

STRATEGIC PLAN FOR THE PINELLAS PLANNING COUNCIL

2005/06-2009/10

Approved April 20, 2005



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FOR THE
PINELLAS PLANNING COUNCIL
2005/06-2009/10

Pinellas Planning Council

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**Prepared by the Pinellas Planning Council
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TABLE OF CONTENTS

Introduction.....	1
Mission Statement.....	3
Role of the Council.....	4
Strategic Goals and Objectives.....	5
Work Program Outline	11
Summary	13

INTRODUCTION

The countywide planning process, based upon a special act of the State Legislature and approved by referendum as an amendment to the Pinellas County Charter, was established to guide the growth and improvement of Pinellas County as a whole, with the participation of the County's member local government jurisdictions and the school district.

The Pinellas Planning Council (PPC) is comprised of thirteen elected officials who provide representation for each of the twenty-five local government elected bodies and the Pinellas County School Board. The PPC serves in an advisory role to the Board of County Commissioners, in their capacity as the Countywide Planning Authority, for the purpose of formulating and administering a coherent countywide planning process.

The purpose of the Strategic Plan is to express the role of the Council, to enumerate and prioritize its goals and objectives, and to serve as the basis from which to prepare the specific work program or tasks to be addressed by the Council in the years ahead.

The Pinellas Planning Council undertook the comprehensive review of its initial mission and role statements and five-year work program during fiscal year 1998-99, leading to the preparation of its original Strategic Plan approved in 1999. The Strategic Plan, in turn, provided the basis for the five-year work program for fiscal years 2000-01 through 2004-05.

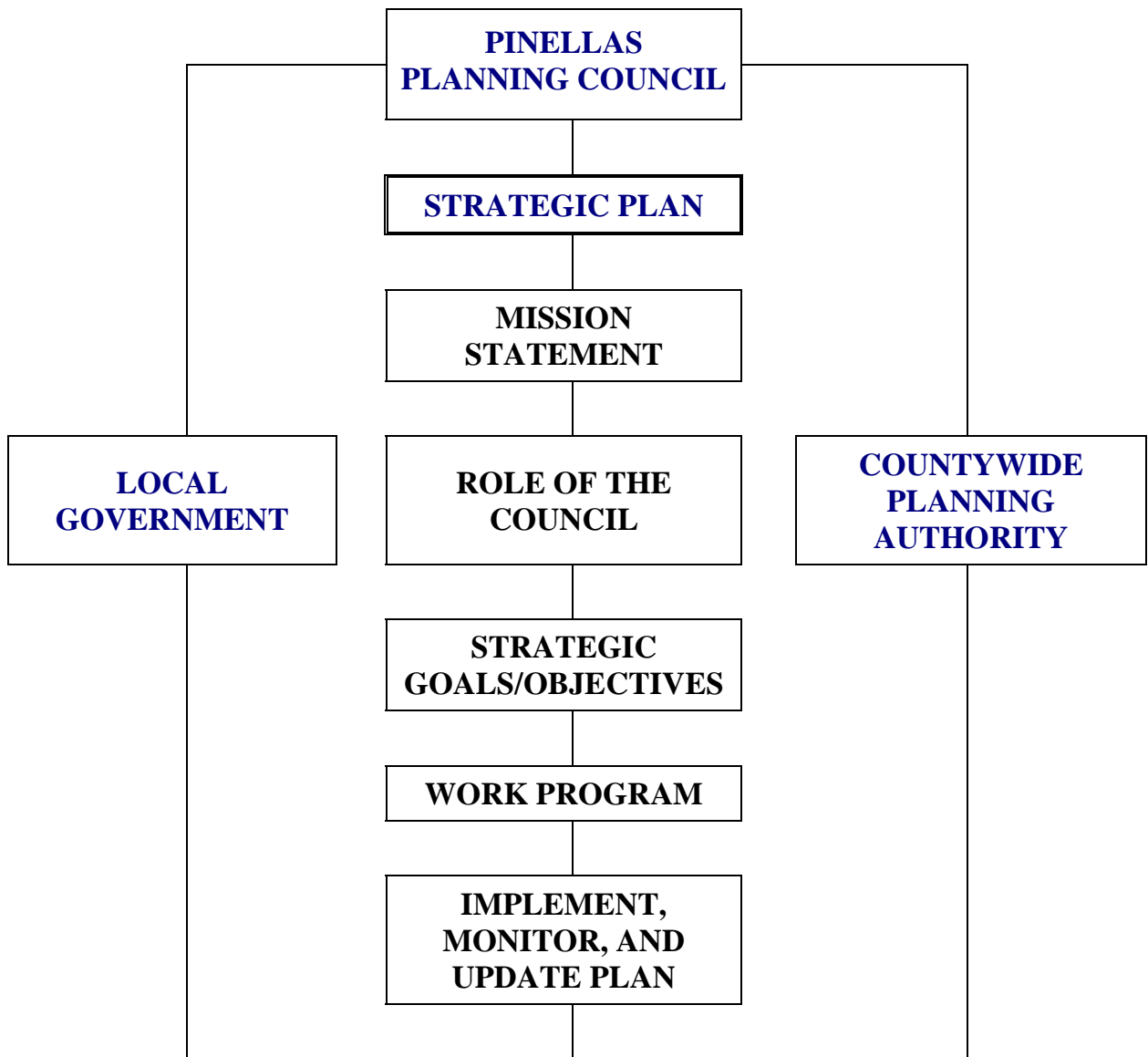
The purpose of this update of the Strategic Plan is to make any changes necessary to reflect the current role and principal goals of the Council so as to guide its operation and work program in the years ahead. This Strategic Plan is a compilation of the issues discussed, materials prepared, and conclusions reached in the course of this review and update process.

