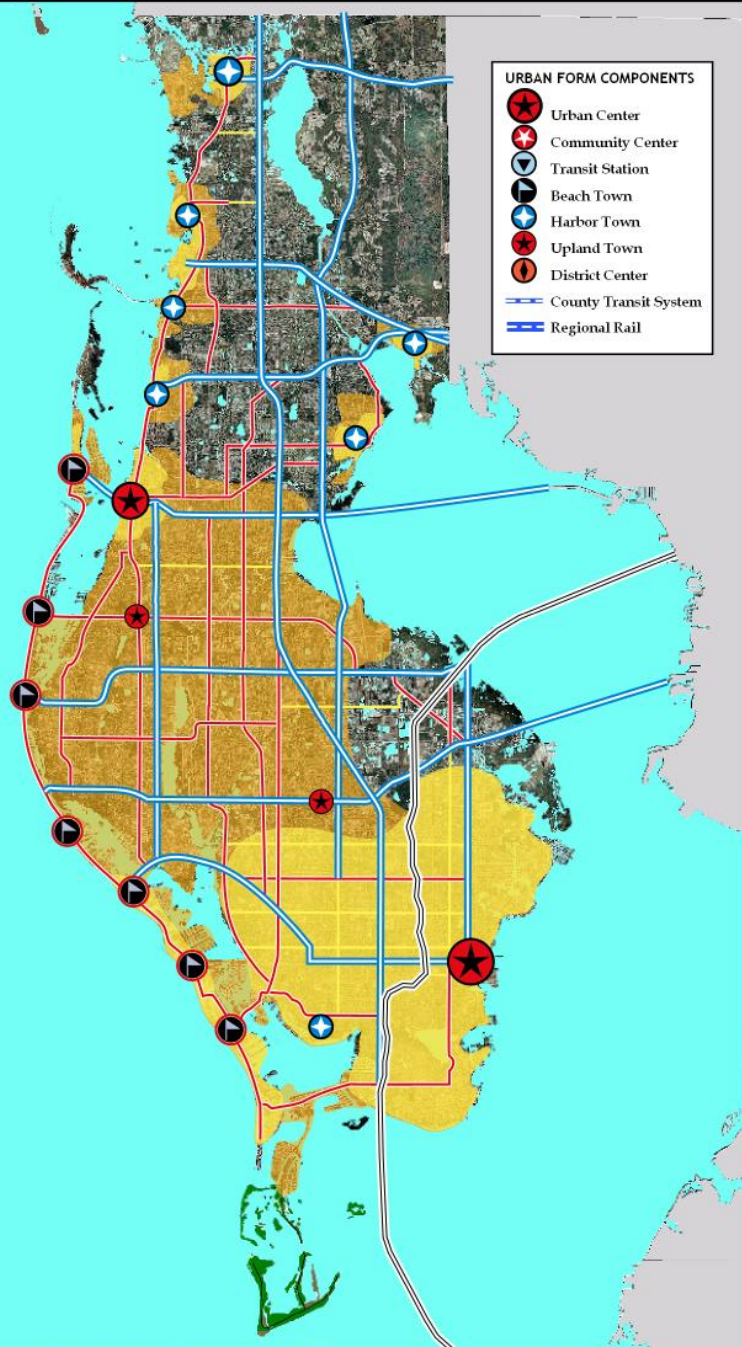
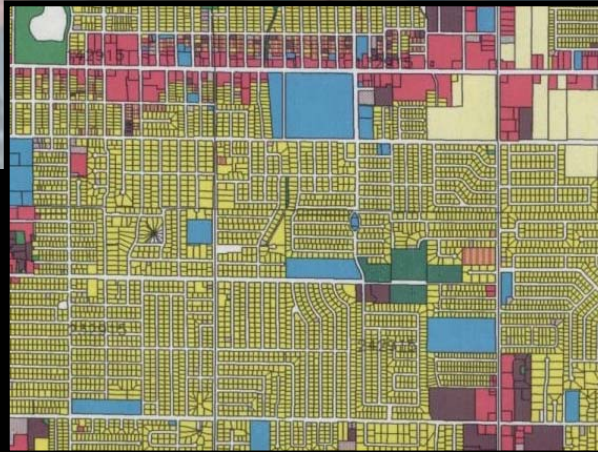


POST-WW II DEVELOPMENT



PATTERNS OF DEVELOPMENT

Post-World War II



Generally Diverse **MIX** of Uses

Neighborhood Focus Commercial as well as Some Regional Focus; Three Schools

Dominant **MASS** of Residential Uses
Predominantly Single-Family Residential

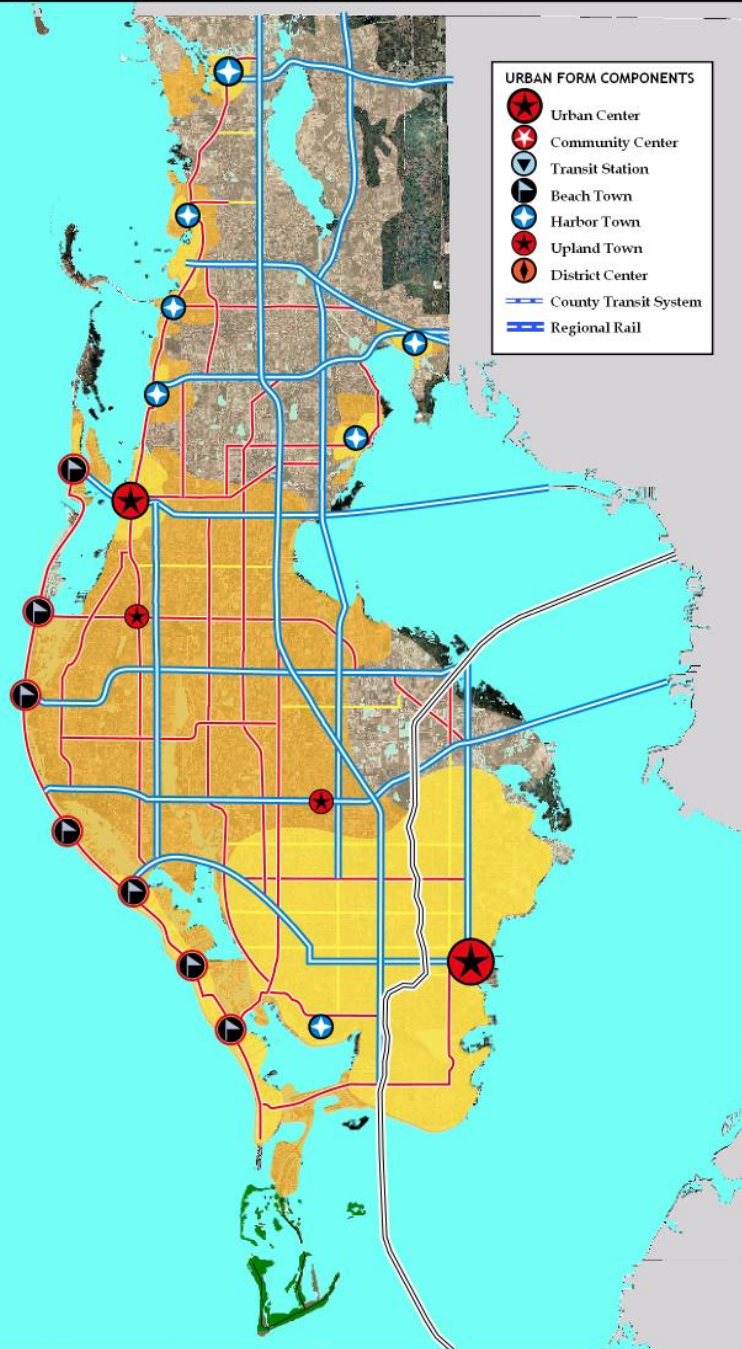
Few Specific Employment Uses

Somewhat Coarser **MESH** of Uses

EXISTING URBAN FORM

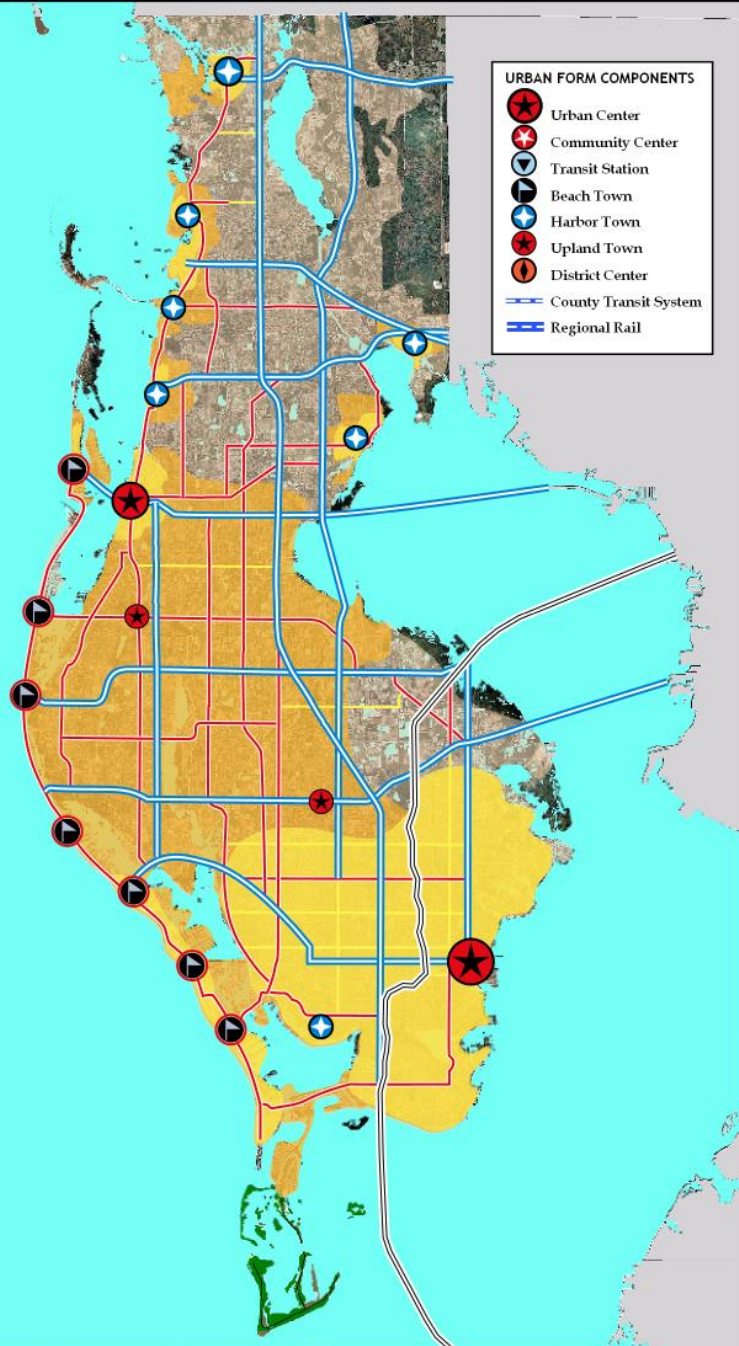


CONTEMPORARY DEVELOPMENT



PATTERNS OF DEVELOPMENT

Recent



Generally Diverse **MIX** of Uses

Neighborhood Focus Commercial as well as Some Regional Focus

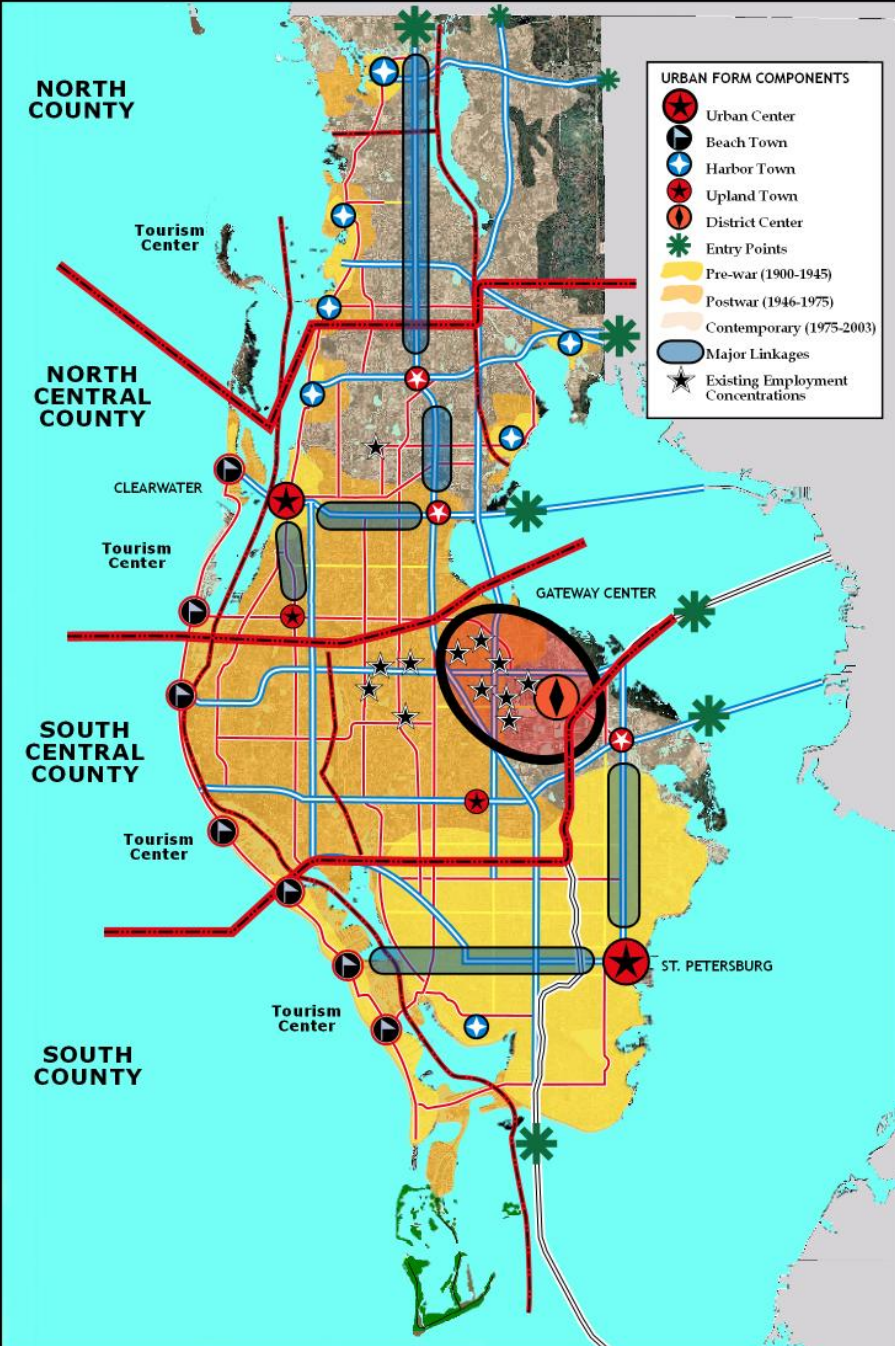
Significant **MASS** of Residential Uses

Mix of Single-Family & Multi-Family

Few Specific Employment Uses

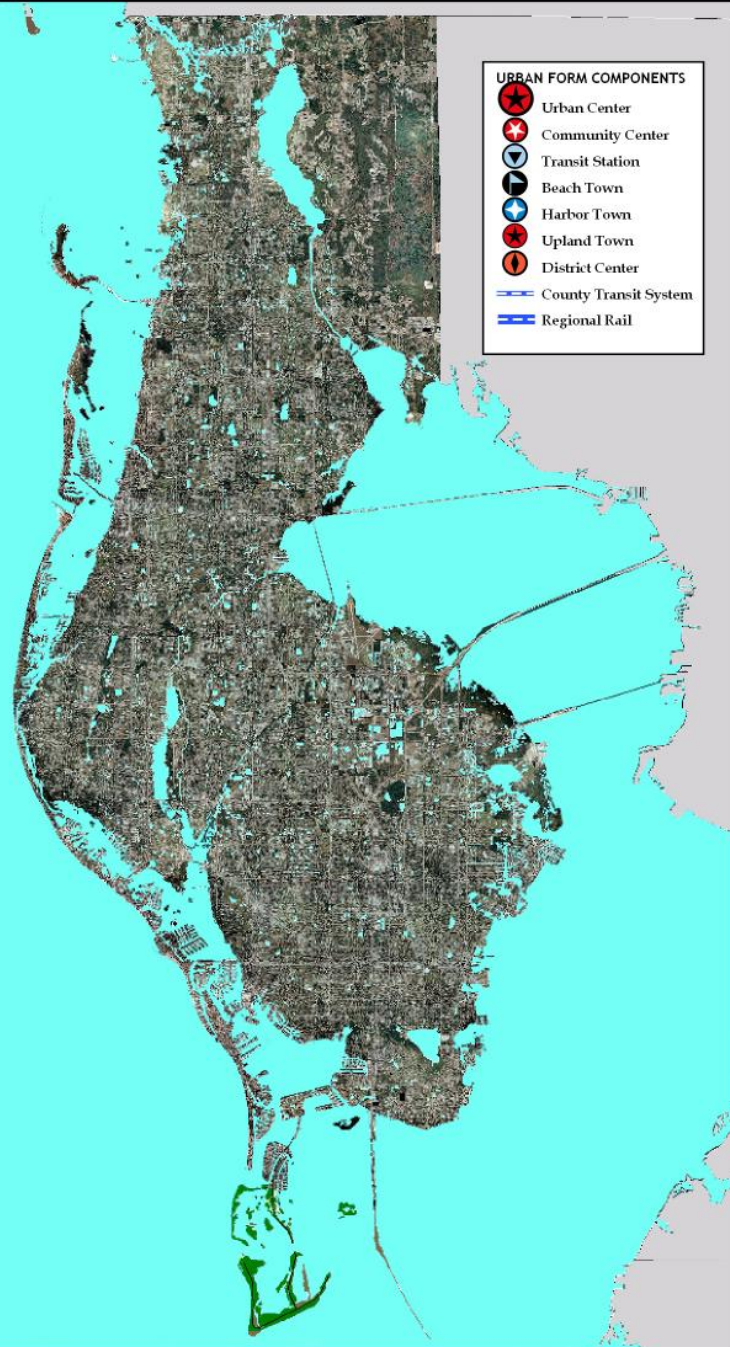
Very Little **MESH** of Uses

EXISTING URBAN FORM



HOW DO WE
ENVISION FUTURE
URBAN FORM?

