

**AGENDA**  
**ECONOMIC PROSPERITY STAKEHOLDER COMMITTEE (EPSC)**

**Friday, May 4, 2012**  
**County Center, 26<sup>th</sup> Floor**  
**Conference Rooms A&B**

**9 am – Noon**

- |               |   |
|---------------|---|
| 9 - 9:05      | Welcome and Introductions – Commissioner Sandra Murman  |
| 9:05 - 9:10   | EPSC Overview – Lucia Garsys  |
| 9:10 - 9:40   | EPSC Organization – Gene Boles <ul style="list-style-type: none"><li>• Work Program</li><li>• Technical Support Group</li><li>• Meeting Calendar</li><li>• May 22 ULI Interviews</li></ul>  |
| 9:40 - 9:50   | EPSC Operating Procedures <ul style="list-style-type: none"><li>• Operational Requirements of the EPSC under Government in Sunshine Rules – County Attorney’s Office</li><li>• Public Communication Plan - Communication Dept.</li></ul>  |
| 9:50 - 10:00  | Break   |
| 10:00 - 11:30 | Major Issue Discussion – EPSC <ul style="list-style-type: none"><li>• Overview of City of Tampa Economic Competitiveness Committee - City of Tampa</li><li>• Each committee member to identify major issues/ideas that they believe need to be addressed when considering improvements to the economic competitiveness of the County.</li></ul> |
| 11:30 - 11:45 | Public Comment  |
| 11:45 - Noon  | Next Steps for June Meeting - Gene Boles  |

Expected Meeting Outcomes:

Develop Operating Procedures for the Committee  
Confirm Committee Meeting Calendar  
Document Stakeholder Member Identified Major Issues/Ideas  
Identify Expected Work Products/Outcomes for June Meeting

## **LIST OF ATTACHMENTS**

- 1. Economic Prosperity Stakeholder Committee Membership List**
- 2. Draft Meeting Schedule/Calendar**
- 3. Economic Prosperity Stakeholder Committee Syllabus**
- 4. Urban Land Institute Advisory Service Program Information**
- 5. Public Communication Plan**
- 6. Major Issues/Ideas Worksheet**

**ATTACHMENT 1**  
**EPSC MEMBERSHIP LIST**

## Economic Prosperity Stakeholder Committee

Name	Representing	Organization
Commissioner Sandra Murman	EPSC Chair / County Commissioners	District 1
Commissioner Lesley Miller, Jr.	EPSC Co-Chair / County Commissioners	District 3
Aberger, Robert	Commissioner Hagan Appointee	Trammell Crow Company
Bricklemeyer, Keith	NAIOP	Bricklemeyer Smolker & Bolves, P.A.
Campbell, Ida W.	African-American Community	Priority Title
Doerfel, Jennifer	Commissioner Sharpe Appointee	Tampa Bay Builders Association
Fourie, Frederick M.	Contractor	Venue
Hall, Toxey A.	SBE/MBE Owner	Clearview Land Design
Harcrow, Richard	Commissioner Murman Appointee	Newland Communities
Hatley, Pamela Jo	Commissioner Beckner Appointee	Pamela Jo Hatley, P.A.
Madison, Kimberly	Commissioner Higginbotham Appointee	Adams and Reese, LLP
Malphus, Wilbert	Commissioner Miller Appointee	Malphus & Son General Contractors, Inc.
Marchetti, Vincent A. (Backiel, Kathy)	Land Use Lawyer	Greenberg Traurig, P.A.
Mechanik, Dave (May, Karla W.)	Economic Development Corp.	Mechanik Nuccio Hearne & Webster, P.A.
Molloy, Dan	Tampa Bay Builders Assoc.	Molloy & James
Paras, Gus	Commissioner Crist Appointee	Office 2 Office, LLC
Peterson, Mike	Tampa Bay Realtors Assoc.	Michael L. Peterson, P.A.
Quintela, Ariel J.	Hispanic Community	A. Investment Development Corp.
Smith, Jan	Audubon	Earl S Smith, MDPA
Smith, Mariella	Sierra Club	InSight Graphic Design
Williford, Allien	Farm Bureau	Creative Ag Solutions, Inc.

