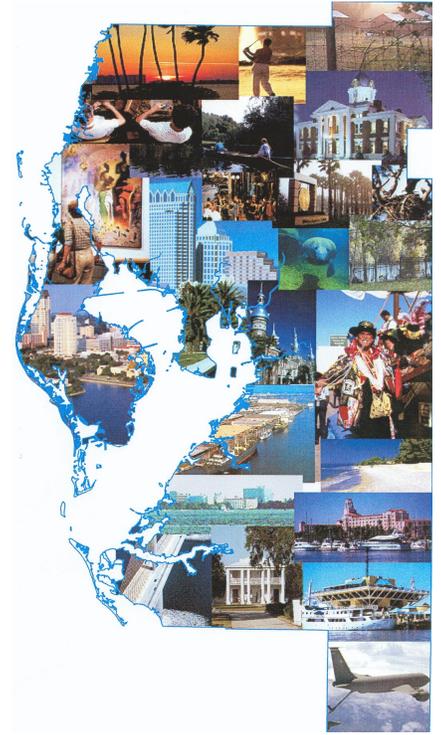


FUTURE OF THE REGION:

A Strategic Regional Policy Plan for the Tampa Bay Region

Adopted December 11, 1995
Amended September 12, 2005



ECONOMIC DEVELOPMENT



Goals:

2.A: Promote the Tampa Bay region as a regional trade, hospitality, financial, and health care center for Florida and the Caribbean.

2.B: Promote export of Tampa Bay region products and services, attract venture capital, and build businesses to expand the number and quality of job opportunities.

2.C: Plan, fund, build, and maintain a superior network of public facilities.

2.D: Promote and coordinate efforts to provide visitors and residents with an array of historical and cultural facilities, special events, festivals, and sports.

2.E: Maintain and expand food, agriculture, ornamental horticulture, aquaculture, forestry and related industries production to be a competitive force in the national and international marketplace.

2.F: Build and strengthen partnerships between the business community, education institutions, government entities, and non-profit organizations to meet the Tampa Bay region's economic challenges.

2.G: Improve the capability of small businesses, disadvantaged businesses and businesses within distressed communities to participate fully in the Tampa Bay region's economic activities.

2.H: Improve economic development opportunities through the availability of quality education, health care, and social service delivery systems.

2. I: Implement the concept of sustainable development as a means to maintain and enhance the region's economic growth, vitality, and quality of life.

Policies:

Economic Expansion

2.1: Expand upon Tampa Bay region's vision as a region interacting in the global marketplace during all discussions and regional activities related to economic development.

2.2: Retain and maximize those traditional industry sectors (tourism, high technology/ manufacturing; agriculture; construction; construction materials (retail and wholesale), retail trade; finance, insurance and real estate; and services) which have been the region's economic base while encouraging diversification and expansion of non-traditional business and industrial investments.

2.3: Coordinate industrial recruitment efforts to expand the region's manufacturing base.

2.4: Actively pursue new high-paying job-producing industries, corporate headquarters, distribution and service centers, regional offices, research and development facilities, and small businesses.

2.5: Continue to support business and industrial expansion which provides construction and non-construction (permanent) employment opportunities.

2.6: Continue to attract and expand opportunities in all aspects of the entertainment industry.

2.7: Promote the development and attraction of high-wage, value-added technology and manufacturing industries which export to other regions in the nation and world.

2.8: Aggressively market the region as a place to invest venture capital.

2.9: Strengthen the Tampa Bay region's position in the world economy through the attraction and promotion of international banking, information/ knowledge-based services, trade, tourism, and manufacturing opportunities.

Coordination

2.10: Encourage local governments to continue to establish, expand, and enhance coordination and cooperation efforts with public and private providers of economic development opportunities within their communities.

2.11: Encourage cooperation, coordination, and consolidation among various public and private interest groups in the region and eliminate regulatory restrictions and barriers as a means of strengthening the image of the Tampa Bay area as an unified economic market.

Location/Concurrency

2.12: Encourage supportive and complementary industrial and commercial activities to locate in proximity to each other to establish linkages between such activities and the services they provide.

2.13: Encourage the location of supporting facilities and services to guide urban infill development and/or redevelopment and assist in the implementation of approved local and regional plans.

2.14: The rate of private development should be supported by local concurrency management plans and commensurate with a reasonable rate of expansion of public and semi-public facilities.