ENVISIONING FUTURE URBAN FORM



The Goal: Enhanced URBANISM

THREE CRITICAL FACTORS

MIX

A Variety of
Appropriate Uses

MASS

Sufficient Amounts
of Each Use

MESH

Physically &
Functionally
Integrated



REDEVELOPMENT PREMISES

There will be Growth in both JOBS and POPULATION:

1. As Discussed, Job Growth could be Between 207,000 and 330,000 over Twenty Years

This could Lead to the Redevelopment of as much as 7,000 Acres of Land Within the County

2. In Addition, the Population could Increase by as Many as 300,000 People over the Next Twenty Years

This will lead to Significant Changes in the Density and Character of over 10,000 acres of Land Within the County

3. The Two Types of Growth Should Not be Addressed Separately

REDEVELOPMENT PREMISES

The Future will See **THREE** Types of Redevelopment:

1. One-for-One **REPLACEMENT** of Existing Uses

NO impact on Land Use Mix, Development Density or Intensity, or the Urban Character of the County

Significant Role for Individuals, Investors, Small Developers



REDEVELOPMENT PREMISES

The Future will See **THREE** Types of Redevelopment:

2. **REPLACEMENT** that fits within the Limits of the Existing Future Land Use Plans

MINOR impact on Land Use Mix, Development Density or Intensity, and the Urban Character of the County

Small Role for Individuals & Small-Scale Developers; Large Role for Investors, Medium- & Large-Scale Developers



REDEVELOPMENT PREMISES

The Future will See **THREE** Types of Redevelopment:

3. **REDEVELOPMENT** that **INCREASES** the Intensity, Density and/or Mix of Current Land Uses

SIGNIFICANT impact on Land Use Mix, Development Density or Intensity, and especially the Urban Character of the County

Significant Role for Individuals, Investors, Small-, Medium-, and Large-Scale Developers



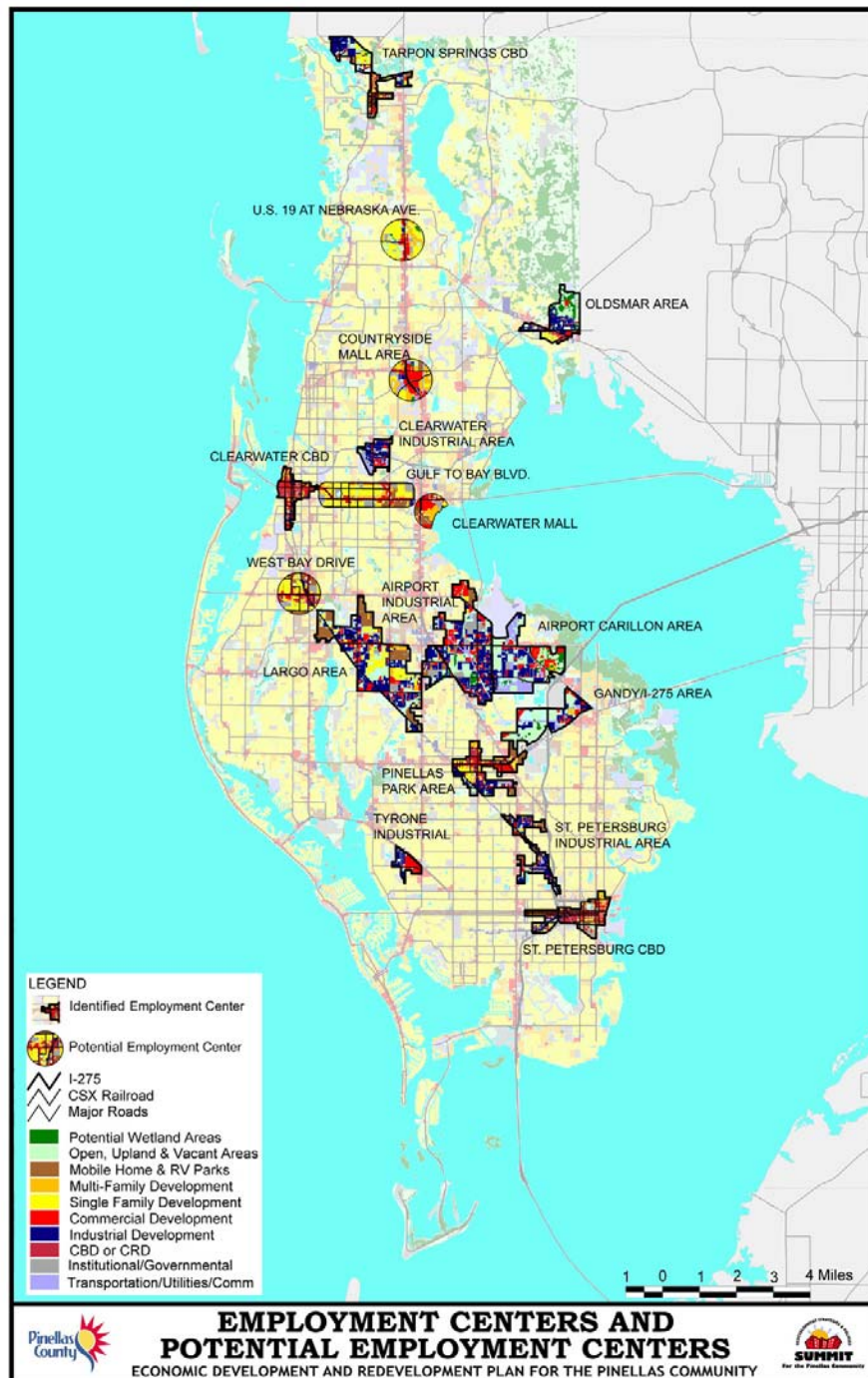


REDEVELOPMENT PREMISES

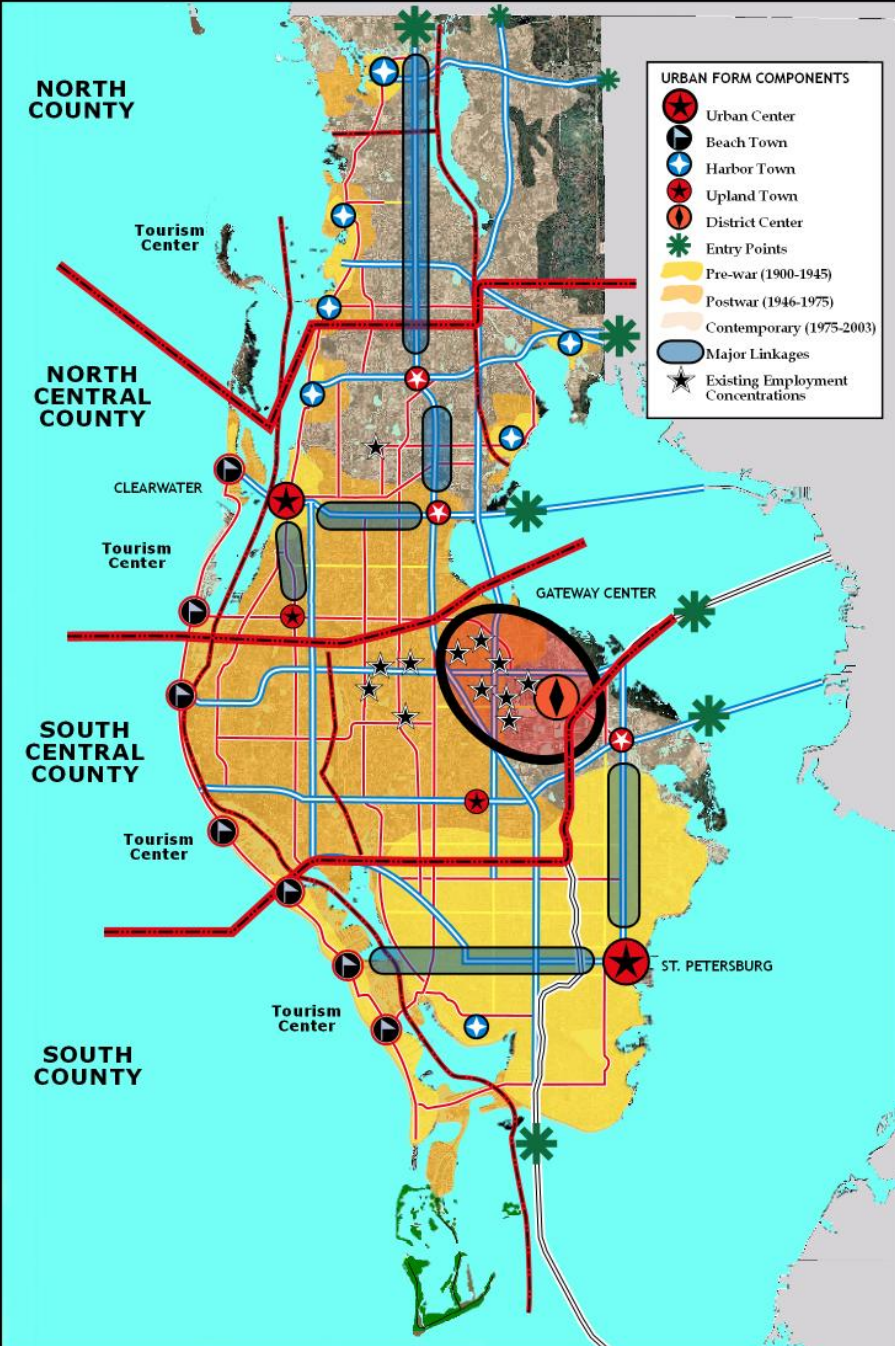
Redevelopment that Increases the Intensity, Density and/or Mix of Current Land Uses will be Absorbed into **THREE PRINCIPAL AREAS** of the County

1. The Designated **POTENTIAL EMPLOYMENT CENTERS**
2. The Existing Designated **CRDs, CBDs, and DOWNTOWNS**
3. The **NODES, CORRIDORS** and **DISTRICTS** determined, in part, by the development of a rail-based MASS TRANSIT System and, in part, by a Structural Analysis of County's **EXISTING ROADWAY** System

