

# **Economic Prosperity Stakeholder Committee Syllabus**

## ***Introduction***

In a severe economic downturn such as the one we are currently experiencing, government can play a valuable role in stimulating economic activity. The primary role of local government is to protect health, life and property. To do so, government must also play a role in fostering a well-educated and skilled workforce, and fostering the creation of private capital and innovation – in other words, promoting economic prosperity.

The Hillsborough County government can best promote economic prosperity by ensuring that adequate physical and administrative infrastructure exists to facilitate the free and efficient flow of goods and services – regionally, nationally and internationally – by accelerating capital spending to immediately stimulate jobs. The County can also achieve an immediate boost in the economy by revising regulations and permitting procedures that may inhibit job creation, without forgetting its primary role to protect health, life and property.

***Stakeholder Committee (EPSC)*** To assist the Board of County Commissioners in this mission, an Economic Prosperity Stakeholder Committee is proposed to be impaneled by Board appointment of stakeholders and citizens representative. The proposed role and scope of the Stakeholder Committee is to make recommendations for a comprehensive revision of the Land Development Regulations with a focus on promoting economic prosperity.

***Technical Support Group (TSG)***. A Technical Support Group (TSG) will assist the EPSC with data and analysis required to support recommendations. To ensure an appropriate status, organizations will be invited to participate by the County Administrator with representatives then designated by the respective agency heads. The TSG will have no decision making or advisory authority related to the work of the EPSC.

## **Guidelines**

The Economic Prosperity Committee (EPSC) will adhere to the following guidelines in the conduct of its work.

### **Mission and Purpose**

The mission of the Economic Prosperity Stakeholder Committee (EPSC) is to examine the County's regulatory structure and make recommendations to ease the burden and cost of regulatory oversight on economic development while maintaining the County's commitment to quality of life and responsible environmental stewardship.

### **Readiness, Rates and Regulation**

The EPSC will focus on a full spectrum of the regulatory structure including:

- The *readiness* of the system to support desirable economic development opportunities both in terms of the timeliness and efficiency of regulatory approvals and the adequacy of supporting infrastructure and services,
- The *rates* associated with development including fees and exactions imposed by the regulatory structure, and
- The *regulations* in terms of the cost imposed versus the public purpose to be achieved.

### **Balance**

Economic prosperity means an appropriate balance among our support on for desirable economic development and our commitment to preserve our quality of life and to conserve our environment.

### **Inclusiveness**

The stakeholders have been selected to represent the broad spectrum of diverse interests within Hillsborough County. The process is expected to promote an atmosphere of inclusiveness and an opportunity for all interests to be heard.

### **Transparency**

In keeping with the County's commitment to open government, the deliberations of the EPSC and those activities that support there is intended to open to the public and conducive to meaningful public discourse.

### **Regional Perspective**

Hillsborough County's regulatory system does not exist in a vacuum. The EPSC is expected to consider how Hillsborough County's regulatory system may relate to other local governments including the City of Tampa, the City of Plant City and the City of Temple Terrace and to the Tampa Bay Region and to other economically significant entities such as our port and airport authorities.

### ***General Work Program***

The Economic Prosperity Stakeholder Committee (EPSC) would conduct its work in three phases with all phases completed during 2012. A general timetable is included on page 4. Tentative meeting schedules and project milestones are included in the Detailed Work Program included in this report.

