



Summit II: Economic Development and Redevelopment Plan Strategies & Policies

Economic Development and Redevelopment Plan for the Pinellas Community

Pinellas Board of County Commissioners Pinellas Planning Council Economic Development Department

October 24, 2003 - St. Petersburg



Prime Interests, Inc.
Policom, Corp.
HDR, Inc.
Real Estate Resource Consulting
Land Solutions LLC

Agenda Overview What are we doing today? - agenda

7:30 – 8:00 Arrival & Registration

Section One: Introductions & Overview

8:00 Welcome & Big Picture

8:10

8:20 Importance to County Economy

8:30 Repositioning Our Planning

8:35 Building Better Jobs & Community

Commissioner Karen Williams Seel - Pinellas County Commission Chairman

Mayor Rick Baker - Mayor City of St. Petersburg

Stephen M. Spratt - Pinellas County Administrator

David Healey, Executive Director - Pinellas County Planning Council

Buzz David, Director - Pinellas County Economic Development

Section Two: Plan Strategies and Policy Directions

8:40 Plan Project Overview

9:00 Target Industries and Incentives

9:45 Market, Real Estate, and Housing Strategies

10:30 Urban Design and Redevelopment Strategies

11:15 Questions & Answers

Richard Gehring, Principal - PRIME Interests

William Fruth, President - POLICOM Corporation

David Taylor, Planning Director – HDR David Darsey, Vice President -RERC

James Moore, Community Design Principal - HDR

Commissioner Karen Williams Seel – Pinellas County Commission Chairman

Section Three: Lunch & Speaker

Noon From Planning to Implementation

Richard Heapes, A.I.A., Partner - Street-Works

Section Four: Plan Strategies & Policy Workshop

1:40 Leadership Overview by Public/Private Leadership

Office Development Employment Center Demands St Petersburg, Most Mature Redeveloping Community Regulatory Relief Priorities

Residential Communities in Redevelopment Areas

Steve Meyers, Vice President - Highwoods Properties

Ronald D. Barton, Director, Economic Development, City of St. Petersburg

John Landon, P.E. - Landon, Moree & Associates J. Michael Cheezum, CEO -JMC Communities

2:20 Strategy & Policy Framework

Plan Political Feasibility Plan Financial Feasibilty Market & Polcy Structure Commissioner Karen Williams Seel, Pinellas County Commission Chairman

Stephen M. Spratt, Pinellas County Administrator

Richard Gehring, Principal –PRIME Interests

3:00 Strategy & Policy Evaluation & Ranking

4:45 Participants Reporting

5:15 Closing Discussion

Meeting Participants

Participants / Steering Committee from Selected Tables

Commissioner Karen Williams Seel, Pinellas County Commission Chairman

Why is this Summit Important? Because it's happening!



Battle over BJ's embodies land fights

Smart Growth

State's Growth In Service Jobs And Skimpy Education Funding

Sunshine, tax structures spark jobs, prompt growth spurts

Higher density, mixed-us walkable neighborhoods do interested customers exist in Tampa?

Families With Kids Replacing Retirees In Florida

Meetings will address airport expansion



Business of building townhouses is booming

No uproar for upscale homes at RV park

Condos Push Aside Mom And Pop Motels Economic Pace Rises In Much Of Nation

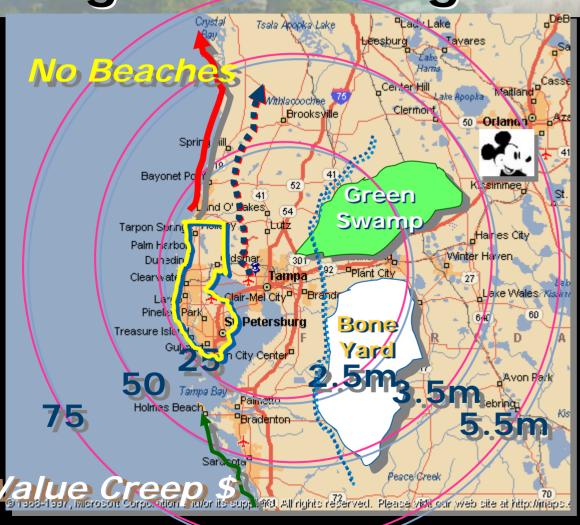


Where have we been?

SUMMIT I – December 2002

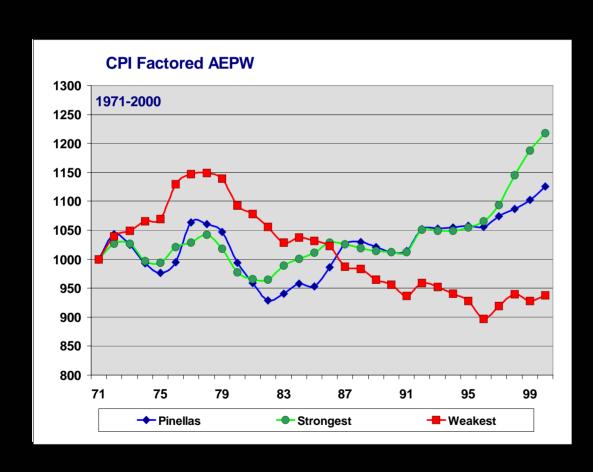


Regional Population Regional Setting



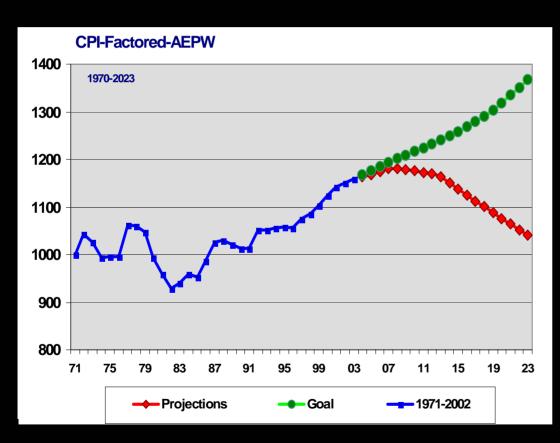
- 400 Miles of Coastal Edge
- \$50 Billion + Ratable Base
- 34% of Structures40 Yrs and Older
- 1 Million New Jobs by 2005 in Bay Area
- 65 and older Population over 22.5%
- +- 30 Minute commute to most employment

Pinellas Economy

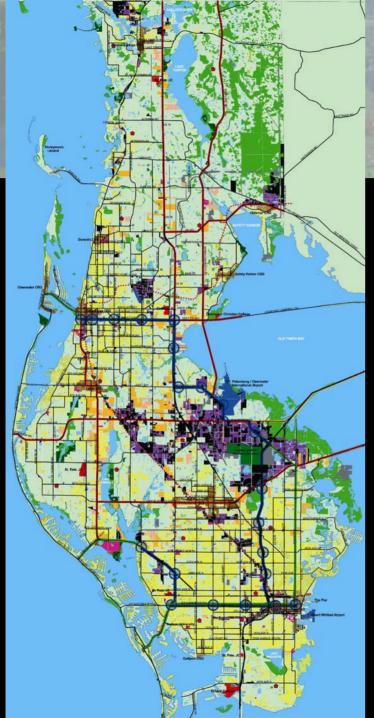


- 19% New Jobs pay wages above Nat'l average
- In Pinellas it is 29%
- 2006, Pinellas will run out of Greenfield industrial land, then
- The economy will start to decline 2008-10

Pinellas Economic Redevelopment

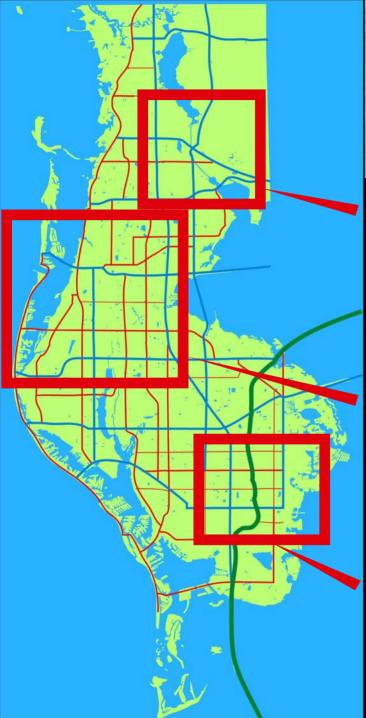


- Comprehensive Economic Development
- Re-use industrial land
- Reconstruct industrial facilities
- Maintain short commutes and quality housing
- Recruit primary employers
- Provide Incentives



Real Estate Opportunities

- Economic development decisions ends up with a real estate transaction
- Pinellas land use changes have netted a loss of 177 primary employment acres
- But not every Zoned Site is sacred-Area re-planning is ok
- Identified over 6,000 redevelopment acres, that could provide 87 million commercial SF and 97,000 residential units
- "CPR" Community Planning for Redevelopment" = Change areas for Future Planning



Patterns of Development

Recent:

- New Development Still Ongoing
- Future Redevelopment will be Difficult due to Current Segregated Uses
- Density/Diversity Increases will be Difficult
- Will Always have Dominant Suburban Character

Post-World War II:

- Redevelopment Unnecessary in Stable Areas
- Proposed Transit Implies Opportunities for Multi-Family and Commercial Redevelopment
- Urban Character Needs to Strengthen over Time

Pre-World War II:

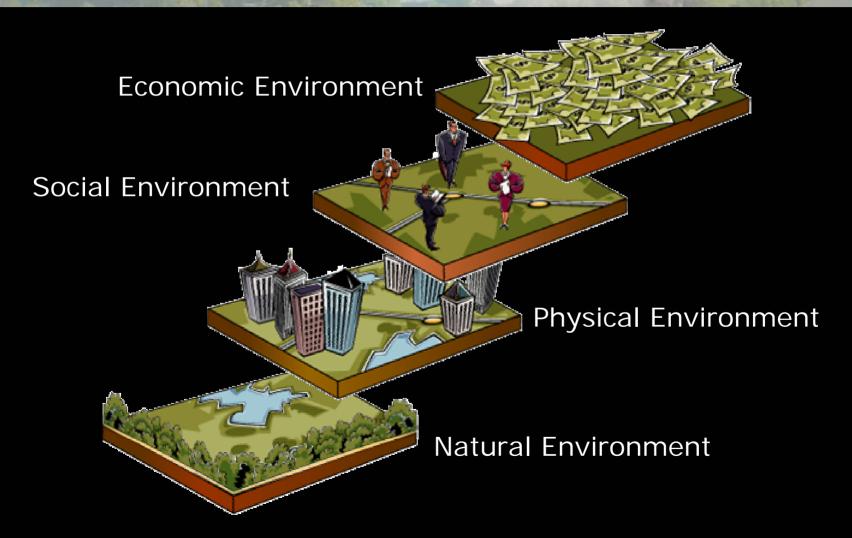
- Redevelopment Already Well Underway
- Significant Opportunities for Future Redevelopment
- Urban Character will Strengthen over Time

Urban Design Issues

Pinellas is Called "Dense" but it is not Urban

- Growth Must be Inward and Upward
- Develop True Urban Centers and Regional Centers
- Redevelop Commercial Arterial Strips to Enhance Mobility & Reinforce Desirable Neighborhood Patterns
- Develop Nodes and Corridors Along the Proposed Transit
 System and Existing Outstanding Arterial Grid
- Redevelop Under-Utilized Retail Property as Mixed-Use Centers
- Integrate Mixed-Use Neighborhood Centers into Residential Fabric

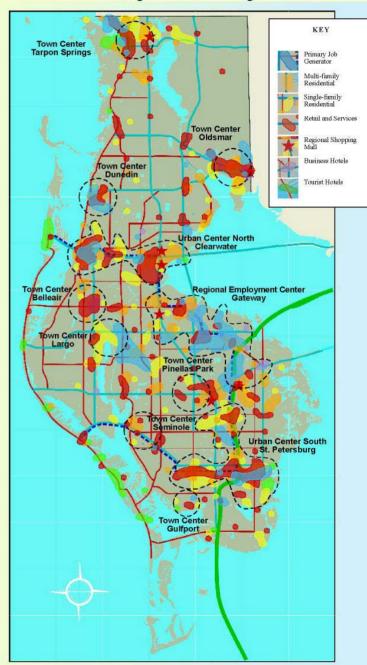
The Challenge: Grow in Quality as well as Quantity



Regional Planning and Visioning

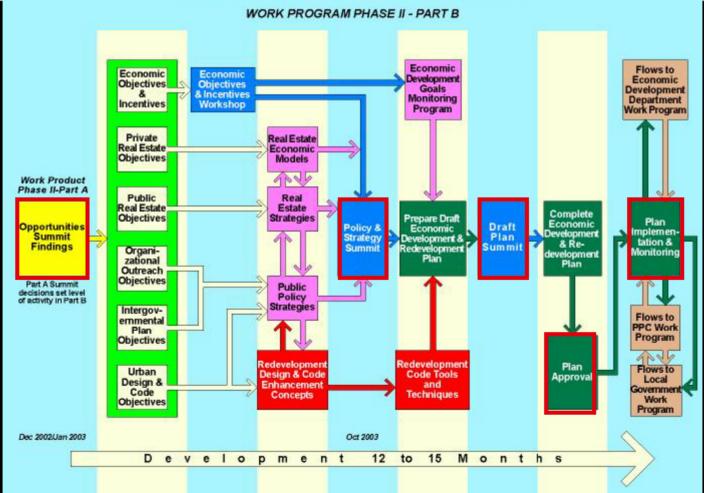


Composite Map



Where Are We Going?

ECONOMIC DEVELOPMENT & REDEVELOPMENT PLAN FOR THE PINELLAS COMMUNITY

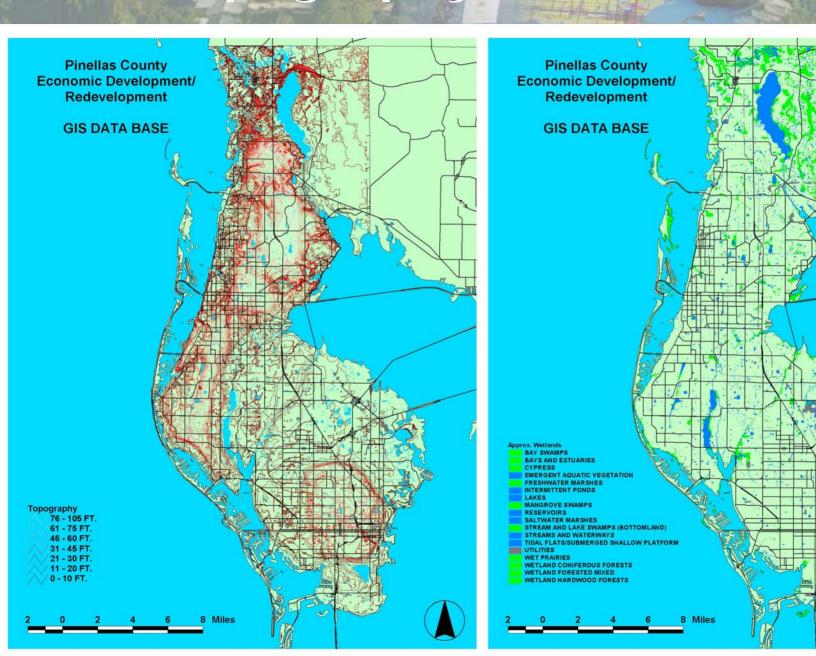


What is the Pinellas Community?

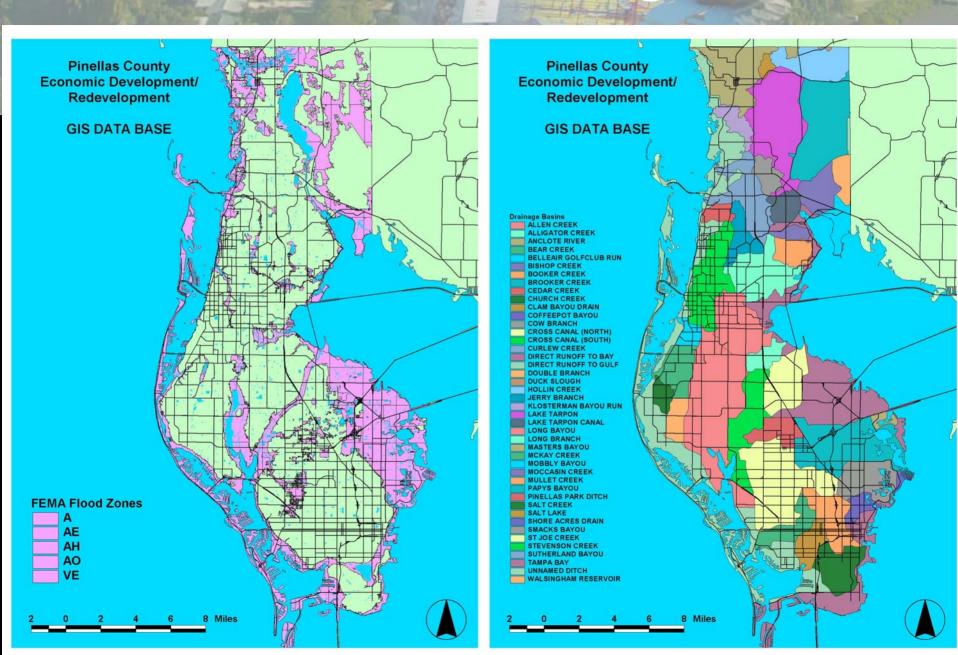
- Upland & Wetland
- Topography
- Residential Density
- Employment
- Employment Location
- Income
- Demographics
- Education

- Property Vacancy
- Public Ownership
- Employment Uses
- Sales Uses
- Land Use Summary
- Jurisdiction
- Traffic LOS & Concurrency
- Mobility Systems