EMPLOYMENT CENTERS

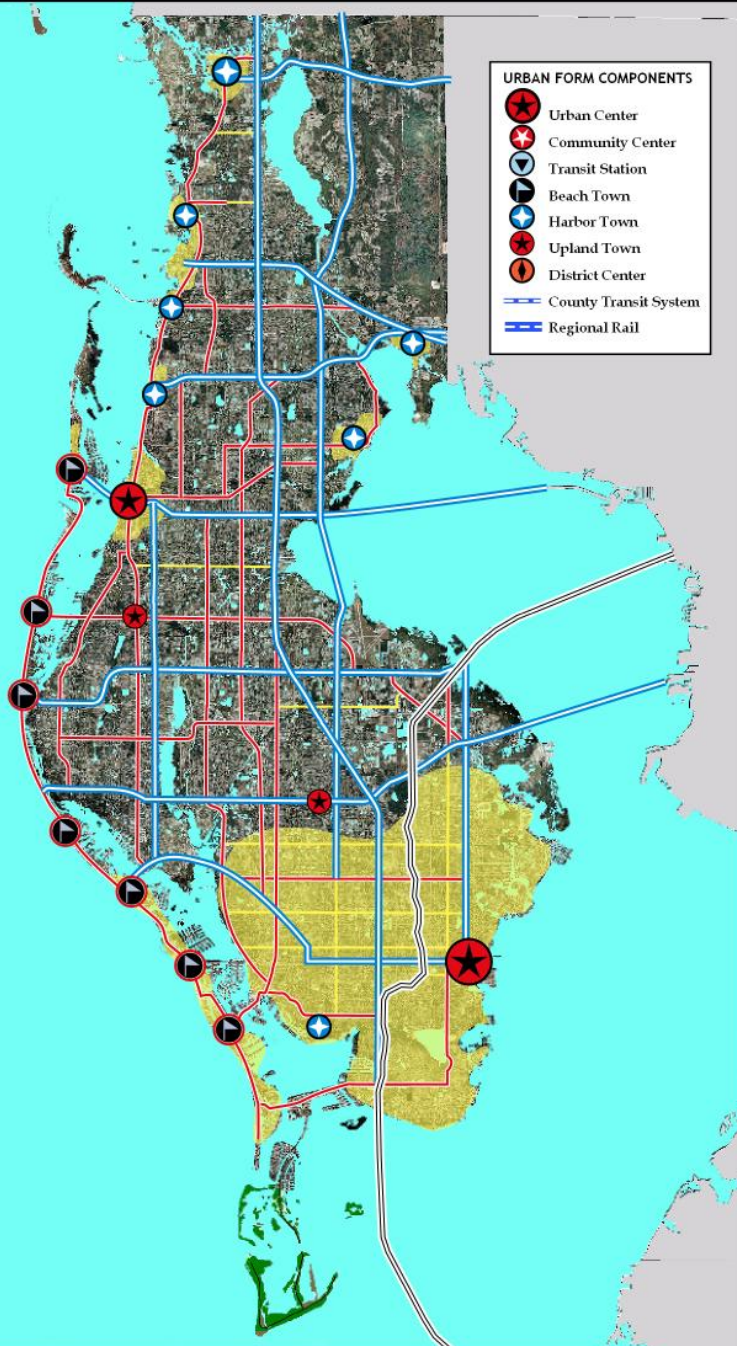


EXISTING URBAN FORM MAP



FUTURE URBAN FORM

Pre-World
War II



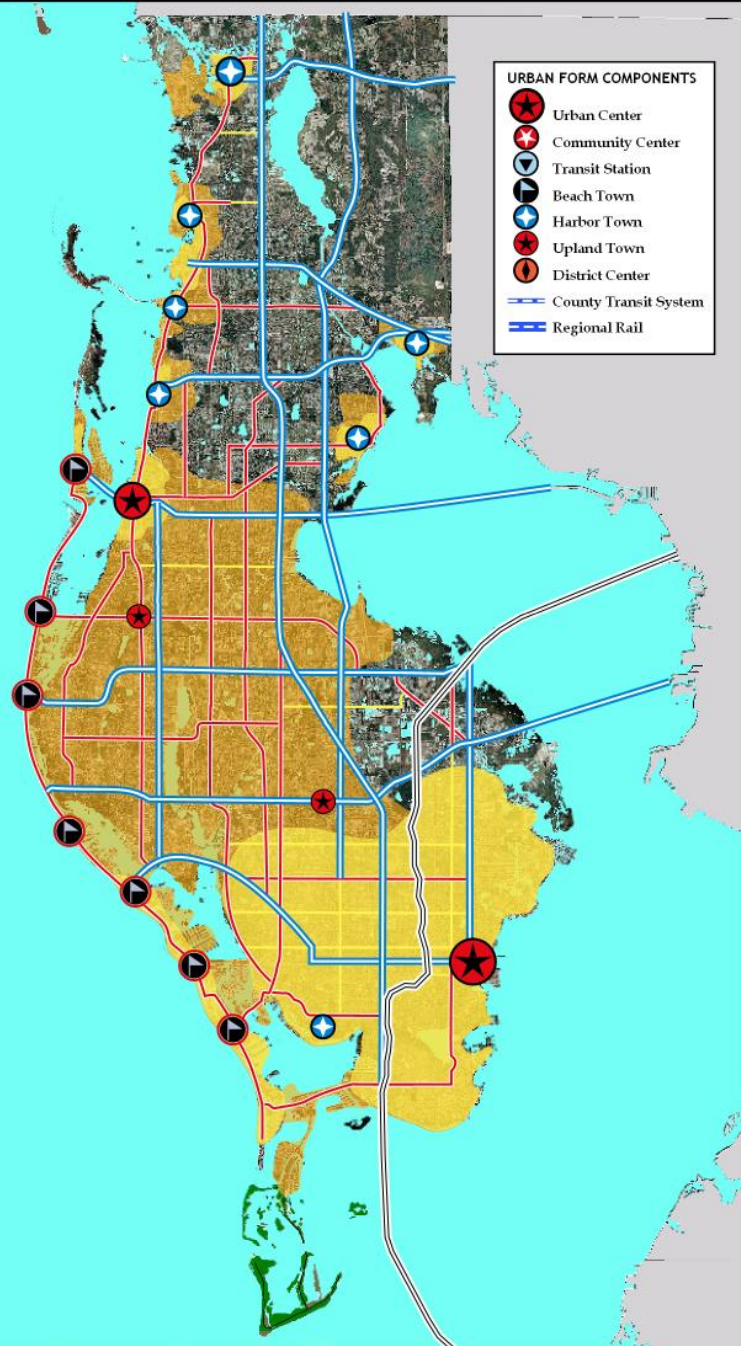
URBANIZE THESE AREAS OF THE COUNTY

Strengthen the Mix, Mass & Mesh

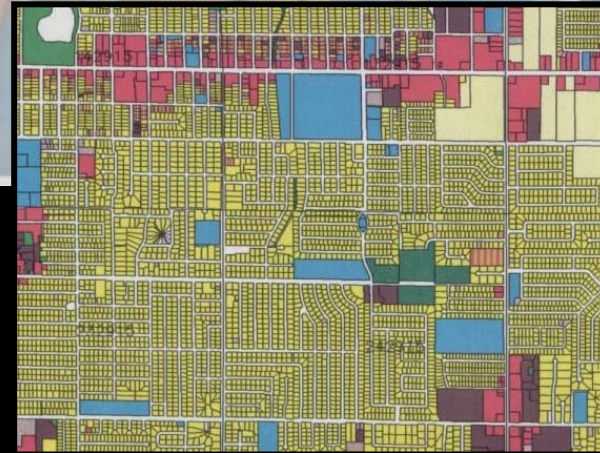
Enhance DENSITY and URBANITY to
Create True Urban Centers

Develop Around TRANSIT





FUTURE URBAN FORM



Post-World War II

ADAPT POST-WAR PATTERNS TO MATCH PRE-WAR URBANISM

Address MIX and MESH

Upgrade DENSITY and MIX of Uses

DIVERSIFY Existing Conditions

Promote MULTI-MODAL Streets

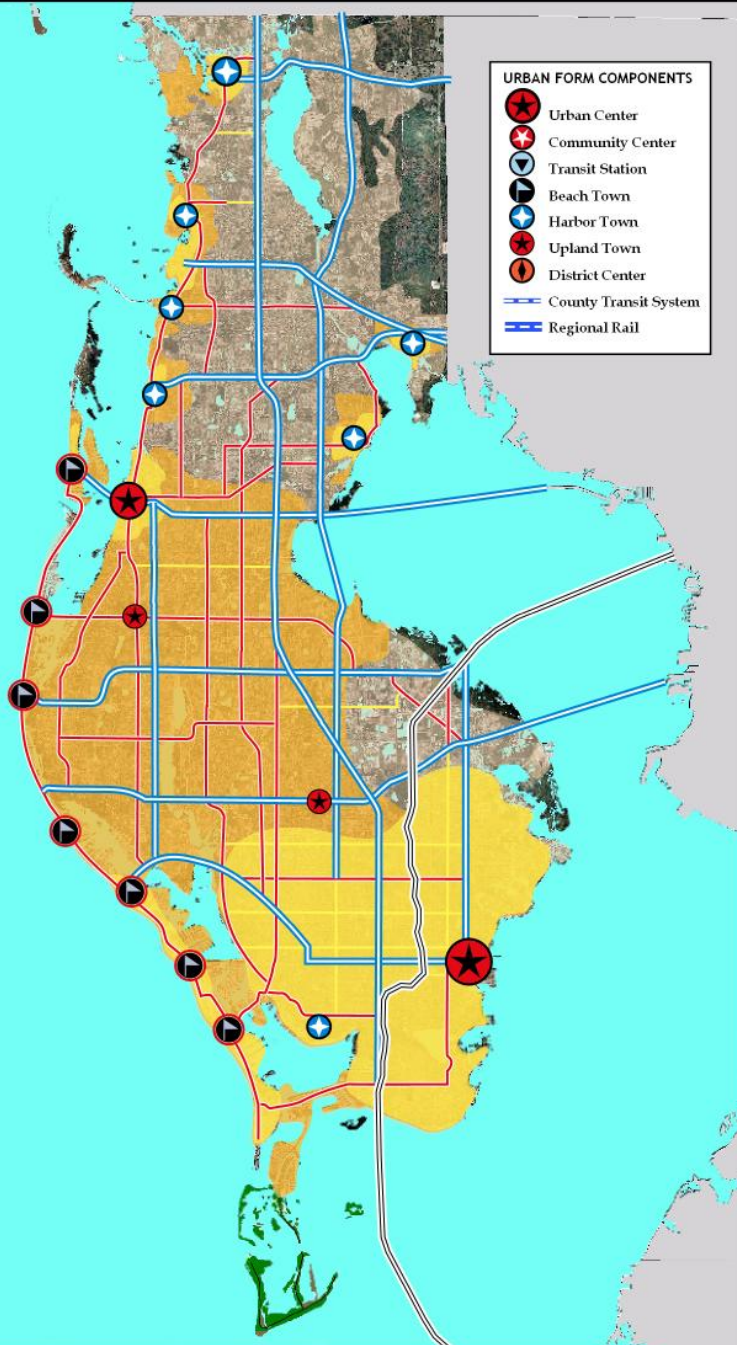
Enhance CONNECTIVITY

Develop a HIERARCHY of Centers



FUTURE URBAN FORM

Recent



URBAN FORM COMPONENTS	
	Urban Center
	Community Center
	Transit Station
	Beach Town
	Harbor Town
	Upland Town
	District Center
	County Transit System
	Regional Rail

HOLD THE LINE ON DEVELOPMENT EXPANSION

Address MASS and MESH

Absorb New Development in
ACTIVITY CENTERS

Maintain LOWER DENSITY

Protect and Enhance
ENVIRONMENTAL Character



COMPONENTS OF FUTURE URBAN FORM

Redevelopment within the Three Principal Areas will occur in Distinct **FUNCTIONAL** and **PHYSICAL** Forms

These **FORMS** are based on the Goals of Creating an Appropriate **MIX, MASS** and **MESH** of Future Uses

The Components of the **Future Urban Form** include:

NEIGHBORHOOD CENTERS

COMMUNITY CENTERS

URBAN CENTERS

DISTRICTS

NODES

CORRIDORS

NEIGHBORHOOD CENTERS

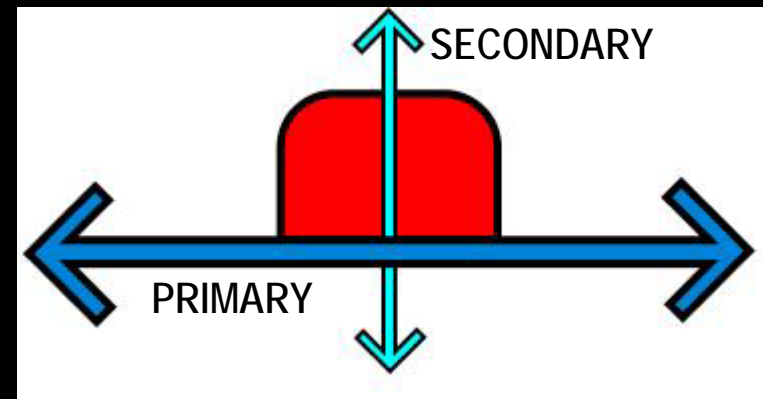
Include a **MIX** of **RETAIL**, **RESIDENTIAL**, **EMPLOYMENT** and **CIVIC** Uses

Utilize **SURFACE PARKING**, including **ON-STREET PARKING**, but may include **Mass Transit** Facilities

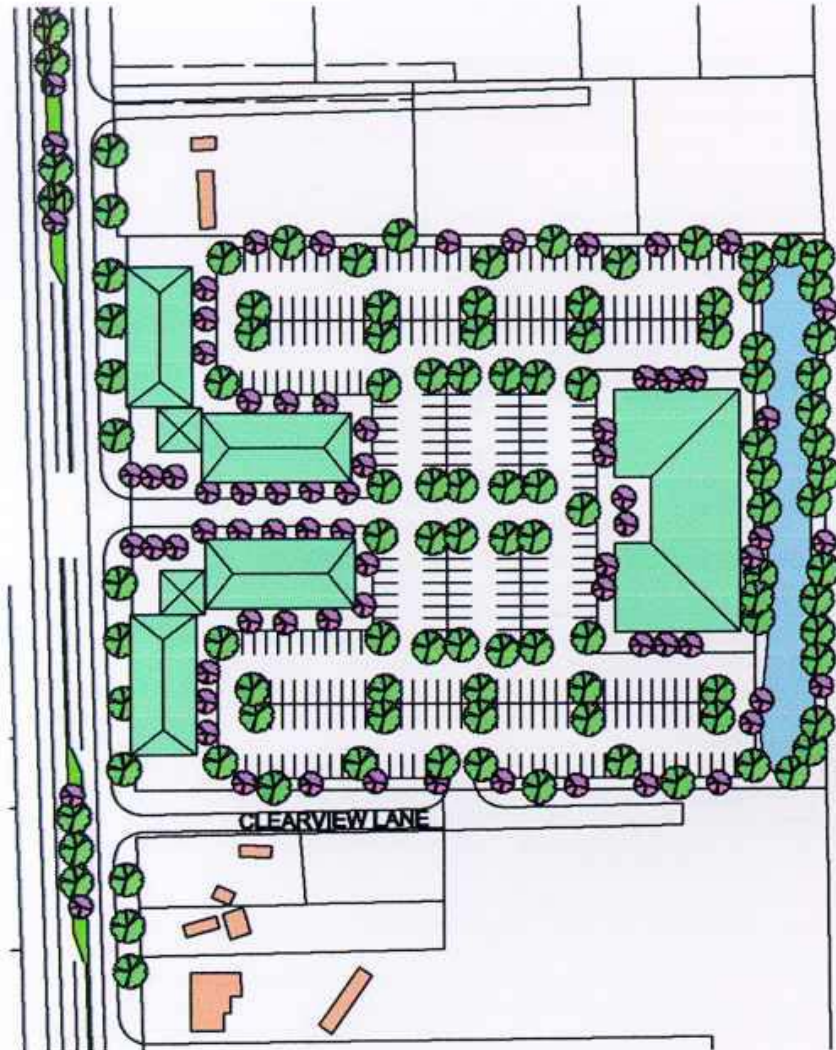
Designed to be **PEDESTRIAN-ORIENTED**

½ Mile Radius Catchment Area

Range from **5 – 20 Acres** in Size



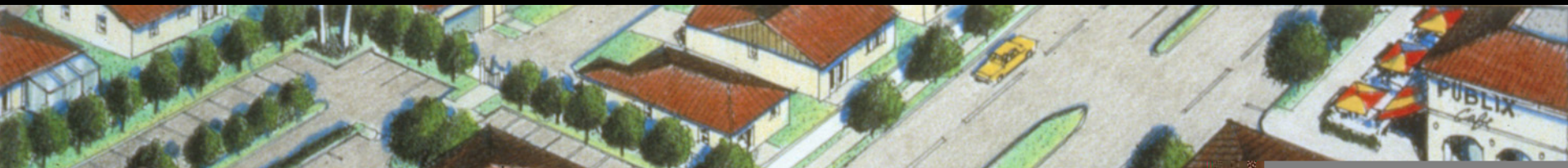
NEIGHBORHOOD CENTERS



NEIGHBORHOOD CENTERS



NEIGHBORHOOD CENTERS



COMMUNITY CENTERS

Include a **MIX** of **RETAIL, RESIDENTIAL, EMPLOYMENT** and **CIVIC** Uses

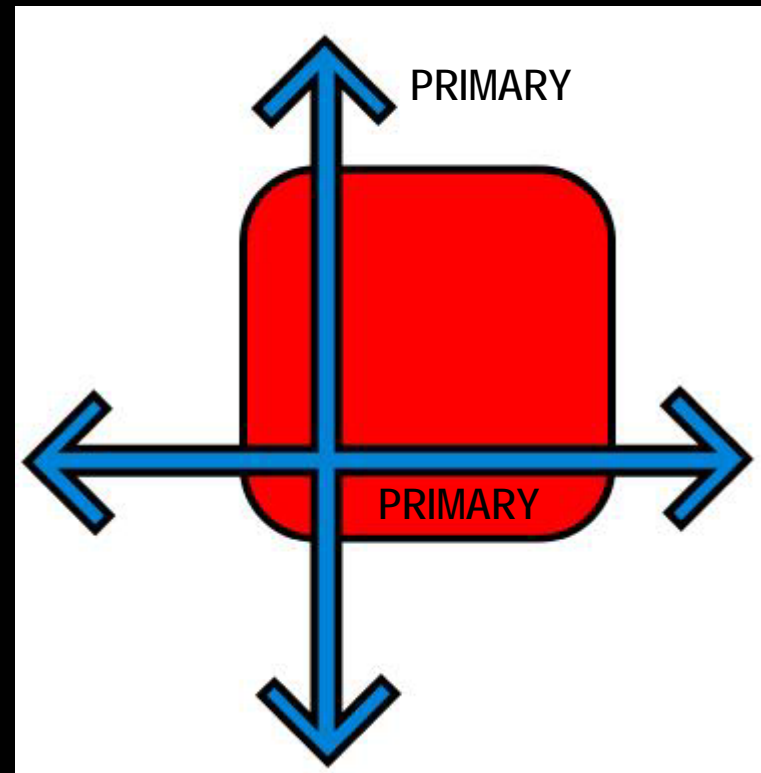
May include **STRUCTURED PARKING, SURFACE PARKING**, or a **COMBINATION**

May include **MASS TRANSIT**, with implications for Size and Intensity

PEDESTRIAN-ORIENTED

3 Mile Radius Catchment Area

Range from **20 - 200 Acres** in Size



COMMUNITY CENTERS





Mizner Park, Boca Raton FL

COMMUNITY CENTERS



COMMUNITY CENTERS



URBAN CENTERS

Intensely Developed; Full **MIX** of **RETAIL, RESIDENTIAL, EMPLOYMENT** and **CIVIC** Uses