**ATTACHMENT 2**

**DRAFT CALENDAR/MEETING SCHEDULE**

## **EPSC Draft Meeting Schedule**

Meeting Times (unless otherwise noted): 9 am - Noon

Location (unless otherwise noted): Conference Room A&B, 26<sup>th</sup> Floor, County Center

Friday, May 4

Tuesday, May 22, ULI Interviews (1 Hour), Grand Hyatt Tampa Bay, 2900 Bayport Dr.

Morning Interview Blocks: 8-9, 9-10, 10-11, 11-12

Afternoon Interview Blocks: 1-2, 2-3, 3-4, 4-5

Friday, June 8

Friday, June 29

Friday, July 20

Friday, August 10

Friday, September 14

Friday, October 5



# Economic Prosperity Stakeholder Committee

May 2012

SUN	MON	TUE	WED	THU	FRI	SAT
		1	2	3	4 EPSC Meeting @ 9am in Conf Rm A&B	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22 ULI Interviews— Grand Hyatt Tampa Bay, 2900 Bayport Dr.	23	24	25 8am ULI Report Presentation  Location—TBD	26
27	28	29	30	31		



# Economic Prosperity Stakeholder Committee

June 2012

SUN	MON	TUE	WED	THU	FRI	SAT
					1	2
3	4	5	6	7	8 EPSC Meeting @ 9am in Conf Rm A&B	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29 EPSC Meeting @ 9am in Conf Rm A&B	30





# Economic Prosperity Stakeholder Committee

July 2012

SUN	MON	TUE	WED	THU	FRI	SAT
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20 EPSC Meeting @ 9am in Conf Rm A&B	21
22	23	24	25	26	27	28
29	30	31				



# Economic Prosperity Stakeholder Committee

August 2012

SUN	MON	TUE	WED	THU	FRI	SAT
			1	2	3	4
5	6	7	8	9	10 EPSC Meeting @ 9am in Conf Rm A&B	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	



# Economic Prosperity Stakeholder Committee

September 2012

SUN	MON	TUE	WED	THU	FRI	SAT
						1
2	3	4	5	6	7	8
9	10	11	12	13	14 EPSC Meeting @ 9am in Conf Rm A&B	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29 / 30



October 2012

# Economic Prosperity Stakeholder Committee

SUN	MON	TUE	WED	THU	FRI	SAT
	1	2	3	4	5 EPSC Meeting @ 9am in Conf Rm A&B	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

**ATTACHMENT 3**

**ECONOMIC PROSPERITY STAKEHOLDER  
COMMITTEE SYLLABUS**

# **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>

<b>Schedule of Activities and Actions (con't)</b>		
<b>Date</b>	<b>Activity / Action</b>	<b>Outcome</b>
<b>Phase III: Comprehensive Revisions to the Land Development Code</b>		
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>

## **ATTACHMENT 4**

### **URBAN LAND INSTITUTE ADVISORY SERVICE PROGRAM INFORMATION**

- **Scope of Work**
- **Interview Schedule**
- **ULI Process Description & Background Information**

ULI Advisory Services Agreement  
Hillsborough County Economic Prosperity Strategy

Urban Land Institute (ULI) Advisory Services Program  
Hillsborough County Economic Prosperity Strategy

Scope of Work

Identify concerns facing the County stemming from the recent period of high growth and the severe economic recession.

What industries should be targeted to create employment opportunities that will add value to the County and the Region?

How does the County and the Region take advantage of its economic drivers and assets?  
How can Hillsborough County improve its economic competitiveness?

How does the County maintain the high quality of life that residents desire while allowing for and promoting responsible growth?