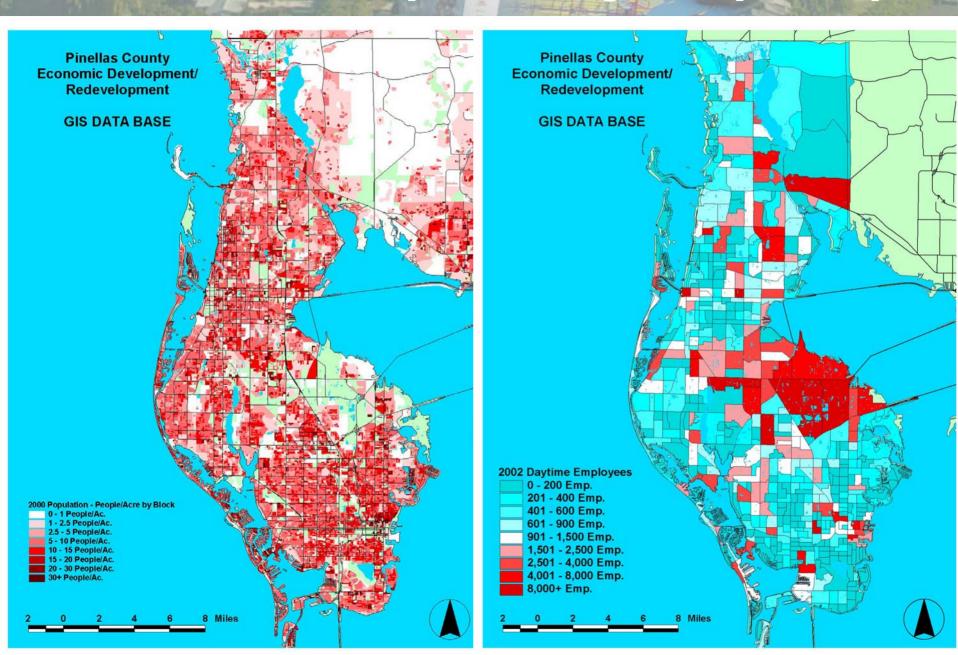
Topography & Wetlands



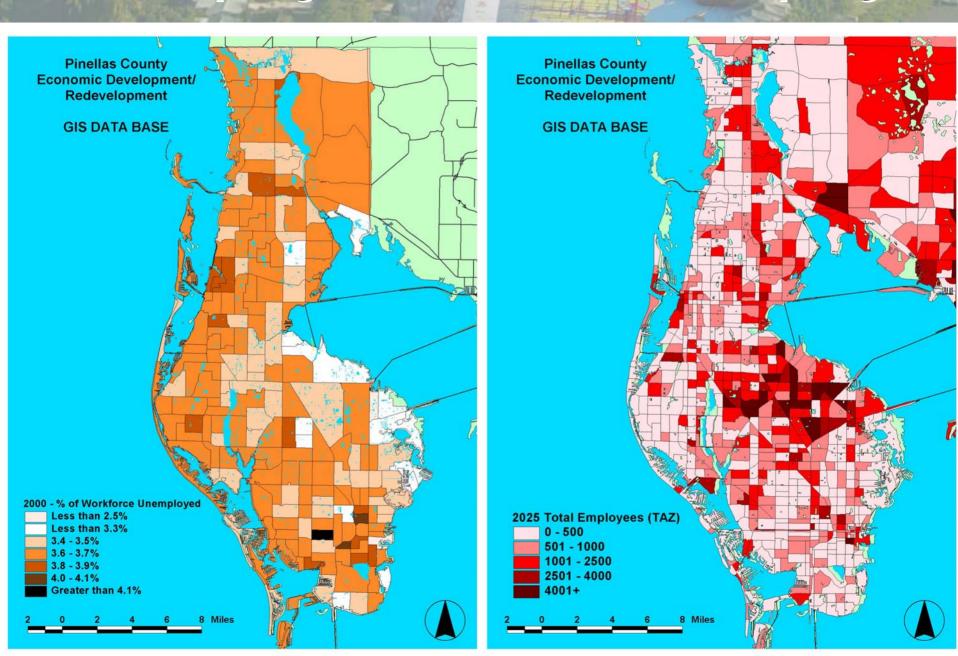
FEMA Zones & Drainage Basins



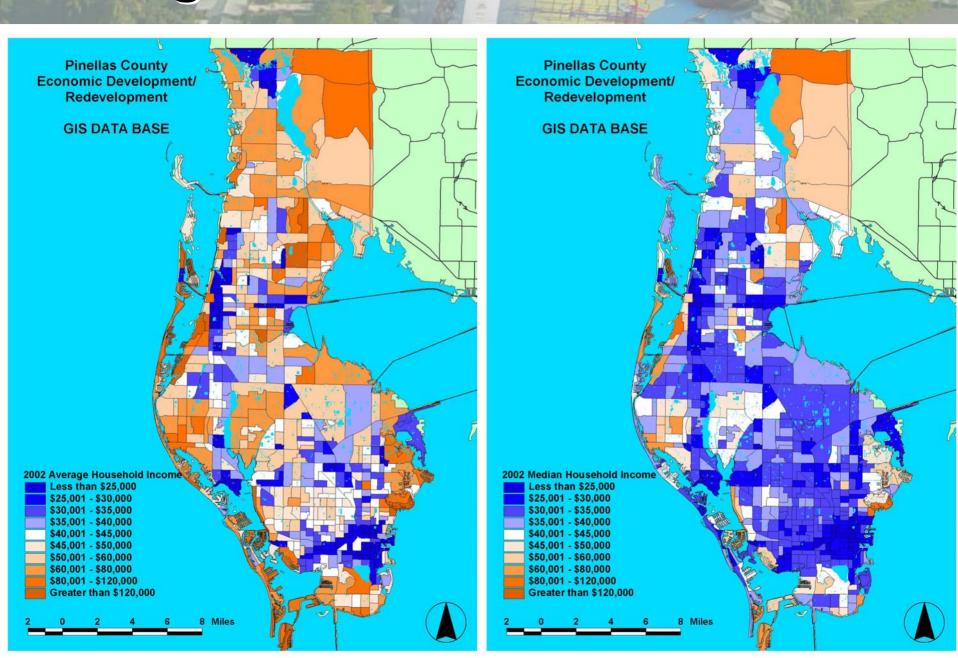
Block Res. Pop. & Day Emp. Pop.



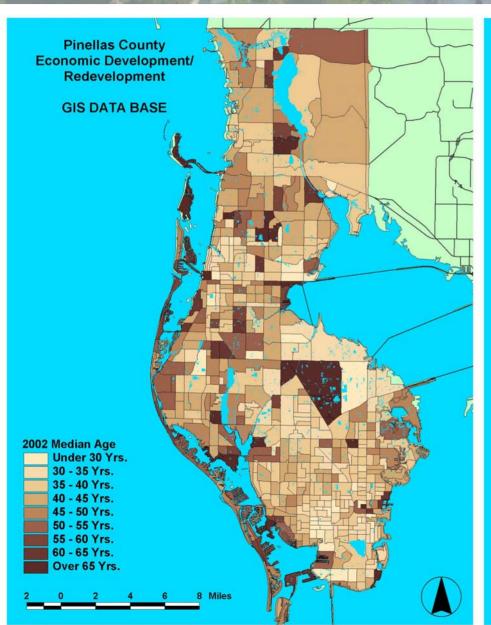
Unemployment & 2025 Employ.