Specifically, the Strategic Plan includes the following principal components:

- ◆ Mission Statement
- ◆ Role of the Council
- ◆ Strategic Goals and Objectives
- ◆ Work Program Outline

The accompanying diagram depicts the organizational framework of the Strategic Plan and its role in formulating and administering the countywide planning process in Pinellas County.

The Strategic Plan is a means of identifying the most important functions of the Planning Council and correlating the work program and budget with these functions. It is a dynamic process that allows for the preparation of a multi-year work program, and for this program to be adjusted annually to reflect changing conditions and priorities consistent with the overall purpose and function of the Council.



Strategic planning is both a product and a process—the purpose of which is to improve our ability to perform in the public interest (adapted from Strategic Planning for Local Government, International City Managers Association, Gerald Gordon, 1993).

MISSION STATEMENT

The mission of the Pinellas Planning Council, as the advisory body to the Countywide Planning Authority, is to maintain and enhance a *representative forum* for countywide planning that provides for *overall policy direction, plan consistency, interagency coordination, and technical assistance* in furtherance of a coherent, efficient and effective countywide planning process.

The purpose of this countywide planning process shall be to prepare and maintain a viable long-range policy framework to guide the development and redevelopment of Pinellas County. This policy framework shall identify and coordinate those aspects of planning that are important to and benefit from a cooperative interjurisdictional approach. The countywide planning process shall be founded on and assist in the integration of the plans of the twenty-five local government jurisdictions and the school district within the County, as well as their coordination with state and regional planning agencies.

This countywide planning process shall formulate a systematic means of identifying and implementing a common, workable, and consistent vision for the future of Pinellas County as a whole, while respecting the prerogatives of its member governments.

ROLE OF THE COUNCIL

In furtherance of the mission of the countywide planning process, it is the role of the Pinellas Planning Council (PPC), as the advisory body to the Countywide Planning Authority (CPA), to provide for:

- I **A Representative Forum** - In which the PPC shall function as the vehicle and forum for the coordination of countywide planning and development issues through the participation of the twenty-five member local governments and School Board in Pinellas County. This role serves to establish and maintain an objective forum for the consideration of such planning-related matters of mutual interest as may be determined appropriate by the members.
- II **Overall Policy Direction** - Through the development of a long-range policy framework which establishes guidelines for the respective local government plans and assists in achieving a coherent, integrated countywide approach to planning and development. This role serves to promulgate and coordinate the administration of those planning policies essential to defining the common objectives and strategies within which framework the plans of the respective local jurisdictions will be maintained.
- III **Plan Consistency** - Through policies and procedures that establish a basis for review of local government plans and corresponding regulations in order to achieve and maintain consistency between the local government plans and the long-range countywide planning framework. This role serves to enumerate the guidelines and parameters by which to measure and maintain consistency.
- IV **Interagency Coordination** - By serving as a source to coordinate and facilitate planning and development in Pinellas County with the Tampa Bay Regional Planning Council, the Florida Department of Community Affairs and other agencies relative to regional and state plans and procedures. This role serves to focus, clarify and streamline the separate, but interrelated, functions of the countywide, regional and state planning programs and agencies so as to avoid duplication and encourage efficiency and effectiveness.
- V **Technical Assistance** - By providing planning assistance to local government on an as needed and requested basis in support of the local comprehensive plan and its relationship to the countywide planning process. This role serves to provide a resource to local government and achieve efficiencies in the delivery of planning services.