How do we balance the cost of bringing past development and future impacts into compliance while assuring the necessary infrastructure to serve our present and future residents?

How can Hillsborough County's Comprehensive Plan and Development Code best be structured to enable the County to address desirable market based housing and economic development?

What alternative organizational structures or processes are available for consideration by Hillsborough County to create state of the art approaches to meet the County's commitment to responsible, fair and efficient governance?

Suggest alternative organizational structures and processes that would make the development process more efficient, fair and responsible thus resulting in the County's ability to attract and retain desired business and economic development opportunities.





**ULI INTERVIEW SCHEDULE**

	Interview Room 1	Interview Room 2	Interview Room 3	Interview Room 4
Sessions	Public Sector	Business Sector	Development Community	Community Interests
1	Elected Officials	Large Employers	NAIOP	Community Planning Northwest
2	Managers / Administrators	Industry / Research	EDC	Community Planning Central
3	Planning Officials	Large Scale Retailers	Residential Developers	Community Planning South
4	Transportation Professionals	Local Retailers	Home Builders	Environmental Interests
5	Economic Development Professionals	Office / Services	Planned Communities	Environmental Interests
6	Public Planners	Real Estate	Plan/ Engr Consultants	African – American Community
7	Institutional Managers	Leisure Tourism	Contractors	Hispanic Community
8	Redevelopment / Revitalization	Agricultural Community	Affordable Housing	

Guidance: \* 2-3 people for each interview, should be relatively comfortable speaking in front of other interviewees

- \* Major stakeholders only
- \* Each should be contacted by letter or email, with a follow-up call prior to the panel week
- \* Provide a one pager explaining why ULI is in town
- \* Try to include as many perspectives as possible, don't limit to just the regular suspects

# URBAN LAND INSTITUTE ADVISORY SERVICES PROGRAM

## Five-Day Panel Day-by-Day

### Sunday | Arrival and Orientation

Panelists arrive at the hotel by mid-afternoon. Later in the afternoon, panelists and staff meet to get acquainted, review the week's agenda, and break into working teams. After the meeting, the panelists join the sponsor and key stakeholders for an informal dinner.

### Monday | Briefing and Tour

The sponsor opens the day with a briefing session that reviews the assignment, the study area, and other information presented in the briefing book. Following the briefing, the sponsor leads a tour of the study area by foot, bus, boat, or helicopter, depending on the size and scope of the area in question. After the tour, the panel and the sponsor meet for lunch and to review the list of people the panel will interview on Tuesday. The sponsor usually hosts a reception at the end of the day for the panelists and resource persons who will be interviewed on Tuesday.

### Tuesday | Interviews

The panel divides into teams and interviews resource people all day. The sponsor selects resource people who can provide helpful information and insight into the panel's assignment. Each panel team usually interviews one to three persons in each one-hour session. All interviews are confidential.

### Wednesday | Panel Deliberations and Report Preparation

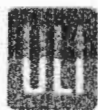
The panel breaks into teams and starts preparing the report. Panelists may follow-up with resource people, revisit the study area, or ask the sponsor to provide additional information. Throughout the day, the chair sets times for the panel to meet, to review drafts of the report, and to think about and discuss issues together.

### Thursday | Report Preparation

The panel continues preparing the report and deliberating the issues. During the day, staff prepares the PowerPoint presentation. In the evening, the panel rehearses its final presentation.

### Friday | Presentation of the Panel's Findings

The panel presents its findings and recommendations to the sponsor and the sponsor's guests. The sponsor may choose a public or private forum for the presentation. Following the presentation, the panel gives the sponsor an electronic copy of the PowerPoint slides and departs. Within 30 days of the panel's presentation, ULI will provide the sponsor with a manuscript of the final report for comment.