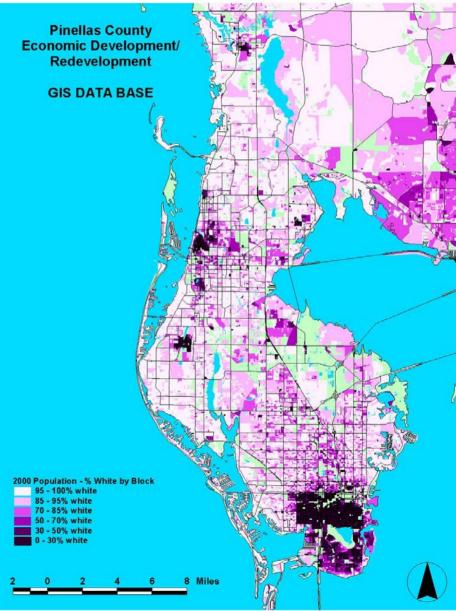


Average Income & Median Income

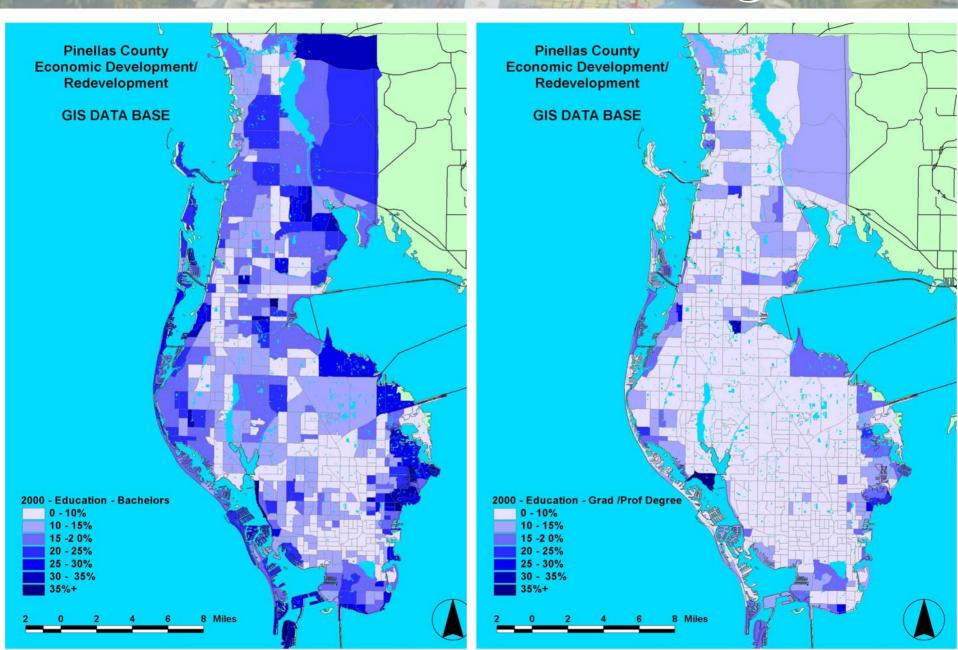


Age & Race

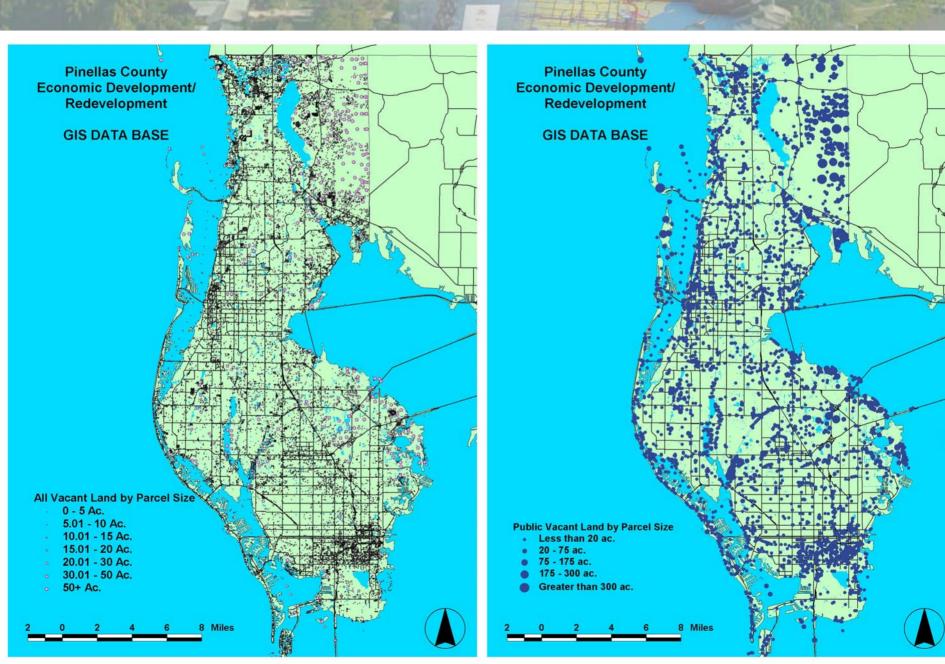




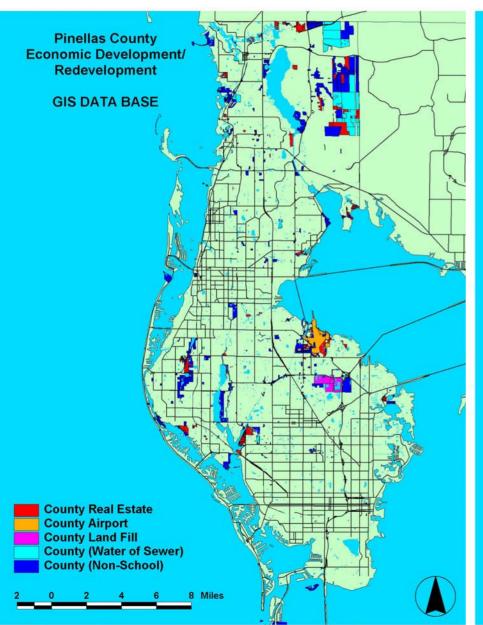
Bachelors & Graduate Degrees

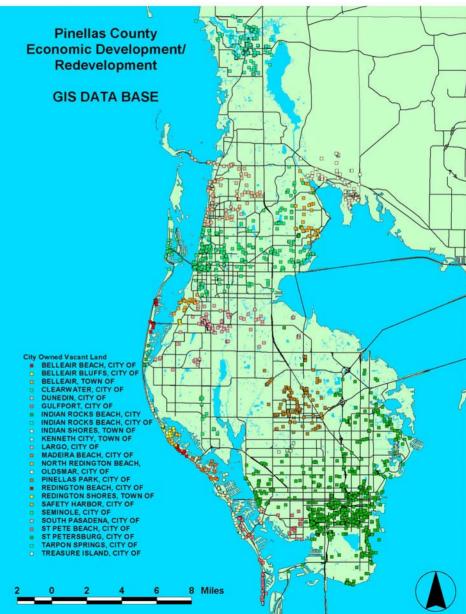


All Vacant & Public Vacant

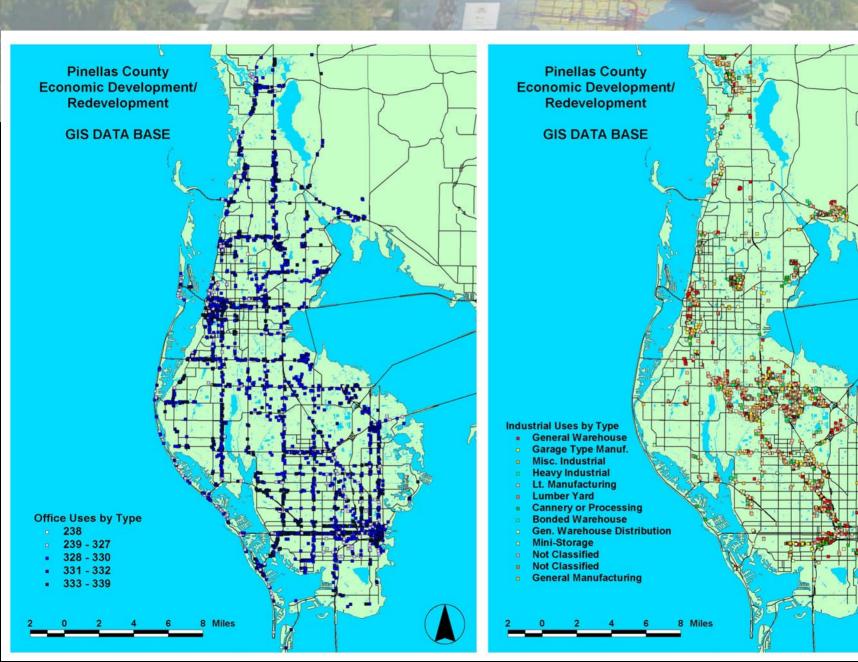


County Owned & City Own. Vacant

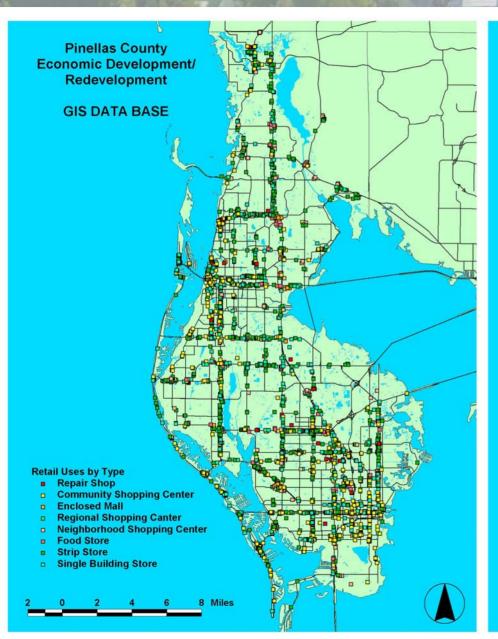


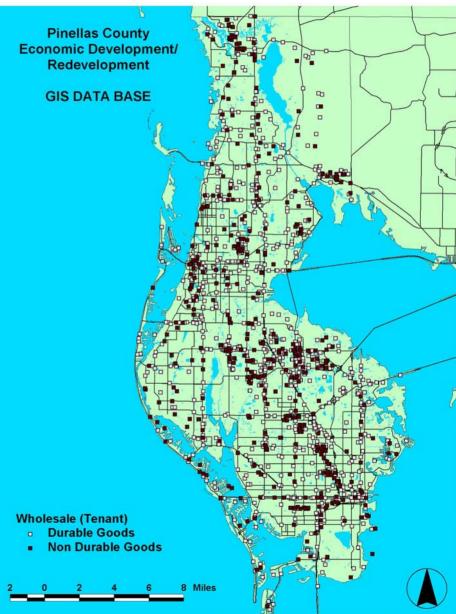


Office Uses & Industrial Uses

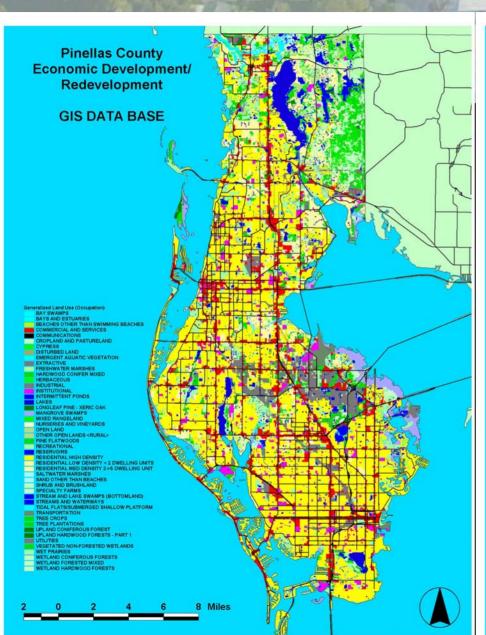


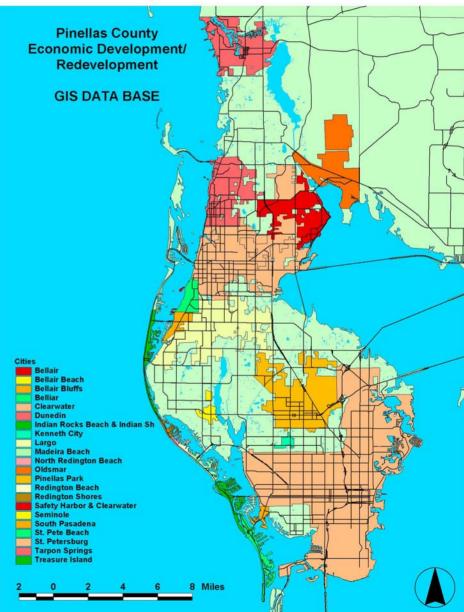
Retail Uses & Wholesale Uses



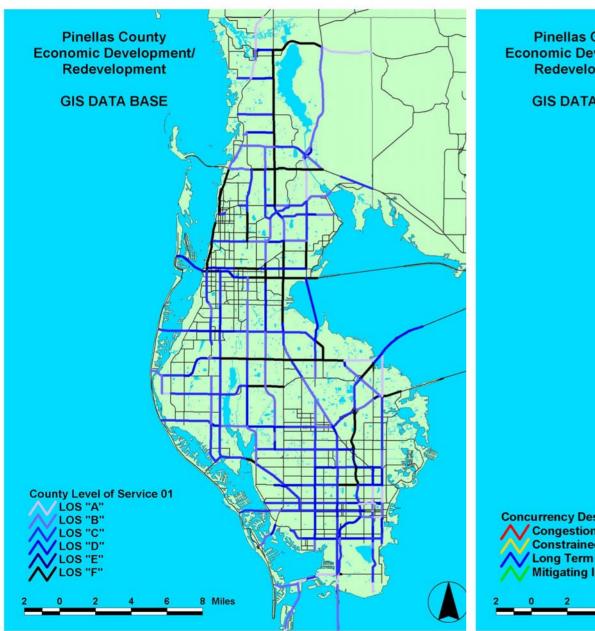


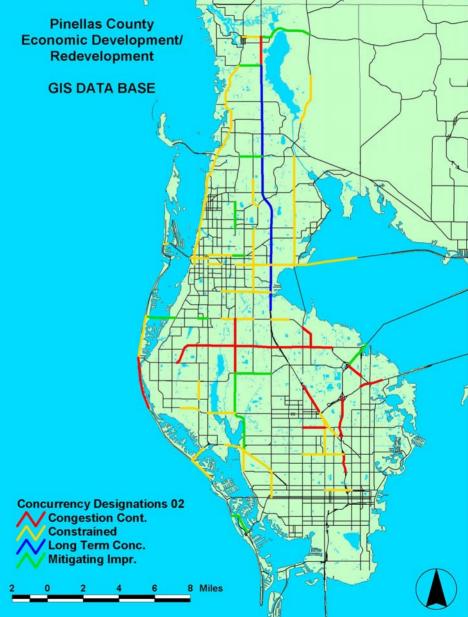
Land Use & Jurisdiction



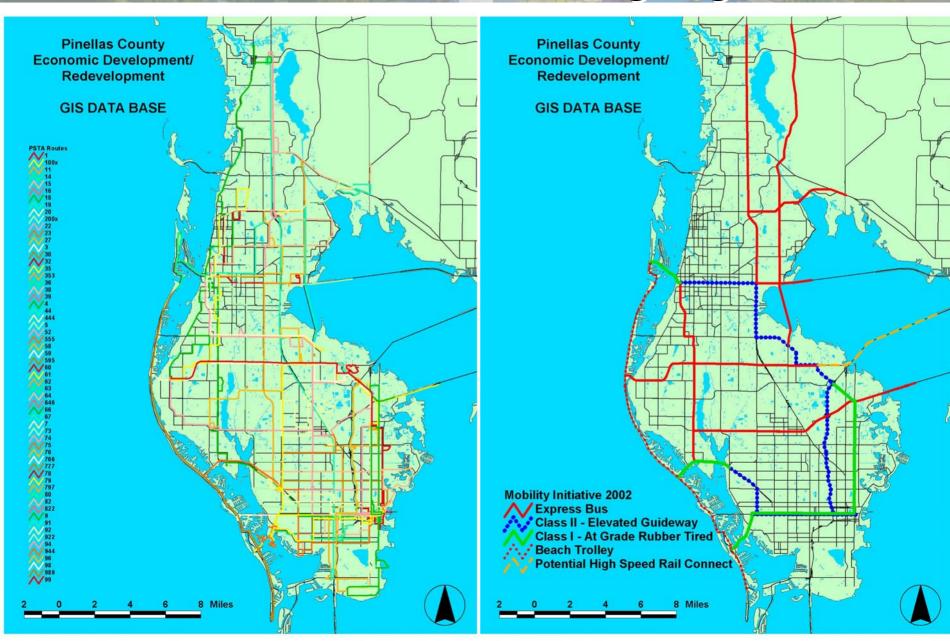


LOS Condition & Concurrency





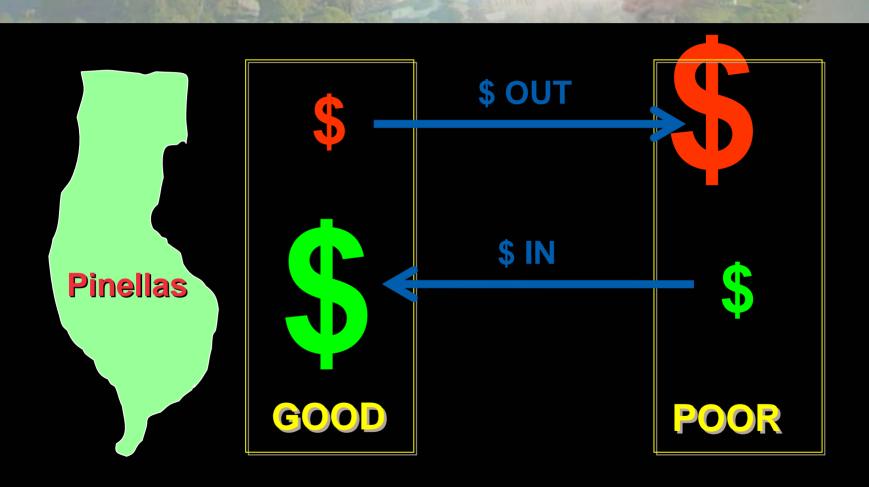
Pinellas Bus / Mobility System



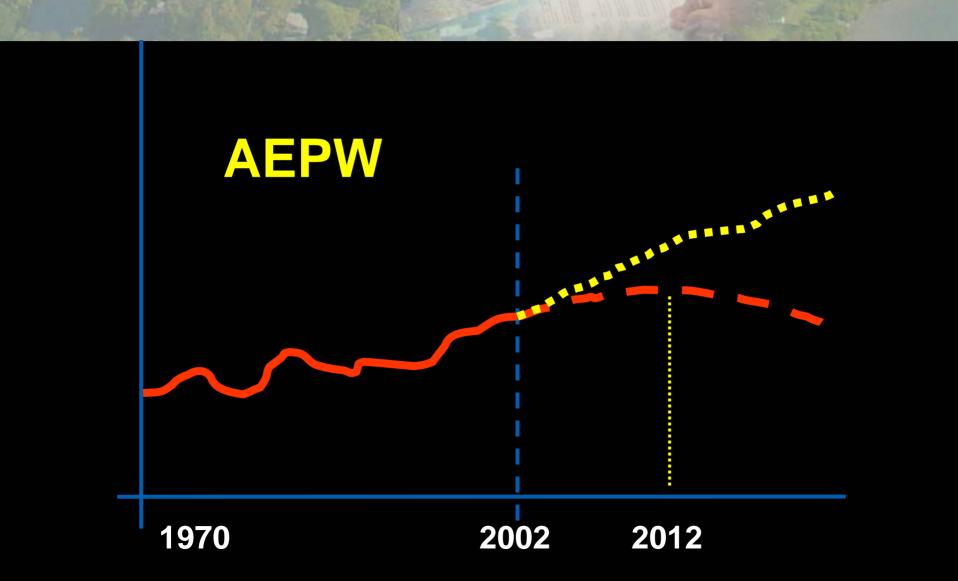
The Plan is Employment Driven!

- What do we wish to Achieve Economically?
- What is the impact of No Action?
- What is the Key to Success?