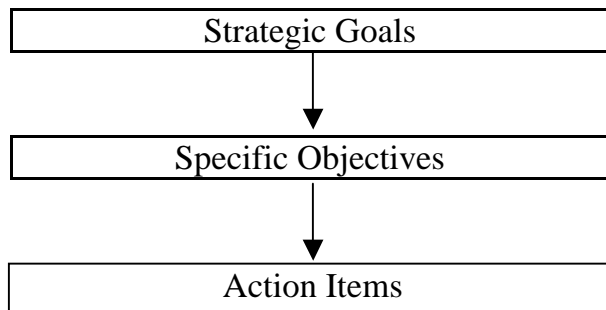
The role of the Council is multi-faceted, with the paramount goal of providing for the meaningful coordination of inter-jurisdictional interests in a manner that helps to both define and achieve long-term countywide planning objectives.

STRATEGIC GOALS AND OBJECTIVES

Format/Organization

Consistent with the Mission Statement and Role of the Council, the next step in the strategic planning process is to identify:

- I **Strategic Goals** - Those principal ends toward which programs or activities are ultimately directed;
- II **Specific Objectives** - Those milestones by which progress toward the goal can be measured; and
- III **Action Items** - Work program tasks by which to achieve the strategic goals and objectives.



The following goals, objectives and actions provide a basis from which to guide the preparation of specific work program and budget priorities.

Goals, Objectives and Actions

I. Goal No. 1. - Enhance The Value Of The Council As A Representative Forum

Objective 1.1 - Develop And Strengthen A Mutually Beneficial Relationship With The Board Of County Commissioners In Their Role As The Countywide Planning Authority (CPA).

Actions

- ◆ Clearly define the respective roles of each the PPC and CPA vis-à-vis their countywide functions.
- ◆ Conduct an annual joint workshop on goals, work program, and budget to assist in strengthening the relationship.
- ◆ Strive to clearly articulate a countywide perspective in the actions of the PPC and fully document and promote this perspective for the CPA.

Objective 1.2 - Encourage Full Participation And Continuity Of Membership For Council Members.

Actions

- ◆ Conduct an orientation program for new Council members and seek commitment of time and effort by members to the role of the Council.
- ◆ Encourage participating jurisdictions to establish a policy for appointments to the Council that provides for continuity of Council membership and direction.
- ◆ Encourage maximum participation and exposure to the countywide planning process for all members of the CPA.

Objective 1.3 - Emphasize The Role And Visibility Of The Council, Including Interface With Local Governments And Public Informational Outreach.

Actions

- ◆ Utilize and refine a system for informing and receiving feedback from each local government.
- ◆ Facilitate Council member coordination and consensus building relevant to countywide planning issues with their respective local government councils/commissions.
- ◆ Develop and present public informational material to better inform the public of the countywide planning process.

II. Goal No. 2. - Establish Overall Policy Direction For Strategic Issues With Countywide Significance

Objective 2.1 - Continue Implementation Of A Comprehensive Approach To Annexation.

Actions

- ◆ Resolve issue of separate County staff guidelines for review of voluntary annexation.
- ◆ Prepare and consider the specific legislation or alternate means by which to implement an agreed-upon approach to solving remaining annexation issues.

Objective 2.2 - Pursue Coordination Of Issues, Position Statements, And Strategies In The Updated Countywide Plan.

Actions

- ◆ Identify and agree upon key countywide issues and strategies to be addressed and their relative priority.
- ◆ Maintain and enhance the updated Countywide Plan to address new, emerging issues or opportunities, in particular the incorporation of the Economic Development and Redevelopment Plan strategies.
- ◆ Explore means to more fully integrate land use and transportation planning, in particular as it relates to redevelopment strategies.
- ◆ Examine need to establish or revise policies to guide actions in areas of particular countywide significance, such as Coastal High Hazard Areas, Scenic/Non-Commercial Corridors, and constrained roadways.

