

**A STRATEGIC PLAN**

**FOR THE**

**PINELLAS PLANNING COUNCIL**

Approved  
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**FOR THE**  
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**A Strategic Plan**  
**For the**  
**Pinellas Planning Council**

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## INTRODUCTION

The Pinellas Planning Council undertook the comprehensive review of its function during fiscal year 1998-99, leading to the preparation of this Strategic Plan.

The Strategic Plan is a compilation of the issues discussed, materials prepared and conclusions reached in the course of this process.

The purpose of the Strategic Plan is to examine 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.

Specifically, the Strategic Plan includes the following principal components:

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

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.

## **BACKGROUND**

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 governments and the School Board.

The Pinellas Planning Council (PPC) is comprised of thirteen elected officials who provide representation for each of the 25 local governments and the Pinellas County School District. 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 that overcomes the inherent limitations of 25 separate local government plans, while respecting the prerogatives and individual character of each local government as set forth in their local plans.

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 Pinellas Planning Council prepared and approved initial mission and role statements in 1994 to better define and guide its purpose. As a function of this initial strategic planning process, the Council approved and has followed a five-year work program - the fifth year of which will be completed during the 1998-1999 fiscal year. As the Council approached the fifth year of the original five-year work program, it was both timely and appropriate to review and update the mission and role statements which have served as the foundation for the overall direction and focus of the Council's efforts over the past five years.

In the course of this strategic planning process individual interviews were conducted with Council and County Commission members, the strengths and weaknesses of the Council identified and assessed, and two workshops held, including a joint session with the Board of County Commissioners. The process was designed and facilitated by Barbara Ann Blue, President, Business Performance Group, Inc.

The strategic planning process was a collaborative and beneficial exercise that resulted in the confirmation of the mission and role of the Council, the identification of strategic goals, objectives, and a work program outline as set forth in the following pages. The resulting Strategic Plan was in turn used to develop the five-year work program, annual work program, and annual budget that will guide the specific efforts of the Council consistent with the Strategic Plan.

## MISSION STATEMENT

The mission of the Pinellas Planning Council, as the advisory body to the Countywide Planning Authority, is to establish 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 for the growth and improvement 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 25 local government jurisdictions and the School Board 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 growth management 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 inter-municipal matters of mutual interest to the member governments 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 in order to achieve and maintain consistency between the local government plans and the long-range countywide framework. This role serves to enumerate the guidelines and parameters by which to measure and achieve 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 and the Florida Department of Community Affairs 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.
  
- V **Technical Assistance** - By providing planning assistance to local government on 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.

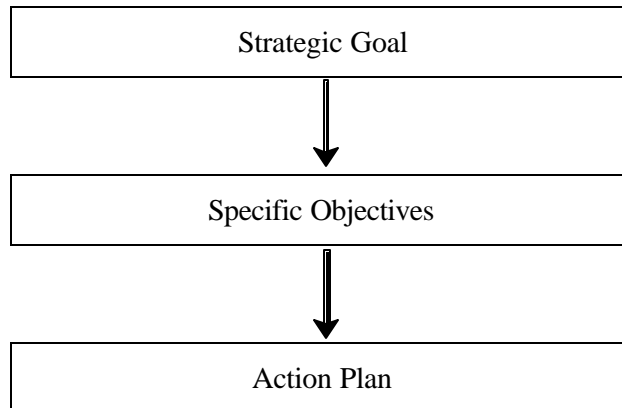
The role of the Council is multi-faceted, with the paramount goal of providing for the meaningful coordination of inter-jurisdictional interests in a manner that helps to both define and achieve the County's long-term planning objectives.

## **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 mid-range 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 Plan** - Work program, budget, and defined responsibilities by which to achieve the strategic goals and objectives.



The following goals, objectives and preliminary action plan items were identified and concurred in as a function of the interview, workshop and follow-up review process. These goals and objectives in turn provide a basis from which to develop work tasks and priorities.

## **Goals, Objectives and Action Plan**

### **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).

Action Plan Items, e.g.,

- , Clearly define the respective roles of each the PPC and CPA vis-a-vis their countywide functions.
- , Conduct an annual joint workshop on goals, work program, and budget to assist in strengthening the relationship.

Objective 1.2 - Encourage Full Participation and Continuity of Membership For Council Members.