- What is the Existing Condition to build on?
- Why should we expect to be successful?

Measuring Economic Health



"QUALITY" of the Pinellas Economy



Measuring Economic Health

	A	EPW	JOBS
	\$	52,645	Information Services
Annual	\$	48,386	Professional, Scientific, and Technical Services
Z Kiiiidai	\$	44,384	Finance and Insurance Services
	\$	41,861	Wholesale Trade
E arnings	\$	37,547	Manufacturing
	\$	35,327	Construction
	\$	32,170	Transportation and Warehousing
Per	\$	29,515	Health Care and Social Assistance
_	\$	28,869	Real Estate and Rental and Leasing
	\$	24,034	Arts, Entertainment, and Recreation
Worker	\$	23,387	Educational Services
	\$	19,476	Retail Trade
	\$	12,132	Accommodation and Food Services

Achieving Higher Levels of Employment

Potential 2023 Employment Scenarios and Percent of Total Population Employed

Total New Employ.		Total Employ.	% Pop. Employed	
Low	207,000	714,547	65%	
Moderate	269,000	768,985	70%	
High	330,000	827,705	75%	

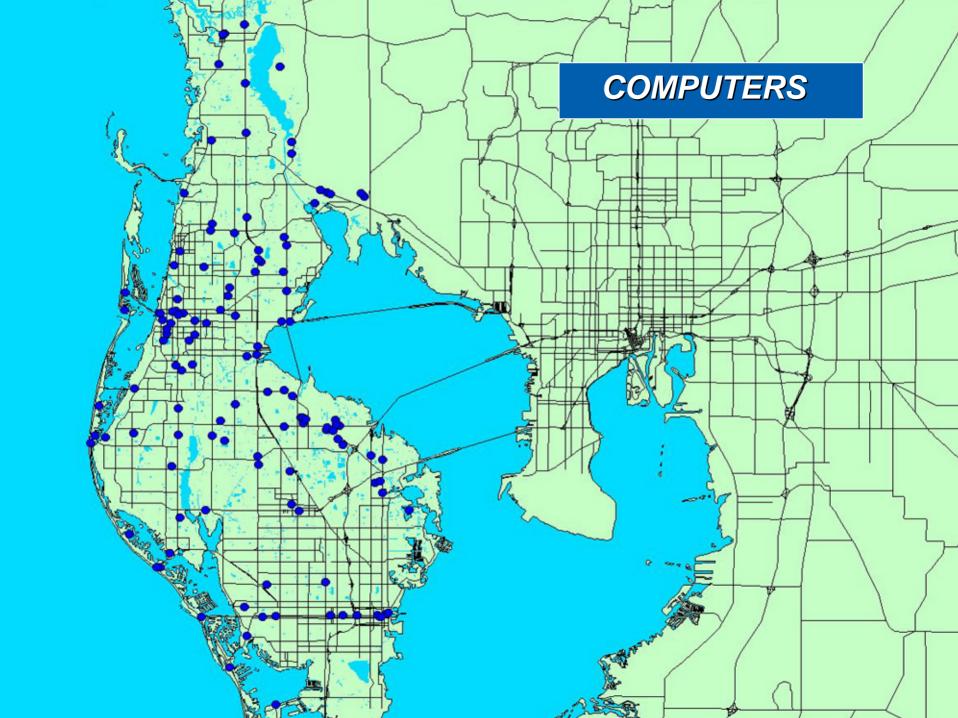
Where does that put us compared to Florida Economies? Yr.2000