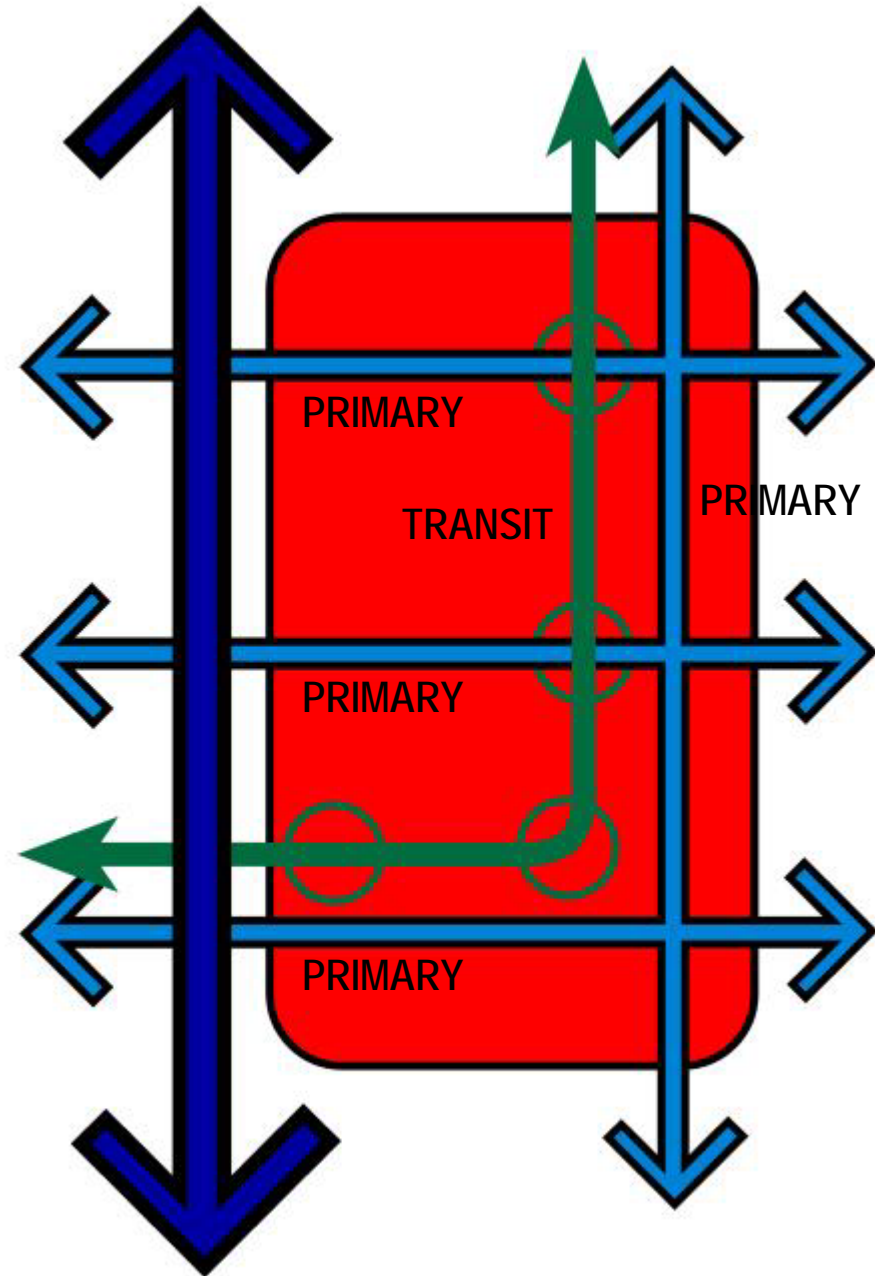
Rely Heavily on **STRUCTURED PARKING** and **ON-STREET PARKING**

Always includes at Least One Form of **MASS TRANSIT**; ideally, this is Rail-Based

PEDESTRIAN-ORIENTED

Regional Catchment Area

Range from **200 – 1,000 Acres** in Size



URBAN CENTERS



URBAN CENTERS





DISTRICTS

Areas of **REGIONAL IMPORTANCE**, Generally Dominated by a **SINGLE PRIMARY USE**, and Developed to Support That Use

Generally include a **VARIETY** of **TRANSPORTATION OPTIONS**; May be **INTERMODAL** Centers

Regional Catchment Area

Range from **200 – 1,000 Acres** in Size

DISTRICTS

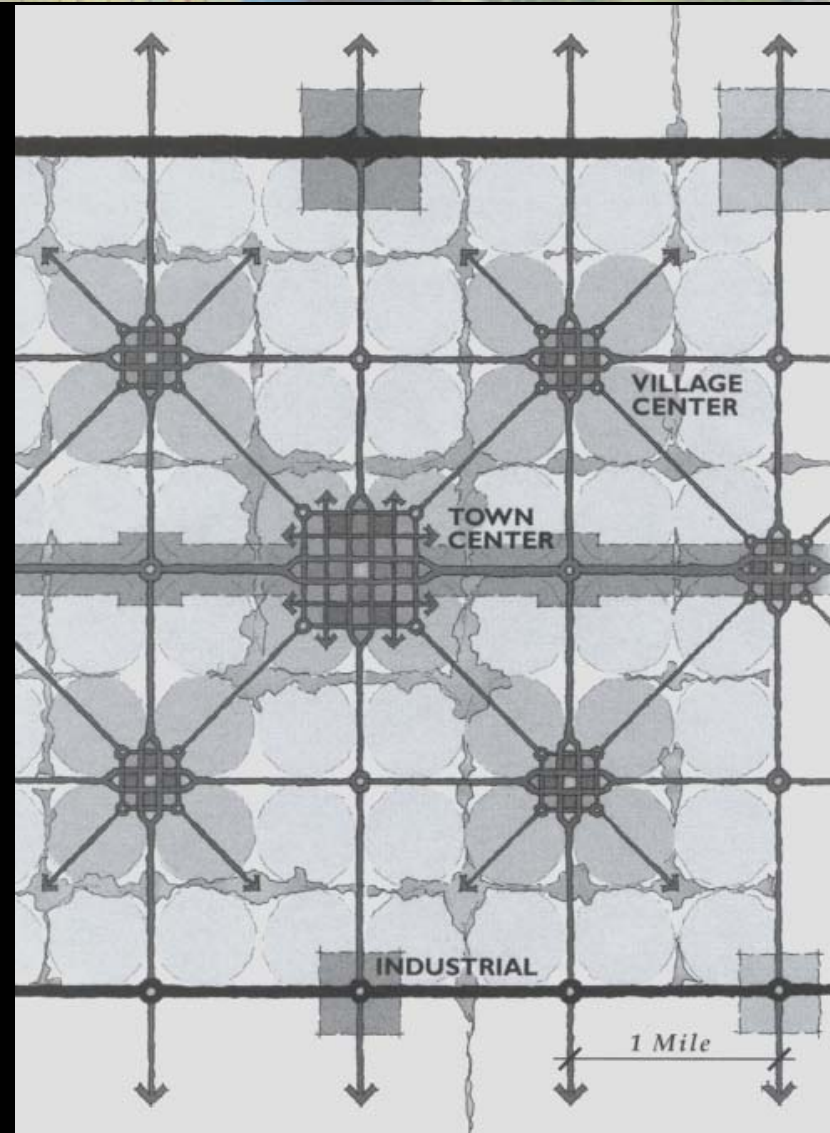


NODES

Elements, Generally of Regional Significance, Located along One or More Corridors

Nodes have Distinctly **DIFFERENT PHYSICAL** or **FUNCTIONAL** Characteristics Than Their Surroundings

Nodes can Represent a **TERMINUS**, a **POINT OF TRANSITION**, or an **INTERSECTION**



NODES

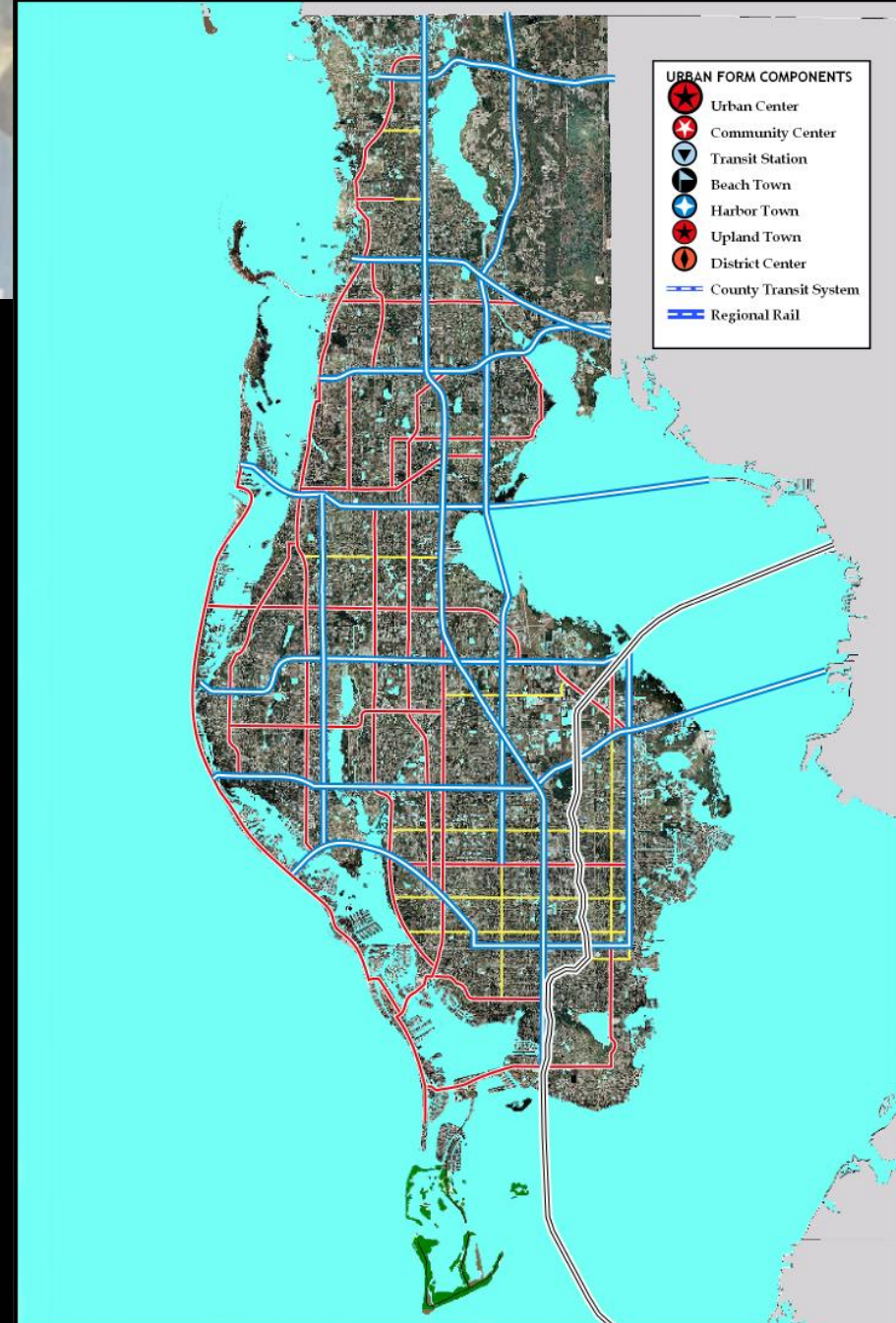


CORRIDORS

LINEAR ELEMENTS with
Implications for **REGIONAL**
Structure and Function

CORRIDORS Connect Dispersed
CENTERS and **NODES**

The Predominant Corridor is the
ARTERIAL ROADWAY, which
tends to also include a High Level
of Commercial, Retail,
Employment and Residential
Development