**Urban Land  
Institute**

**Advisory Services Program**

# URBAN LAND INSTITUTE ADVISORY SERVICES PROGRAM

## ULI Advisory Services Program



ULI's Advisory Services program brings together experienced real estate and land use professionals to develop innovative solutions for complex land use and real estate development projects, programs, and policies. Since 1947, over 600 advisory services teams have helped sponsors find creative, practical solutions for some of the most challenging issues facing today's urban, suburban and rural communities.

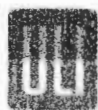
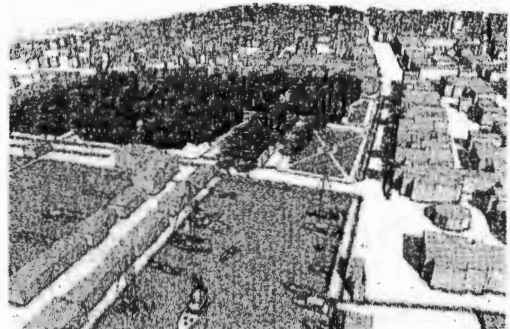
Local governments, private developers, community development corporations, and many other public, private, and nonprofit organizations sponsor advisory services assignments. ULI has conducted panels in communities large and small in 47 states and 15 countries worldwide.

Past panel reports are available at [www.uli.org/advisoryservices](http://www.uli.org/advisoryservices).

Panels address diverse land use and development challenges, including:

- Metropolitan Policy
- Sustainable Development
- Economic Development
- Downtown Revitalization
- Neighborhood Revitalization
- Military Base Redevelopment
- Transit-Oriented Development
- Workforce and Affordable Housing
- Regional Growth and Cooperation
- Transportation
- University Development
- Urban Design
- Disaster Response
- Infrastructure
- Shopping Mall Redevelopment
- Retail & Entertainment Development
- Industrial Development
- Hospital and Life Sciences

Please contact Tom Eitler (202-624-7186, [teitler@uli.org](mailto:teitler@uli.org)) or Patrick Pontius (202-624-7042, [ppontius@uli.org](mailto:ppontius@uli.org)) for more information.



**Urban Land  
Institute**

**Advisory Services Program**

# URBAN LAND INSTITUTE ADVISORY SERVICES PROGRAM

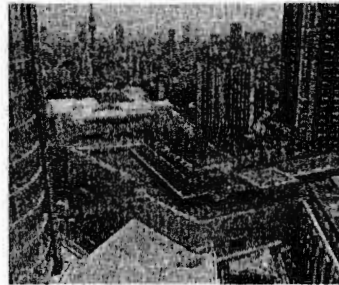
## The Urban Land Institute

The mission of the Urban Land Institute is to provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide. Land use professionals around the world value ULI as a highly respected and widely quoted source of objective information on urban planning, growth, and development.

ULI is committed to:

- Bringing together leaders from across the fields of real estate and land use policy to exchange best practices and serve community needs;
- Fostering collaboration within and beyond ULI's membership through mentoring, dialogue, and problem solving;
- Exploring issues of urbanization, conservation, regeneration, land use, capital formation, and sustainable development;
- Advancing land use policies and design practices that respect the uniqueness of both built and natural environments;
- Sharing knowledge through education, applied research, publishing, and electronic media; and
- Sustaining a diverse global network of local practice and advisory efforts that address current and future challenges.

Established in 1936, ULI today has members in 95 countries worldwide. Members represent the entire spectrum of land use and development disciplines. Professionals represented include developers, builders, property owners, investors, architects, public officials, planners, real estate brokers, appraisers, attorneys, engineers, financiers, and academics. ULI relies heavily on the experience of its members. Active member involvement enables ULI to set standards of excellence in development practice.



**Urban Land  
Institute**

**Advisory Services Program**

**ATTACHMENT 5**

**PUBLIC COMMUNICATION PLAN**

## **Economic Prosperity Stakeholder Committee Communications Plan**

### **BACKGROUND**

The Hillsborough County Board of County Commissioners approved the creation of an Economic Prosperity Stakeholder Committee (EPSC) in March 2012 with the mission of examining the County's regulatory structure and making 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.