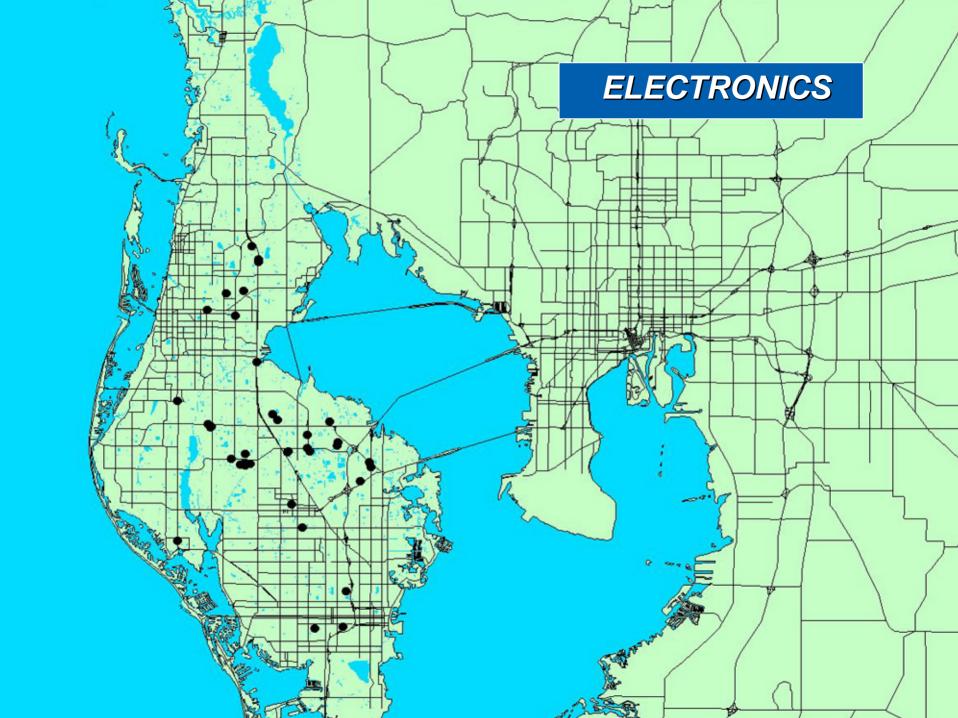
Pinellas	921,482	484,821	52.6%
Hillsborough	998,948	662,140	66.3%
Orange	896,344	670,780	74.8%
Broward	1,131,184	536,495	47.4%
Palm Beach	365,196	153,835	42.1%

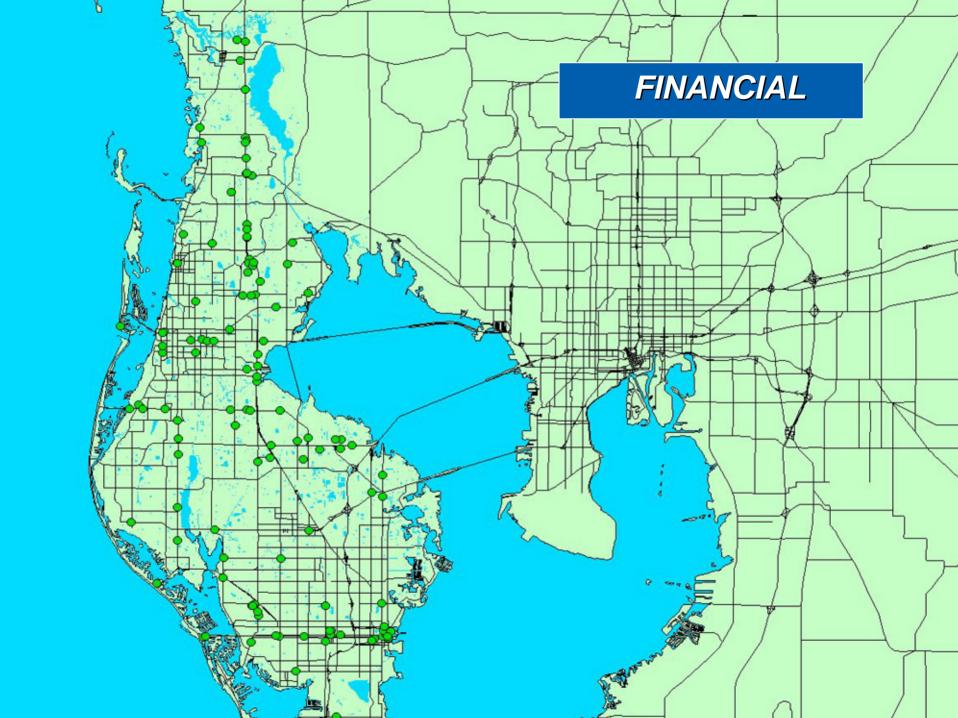
Levels of Existing Target Employment

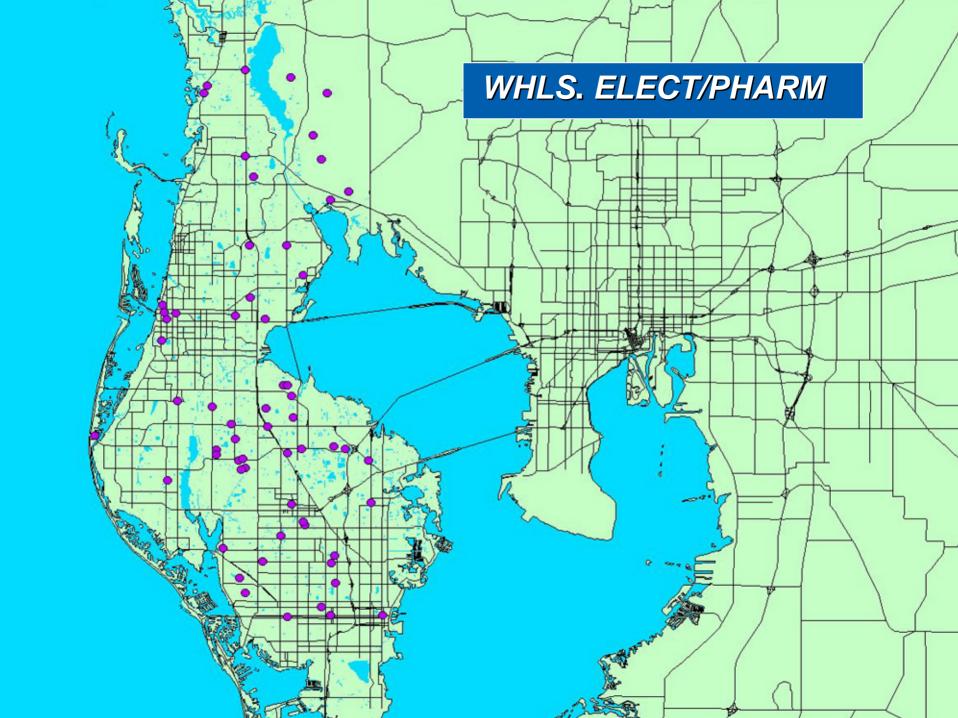
Target Employment Conditions

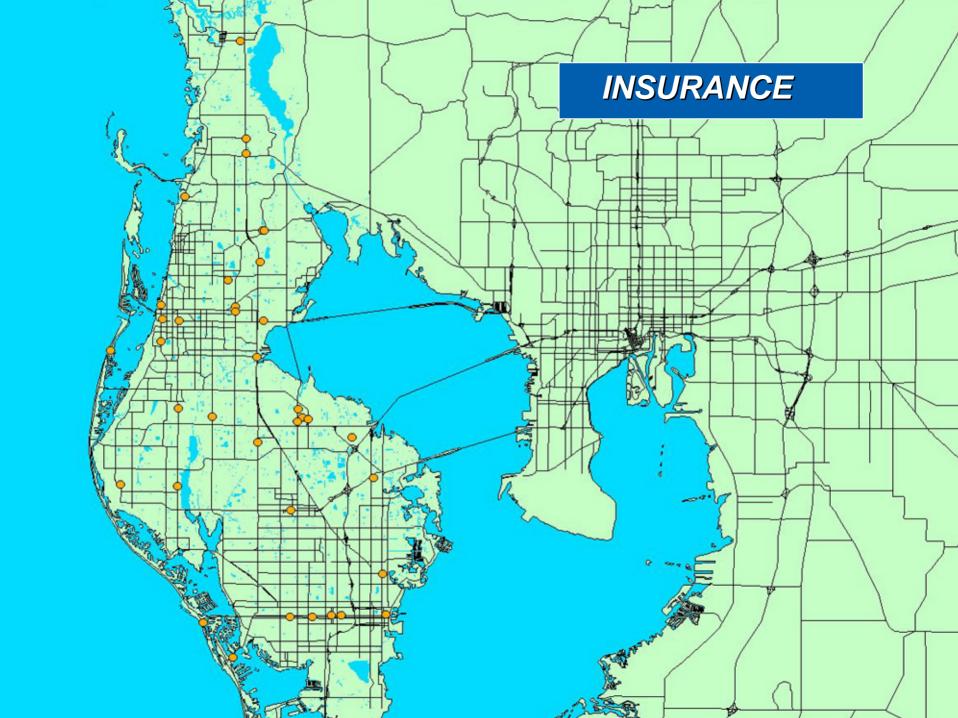
- Computers
- Electronics
- Financial
- Whls.Elect/pharm
- Insurance
- Medical Labs
- Pharmaceutical
- Publishing