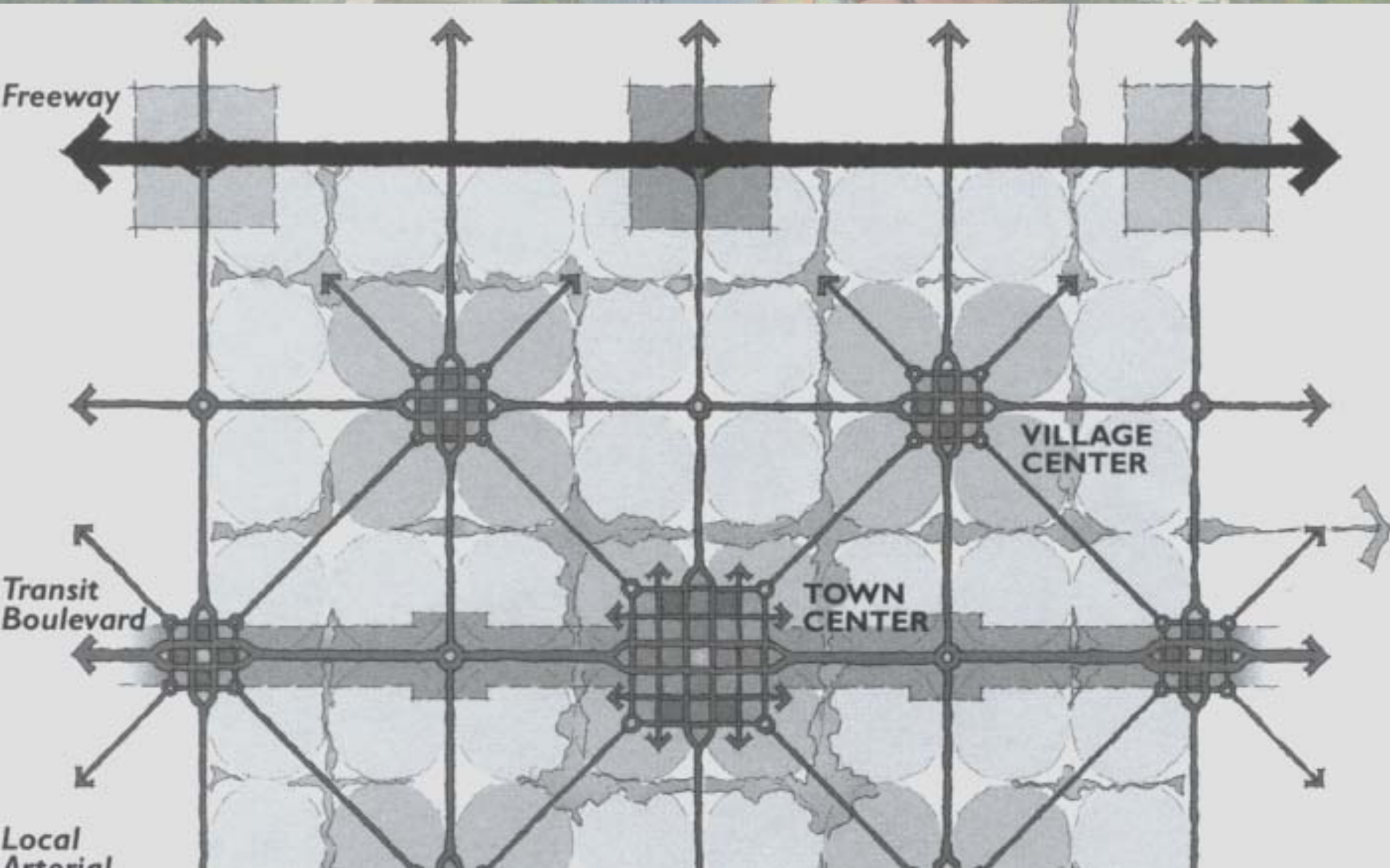
CORRIDORS



CORRIDORS

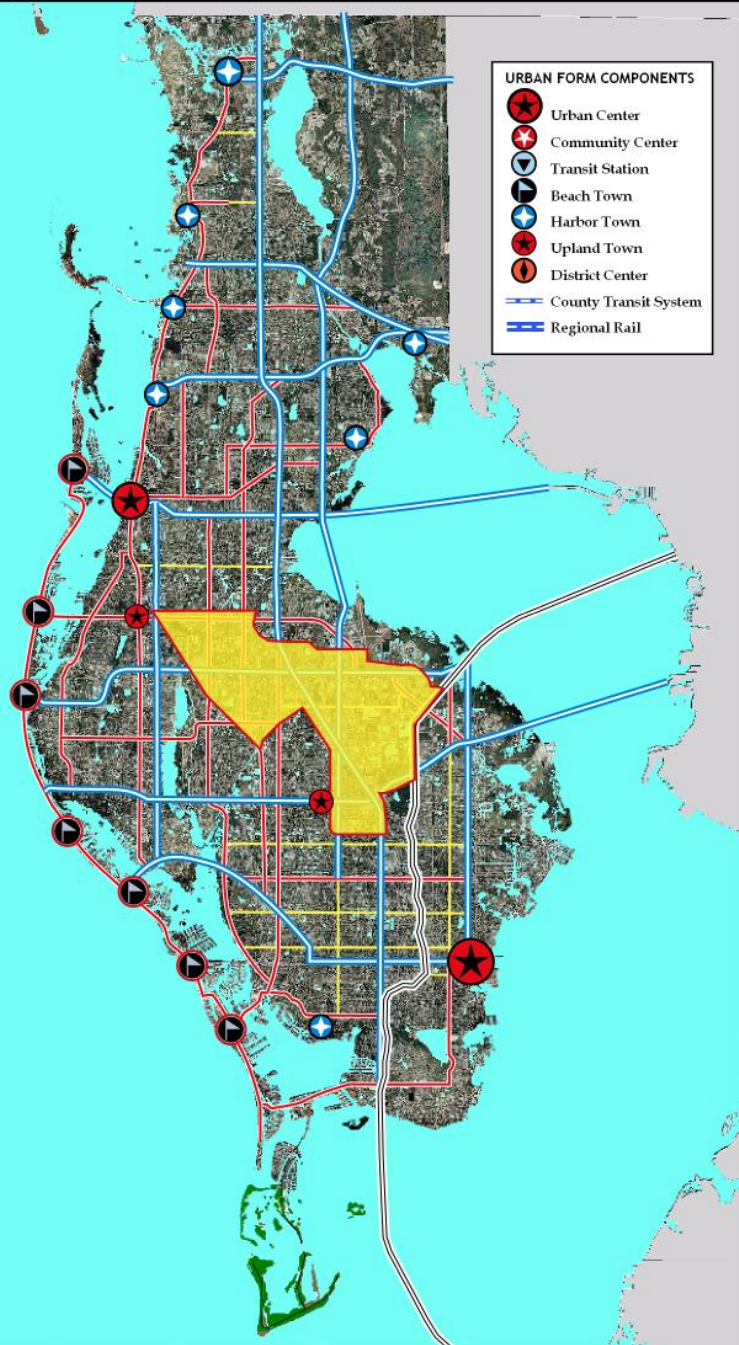


NODES & CORRIDORS



FUTURE URBAN FORM POLICY MAP

EXISTING URBAN FORM



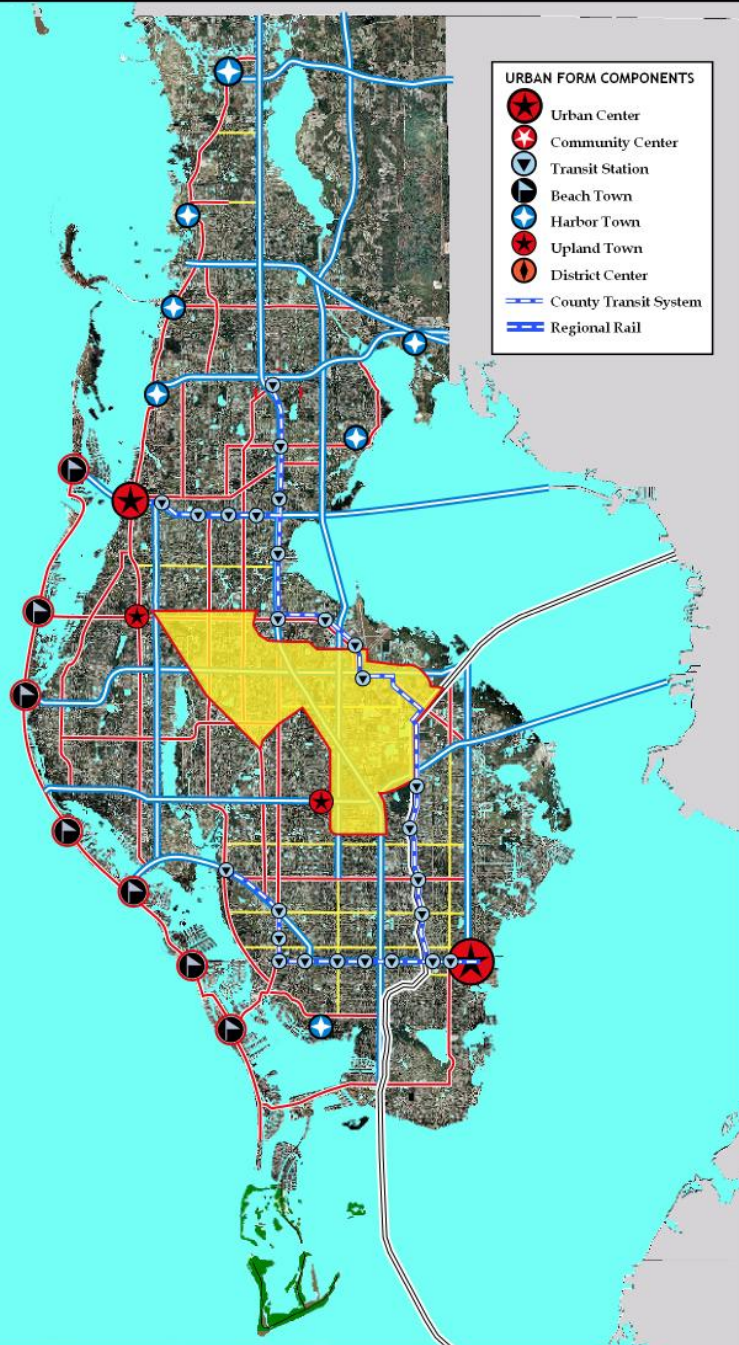
FUTURE URBAN FORM POLICY MAP

ECONOMIC DEVELOPMENT AND REDEVELOPMENT PLAN FOR THE PINELLAS COMMUNITY



FUTURE URBAN FORM MAP

MASS TRANSIT SYSTEM



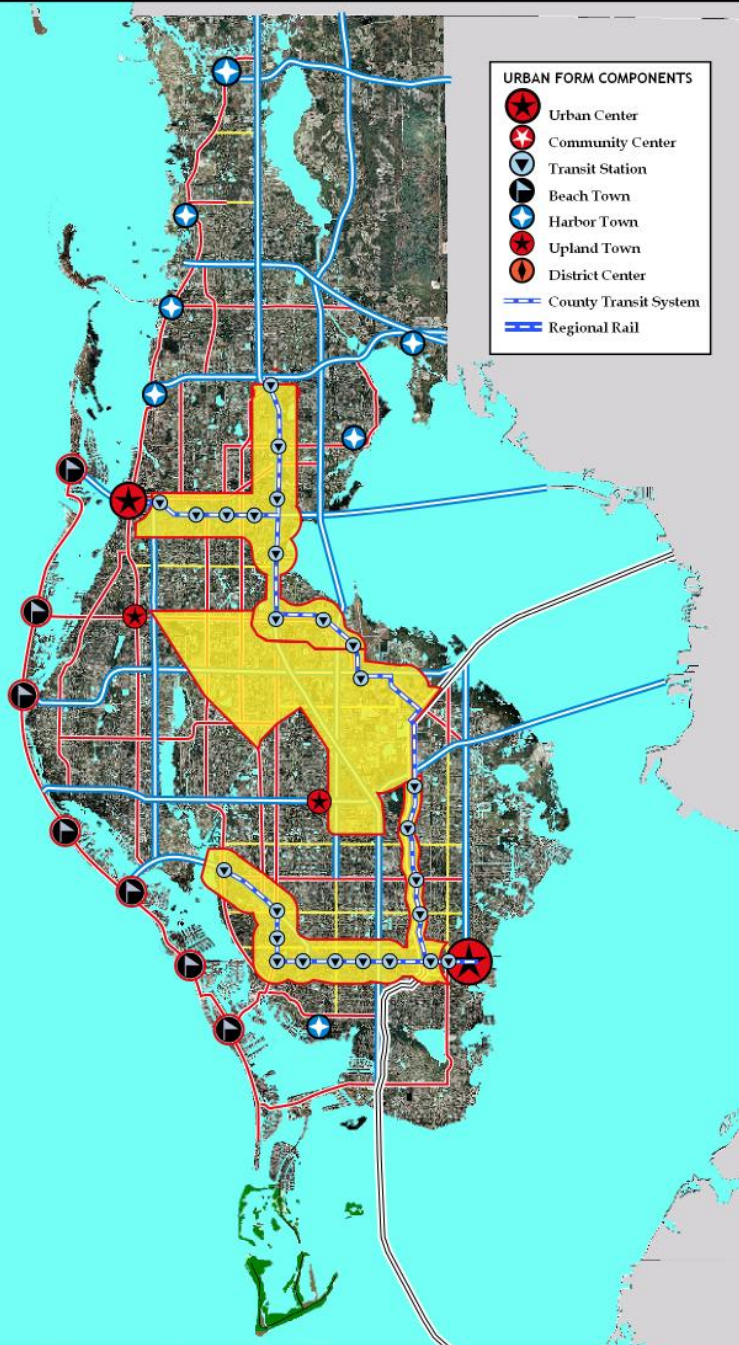
FUTURE URBAN FORM POLICY MAP

ECONOMIC DEVELOPMENT AND REDEVELOPMENT PLAN FOR THE PINELLAS COMMUNITY



FUTURE URBAN FORM MAP

TRANSIT RELATED DEVELOPMENT AREAS



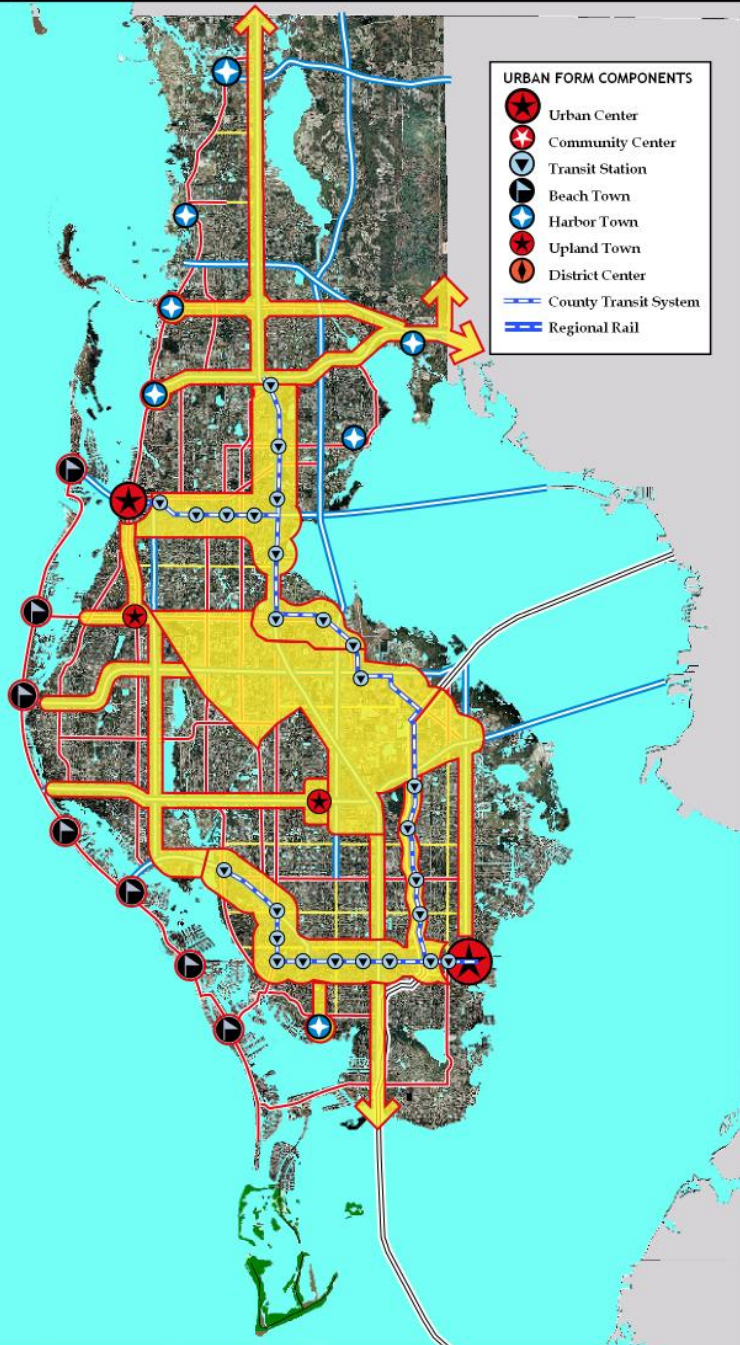
FUTURE URBAN FORM POLICY MAP

ECONOMIC DEVELOPMENT AND REDEVELOPMENT PLAN FOR THE PINELLAS COMMUNITY



FUTURE URBAN FORM MAP

CORRIDOR-RELATED DEVELOPMENT AREAS



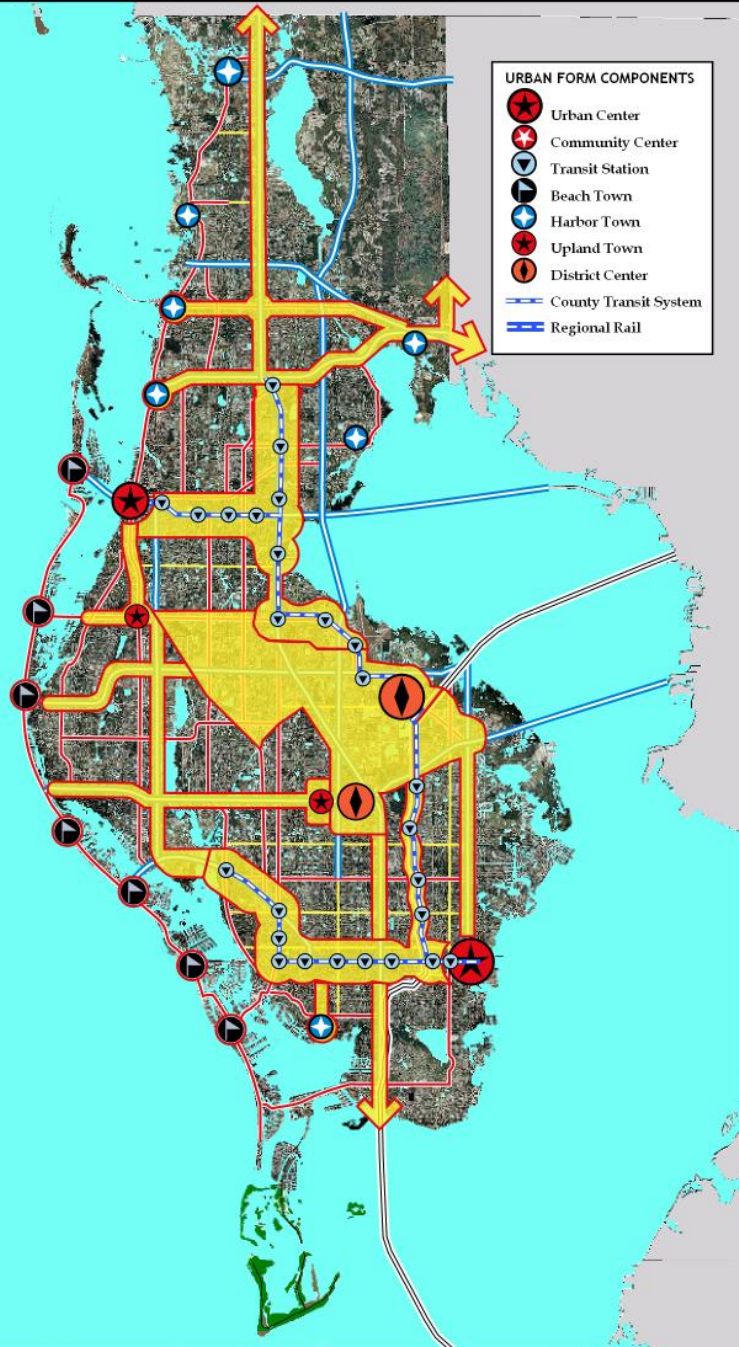
FUTURE URBAN FORM POLICY MAP

ECONOMIC DEVELOPMENT AND REDEVELOPMENT PLAN FOR THE PINELLAS COMMUNITY



FUTURE URBAN FORM MAP

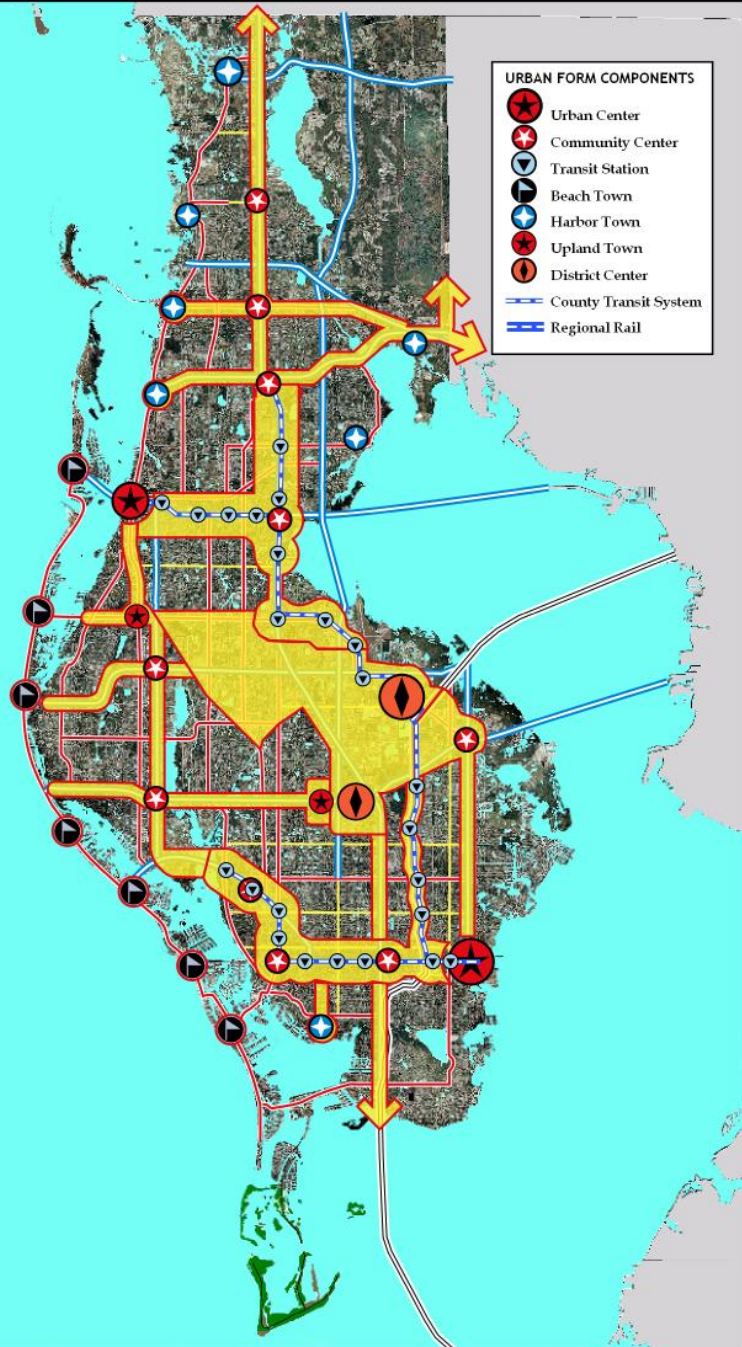