### **Phase I: Immediate Actions**

Work is underway to identify early actions that could be taken to promote economic development without presenting significant environmental and community issues. The following tasks would support this phase:

- **Transportation Concurrency.** Negotiating Transportation Concurrency has historically represented a lengthy and unpredictable outcome. The Community Planning Act enacted in 2011, altered the application of transportation concurrency at the local government level with significant impacts. The EPSC will assess impacts of and alternatives to the current concurrency process as well as impact fees.
- **Economic Potential Evaluation of the Land Development Code.** The Planning Commission has completed a report entitled "*Economic Potential Evaluation of the Future of Hillsborough Comprehensive Plan*" resulting in a matrix that identifies policies that support or impede economic prosperity. A parallel matrix should be developed for the Land Development Code.
- **Economic Development Readiness of Targeted Economic Development Areas.** The Planning Commission has completed a report entitled "*Economic Development Area Strategy*" that identifies areas targeted for economic development. An analysis of the readiness of these areas to accept and support economic development should be undertaken. The regulatory policy within the targeted areas should be examined along with the adequacy of supporting infrastructure. Emphasis should be given to "*immediate*" actions to improve readiness.
- **Increase Predictability for Development review by Streamlining of Procedures and Decision Making.** The County's development review procedures and decision making should be examined. Emphasis should be placed on expedited and efficient processing especially for targeted industries and on consistent and predictable decision making. Emphasis should be given to "*immediate*" actions.

The EPSC will consider the results of these analyses and forward recommendations to the BOCC within four months of the initiation of the process and deliver its recommendations to the BOCC by July 31, 2012

## **Phase II: ULI Economic Prosperity Strategy**

The County will contract with the Urban Land Institute (ULI) Advisory Services Program to conduct a review of the County's approach to economic development and growth and an assessment of future challenges and directions. This program convenes a team of experts for an intense review within the community followed by a report summarizing findings and recommendations. The EPSC would be a principal client for this ULI effort.

The ULI project will involve (1) convening the expert panel for one week in Hillsborough County, (2) preparing a report and (3) presenting the findings to the EPSC and the BOCC. The ULI work would be completed within four months of the initiation of the process. Presentation of the findings to the EPSC and the BOCC will be scheduled prior to July 31, 2012.

**Phase III: Comprehensive Revisions to Land Development Code**

It is widely accepted that the Comprehensive Plan contains regulatory language that is better suited to the Land Development Code. Enactment of the *Community Planning Act* in 2011 provided the statutory flexibility to reconcile this imbalance.

The work of the EPSC is expected to result in recommendations for revisions to the Comprehensive Plan and a major overhaul of the Land Development Code with an emphasis on economic prosperity and a balance of economy, environment and community integrity.

The EPSC will provide recommendations to the BOCC along with recommended Comprehensive Plan and LDC revisions no later than October 31, 2012.

**Timeline**

The primary work of the EPSC will occur during 2012 with implementing actions extending into 2013. The proposed time line is illustrated by the following chart.

	Feb -March	April - July	August -Oct	Nov – Jan	2013
Stakeholder Appointment					
Organization / Orientation					
Phase I – Immediate Actions					
Phase II – ULI Study					
Phase III – LDC Update					

Analysis by EPSC
Action / Adoption

## **Detailed Work Program**

### **Task 1.0 Stakeholder Appointment**

The appointment of the Economic Prosperity Stakeholder Committee (EPSC) by the BOCC is an essential first step.

### **Task 2.0 Organization / Orientation**

Upon approval of the concept by the BOCC, County Administration will take the necessary steps to undertake the project. The following steps are anticipated:

**Task 2.1. Organization of the Technical Advisory Committee (TSG).** County Administration will request participation in support of the work of the EPSC from the appropriate departments and agencies. An organizational meeting will be held following the appointment of the EPSC.

**Task 2.2. Detailed Work Program / Assignment.** To assist the TSG and to inform the EPSC, a detailed work program will be developed along with task assignments associated with the various phases of the project.

**Task 2.3. Orientation of the EPSC.** Following appointment of the EPSC, County Administration will conduct an orientation meeting with the EPSC. The purpose of this meeting is to inform the EPSC of the mission assigned by the BOCC and to familiarize its members of the work program, the tasks and the timeline for the work. The EPSC will review and adopt the Detailed Work Program and Schedule.

### **Task 3.0: Immediate Actions**

Identify and evaluate actions that may have high impact on economic development without significant negative effects on the community or the environment. Typically this work will focus on process and decision making actions that provide greater efficiency and predictability.