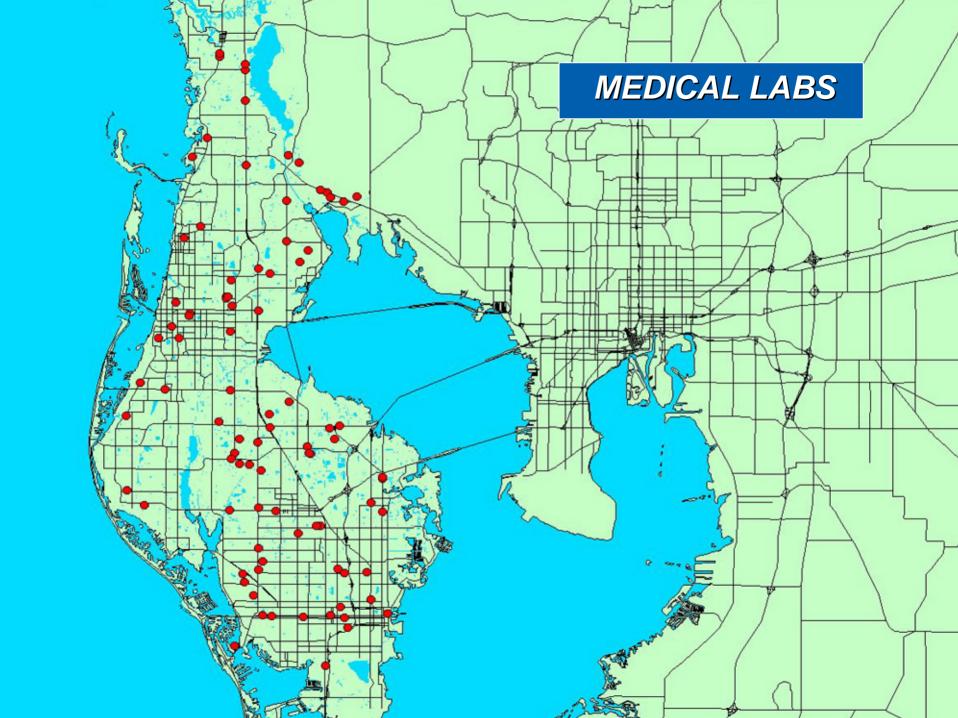


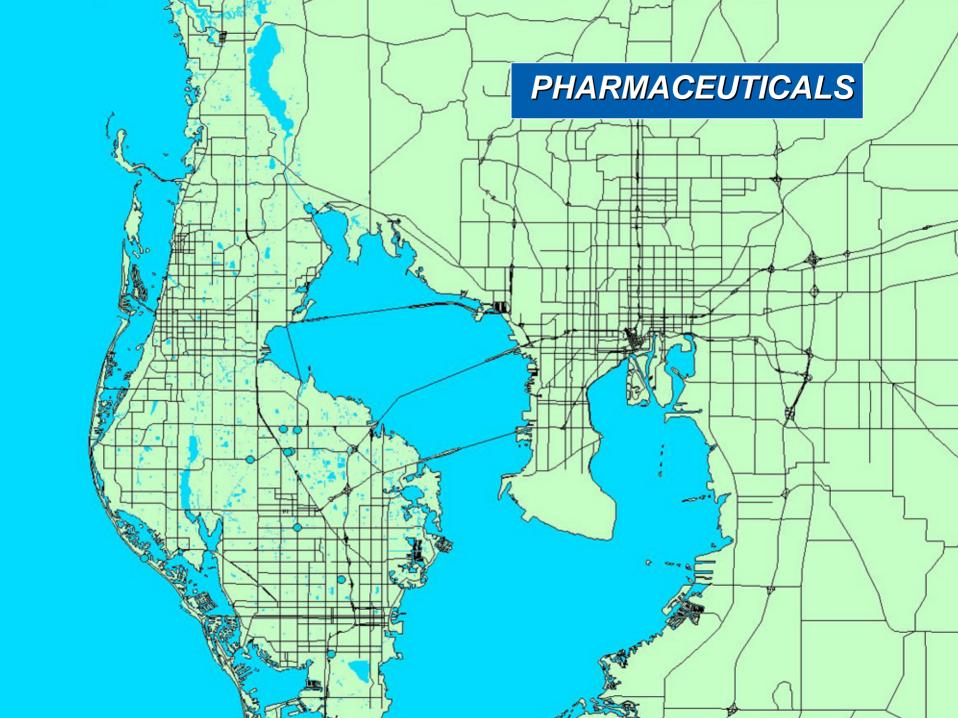




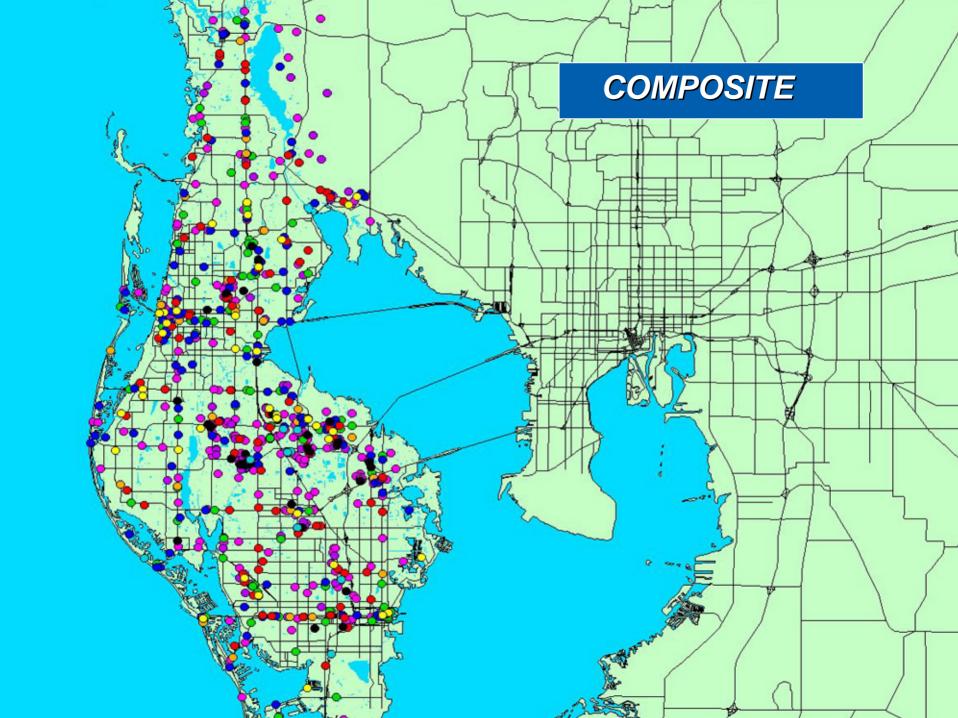


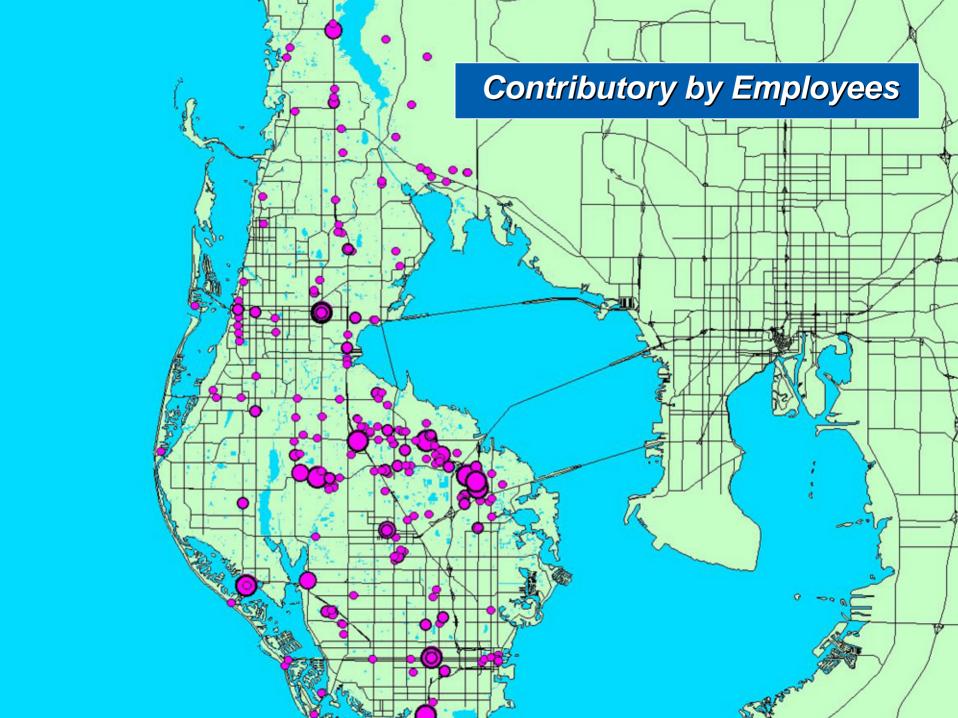


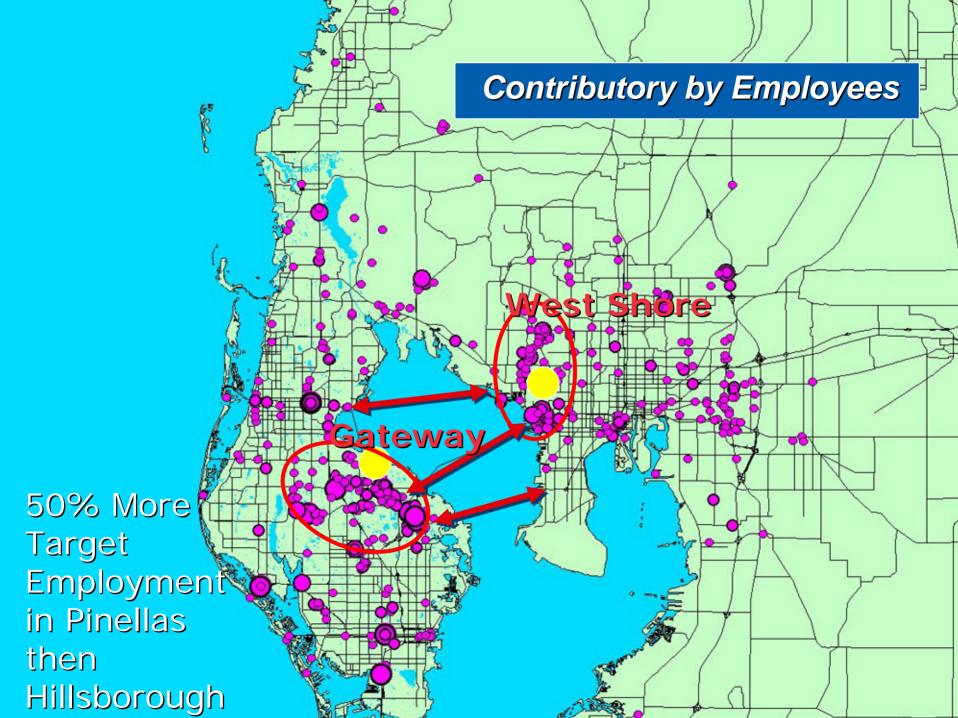












Strategy & Policy Overview



Section Four Strategy & Policy Evaluation Workshop



Section Four Leadership Overview

Steering Committee Member Challenges

- Office Development and Employment Center Demands
- Steve Meyers, Vice President- Highwoods Properties
- •The Mature Redeveloping Community St. Petersburg
- Ron Barton, Economic Development St. Petersburg
- Regulatory Relief Priorities
- John Landon P.E. –Landon, Moree & Associates
- Residential Communities in Redevelopment Areas
- J. Michael Cheezum, CEO JMC Communities

Section Four Strategy & Policy Framework

- Plan Political Feasibility
- Plan Financial Feasibility
- Plan as Market and Policy Tool

Strategy & Policy Framework

Plan Political Feasibility -

Commissioner Karen Williams Seel, Pinellas County Commission Chairman

The Plan has many audiences that are stakeholders in the future of Pinellas.

The government jurisdictions, the neighborhoods, the chambers of commerce, the real estate community both commercial and residential, and many organizations and businesses have concerns and expectations about the future of the economic development and redevelopment process.

Strategy & Policy Framework

Plan Financial Feasibility

Stephen M. Spratt, Pinellas County Administrator

The Plan has impacts in maintaining and building our economy.

The tax base of Pinellas grows or declines based on both public and private investment. Guiding and targeting our investment decisions is a key focus for this planning effort?

Strategy & Policy Framework

Plan as Market and Policy Tool

Richard Gehring, Principal Prime Interests Inc.

The Plan has a market impact on all real estate development efforts to encourage economic investment.

It has a policy impact if it helps to promote and facilitate redevelopment efforts.

What did we here from the Steering Committee Leadership Challenge?

What tools and process do we use to create our vision of "Pinellas a Community of Quality Communities"?

Phase One Policy Direction is Foundational to the Plan

- Programs for Education and Communication
- Identify and prepare Redevelopment Code Provisions
- Establish clear Framework for Intergovernmental Coordination
- Utilize Public & Private Investment Techniques

Phase One Policy Direction for Intergovernmental Effort

- Develop supporting Countywide Plan Structure
- Integrate with Planning to Stay Element
- Develop State DCA & Sec. of State a Growth Management Shift to Urban County Strategy for built-out fully serviced areas
- Pinellas a Community of Quality Communities
- Planning should Promote & Facilitate local Redevelopment Plans and Economic Development

Phase Two, Summit I Direction - Recognition of Paradigm Shift

- From Land <u>Absorption</u> and <u>Servicing</u> Growth
- To Land <u>Recycling</u> and <u>Attracting</u> Investment

And

- Economic Development Quality Job Priorities
- Real Estate Realities on Land Availability
- Urban Design & Code Structure for Long Range Vision and Quality of Life Structure

Partnering is the Key to Plan

The plan policy structure must support partnering in both the public and the private sectors. Partnering requires:

- Clarity of Purpose...... The Plan
- Trust..... Defined Roles
- Respect Relationships