2.15: Coordinate land use and transportation planning with the provision of public facilities to assure suitable siting of new commercial or industrial enterprises.

2.16: Develop programs/incentives which encourage new development to locate within designated activity centers.

2.17: Extend the useful life of vacant or under-utilized public and private facilities through adaptive reuse.

2.18: Encourage the implementation of adopted capital improvements programs which maximize the use of existing systems before allocating funds for public facilities in undeveloped areas.

2.19: Consider existing and future land use plans when siting public and semi-public facilities of affected jurisdictions and appropriate agencies and the impact on the quality of life of any adjacent residential neighborhood(s).

2.20: Encourage the application of fair share principles to new developments which create demand for public facilities.

2.21: Support development which is consistent with local government infill and redevelopment policies with alternative and creative methods of financing, the construction of supporting public facilities, and an equitable means to apportion costs.

2.22 Continue to evaluate local government capital improvements programs and amend their Capital Improvement Elements to address deficiencies in public facilities required to be concurrent with development, to maintain adopted levels of service, and to ensure that facilities are scheduled to be in place concurrent with the impacts of development. To this end, promote the development of life expectancy schedules for infrastructure components to provide for the maintenance, repair, renovation, and replacement of such facilities.

2.23: Support the development and consistent application of equitable site location standards for Locally Unpopular Land Uses (LULUs) or controversial public facilities where a balance is drawn between their efficient function and the fewest negative impacts in order to prevent the inequitable concentration of such uses in disadvantaged neighborhoods.

2.24: Recognize the development and maintenance of the regional inter-modal transportation network as a critical resource/facility for economic growth.

Arts and Culture

2.25: Recognize artistic and cultural facilities and programs as an economic asset to the region and a major sector of the region's economic base.

2.26: Encourage coordination and cooperation between the business, tourism, and economic development industries and local arts councils and community groups to promote and develop the area's arts, and cultural resources, facilities, and programs.

2.27: Support the placement of art in public and privately-owned spaces throughout the Tampa Bay area through local ordinances and/or incentive programs.

2.28: Support local festivals and special events which provide a cultural identity and/or an economic benefit to the region and to the communities which host them.

2.29: Promote and preserve the region's rich cultural, historic, and archaeological resources for the educational, economic, and community benefits of residents and visitors.

2.30: Maintain and improve the region's visual and performing arts programs and facilities.

Historic Preservation

2.31: Preserve recreation and historic sites.

2.32: Support local governments to adopt procedures which provide for the review and monitoring of all activities involving locally or regionally significant historic and archaeological sites.

2.33: Support private and public participation of historic preservation by offering public recognition and incentives for active preservation efforts.

2.34: Encourage the rehabilitation and adaptive reuse of historic properties.

2.35: Encourage local governments to protect significant archaeological and historical resources by assessing, and as appropriate, mitigating the potential for adverse impacts and ensuring compatibility with adjacent land uses.

2.36: Protect historic properties that are designated to be of local, regional, or national significance and are eligible for nomination to the appropriate local or national historical register.

Tourism

2.37: Continue to recognize the importance of the tourism industry to the Tampa Bay region while fostering a climate which encourages economic diversification and expansion.

2.38: Support the promotional efforts of those areas of the region that desire to attract visitors, and encourage the utilization of year-round recreational and tourist sites and activities.

2.39: Support the attraction and retention of professional sports franchises into the Tampa Bay region.

2.40: Support, protect and promote natural resources as a component ("eco-tourism") of the region's tourism package.

Agriculture

2.41: Promote agriculture as a viable land use and economic activity.

2.42: Encourage the identification and retention of the agriculture category on future land use maps.

2.43: Recognize agribusiness as an economic asset to the region and a major sector of the region's economic base.

2.44: Encourage local governments to foster an environment promoting agricultural viability and forestry resource protection while respecting the needs of the non-agricultural community.

2.45: Support local governments in the protection of agricultural operations as development encroaches.

2.46: Support the continued protection of the preferred tax status of active agricultural lands.

Public Involvement

2.47: Encourage the active participation of persons in their communities through the improvement of employment and volunteering opportunities.

2.48: Promote car-pooling and flexible working hours within the public and private sectors to improve job market access.

2.49: Encourage the location of community facilities, such as schools, parks, and community centers in low-income or distressed communities.

2.50: Support the elimination of institutional barriers and impediments to minority employment in the region.