**Task 3.1: Transportation Concurrency.** The BOCC is expected to take early action pertaining to transportation concurrency and transportation funding. Amendments to the comprehensive plan and to the LDC will be required to implement these actions.

**Deliverable:** Language and supporting data will be prepared for required amendments to the Comprehensive Plan and the LDC.

**Task 3.2: Economic Development Potential of the Land Development Code.** The staff in collaboration with the TSG will thoroughly evaluate the LDC to identify procedures and standards that may be directly related to economic development.

**Deliverable:** The deliverable for this task will be in the form of a matrix that serves as a companion to work previously prepared by the Planning Commission.

**Task 3.3: Readiness for Development.** Certain land areas within the County are targeted for economic development. The staff will evaluate properties within these targeted areas to determine their readiness to development. The task will also identify steps required to position targeted properties for economic development.

**Deliverable:** The deliverable for this task will include graphical and statistical data identifying the readiness of targeted lands and a list of steps to be taken to expand the inventory of “permit-ready” lands

**Task 3.4: Increased Predictability by Streamlining of Procedures and Decision Making for Development Review.** The procedures and decision making aspects of the LDC will be evaluated to identify opportunities for streamlining of process and for more predictability in how decisions are rendered.

**Deliverable:** Opportunities for immediate action will be documented and draft language prepared for appropriate amendment.

**Task 3.5 Review of Task 3 materials by the TSG and presentation to the EPSC.** The results of the analysis conducted in tasks 3.1 through 3.4 will be reviewed by the TSG. The results will be forwarded to the EPSC for review and recommendation.

**Deliverable:** Summary of TSG review

**Task 3.6 EPSC Recommendations.** A summary report outlining the recommendations of the EPSC will be prepared.

**Deliverable: Phase I Immediate Actions Report by July 31, 2012**

## **Task 4.0 ULI Economic Prosperity Strategy**

The **Urban Land Institute** will be retained to evaluate future growth opportunities and challenges for Hillsborough County and to make recommendations about future directions. This work will be performed under ULI’s Advisory Services Program.

**Task 4.1: Outline of the ULI Mission.** County Administration will collaborate with ULI representatives to define a mission for the study consistent with the overall work of the EPSC. This mission and the resulting scope of work will be presented to the BOCC for approval. A recommended mission statement is included in the appendix.

**Deliverable:** Contract, mission statement and scope of work to guide the ULI Economic Prosperity Strategy.

**Task 4.2: Background Data:** County Administration will in collaboration with the TSG assemble and deliver appropriate background data to support the work of ULI.

**Deliverable:** Summary of Background Data

**Task 4.3: Five Day Panel.** ULI will conduct a five day panel process within Hillsborough County resulting in findings and recommendations consistent with the mission outlined by the BOCC.

**Deliverable:** Conduct of the five day panel and the reporting of preliminary findings and recommendations.

**Task 4.4: Economic Prosperity Report.** ULI will prepare a final report outlining its findings and recommendations.

**Deliverable: Final report by July 15, 2012**

## **Task 5.0: Revisions to the Land Development Code**

The work of the EPSC is intended to result in recommendations for a major overhaul of the Land Development Code with an emphasis on economic prosperity and a balance of economy, environment and community integrity.

**Task 5.1 Identify Regulatory Content within the Comprehensive Plan.** The County will collaborate with the Planning Commission and the TSG to identify elements of the comprehensive plan that are regulatory in nature and determine if and how such provisions should be transferred to the land development code.

**Deliverable:** Report identifying comprehensive plan policies that are regulatory in nature.

**Task 5.2: Draft Comprehensive Plan Language and LDC Provisions to Achieve Policy vs. Regulatory Balance.** The County will collaborate with the Planning Commission and the TSG to concurrently identify comprehensive plan and land development code provisions to achieve an appropriate balance of policy (plan) and regulation (code).