- Balance of Interests..... Win-Win Integrity

Strategy and Role

Public Sector

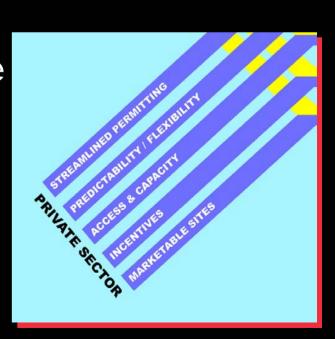
- Plans and Codes
- Intergovernmental Co-ordination
- •Mobility & Infrastructure
- Facilitate Redevelopment
- Public Lands Strategy
- Public Land Assembly Assistance



Strategy and Role

Private Sector

- Stream Lined Permitting
- Predictability
- Flexibility
- Access and Capacity to Serve
- Incentives
- Marketable Sites



Strategy and Policy Framework

Economic Development Strategies

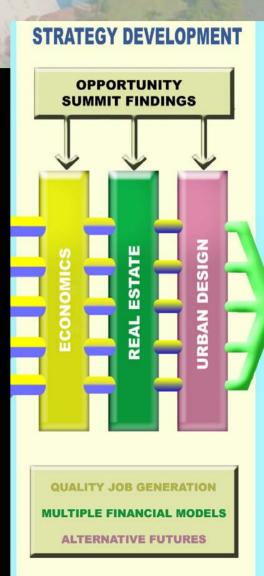
- Quality Job Generation
- •Revenue Retention
- •Investment Multipliers

Market /Real Estate/ Strategies

- Land Allocation and Assembly
- Alternative Intensification Methods
- •Multiple Incentive Models-Directed to Users

<u>Urban Design and Code Strategies</u>

- Alternative Futures
- Reinforcing Urban Structure
- Code and Process Enables Action



Strategy and Policy Consensus

Target Industries/ Employment

- Matrix of Incentives
- Target Ranking of Incentive Effort

Real Estate Absorption

- Higher Percent of Employment
- Close the Redevelopment vs Greenfield Cost Delta
- Land and Development Incentives

Redevelopment Strategies

- Land Assembly and Support
- Workforce Housing
- Intergovernmental Plan Structure

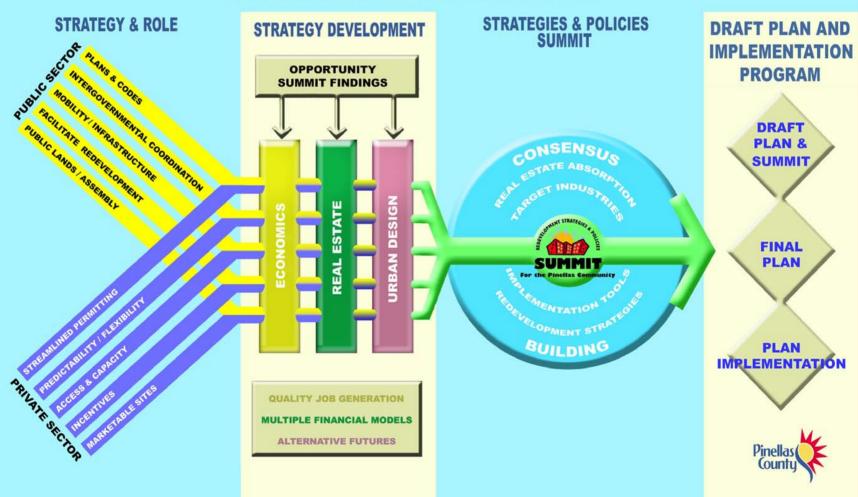
Implementation Tools

- Infrastructure Support(Drainage, Parking etc.)
- Urban Structure of Centers, Nodes and Transit
- Area Plans, TIF, Code Enhancements & Better Process



Strategy and Policy Framework

ECONOMIC DEVELOPMENT AND REDEVELOPMENT PLAN FOR THE PINELLAS COMMUNITY



Critical Plan Structure Steps Needing Consensus Discussion

20 Year Strategy –Low Medium and High Plan is Quality Job Driven Protect and Promote all Redevelopment Lands Support Reinforce and Enhance Community Simultaneous Action to Address:

- Environment-Set aside the 30% of Lands
- Mobility-Build on commitment to transit
- Community-Manage population transition
- <u>Economy</u>-Increase Job quality & quantity

Intergovernmental Structure

See a la l		
Top Down	County/Region	Local City
Policy Support	Policy Support	Policy Support
State Agencies	County Plan Auth.	Mayors/Manager
DOT	County Commission	City Commission
DER	County Administrator	Comm. Dev.
SWFWMD	Agencies: Eco. Dev.	City Planning
DCA	-Transportation	City Eco. Dev.
Sec. of State	-Planning	CRA Boards
	-Comm. Dev.	
Infrastructure	Infrastructure	Infrastructure
FI. Rules & Regs.	PPC Countywide Plan	City Rules & Regs.
State Fed interface	State &TBRPC interface	State/City interface
	School Board & Colleges	

Moving on to Policy Workshop

This Plan will provide a format to work on intergovernmental consensus in all the forums presented above.

We have to have a clear community vision and commitment of what we want to create in a Pinellas "Community Plan"

The Consensus participation in the following task will set direction for the Economic Development and Redevelopment Plan



Facilitator at each numbered table

- Instruction overview by consultant member
- 30 Min for each topic-discussion and rank
- Facilitators list key discussion points or concerns for reporting or documentation

Target Industries and Incentives
 Bill Fruth

Urban Design & Redevelopment Codes
James Moore

- Conclude Workbook Responses
- Selected Tabletop Participant Reports
- Closing Discussion
- Next Steps
- Meeting Close –Workbooks on tables & Turn in Evaluations
- Thank You for your time, effort and insight!