DISTRICT URBAN CENTERS



FUTURE URBAN FORM POLICY MAP

FUTURE URBAN FORM MAP

COMMUNITY CENTERS



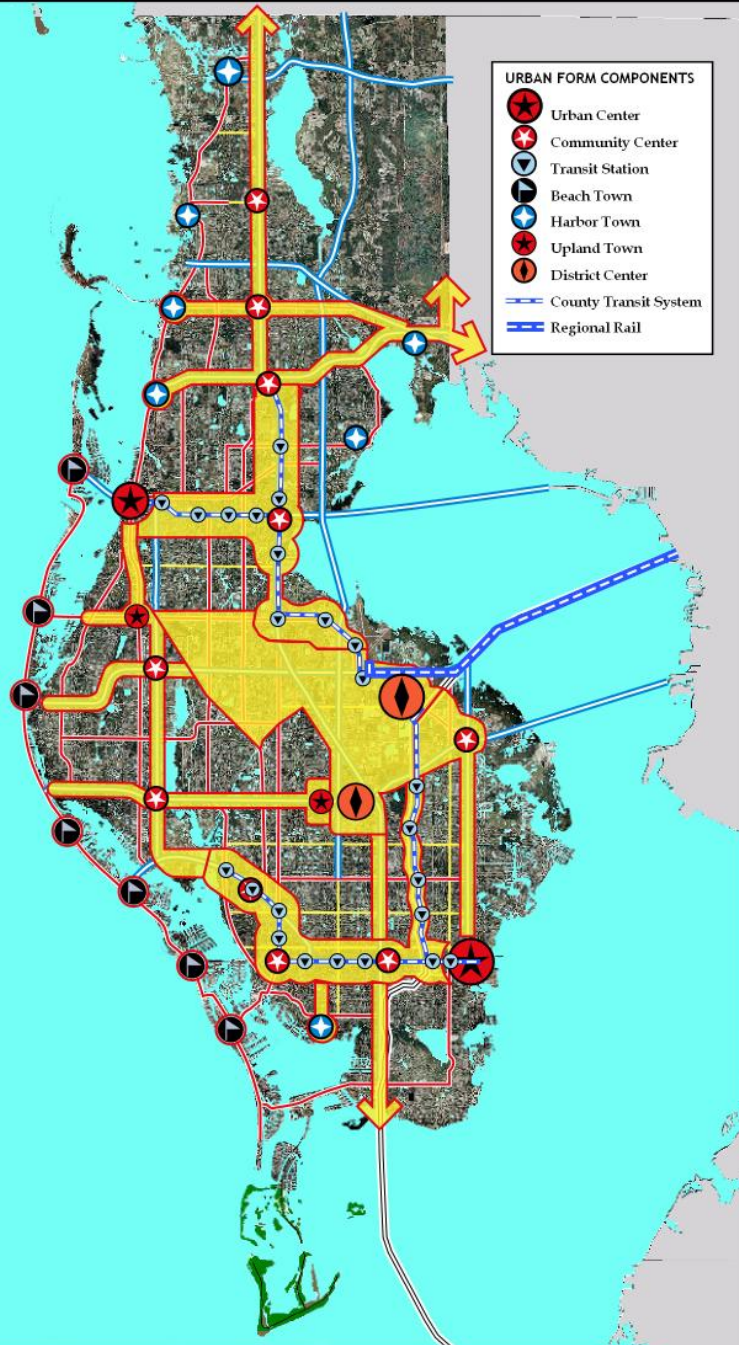
FUTURE URBAN FORM POLICY MAP

ECONOMIC DEVELOPMENT AND REDEVELOPMENT PLAN FOR THE PINELLAS COMMUNITY



FUTURE URBAN FORM MAP

HIGH-SPEED RAIL



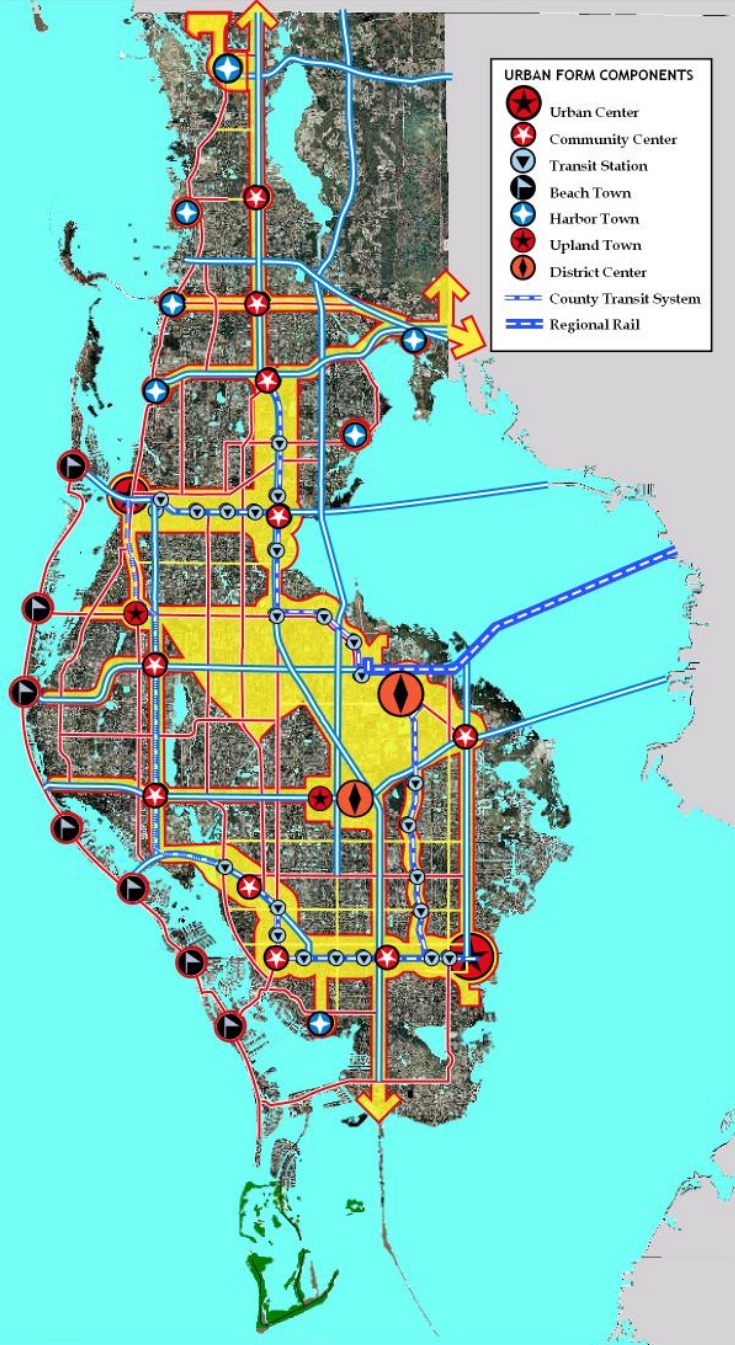
FUTURE URBAN FORM POLICY MAP

ECONOMIC DEVELOPMENT AND REDEVELOPMENT PLAN FOR THE PINELLAS COMMUNITY



FUTURE URBAN FORM MAP

EXTENSIONS TO MASS TRANSIT SYSTEM



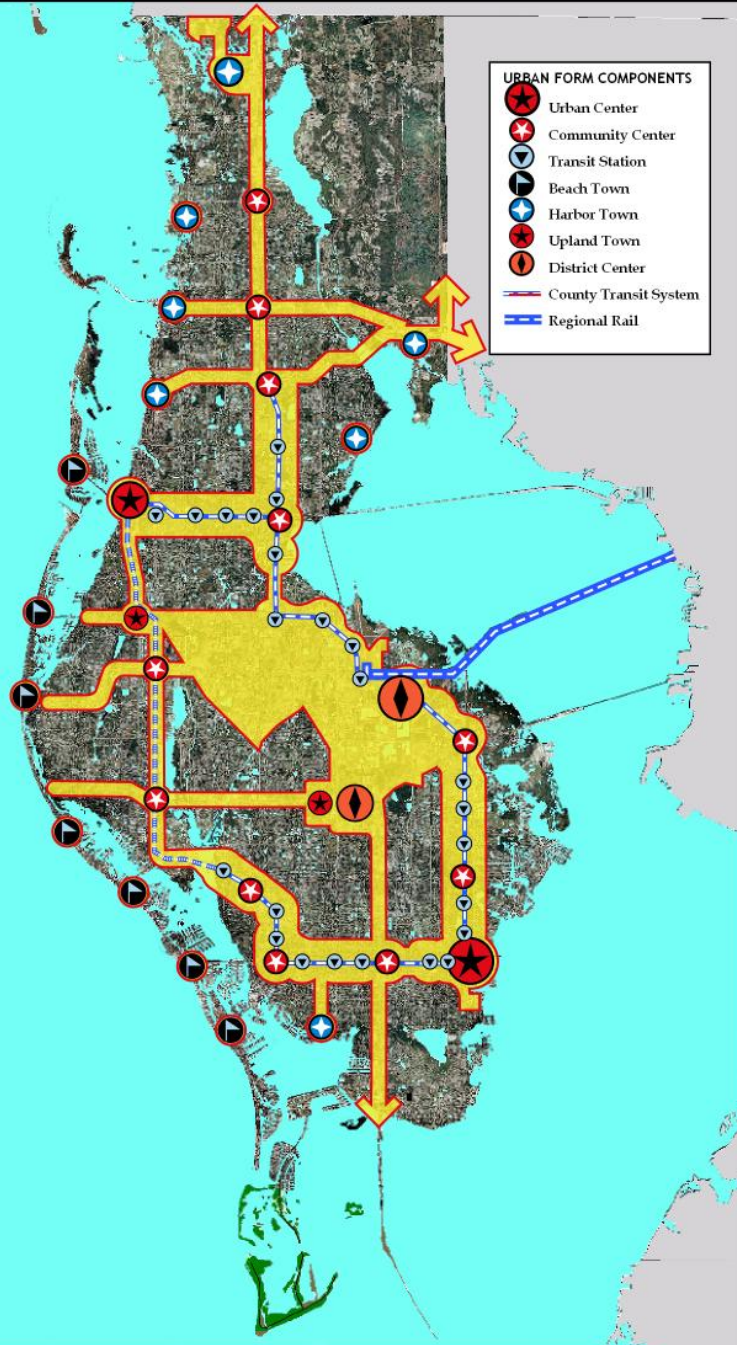
FUTURE URBAN FORM POLICY MAP

ECONOMIC DEVELOPMENT AND REDEVELOPMENT PLAN FOR THE PINELLAS COMMUNITY



FUTURE URBAN FORM MAP

ALTERNATIVE MASS TRANSIT PROPOSAL



FUTURE URBAN FORM POLICY MAP

ECONOMIC DEVELOPMENT AND REDEVELOPMENT PLAN FOR THE PINELLAS COMMUNITY

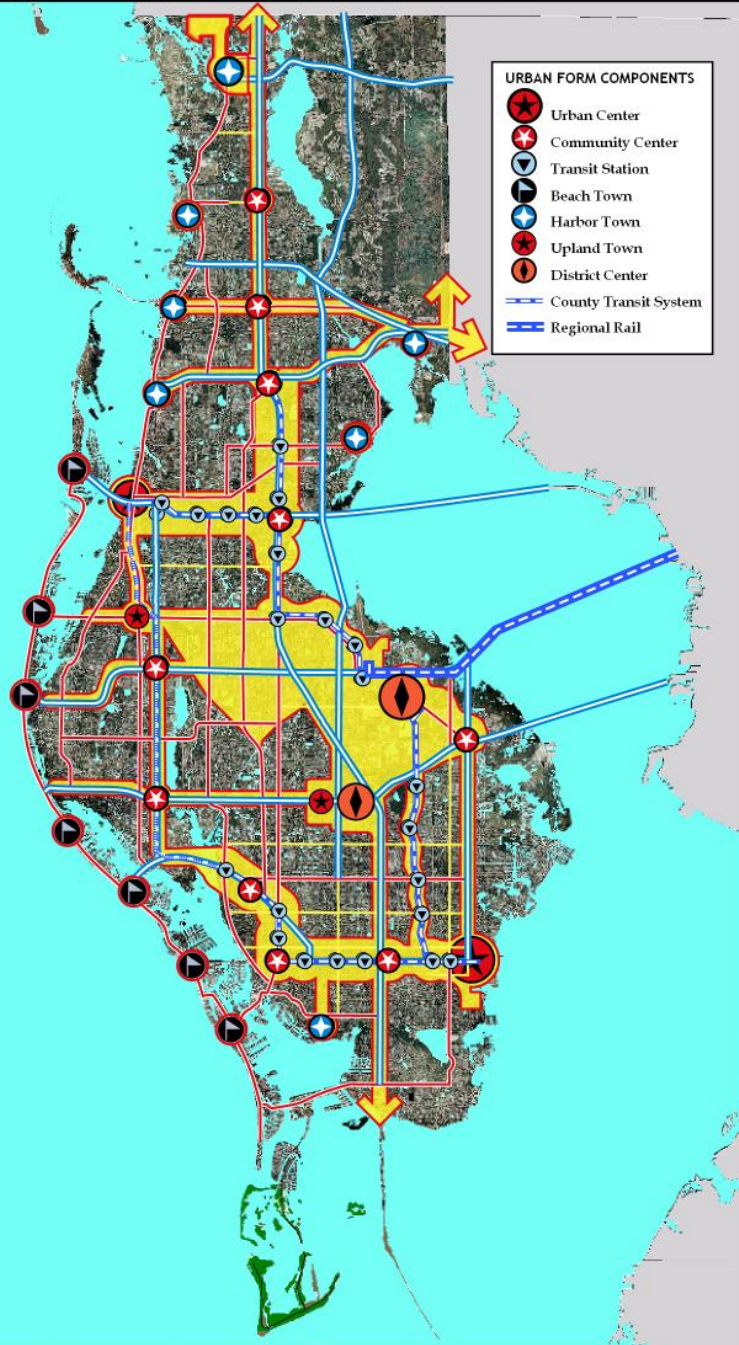


Fourth Street Corridor



FUTURE URBAN FORM MAP

ADDITIONAL DEVELOPMENT POTENTIALS



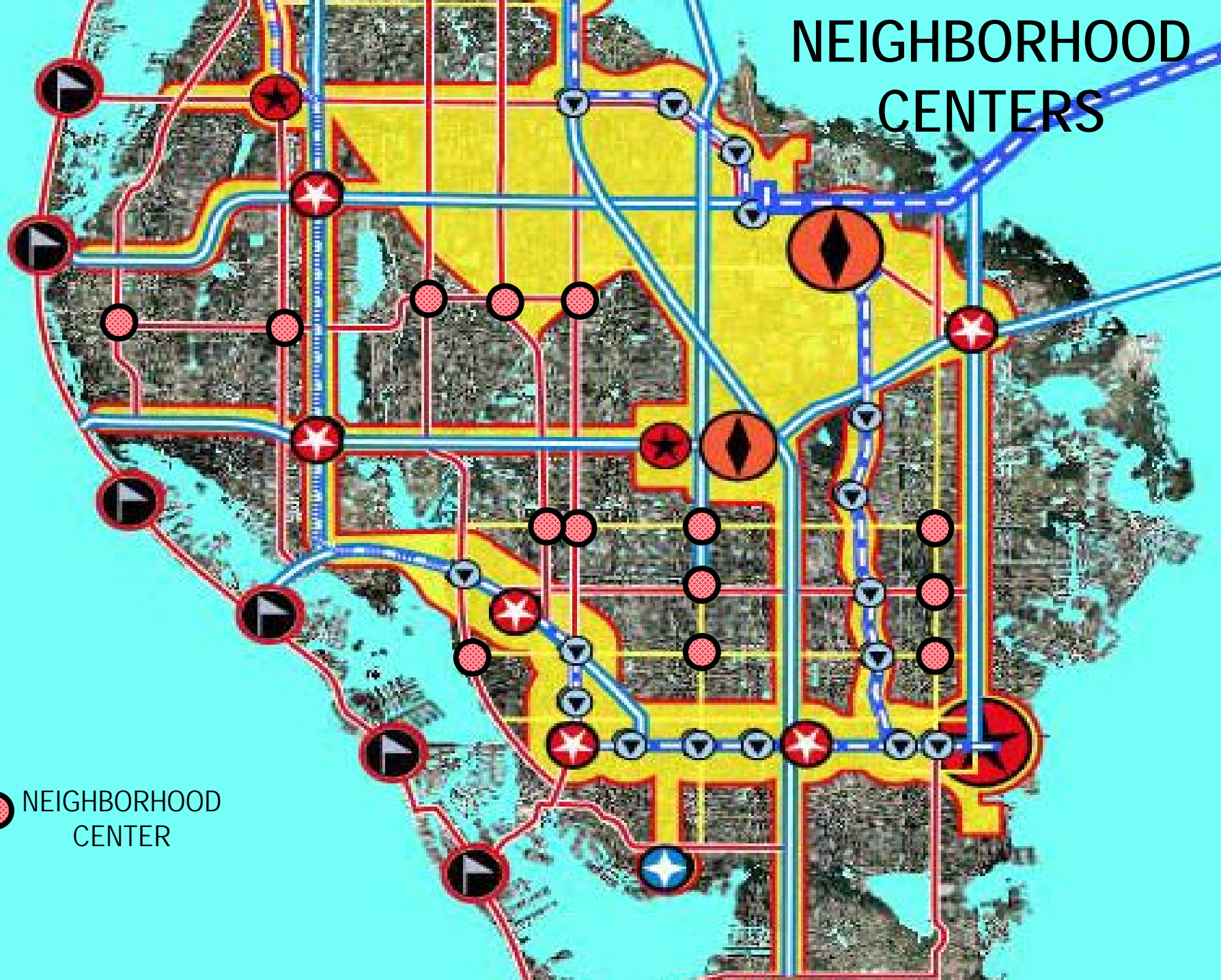
FUTURE URBAN FORM POLICY MAP