The Stakeholder Committee includes 21 members, and represents development and land use interests, minority communities, small businesses, and economic development and environmental interests. It is chaired by Comm. Murman and vice-chaired by Comm. Miller. A Technical Support Group (TSG) will assist the EPSC by providing data and other relevant information.

The review process will be conducted in three phases:

Phase I will produce recommendations of immediate actions that can be taken to promote economic development. This includes a review of the current transportation concurrency and impact fee processes; a review and development of a matrix of policies in the Land Development Code that support or impede economic prosperity; a review of targeted Economic Development Areas (EDAs) for their readiness to support future economic development; and a review of the County's development review and decision-making process to suggest improvements. This review will result in a first set of recommendations to the BOCC by July 31:

In Phase II, the Urban Land Institute's (ULI)'s team of advisory experts will visit Hillsborough County for a week (May 20-25) to conduct an intensive review of the County's approach to economic development and growth, and an assessment of future challenges and directions. During this week, the ULI will hold several focus groups, hear presentations and tour the county. They also will prepare a report and present it to the EPSC and the BOCC by July 31.

In Phase III, County staff and the TSG will collaborate with the Planning Commission to review the Hillsborough County Comprehensive Plan and the Land Development Code and suggest which portions of the Comprehensive Plan are regulatory in nature and should be transferred to the Land Development Code. After review by the EPSC, a final report of recommendations will be presented to the BOCC by October 31.

### **ISSUE:**

To ensure that the Economic Prosperity Stakeholder Committee's review process fulfills its intention of being balanced to all interests in the community, inclusive of diverse interests, transparent, and regional in its perspective.

### **GOALS:**

- 1) Provide transparent and easily-accessible information and updates on the Economic Prosperity Stakeholder Committee's activities through various outreach mediums

- 2) Increase public participation and dialogue through new technologies and community outreach
- 3) Ensure opportunities for participation and input by various interests, including other municipalities and regional partners, minority communities, neighborhoods, and business interests
- 4) Target the Economic Development Areas that will be studied to ensure awareness of effort and opportunity to provide input

**OBJECTIVES:**

- 1) By May 1, begin distributing introductory information to the key audiences on review process, formation of EPSC, and ULI visit
- 2) By May 15, develop a website, including online public participation tools, that serves as a one-stop location for project information and public involvement
- 3) Distribute regular communications on progress of EPSC to be distributed through the key audiences at key points during the process, including the beginning of the review in May, before the ULI's visit, after each Report is submitted, and before the public meetings
- 4) Reach out to key publications at the beginning of the process and after each Report is submitted to the BOCC to communicate the EPSC's message, through visits to Editorial Boards and direct contact with appropriate reporters
- 5) Conduct 6 evening community meetings in various locations throughout the county in early September to provide public opportunities for review of draft Phase III recommendations before they are completed and submitted to the BOCC

**AUDIENCE:**

- 1) Civic organizations, businesses, residents and property owners in the Economic Development Areas being studied in Phase I:
  - a. USF Area
  - b. Veteran's Highway/Anderson Road
  - c. I-75/Fletcher Avenue
  - d. U.S. 301/Harney Road North and South
  - e. I-4/I-75
  - f. I-75/Crosstown Expressway/U.S. 301
  - g. Downtown Tampa (this is in Tampa and may not be included)
  - h. Westshore Area (this is in Tampa and may not be included)
- 2) Organizations representing business interests in Hillsborough County
  - a. Chambers of commerce
  - b. Professional associations, such as the Tampa Bay Builders Association, Tampa Bay Realtor's Association, NAIOP, AIA, etc.
  - c. Small Business Information Centers
- 3) Organizations representing communities and neighborhoods in Hillsborough County, including neighborhood and civic associations
- 4) Regional and community partners affected by study
  - a. Jurisdictions, including the Cities of Tampa, Temple Terrace and Plant City
  - b. Planning organizations including Planning Commission, Tampa Bay Partnership, Tampa Bay Area Regional Transportation Authority, Tampa Downtown Partnership, and the Tampa/Hillsborough Economic Development Corporation, Inc.