**Deliverable:** Report providing recommendations and supporting rationale for appropriate plan and code amendments.

**Task 5.3: Review of Land Development Code.** The County staff will conduct a thorough review of all aspects of the LDC. The findings will be documented in a report describing potential amendments and the rationale for changes.

**Deliverable:** Report documenting recommended modifications to the LDC.

**Task 5.4: Review of Potential LDC Amendments by TSG.** The report regarding potential modifications to the LDC will be submitted for review to the TSG.

**Deliverable:** Summary of TSG comments. Report may be modified accordingly.

**Task 5.5: Review of Potential LDC Amendments by EPSC.** The report regarding potential modifications to the LDC will be submitted for review to the EPSC.

**Deliverable:** Summary of EPSC actions. Report will be modified accordingly.

**Task 5.6: Presentation of LDC Amendment Modification to the BOCC.** The recommendations of the EPSC will be presented to the BOCC for action.

**Deliverable: Presentation of recommendations to the BOCC by October 31, 2012**

## Task 6.0: Rewrite of the Land Development Code

If directed by the BOCC, the County staff will prepare LDC language and return to the BOCC for adoption.

**Deliverable:** Rewrite of the LDC by December 30, 2012 and initiation of the amendment process for adoption in 2013.

Schedule of Activities and Actions		
Date	Activity / Action	Outcome
Phase I: Immediate Actions / Phase II: ULI Study		
April 4, 2012	<ul style="list-style-type: none"> <li>BOCC Regular Mtg</li> </ul>	<ul style="list-style-type: none"> <li>Adoption of Syllabus / Guidelines</li> <li>Appointment of Stakeholders</li> </ul>
April (2 <sup>nd</sup> Week)	<ul style="list-style-type: none"> <li>Detailed Work Program (Staff)</li> <li>TSG Organization</li> </ul>	<ul style="list-style-type: none"> <li>TSG / Staff Assignments</li> </ul>
April (4 <sup>rd</sup> Week)	<ul style="list-style-type: none"> <li>Detailed Work Program (Staff)</li> <li>Background Report (Staff)</li> </ul>	<ul style="list-style-type: none"> <li>Discussion of Mission / Expected Outcomes</li> <li>Review of Detailed Work Program</li> <li>Review of Background Report</li> </ul>
April (4 <sup>th</sup> Week)	<ul style="list-style-type: none"> <li>TSG Organizational Meeting</li> </ul>	<ul style="list-style-type: none"> <li>Discussion of Mission / Expected Outcomes</li> <li>Review of Detailed Work Program</li> <li>Review of Background Report</li> <li>Review of Support Material for EPSC Major Issues Meeting</li> <li>Recording of Results</li> </ul>
May 4, 2012	<ul style="list-style-type: none"> <li>EPSC Organizational Meeting</li> </ul>	<ul style="list-style-type: none"> <li>Discussion of Mission / Expected Outcomes</li> <li>Rules of Engagement</li> <li>Review of Detailed Work Program</li> <li>Endorsement of Detailed Work Program</li> <li>Overview of Key Factor / Issues</li> <li>Identification of Major Issues (Workshop)</li> <li>Prioritization of Major Issues</li> <li>Report of Results</li> </ul>
May (2 <sup>nd</sup> Week)	<ul style="list-style-type: none"> <li>TSG Mtg</li> </ul>	<ul style="list-style-type: none"> <li>Review of Support Materials for ULI Panel</li> </ul>
May 20 -25	<ul style="list-style-type: none"> <li>ULI Panel</li> </ul>	<ul style="list-style-type: none"> <li>ULI interviews/workshops</li> </ul>
June (1 <sup>st</sup> week)	<ul style="list-style-type: none"> <li>TSG Meeting</li> </ul>	<ul style="list-style-type: none"> <li>Review of Support Materials for EPSC Mtg</li> </ul>
June (2 <sup>nd</sup> Week)	<ul style="list-style-type: none"> <li>EPSC Mtg</li> </ul>	<ul style="list-style-type: none"> <li>Identification/Discussion of "Immediate Actions"</li> </ul>
June (3 <sup>rd</sup> Week)	<ul style="list-style-type: none"> <li>Progress Report to BOCC</li> </ul>	<ul style="list-style-type: none"> <li>Recording of BOCC comments / directions</li> </ul>
June (4 <sup>th</sup> Week)	<ul style="list-style-type: none"> <li>EPSC Mtg</li> </ul>	<ul style="list-style-type: none"> <li>Drafting recommendations of "Immediate Actions"</li> </ul>
July (1 <sup>st</sup> Week)	<ul style="list-style-type: none"> <li>ULI Report</li> </ul>	<ul style="list-style-type: none"> <li>Receipt of ULI Report</li> </ul>
July (1 <sup>st</sup> Week)	<ul style="list-style-type: none"> <li>TSG Meeting</li> </ul>	<ul style="list-style-type: none"> <li>Review of ULI Report</li> <li>Review of "Immediate Actions" Report</li> </ul>
July (3 <sup>rd</sup> Week)	<ul style="list-style-type: none"> <li>EPSC Mtg</li> </ul>	<ul style="list-style-type: none"> <li>Review of ULI Report</li> <li>Adoption of "Immediate Actions" Report</li> </ul>
July (4 <sup>th</sup> Week)	<ul style="list-style-type: none"> <li>BOCC Presentation</li> </ul>	<ul style="list-style-type: none"> <li>ULI Report</li> <li>"Immediate Actions" Report</li> <li>BOCC Progress Report</li> <li>Recording of BOCC comments / directions</li> </ul>