ECONOMIC DEVELOPMENT AND REDEVELOPMENT PLAN FOR THE PINELLAS COMMUNITY



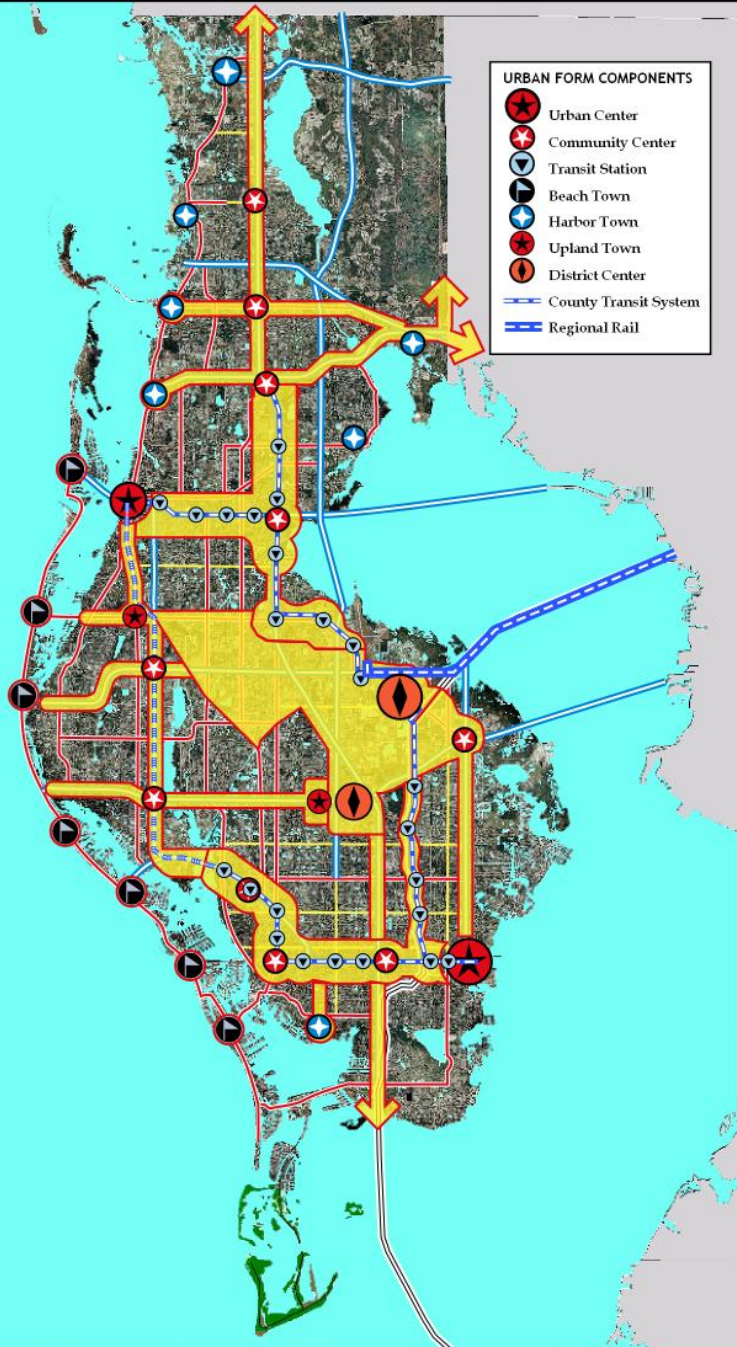
NEIGHBORHOOD CENTERS

 NEIGHBORHOOD
CENTER

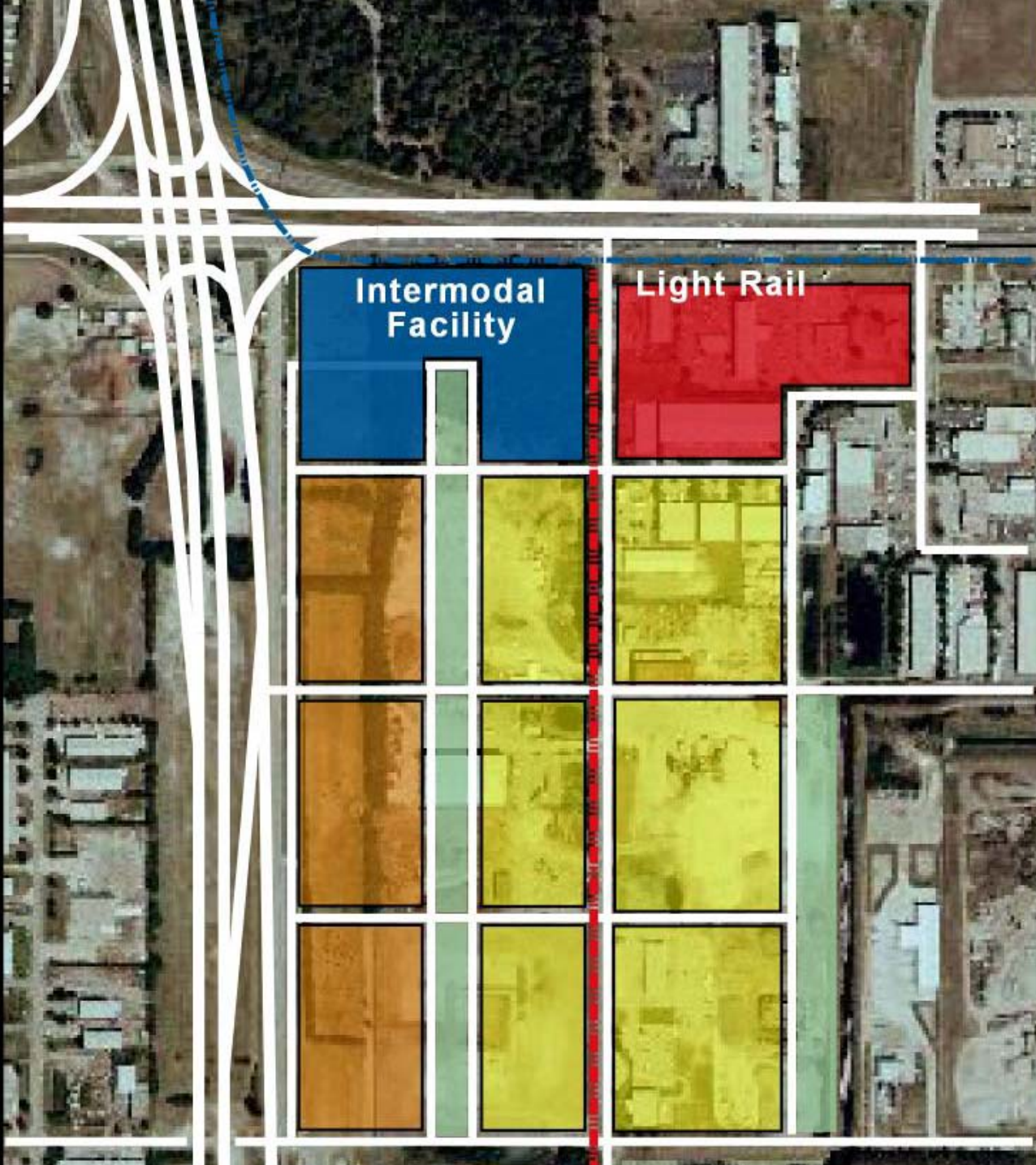


FUTURE URBAN FORM MAP

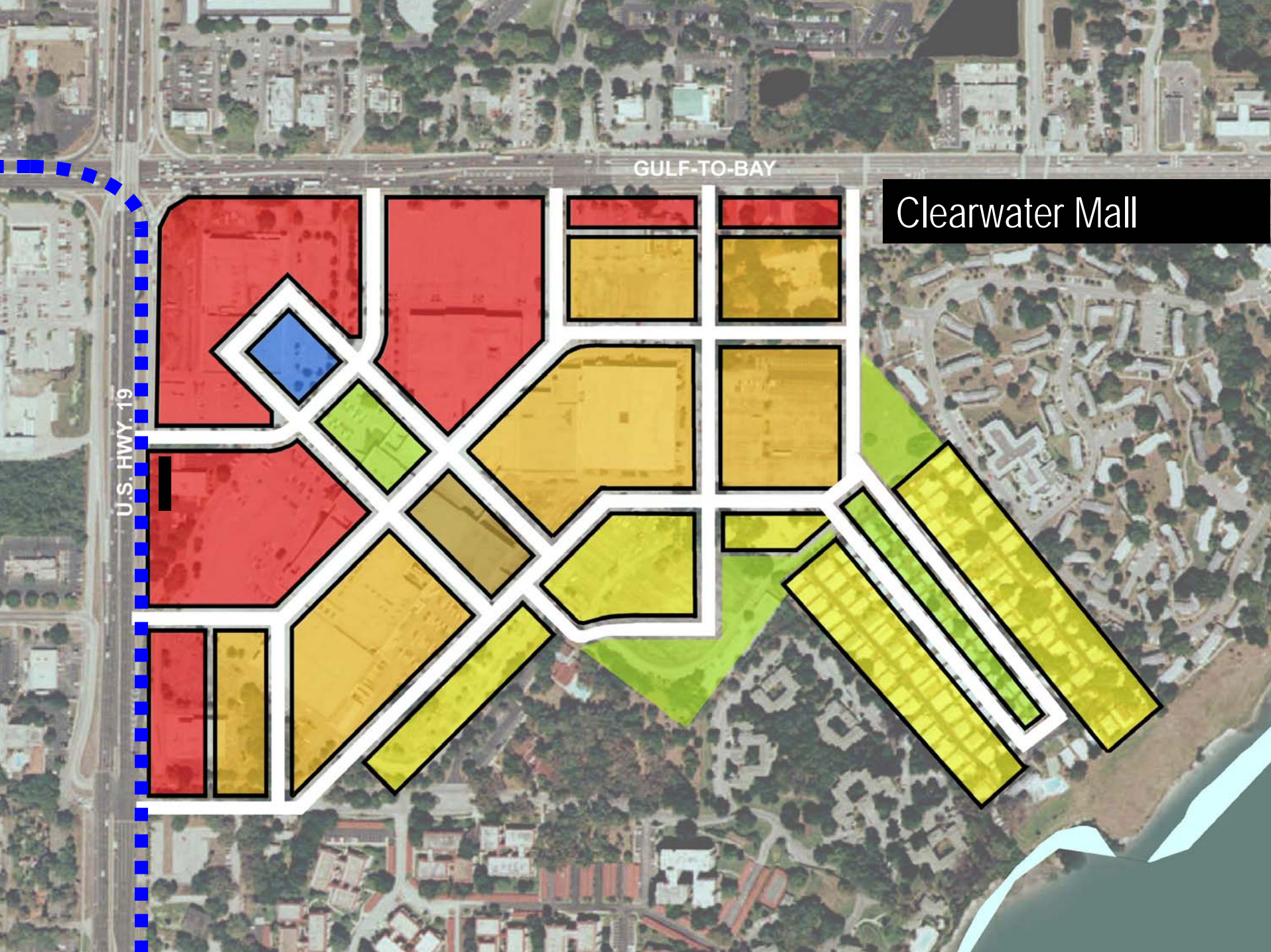
EXAMPLES OF REDEVELOPMENT



FUTURE URBAN FORM POLICY MAP



Intermodal Facility &
TOD

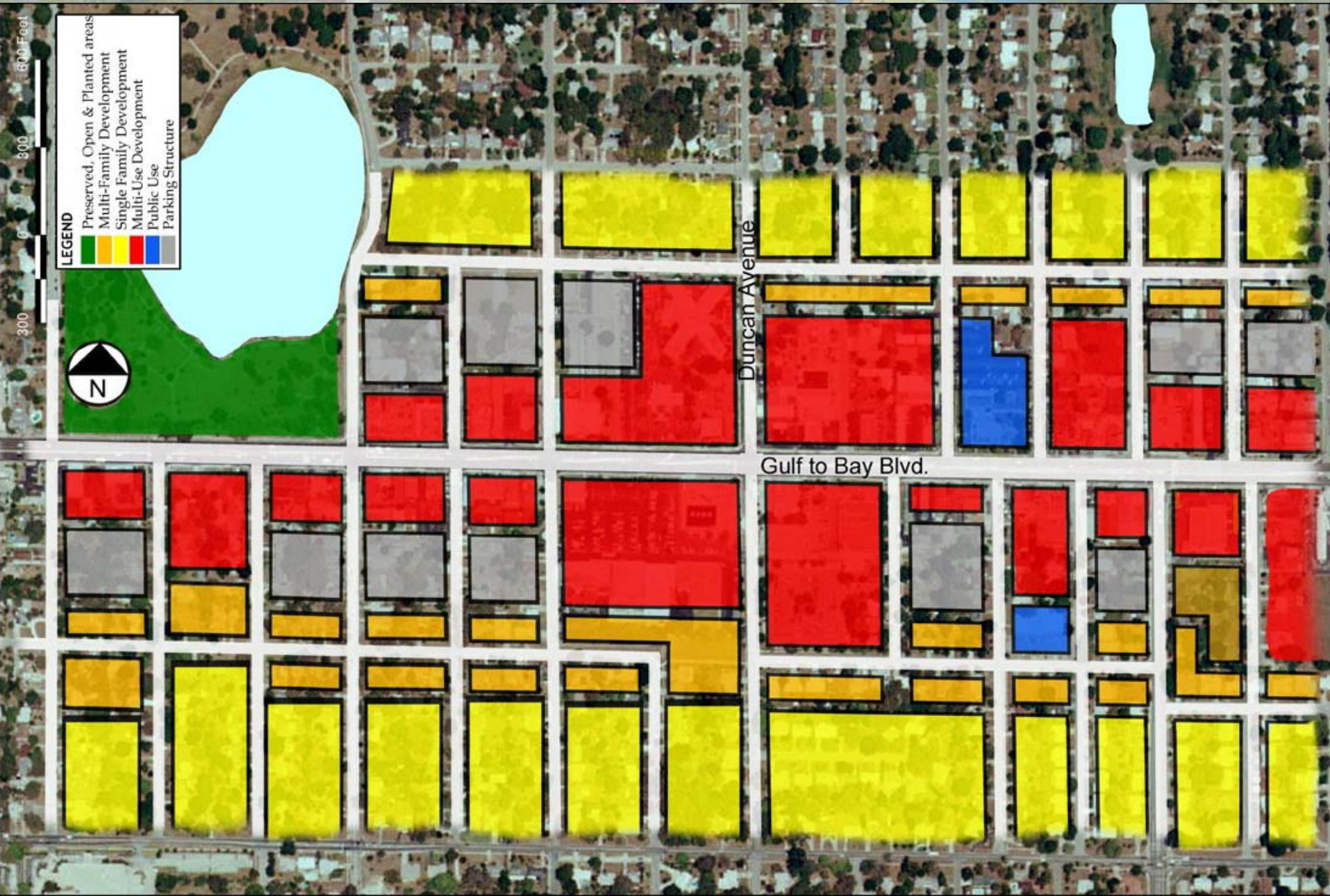


U.S. HWY. 19

GULF-TO-BAY

Clearwater Mall

Gulf-to-Bay Corridor





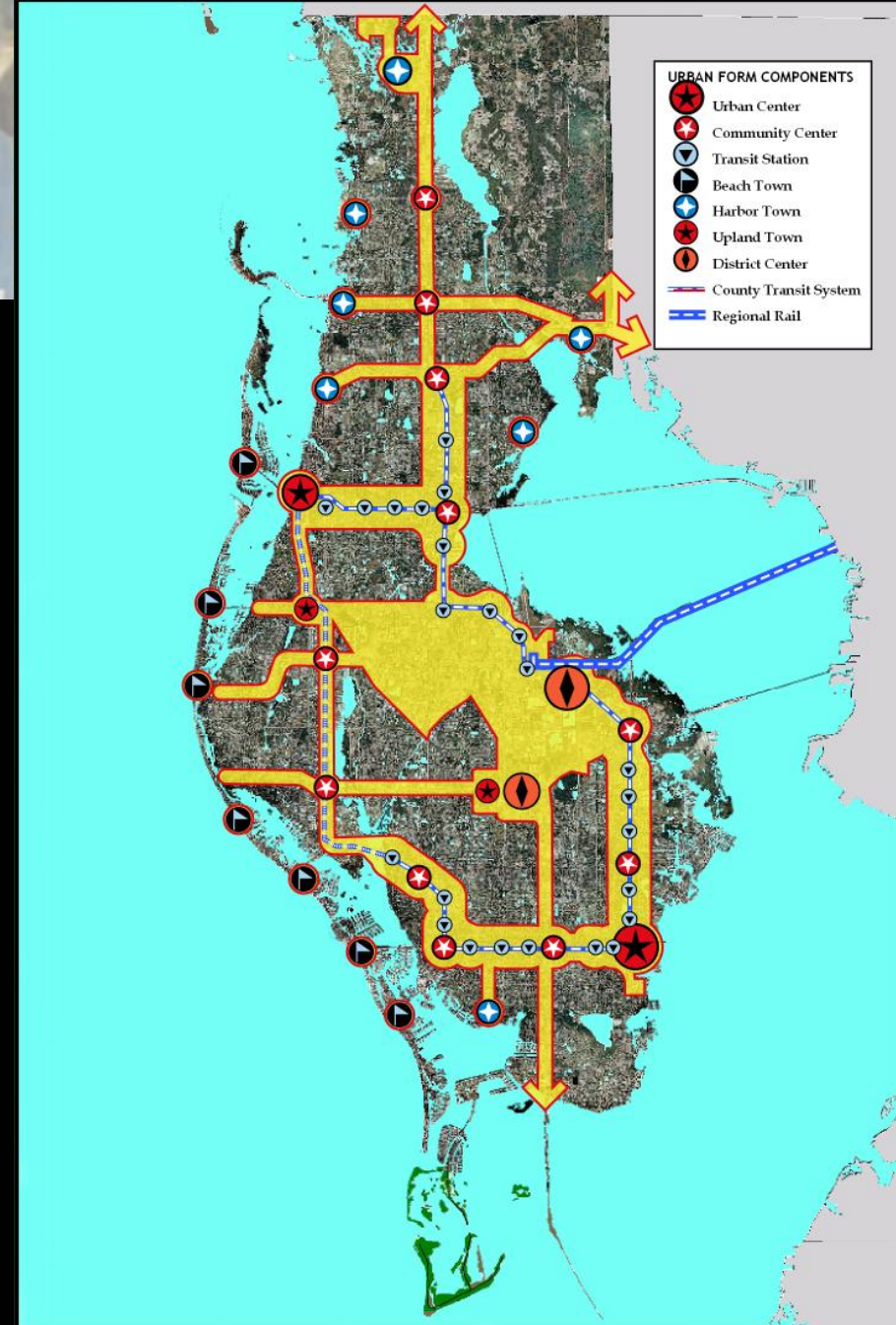
Parsley Park
Redington Shores

FUTURE URBAN FORM

POLICY IMPLICATIONS

Future Growth will Require:

- New Rules for Communities
- Higher Densities & Intensities
- New Urban Development Types
- Flexible Land Use & Zoning
- Incentive Based Development
- Area-Wide Approval Processes
- Intergovernmental Coordination

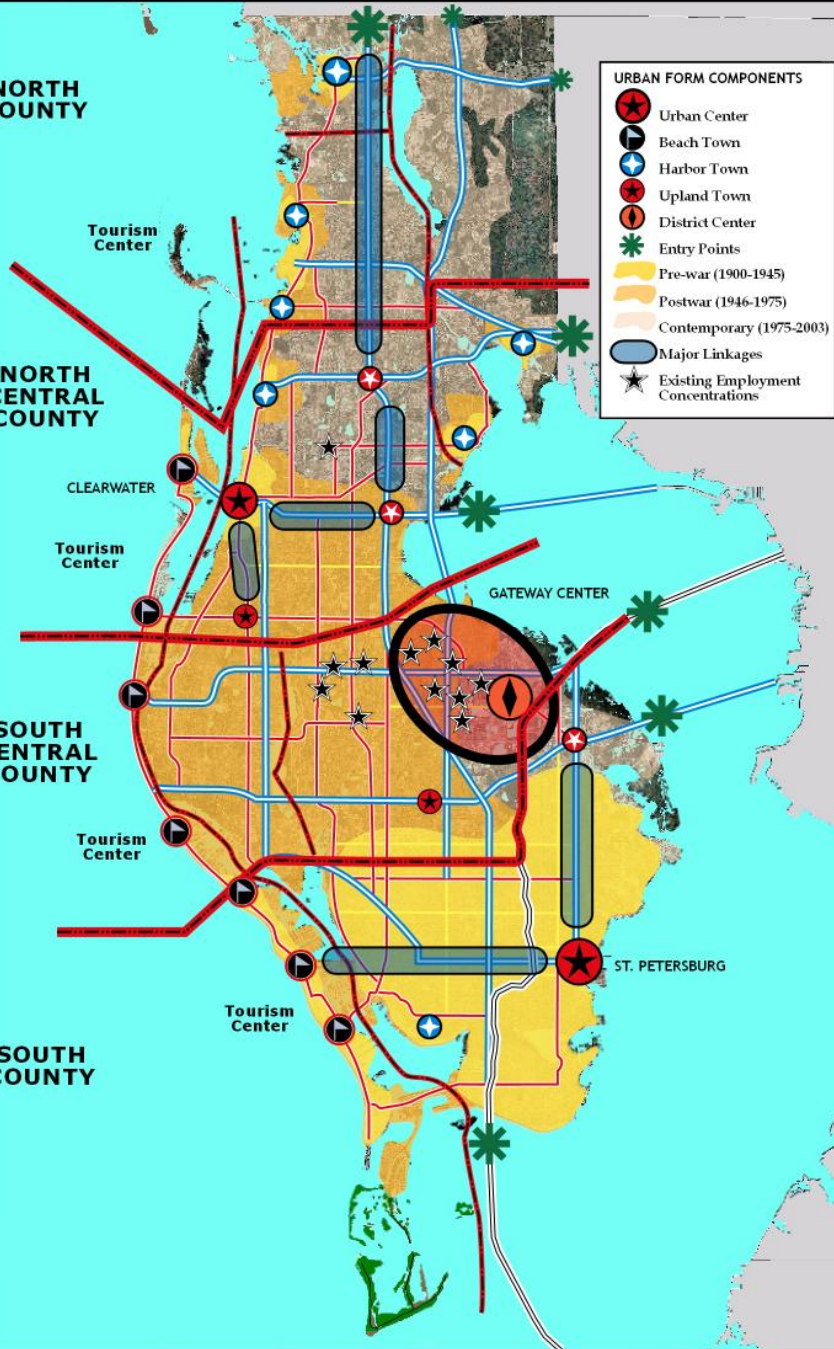


NORTH COUNTY

NORTH CENTRAL COUNTY

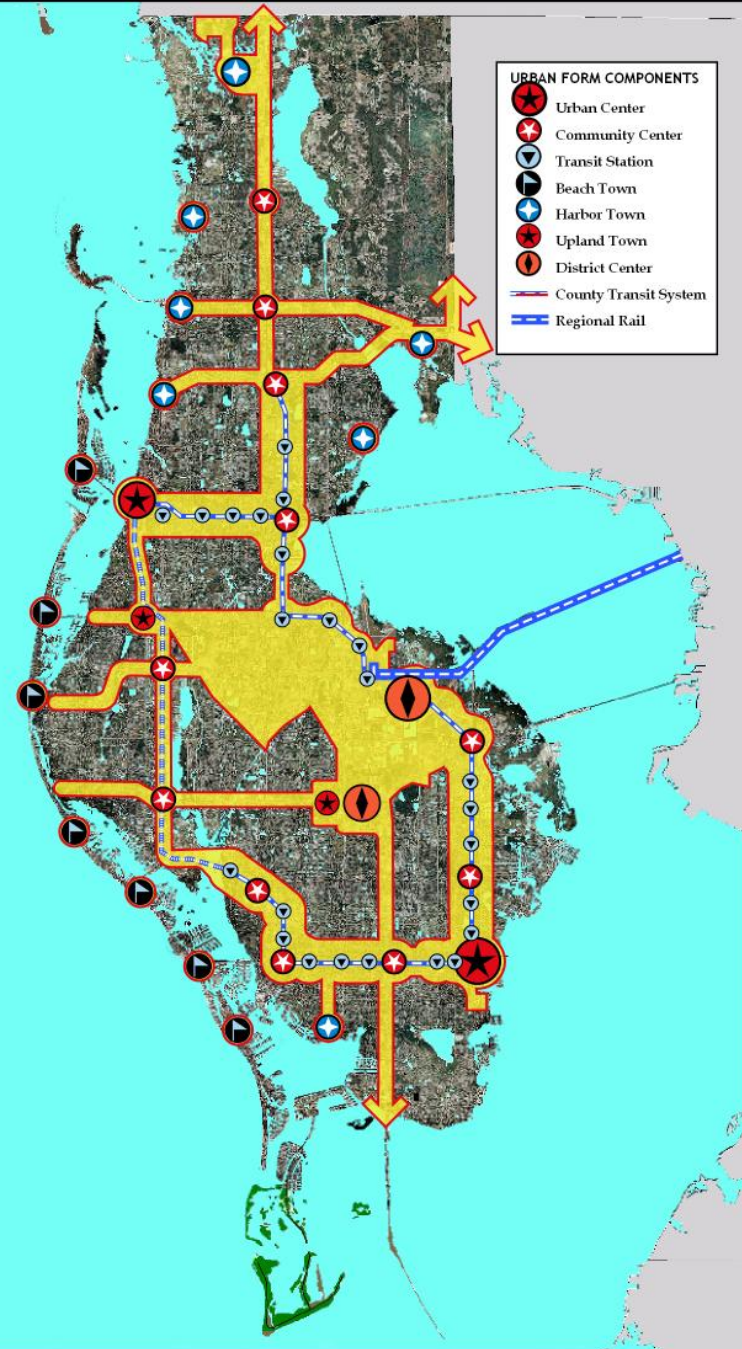
SOUTH CENTRAL COUNTY

SOUTH COUNTY



- URBAN FORM COMPONENTS**
- Urban Center (Red star in a circle)
 - Beach Town (Black circle with a white dot)
 - Harbor Town (Blue circle with a white dot)
 - Upland Town (Red circle with a white dot)
 - District Center (Red circle with a black dot)
 - Entry Points (Green star)
 - Pre-war (1900-1945) (Yellow background)
 - Postwar (1946-1975) (Orange background)
 - Contemporary (1975-2003) (Light orange background)
 - Major Linkages (Thick blue line)
 - Existing Employment Concentrations (Black star)

EXISTING URBAN FORM



- URBAN FORM COMPONENTS**
- Urban Center (Red star in a circle)
 - Community Center (Red star in a circle)
 - Transit Station (Black circle with a white dot)
 - Beach Town (Black circle with a white dot)
 - Harbor Town (Blue circle with a white dot)
 - Upland Town (Red circle with a white dot)
 - District Center (Red circle with a black dot)
 - County Transit System (Red line)
 - Regional Rail (Blue line)

FUTURE URBAN FORM POLICY MAP







Urban Design & Redevelopment Strategies