Action Plan Items, e.g.,

- , Develop and institute an orientation program for new Council members and seek commitment of time and effort by members to the role of the Council.
- , Establish policy with member local governments re: length of Council appointments to encourage continuity.

Objective 1.3 - Emphasize Role and Visibility of the Council, Including Interface with Local Governments and Public Informational Outreach.

Action Plan Items, e.g.,

- , Develop and implement a system for informing and receiving feedback from each local government.
- , Develop and present public informational material to better inform the public of the countywide planning process.

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

Objective 2.1 - Pursue Implementation of the Eight-Point Comprehensive Approach to Annexation Developed by the Council.

Action Plan Items, e.g.,

- , Prepare and consider the specific legislation or alternate means by which to implement the recommended approach to solving identified annexation issues.

Objective 2.2 - Identify Significant Countywide Issues, Develop Policies for Each and Incorporate in Revised Countywide Comprehensive Plan.

Action Plan Items, e.g.,

- , Identify and agree-upon key countywide issues to be addressed.
- , Establish policies to guide actions in areas of countywide significance, such as Coastal High Hazard Areas, Scenic/Non-Commercial Corridors and Constrained Roadways and include in updated Countywide Plan.

Objective 2.3 - Translate Plan Policies into Standards or Guidelines in Countywide Plan Rules.

Action Plan Items, e.g.,

- , Prepare rules to interpret and apply updated Countywide Plan policies.

**Goal No. 3 - Provide Technical Assistance to Local Governments**

Objective 3.1 - Enhance and Maintain Capability to Provide Basic Level of Assistance to All Local Governments as Part of Council Function.

Action Plan Items, e.g.,

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

Objective 3.2 - Enhance and Maintain Capability to Provide Supplemental Assistance to Local Governments That Desire Such Service Through a Contractual Relationship.

Action Plan Items, e.g.,

- , 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 mapping services for local government under our interlocal agreement with the Property Appraisers Office.

## **Goal No. 4 - Clarify, Streamline and Enhance Intergovernmental Coordination**

Objective 4.1 - Describe and Evaluate Existing Relationships Between Local, Countywide, Regional, and State Functions Relative to the Plan and Regulatory Process.

Action Plan Items, e.g.,

- , Enumerate existing internal (within Pinellas County) and external (regional and state) requirements and procedures.
- , Identify both immediate and long-term opportunities to clarify, merge, or eliminate overlap or duplication.
- , Act on opportunities for immediate improvement.

Objective 4.2 - Identify and Implement Proposed Solutions and Means of Achieving Recommended Changes to Improve Intergovernmental Coordination.

Action Plan Items, e.g.,

- , Prepare alternate means of streamlining, merging, delegating or eliminating functions for the long-term improvement of the plan 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.

Objective 4.3 - Identify Additional Opportunities to Enhance Intergovernmental Coordination and Collaboration.

Action Plan Items, e.g.,

- , Establish uniform provisions to meet public school siting and public facility collocation requirements.
- , Identify and develop opportunities for collaboration and coordination in the interest of a more uniform and efficient planning function.

**Goal No. 5 - Establish Expanded and Value-Added Functions as a Convener on Broad Countywide Issues**

Objective 5.1 - Establish a Process to Achieve Consistent Countywide Zoning.

Action Plan Items, e.g.,

- , Identify a process and framework by which each local government would adapt its zoning provisions to certain common features.

Objective 5.2 - Establish a Process to Achieve Consistent Building Code Inspection and Enforcement Procedures.

Action Plan Items, e.g.,

- , Identify a process and act as facilitator to seek a means by which local government would collaborate to establish common systems or practices.

Objective 5.3 - Coordinate Countywide Planning With Economic Development Efforts.

Action Plan Items, e.g.,

- , Examine, identify and seek to eliminate any planning/regulatory obstacles inconsistent with economic development objectives.
- , Host or participate in a redevelopment summit to explore redevelopment strategies.
- , Prepare model redevelopment policies and code provisions.

## **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 were reviewed with the Council and the Board prior to its formal consideration and thereafter, will be updated annually.

### **Task/Priority**

#### **I. Clarification of Role and Structure**

- A. Establish a Procedure to Coordinate the Council Work Program and Budget with the Board, as the CPA.
- B. Establish a Process to Better Communicate the Purpose and Role of the Council with Local Government and Citizens.
- C. Establish Procedures to Communicate/Evaluate Policy Issues for Council Members with Respective Local Jurisdictions Re: Countywide Perspective.
- D. Establish Dialogue with Member Local Governments to Encourage Continuity of Membership on the Council and Commitment of Time and Effort.