Schedule of Activities and Actions (con't)		
Date	Activity / Action	Outcome
Phase III: Comprehensive Revisions to the Land Development Code		
August (1 <sup>st</sup> Week)	<ul style="list-style-type: none"> <li>TSG Meeting</li> </ul>	<ul style="list-style-type: none"> <li>Review of Support Material for EPSC Meeting</li> <li>Recording of Results</li> </ul>
August (2 <sup>nd</sup> Week)	<ul style="list-style-type: none"> <li>EPSC Mtg</li> </ul>	<ul style="list-style-type: none"> <li>Discussion of Major Issues</li> <li>Discussion of ULI Recommendations</li> <li>Recording of Results</li> </ul>
September (1 <sup>st</sup> Week)	<ul style="list-style-type: none"> <li>Progress Report to BOCC</li> </ul>	<ul style="list-style-type: none"> <li>Recording of BOCC comments / directions</li> </ul>
September (2 <sup>nd</sup> Week)	<ul style="list-style-type: none"> <li>TSG Mtg</li> </ul>	<ul style="list-style-type: none"> <li>Review of Draft Phase III Recommendations</li> <li>Recording of Results</li> </ul>
September (2 <sup>nd</sup> Week)	<ul style="list-style-type: none"> <li>EPSC Meeting</li> </ul>	<ul style="list-style-type: none"> <li>Review of Draft Phase III Recommendations</li> <li>Directions to Staff for Final Recommendations</li> <li>Recording of Results</li> </ul>
September (3 <sup>rd</sup> Week)	<ul style="list-style-type: none"> <li>TSG Meeting</li> </ul>	<ul style="list-style-type: none"> <li>Review of Final Phase III Recommendations</li> <li>Recording of Results</li> </ul>
October (2 <sup>nd</sup> Week)	<ul style="list-style-type: none"> <li>EPSC Final Mtg</li> </ul>	<ul style="list-style-type: none"> <li>Adoption of Final Phase III Recommendations</li> <li>Recording of Results</li> </ul>
October (5 <sup>th</sup> Week)	<ul style="list-style-type: none"> <li>BOCC Presentation</li> </ul>	<ul style="list-style-type: none"> <li>Presentation of Phase III recommendations to BOCC</li> <li>Recording of BOCC comments / directions</li> </ul>