Objective 2.3 - Identify The Most Appropriate Means And Responsibility For Implementing Or Coordinating Policy Direction.

Actions

- ◆ Prepare guidelines or recommended rules to interpret and apply annexation, updated Countywide Plan, Economic Development and Redevelopment Plan, and other countywide planning initiatives, as determined appropriate.

III. Goal No. 3 - Provide Technical Assistance To Local Governments

Objective 3.1 - Maintain And Enhance Capability To Provide Basic Level Of Assistance To All Local Governments As Part Of Council Function.

Actions

- ◆ Provide assistance with plan and regulatory interpretation and administration to maintain consistency with Countywide Plan and Rules.
- ◆ Provide routine, limited assistance with local plan and regulatory administration for all local governments.

Objective 3.2 - Maintain And Enhance Capability To Provide Supplemental Assistance To Local Governments That Desire Such Service Through A Contractual Relationship.

Actions

- ◆ Provide assistance with plan and regulatory amendments to meet state requirements on a project basis.
- ◆ Provide assistance with plan and regulatory functions and special studies carried out in the administration or implementation of the local plan and regulations.
- ◆ Provide, in partnership with the County Economic Development Department, special assistance to and coordination with local government in furtherance of the Economic Development and Redevelopment Plan.
- ◆ Provide mapping services for local government under our interlocal agreement with the Property Appraisers Office.

IV. Goal No. 4 - Clarify, Streamline, And Enhance Intergovernmental Coordination

Objective 4.1 - Evaluate Existing Relationships Between Local, Countywide, Regional, And State Functions Relative To The Planning And Regulatory Processes.

Actions

- ◆ Act on opportunities for immediate improvement, including clarification of the Countywide Plan amendment process between the PPC and CPA..
- ◆ Identify both immediate and long-term opportunities to clarify, merge, or eliminate overlap or duplication, in particular, regarding revision or delegation of authority from the Department of Community Affairs with respect to the review of local plan amendments.

Objective 4.2 - Identify And Implement Proposed Solutions And Means Of Achieving Recommended Changes To Improve Intergovernmental Coordination.

Actions

- ◆ Prepare alternate means of streamlining, merging, delegating or eliminating functions for the long-term improvement of the planning and regulatory process, both internal and external to Pinellas County.
- ◆ Identify and initiate specific administrative, agreement, or statutory steps needed to carry out such alternatives as are determined desirable.
- ◆ Give long-term consideration to providing final decision-making authority for the countywide planning process to the PPC or an agreed-upon alternative countywide agency.

Objective 4.3 - Identify Additional Opportunities To Enhance Intergovernmental Coordination And Collaboration.

Action

- ◆ Identify and develop opportunities for collaboration and coordination in the interest of a more uniform and efficient planning function consistent with the updated Countywide Plan.
- ◆ Identify and pursue opportunities for enhanced intergovernmental coordination and collaboration in furtherance of the Economic Development and Redevelopment Plan.

V. Goal No. 5 - Establish Expanded And Value-Added Functions On Broad Countywide Issues

Objective 5.1 - Establish A Process To Achieve Consistent Land Development Regulatory Procedures Countywide.

Actions

- ◆ Identify a process and framework by which each local government could adapt its land development regulations to certain common procedural features.

Objective 5.2 - Identify The Need And Opportunity For Expanded Interface With The Pinellas County School Board.

Actions

- ◆ Coordinate the plans and interests of the School Board, in particular as they relate to school facility needs and use, with the administration and amendment of the updated Countywide Plan.

Objective 5.3 - Coordinate Countywide Planning With Economic Development Efforts.

Actions

- ◆ Examine, identify and seek to eliminate any planning and regulatory obstacles inconsistent with economic development objectives.
- ◆ Maintain and emphasize coordination between countywide planning and economic development efforts, in particular as regards implementation and monitoring of the Economic Development and Redevelopment Plan.
- ◆ Participate with local government, as requested, to assist in the utilization of the model design guidelines and regulatory techniques identified in the Economic Development and Redevelopment Plan at the local level.