#### **II. Existing/On-Going Functions**

- A. Continue to Administer Countywide Plan and Rules, Including Plan Amendment Process, Rule Amendments and Consistency Program.
- B. Continue to Provide Technical Assistance to Local Government as Requested/Available.
- C. Continue to Facilitate Intergovernmental Coordination, Both Internal and External, To Encourage Efficiency and Effectiveness.

## **Task/Priority - Continued**

### **III. Expanded/Near-Term Functions**

- A. Identify and Eliminate Duplicative Plan Amendment Procedures.
- B. Pursue Comprehensive Approach to Annexation/Service Area Policy.
- C. Develop a “Road Map” and Identify Proposed Solutions and Means of Achieving Recommended Improvements in the Intergovernmental Coordination Process .
- D. Update and Refine Countywide Comprehensive Plan to Provide Meaningful Policy Direction.

### **IV. Expanded/Long-Term Functions**

- A. Articulate Long-Range Development/ Redevelopment Objectives and Pattern for the County.
- B. Facilitate Coordinated Countywide Redevelopment Process Consistent with Economic Development Objectives.
- C. Establish a Process to Achieve Consistent Zoning (land development) Regulations Countywide.
- D. Establish a Process to Achieve Consistent Building Code, Inspection, and Enforcement Procedures Countywide.

This work program outline served as the basis for the preparation of the five-year and annual work programs approved by the Council in June, 1999 and will continue to be used as the five-year work program is re-evaluated and updated annually.

## **SUMMARY**

**I**n 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 were used to develop the Five-Year Work Program for 1999-00 thru 2003-04 and the Annual Work Program and Budget for 1999-2000 which were approved by the Council in June, 1999.

This process and resultant Strategic Plan has pointed to new directions for the Council that will emphasize the following specific tasks in the years ahead:

- , Streamlining the Plan Amendment Review Process;
- , Seeking More Clear and Efficient Means of Intergovernmental Coordination;
- , Providing Cost-effective Technical Assistance for Local Government;
- , Finding a Definitive Solution to Annexation and Service Area Issues;
- , Updating the Countywide Comprehensive Plan to Focus on Key Countywide Issues; and
- , Identifying a Means to Achieve More Consistent Redevelopment, Zoning, and Building Code Standards and Procedures Countywide.

## **APPENDIX**

## **PINELLAS PLANNING COUNCIL INTERVIEW TREND DATA**

**2) *What do you see as the major strengths of the Pinellas Planning Council as it exists today?***

- # David Healey and staff
- # Legislative leadership on annexation
- # Help provided to smaller communities
- # Bringing communities, county and school board together
- # County-wide focus

**3) *On the flip side, what do you see as the Pinellas Planning Council's major weakness?***

- # Just advisory/little clout
- # Confusion over relationship with BOCC
- # Lack of continuity of Council Members
- # Need clarity of roles of various organizations

**4) *The mission statement which describes the core purpose of reason for being of the Pinellas Planning Council states:***

**"To establish a representative forum for county-wide planning that provides for overall policy direction, plan consistency, interagency coordination and technical assistance in furtherance of a coherent, efficient and effective county-wide planning process."**

**(a) On a scale of 1 to 10, with 10 being the highest rating, how well is the Pinellas Planning Council fulfilling its mission?**

- # Average: 8
- # Range: 5-9

## PINELLAS PLANNING COUNCIL INTERVIEW TREND DATA

(b) Why did you pick that number?

- # Doing a good job
- # Limited by budget constraints & relationship with county

(c) What, if anything, would you suggest to change or strengthen this mission to better reflect the Pinellas Planning Council's purpose in today's environment?

- # Doing a good job
- # Ok as is -- reflects what we do

5) *Currently, the key roles of the Pinellas Planning Council include:*

(a) The Pinellas Planning Council provides a representative forum for the coordination of countywide planning and growth management issues through the participation of the 25 member local governments and the School Board.

