

Attachment A

Pasco County Scope

(2/06/08)

I. Statement of the Problem

Pasco County is a part of the Tampa Bay region located immediately north of Hillsborough and Pinellas Counties, which have historically captured the highest levels of growth in the region serving within their boundaries the cities of Tampa, St. Petersburg and Clearwater. From 2000 to 2006, Pasco County experienced unprecedented high levels of growth, primarily in the residential sector; which experienced increases in population of 25% or 106,000 residents. During this same period, residential activity soared from 3,210 permits issued in 2000 to an all time high of 8,544 permits in 2005; then a slowdown in 2006 to 5,573 permits with a further drop in 2007 to 2,392 permits. At the same time the County recognized a desire to increase employment in the County in order to provide a balanced long term mix of uses, healthy tax base and to enable a more efficient transportation system.

The Pasco County Board of County Commissioners and staff have sought to responsibly govern and actually reduced tax rates during the period of 2000 to 2007. The County exhibits the consistent goal of trying to learn and implement new approaches which can make the county operate more responsively (e.g. the County recently implemented a comprehensive computerized processing system for planning and permitting).

The impact of this rapid growth is also felt by the business community and transcends into the County's business recruitment efforts. The Pasco Economic Development Council (PEDC) is charged with attracting new business and retaining existing businesses and is jointly funded by Pasco County and the private sector. The County and the PEDC both seek to improve processes for identifying, attracting and serving new business and industry. The County's ultimate goal is to increase its economic competitiveness and create an environment that embraces value added businesses. Pasco is committed to diversifying the County's economic base. Commercial, office and industrial growth is necessary to better distribute the tax burden from residential uses to business uses.

An added challenge for the County is the fact that over 80,000 residents or 60% of Pasco's workforce commutes out of the County each day for employment opportunities in neighboring counties. The commuting patterns along with the increase in population places a tremendous strain on the County's transportation network.

The Commission and staff both recognize that the recent high growth rate has severely strained the processes for providing services to the community and recent budget cuts mandated by the State will further constrain resources. During this period of high growth, the County has created a myriad of growth management and other policies changes which address the new problems. However, the underlying problems associated with a 20 year old Land Development Code still exist and inconsistencies between and among new and old regulations which often results in unpredictable and contradictory interpretations of the code from both the public and private sectors taking large amounts of time and delaying the process. It is expressly not the purpose of this review to reconstruct the Pasco County comprehensive plan but rather to advise on policy issues

related to future land use planning and appropriate goals for same.

Pasco County enjoys the resources of the Pasco County School District, which is well regarded, Pasco Hernando Community College and Saint. Leo University, which all offer courses to prepare a trained workforce for incoming business and industry and also provide employed worker training programs. In addition, the Pasco Hernando Workforce Board focuses on training, retraining and job placement for individuals seeking to participate in the local workforce.

In order to compete in a global economy, Pasco County is seeking to be the premiere county in Florida for new businesses and quality job creation. We seek to be more effective and efficient in our delivery of services to the business community.

Pasco County and the Pasco Economic Development Council are requesting a ULI panel to assist us in identifying solutions to the concerns we face. The current slowdown in growth presents the first practical opportunity for the County to devote sufficient, concentrated focus on the challenges which have accrued during the recent housing boom. This “WINDOW OF OPPORTUNITY” to address these issues is likely limited to the slowdown period of growth and present the ideal conditions to prepare for our Pasco County future.

II. Questions to be Addressed by the ULI Panel

1. In order for Pasco County to be economically competitive, how do we define the optimal array of industries to recruit, that will contribute positively by creating value-added jobs; diversify our economy; and ultimately shift the tax burden away from residential uses?
 - a. How do we identify funding sources for the public infrastructure necessary to support economic development especially in those areas designated as Employment Centers?
 - b. What incentives should be in place for Pasco to compete in today's competitive environment?
 - c. How do we identify any existing disincentives that could be a deterrent to attracting new industry?
 - d. How do we ensure that adequate land and transportation capacity is available for employment generating land uses, such as office, industrial, and employment center uses?
 - e. How can the County encourage proximity of housing and jobs to reduce commuter impact on the road infrastructure?
 - f. Is Pasco County competitive in attracting commercial and residential growth with other communities? Are our impact fees appropriate to keep us competitive?

2. How should the Pasco County Land Development Code best be structured to enable the county to address desirable market based housing and commercial development over the next decade?
 - a. What are the industry benchmarks and standards for the review and approval of development plans?
 - b. What would be the most efficient and effective process for revising the Land Development Code?
 - c. What are cogent examples of consistent, cohesive development codes and processes which enable predictable preparation of plans and minimize the needs for variances and exceptions.

3. What alternative organizational structures or processes are available for consideration by Pasco County to create state of the art approaches to meet the County's commitment to responsible, fair and efficient governance?
 - a. What should companies and other businesses relocating or expanding within Pasco County expect in terms of permit reviews and approvals? What are timing benchmarks for routine applications vs. "fast track" processes? What standards are site selection consultants examining for a locale to be considered "the optimal business location?"
 - b. Which pending ordinances or other example statutes should be considered highest priority for implementation?
 - c. Does the panel have recommendations for example ordinances and organizational structures from other jurisdictions which may be informative to Pasco County?

4. What alternative organizational structures or processes are available for consideration by the PEDC to create state of the art approaches to meet the PEDC's commitment to competing at the highest level possible for economic development opportunities?
 - a. What standards of assistance, education and advocacy would the PEDC need to meet to be considered "Best in Class" to prospects and incoming and expanding companies?

5. How do we balance the cost of bringing past development impacts into compliance while addressing the policy issues of assuring the necessary infrastructure to serve our newest and future residents?
 - a. As our transportation network continues to be strained by growth and the commuting patterns of our residents, how do we finance the challenging infrastructure needs required to promote traffic flow and meet concurrency requirements? What is an acceptable standard for roadway levels of service, given the relative balance of cost and convenience in today's world?
 - b. How do we establish infrastructure timelines that are predictable for businesses to assist them with making the decision to relocate here?
 - c. How do we coordinate with the Florida Department of Transportation and local governments to expand and enhance the overall transportation network in order to provide reasonable access throughout the County?

6. How can Pasco County best preserve and sustain its cultural, environmental and social quality of life during the next 20 years of inevitable growth.
 - a. What programs promoting sustainability should be considered to preserve the Pasco County heritage for future generations?

III. Management Plan

Primary Sponsor Representatives:

PEDC: Mary Jane Stanley, President/CEO
Suzanne Renczkowski, Office Manager

Pasco County: John J. Gallagher, County Administrator,
Michele Baker, Chief Assistant County Administrator

IV. Sponsor Information

Joint sponsorship between the PEDC and Pasco County Board of County Commissioners.

The PEDC was formed in 1987. It is a 501(c) 3 non-profit economic development corporation responsible for business marketing, recruitment and expansion efforts.

PEDC Mission Statement

Pasco Economic Development Council will be an advocate to develop a diversified economy for Pasco County through: attracting and retaining primary industry, creating public-private partnerships, and educating the community on the value of economic development.

Pasco County Information

Pasco County was incorporated in June 1887. The population in 2006 was 460,000. Pasco County government has 2,120 full time employees. The county's operating budget is \$1,212,480,272 for FY 07/08. Over 85 percent of the population resides in unincorporated Pasco County. There are six incorporated cities with a total population of 42,608 (census 2006). Pasco County government is responsible for providing municipal services in the unincorporated areas of the County. The County encompasses an area of 742 square miles.