Objective 5.4 - Utilize The PPC/CPA Countywide Planning Forum For Consideration Of, And Recommended Solutions For, New Or Emerging Issues.

Actions

- ◆ Recognize the value of and position the PPC/CPA as a resource and forum to evaluate potential solutions to countywide issues addressed in the updated Countywide Plan or as may otherwise be brought to this forum by mutual agreement of the interested parties.

WORK PROGRAM OUTLINE

The following outline of major tasks and their relative priority shall serve as the basis for developing new five-year and annual work programs for the Council and in turn guide the annual budgeting process. The detailed work program and budget derived from this outline will be reviewed with the Council and the Countywide Planning Authority prior to its formal consideration, and thereafter, will be updated annually.

Task/Priority

I. Enhanced Value of Role and Structure

- A. Work with the CPA to Establish Improved Understanding and Coordination of Countywide Plan Amendment Process Based on the Proposed Flow Chart as Referenced in the Memorandum of Understanding approved in December, 2004.
- B. Hold an Annual Joint Workshop with the CPA to Coordinate the Council Work Program and Budget with the Board of County Commissioners, in their capacity as the CPA.
- C. Continue to Emphasize the Importance of Communicating the Purpose and Role of the Council with Local Government and Citizens.
- D. Assist with the Communication and Evaluation of Policy Issues for Council Members with their Respective Local Jurisdictions To Facilitate a Countywide Perspective.
- E. Continue to Emphasize the Need for Member Local Governments to Encourage Continuity of Membership on the Council and Commitment of Time and Effort.

II. Existing/On-Going Functions

- A. Work with the CPA to Resolve the Issue of Separate Advisory Guidelines used by County staff in the Review of Voluntary Annexations.
- B. Continue to Administer Countywide Plan and Rules, Including Plan Amendment Process, Rule Amendments, Consistency Program, and Annexation Review.
- C. Continue to Provide Technical Assistance to Local Government as Requested and Available.
- D. Continue to Facilitate Intergovernmental Coordination, both Internal and External, to Encourage Efficiency and Effectiveness.
- E. Coordinate, Maintain, and Pursue Position Statements and Strategies of the Updated Countywide Plan.

Task/Priority - Continued

III. Expanded/Near-Term Functions

- A. Address the Need and Desirability of Redefining the Role of the Department of Community Affairs in the Plan Amendment Review Process.
- B. Pursue a Comprehensive Approach to Annexation/Service Area Issues.
- C. Coordinate and Monitor Implementation of the Economic Development and Redevelopment Plan.
- D. Utilize the Updated Countywide Plan to Provide Meaningful Policy Direction on Key Countywide Land Use and Intergovernmental Issues.
- E. Emphasize Opportunities for Coordination with the School Board.

IV. Expanded/Long-Term Functions

- A. Establish a Process to Achieve Consistent Land Development Regulation Procedures Countywide.
- B. Utilize the Resources of the PPC/CPA as a Countywide Forum to Address New and Emerging Issues.
- C. Evaluate and Seek Consensus on Final Decision-making Authority for the PPC or an Alternative, Single Countywide Agency.

This work program outline will serve as the basis for the preparation of the five-year and annual work programs for consideration by the Council and will continue to be used as the five-year work program is re-evaluated and updated annually.

SUMMARY

In summary, the Strategic Plan consists of the following major components:

- ◆ Mission Statement
- ◆ Role of the Council
- ◆ Strategic Goals and Objectives
- ◆ Work Program Outline

The Mission Statement and enumerated Council Role were determined to accurately reflect what the Council does, and should do, and thus serve to guide the overall function of the Council.

The Strategic Goals and Objectives reflect the Council's Mission Statement and Role and serve to help translate them relative to current issues so as to provide direction in the formulation of a work program.

The Work Program Outline identifies certain tasks and their relative priority as the basis for developing the specifics of five-year and annual work programs that detail how the goals and objectives will be addressed.

The components of this Strategic Plan will be used to develop the Five-Year Work Program for 2005-06 thru 2009-10 and the Annual Work Program and Budget for 2005-06.

The annual work program and budget for subsequent years will, in turn, be based on and reflect progress made and corresponding refinements to the Five-Year Work Program and any changes to the Strategic Plan.

In summary, this process and resultant Strategic Plan establish the foundation for carrying out the Council's mission in the years ahead.