- c. Significant economic entities in Hillsborough County, including the Hillsborough County Aviation Authority, the Tampa Port Authority, University of South Florida
- 5) General public living and working in Hillsborough County

**STRATEGIES:**

- 1) Logo
  - a. Create an Economic Prosperity Stakeholder Committee logo to make materials and information related to the Committee easily recognizable
- 2) Spokesperson/Public Information
  - a. Media spokesperson
    - i. Identify TSC and EPSC spokesperson(s) who will speak to the media, attend editorial meetings, etc.
  - b. Public/community meetings spokesperson
    - i. Identify TSC and EPSC spokesperson(s) who will attend and speak at public meetings, business meetings and community meetings (may be same spokespersons as media spokespersons)
  - c. Public information spokesperson
    - i. Identify TSC/staff spokesperson(s) who will serve as a general information contact for residents and interested parties
    - ii. Public contact information will be placed on all public information pieces, such as the website, video, printed materials, etc.
- 3) 5 to 10-Minute Introductory Video – will introduce Committee goals, work scope, timeline and how viewers can participate
  - a. HTV22 to produce
    - i. Present at beginning of community meetings
    - ii. Run on HTV at regular intervals
    - iii. Posted on EPSC website and on County's YouTube channel
- 4) Website
  - a. Create a dedicated one-stop shop website for EPSC on County's website.
  - b. Website will include:
    - i. News releases
    - ii. Meeting dates and locations
    - iii. Project information and documents
    - iv. List of committee members
    - v. Committee meeting agendas, documents
    - vi. Introductory video
    - vii. Links to social media (Facebook, Twitter, moderated blog)
    - viii. Links to sign up for dedicated Notify Me group
    - ix. Links to online opinion survey
    - x. Online polls
    - xi. Contact information
- 5) News Releases
  - a. Produce regular updates on EPSC's progress, including introductory overview release, announcements of EPSC meetings, public meetings, summary of



Immediate Actions Report, ULI Visit, ULI Recommendations and Phase III Recommendations Report

- i. Distribute information to news outlets and other community contacts, including chambers of commerce, legislative delegation, other government agencies
- ii. Translate into Spanish and distribute to Spanish language media list
- iii. Distribute via dedicated Notify Me group

6) NewsBreak

- a. HTV will produce a NewsBreak, or short news story, covering the ULI's visit in May
- b. NewsBreak will be aired on HTV periodically, be placed on the County's YouTube site, and linked from the Committee's website

7) Social Media

- a. Engage audiences in a manner in which they are already communicating
  - iv. Periodic Facebook posts
  - v. Periodic Twitter posts
  - vi. YouTube posts of introductory video and meeting coverage
  - vii. Moderated blog linked from EPSC's website to receive public comments and generate discussion

8) Communication through Regional and Community Partners

- a. Coordinate with community and regional partners identified above to disseminate news releases and other related correspondence using their distribution channels
- b. Offer courtesy update presentations to regional partner boards and seek feedback, including the City Councils, Tampa Airport Authority Board, Tampa Bay Economic Development Corporation, Inc., etc.
- c. Use County's additional community outreach mediums to distribute information to special interest groups, including:
  - i. Community Plan Committees, particularly in EDAs (contact information resides in Development Svcs.)
  - ii. Hillsborough County ADA Liaison
  - iii. Hillsborough County African-American Liaison
  - iv. Hillsborough County Asian Liaison
  - v. Hillsborough County Neighborhood Relations
  - vi. Hillsborough County Hispanic Liaison
  - vii. County's Small Business Information Center
  - viii. Economic Development Department