- , *How important is this role?*
- , *How well is the Council fulfilling this role?*

- # Very important (probably most important)
- # Doing extremely well
- # Everyone has an equal voice

## **PINELLAS PLANNING COUNCIL INTERVIEW TREND DATA**

**(b) The Pinellas Planning Council provides 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, county-wide approach to planning and development.**

- , How important is this role?**
- , How well is the Council fulfilling this role?**

- # Not as important as "a" above**
- # Some members see as duplicative or too much bureaucracy**
- # Could work more on annexation**
- # Someone needs to do it**

**(c) The Pinellas Planning Council enumerates the guidelines and parameters by which to measure and achieve plan consistency through policies and procedures that establish a basis for the review of local government plans.**

- , How important is this role?**
- , How well is the Council fulfilling this role?**

- # Generally seen as very important**
- # Minority see it as duplicative or "overkill"**
- # Doing fairly well**

## PINELLAS PLANNING COUNCIL INTERVIEW TREND DATA

(d) The Pinellas Planning Council serves as a source for interagency coordination for planning and development in Pinellas County, with the Tampa Bay Regional Planning Council and the Florida DCA for the primary purpose of avoiding duplication and encouraging efficiency.

- , How important is this role?
- , How well is the Council fulfilling this role?

- # Important to do
- # Not sure anyone is doing it very well
- # Seen as a staff function, not a Council role

(d) The Pinellas Planning Council provides technical assistance in an effort to provide a resource to local governments and achieve efficiencies in the delivery of planning services.

- , How important is this role?
- , How well is the Council fulfilling this role?

- # Very important
- # Big help to smaller communities
- # Do it well
- # Demand for services is high

## **PINELLAS PLANNING COUNCIL INTERVIEW TREND DATA**

**6. *From your perspective, are any of the roles described above duplicative of roles provided by other organizations?***

**(a) If so, how best could this duplication be eliminated?**

- # Some say land use review (PPC difference is countywide perspective)**
- # May be a way to streamline**
- # "Don't know"**

**7) *If we look specifically at the land use review process:***

**(a) What, specifically, is significant enough to warrant a total review?**

- # Bigger projects with county-wide or neighboring jurisdiction implications**

**(b) What things come before the Council on which you (and perhaps staff) should not have to spend time?**

- # Others that don't meet "a" above**

**8) *What, if anything, should the Pinellas Planning Council consider doing differently to help it does more meaningful and acceptable to the Pinellas BOCC?***

- # Find out what BOCC thinks is important and of value and do it**
- # More communication**
- # Work on annexation issue**
- # BOCC determine role it wants to play and what it wants from PPC**

## **PINELLAS PLANNING COUNCIL INTERVIEW TREND DATA**

**9) *Looking over the next 3 - 5 years, what are the 3 or 4 most important strategic goals the Pinellas Planning Council needs to achieve in order to fulfill its missions? (These goals should be measurable so that you know when you have achieved them.)***

- # Implementing the annexation process successfully**
- # Building relationship with BOCC and gaining buy-in from BOCC of PPC's role**
- # Given budget constraints, what is most important?**
- # Do better job of helping elected officials, local government and staff understand what we do**

**10) *What are the major challenges / obstacles the Pinellas Planning Council has to overcome to achieve those goals and fulfill its mission?***

- # Build credibility and demonstrate value (overcome image problem)**
- # Build mutually beneficial relationship with BOCC**
- # Make sure all elected officials understand PPC**
- # Overcome perception of "another layer"**

## **PINELLAS PLANNING COUNCIL INTERVIEW TREND DATA**

**11) *The key goals of the upcoming workshop are:***

- , To review the mission to be certain it clearly states our purpose or why we exist.**
- , To come to consensus around the key roles on which the Pinellas Planning Council should focus its attention in the next five years in order to fulfill its mission and benefit the county.**
- , If time permits, what, if anything else, do you need to accomplish in the two days we will have together?**
  
- # Discuss terms of members to increase consistency and understanding**
- # Joint workshop with BOCC**

**12) *What, if anything else, might I need to know that will help me design a process that will work well for this organization? (Comments below represent individual ideas, not trends.)***

- # Update county-wide plan**
- # Review a "roadmap" of how process works - which agencies do what, when**
- # Consider consistencies in building codes, permitting, etc.**
- # Develop a county-wide vision for development/redevelopment**
- # Focus on redevelopment - consider a pilot project**
- # What about a remodeling or renovation code?**

# **PINELLAS PLANNING COUNCIL INTERVIEW TREND DATA FROM THE BOARD OF COUNTY COMMISSIONERS**

- ~ **Interviewed 4 County Commissioners and the County Administrator.**
  
- ~ **Did not follow same question format as for Pinellas Planning Council members and staff**