9) Media Relations

- a. Coordinate and schedule editorial board meetings with Tampa Tribune and Tampa Bay Times with key representatives at beginning of process in May and before final presentation to BOCC in October
- b. Contact key reporters at Tampa Tribune, Tampa Bay Times and Tampa Bay Business Journal to seek interviews with EPSC's media spokespersons at key points in process, as appropriate

- c. Submit Letters to the Editor to the Tampa Tribune, Tampa Bay Times and Tampa Bay Business Journal to tell Committee's viewpoint, as necessary

10) TSC and EPSC Meetings

- a. Publicize all committee meetings through usual committee meeting noticing process, including posting to County's online calendar and distributing to media notification list
- b. Place calendar of committee meetings on Stakeholder Committee website
- c. Send all meeting notices to Stakeholder Committee's Notify Me group
- d. Place all committee meeting agendas, minutes, background documents and links to HTV television recordings of EPSC meetings on Stakeholder Committee website
- e. Publicize and provide time for public comment at beginning of each EPSC meeting
- f. HTV provide live television coverage of EPSC meetings on HTV and live streaming on the Internet, which will be linked from the Stakeholders Committee website
- g. Television coverage of EPSC meetings will be archived and available with links to captioning script on Stakeholder Committee website

11) Public/Community Meetings

- d. Focus group meetings during ULI visit with targeted demographics, including minority communities, neighborhood representatives, development industry representatives, local business representatives, and representatives from EDAs
- e. Six public/community meetings held in September in EDAs and ensuring all major portions of unincorporated County covered
  - i. Initiated by news release(s), newspaper advertisements, notice on website, Notify Me blast and signage
  - ii. Meeting will include airing of introductory video, opportunities to review draft Phase III recommendations, and provide comments on camera and via survey
  - iii. HTV will provide A/V support and record all public meetings, including providing recorded public comment option for attendees. Final product will be archived and placed on Stakeholder Committee website.
- d. HOA/Business association presentation(s) as requested

12) Signage For Community Meetings

- f. Announcing Public Meetings
- g. Installed on rights-of-way near meeting facilities
- h. Installed at entryway of meeting locations

13) Recommendations Reports (Immediate Actions and Phase III Recommendations)

- a. Produce professionally-designed Reports by the EPSC for presentation to the BOCC with assistance of Communications Department graphic artist, as has been done previously with other Task Force recommendation reports
- b. Print small quantity (through EPSC budget) and make available on Committee website for review

**ATTACHMENT 6**

**MAJOR ISSUE(S)/IDEA(S) WORKSHEET**

Economic Prosperity Stakeholder Committee (EPSC)  
Major Issues/Ideas Identification Worksheet

On May 4, at the first meeting of the EPSC, time is scheduled for the EPSC to identify for the group issues/ideas that should be addressed when considering improvements to the economic competitiveness of the County. This discussion is intended to promote an open exchange of ideas and perspectives among the committee members and to help provide focus for the deliberations of the committee.

Each committee member is encouraged to review the EPSC Syllabus which outlines the general work program of the EPSC. However, the Major Issues/Ideas discussion is not limited in scope to the work program as outlined in the Syllabus.

To facilitate the discussion, each member is encouraged to complete this worksheet and to submit by e-mail to [EPSC@hillsboroughcounty.org](mailto:EPSC@hillsboroughcounty.org) prior to the meeting or bring to the meeting. Doing so will help ensure your comments can be properly recorded in the report that will be prepared summarizing the Major Issue/Ideas discussion of the EPSC. Your comments will also become part of the official record created for the EPSC.

Provide Brief Statement(s) Identifying Major Issue(s)/Idea(s)

Provide Brief Explanation of Importance of Major Issue(s)/Ideas(s) to Economic Prosperity and/or Economic Competitiveness

---

Print/Type Name