## ***Interview Trends:***

- # **Representative forum is its strength**
- # **PPC is of very little value to the County**
- # **Land use reviews are duplicative of County reviews**
- # **Technical assistance could be privatized**
- # **Good idea to tackle county-wide annexation issues**
- # **County may need to suggest meaningful roles to PPC.  
Among those suggested were:**
  - 2 **Building permit inspection and enforcement**
  - 2 **Building codes and administration (including redevelopment and remodeling)**
  - 2 **Cost savings that may be realized through more efficient delivery of services**

# STRATEGIC WORKSHOP FLIPCHART NOTES

## What is lost (if the Pinellas Planning Council disappeared tomorrow)?

- # Consistency -- Independence
- # Local view -- Perspective
- # Fairness -- Balance
- # Valuable input -- Advice

## Roles Prioritized:

- # Representative forum (interface/continuity)
- # Overall policy direction  
Strategy: Examples -- Coastal High Hazard  
Scenic Corridor  
Constrained Roadways  
Annexation  
Land Use
- # Technical Assistance

## Strategic Goals:

- # Improved intergovernmental coordination
  - Within Pinellas
  - With related external agencies
- # Provide a "road map" -- Who does what, when & how

**Existing Process To Continue:**

- # Complete the annexation process

**Potential New Roles:**

**Group 1**

- # PPC as conveyor on broad county-wide issues (building inspection and enforcement)
- # Consistent zoning
- # Redevelopment summit  
Example -- Economic Development, Redevelopment Standards
- # School Board co-location facilities

**Group 2**

- # Uniformity in development codes
- # Consistency in building codes
- # Land development code pertaining to redevelopment

**Goal:**

- # To be seen as an organization providing real value  
-Meaningful role (includes education, see trend data)
- # Offer new services and relationships that don't currently exist
- # Develop and strengthen a mutually beneficial relationship between PPC and BOCC (need to filter to staff levels throughout county)
- # Eliminated duplicative non-value-added roles

**Next Steps:**

- # **PPC review work product from today**
- # **Meet with BOCC -- Joint workshop**
  - Get BOCC input
  - See if we are in sync with ideas for future
  
- # **Assuming consensus -- How do we translate decisions into action**
  - Then set up sub-committees to take priority ideas forward
  - Review of budget and staff
  - Revision of work plan

# PINELLAS PLANNING COUNCIL/BOCC FLIPCHART NOTES

## WHOLE GROUP DISCUSSION:

### Value: Key Word

- # **Common Concerns:**
  - % **Annexation.**
  - % **Other hot topics**
  - % **Where are mutual issues -- i.e. church?**
  
- # **What creates duplication and what is unique?**
  
- # **Commonality.**
  
- # **Team concept.**
  
- # **Complementing.**
  
- # **Annual workshop to highlight important issues.**
  - % **Reports to keep BOCC up-to-date on work plan of PPC (periodically). BOCC communicates with PPC - needs to be two-way.**
  
- # **Agree on a mutual plan.**
  
- # **PPC has unique ability to be honest broker on countywide issues.**
  - % **A melting pot -- consensus builder (must be countywide perspective).**
  
- # **How do you deal when fact cities disagree with council decisions?**
  - % **Need to increase awareness of overall issues PPC is addressing -- reverse educational process.**
  
- # **Need more continuity in PPC.**
  
- # **PAC members -- make sure they bring broad issues back to local community.**

- # **Identify policy issues and inconsistencies.**
  - % **Develop a process for getting local government input before major policies are decided.**
  - % **Goal -- get overall consistency as much as possible, recognizing instances where differing interests will exist like coastal high hazard.**
  
- # **Specific roles:**
  - % **Countywide redevelopment vision.**
  - % **Facilities -- common usage among entities.**
  - % **Charter issues.**
  
- # **A forum to address broad issues of countywide significance.**
  - % **Define "regional impact" within county (multi-jurisdictional).**
  - % **Redefine level of map amendments for review.**
  - % **Set criteria.**
  - % **Get rid of "ability to serve".**
  
- # **Intergovernmental agreement on community boundaries (establishes/clarifies service areas).**
  
- # **Areas of duplication.**
  - % **Larger communities see PPC as duplicative in land use review.**
  - % **Small communities need technical assistance.**
  - % **Get rid of routine land use amendments before PPC.**
    - h **Redefine threshold.**
    - h **Work with DCA to delegate down.**
  
  - % **Develop county-wide redevelopment vision -- important role of PPC**
    - h **Need PPC commitment to live with outcome of a defined process.**
  
  - % **Need to make this simple for business community.**
  
- # **Goal: Reduce or eliminate the process to go from thought (idea) to development (balance concern for development and citizens).**
  - % **Include site plan, building codes, etc.**
  - % **Cradle to grave approach.**
  - % **PPC is facilitator.**
  
- # **PPC serve as forum on annexation.**

## NEXT STEPS

- # **Select out an prioritize roles to develop work plan.**
  - % **What can be bumped to CPA or cities to eliminate PPC workload in some areas? Where can PPC hand off and CPA, or others fill role? What savings could be realized?**
  
- # **Legislation -- what is the minimum PPC can do? Minimum requirements by law.**
  - % **Assess if legislative changes are needed or not.**
  - % **Identify and prioritize conveyor/facilitator consensus builder role.**
  
- # **David and Fred come up with a plan to come back to both bodies.**
  - % **End result: 5-year work plan.**
  - % **Identify duplication or perceived duplication.**
  - % **Meld different entities (government agencies) for well being of citizens of the county.**

## SUMMARY OF JOINT WORKSHOP

The Pinellas Planning Council (Council) and the Board of County Commissioners (Board), in their capacity as the Countywide Planning Authority, met in a joint workshop on February 23, 1999 to discuss the role of the Council. The workshop was facilitated by Barbara Ann Blue, President of Business Performance Group. Ms. Blues' flip chart notes made during the meeting to record key statements accompany this summary.

The principal issues and suggestions as gleaned from the flip chart notes and discussion are summarized as follows:

**Issue:** The value of the Council and the various roles that it fulfills.

**Suggestions:** The Council can and does serve a valid purpose, but there is a need to identify more clearly the common concerns and areas of mutual interest between the Council and the Board.

To better communicate and enumerate these areas of common interest and issues of importance, an annual workshop and periodic reporting between the Council and Board need to be implemented.

The Council serves as a "melting-pot" and consensus builder that can foster a commonality of purpose.

The Council has the unique ability to be an "honest broker" on countywide issues, but to do so must maintain a countywide perspective.

Part of the challenge for the Council is for the members to represent not only the interest of their individual jurisdictions, but the larger countywide interest.

Similarly, the challenge facing the Board is to separate its role and responsibilities as the Board of County Commissioners from its function as the Countywide Planning Authority, and thus to maintain its countywide perspective.

To help focus on the countywide perspective, particularly in the area of overall policy issues, increased emphasis needs to be placed on communicating these policy issues with the remainder of the elected bodies which the Council members represent.

Improved communication at the local level can be facilitated by increased continuity of Council membership and through the local jurisdictions representative on the Planners Advisory Committee.

Recognize that while the objective is to reach consistency and consensus on a countywide basis, there will be instances where a particular local interest cannot be reconciled with the countywide view.

**Issue:** The specific issues or “hot topics” the Council should address.

**Suggestions:** The current example of how to deal with church uses on a countywide basis is an example of a common concern with which the Council can be useful.

Annexation and the related issues of intergovernmental agreement on community boundaries and service areas are of paramount importance.

There is a need to develop a long-range vision of the desired countywide development/redevelopment pattern.

Explore opportunities for the common use or collocation of public facilities.

Pursue recommendations raised by the Charter Review Commission re: coordinated building code, inspection and enforcement activities, consistent zoning regulations, etc.

Serve as a facilitator to develop a countywide approach to redevelopment - from project inception to completion. A simplified, streamlined approach that is balanced for both the development community and the citizen is of key importance.

Examine the current land use plan amendment process to identify and eliminate duplication. This should include:

- a.) identifying those issues of countywide or multi-jurisdictional impact that warrant review;
- b.) establishing criteria related to these issues and redefining or eliminating those amendments that do not involve these factors;
- c.) identifying alternative hearing procedures as between the PPC and CPA; and

- d.) exploring opportunities to restructure or delegate State DCA review and oversight.

These were the main issues and points of discussion as outlined in the facilitators notes and are presented here for review, comment and correction by the Council and the Board.

Based on the input from the Council's initial workshop and the joint workshop with the Board, staff has developed a preliminary outline for discussion and agreement as to an overall approach that will serve as a guide to developing a specific work program and budget for subsequent approval and action by the Council and Board.