Efficiency/Information Exchange

2.51: Improve the efficiency and timeliness of regulatory review and reduce redundancy between reviewing agencies.

2.52: Continue support of the regional information center containing demographics, information on economic needs, assistance programs, and regional and economic development potential.

2.53: Support the continued development of regional and local economic and industrial development programs and increase participation in programs sponsored by the federal Economic Development Administration.

2.54: Continue to maintain a communication network for the exchange of information and ideas among those local governments and agencies, both public and private, engaged in economic development in the region through agencies such as the Tampa Bay Partnership and the Economic Development District.

Small Business Expansion/Revitalization

2.55: Encourage local governments to increase the use of small businesses and disadvantaged businesses in the procurement of goods and services.

2.56: Support local communities, their residents, redevelopment, community and like entities, and the private sector in creating an economic and social environment which induces business enterprises to locate in economically distressed areas and to provide jobs. These efforts should include:

- Promoting entrepreneurship and small business start-up by providing technical and information resources;
- Facilitating capital formation for small businesses;

- Supporting and expanding the development opportunities for and utilization of disadvantaged businesses in the region;
- Supporting the identification of public and private sector investment opportunities and the provision of assistance for business expansions and employment training in distressed/target areas; and
- Supporting legislation providing incentives to stimulate redevelopment activities in distressed areas, especially in established enterprise zones.

2.57: Encourage economic revitalization through the adaptive reuse of buildings in distressed areas.

Education/Work Force Training

2.58: Enhance the economic development profile of the Tampa Bay region through continued improvements in all facets of the education system. To this end, efforts should be directed to:

- Assisting adults lacking basic or functional literacy skills to become personally and economically self-sufficient through increased educational opportunities and training programs and coordination of programs aimed at reducing adult illiteracy;
- Advocating adequate levels of funding to maintain and expand all facets of the region's primary, secondary, and higher education programs;
- Advocating continued growth and expansion of research activities at the region's institutions of higher education;
- Advocating adequate levels of funding to support the implementation of specific additions to existing education programs, including, but not limited to the arts, folk heritage, historic preservation, and the environment;
- Advocating coordination of near- and long-term planning for educational facilities;
- Decreasing the high school drop-out rate or increasing the number of individuals enrolled in night school or the number of GEDs to people over the age of 18;
- Coordinating workforce training with employment opportunities through market trend research;
- Ensuring public access to non-traditional off-campus locations (i.e., office buildings);
- Recognizing the role of schools in the revitalization and stabilization of urban areas;
- Supporting vocational programs as an important educational option for the unemployed, underemployed, and economically disadvantaged; and
- Developing and maintaining evening and weekend classes, extension, outreach and satellite programs by the region's colleges, universities and vocational-technical schools to meet the access, transportation, and child care needs of the area's population.

2.59: Continue to support local school districts as active participants in the implementation of local growth management efforts through active communication, cooperation, and coordination and as prescribed in Florida Statutes.

2.60: Advocate each high school curriculum to include the development and strengthening of student life management skills to better prepare them for responsible citizenship, further learning opportunities, and productive employment in modern society.

2.61: Encourage businesses and industries, educational institutions, private industry councils, and local and state agencies to coordinate programs and efforts to provide a workforce with the necessary skills and training required of new and/or expanding industries in the region.

2.62: Encourage, with input from the local business and industry community as to their current and anticipated needs, that high school and vocational education curricula should be designed to produce graduates that are prepared to meet the demands of the 21st Century workplace.

Health Care

2.63: Ensure, through public and private efforts, the availability of primary medical care to individuals, families, and households in the region by:

- Recognizing that health maintenance and illness/injury prevention are vital components of any effort to reduce the cost of operating the region's health care system;
- Promoting programs which address teen pregnancy prevention, prenatal and well-baby care, and disease prevention among elders;
- Encouraging alternative health care delivery systems which are cost-effective and focus on prevention such as childhood immunizations and wide scale screening programs; and
- Enhancing public awareness of health and related social issues through the dissemination of information and services.

2.64: Control the cost of health care to all residents within the region, by paying special attention to providing health care to those identified as being "medically indigent." Achievement of these efforts should include:

- Recognizing that being "medically indigent" does not necessarily equate to being "economically indigent";
- Ensuring the continuation of programs which enhance the provision of services to the medically indigent;
- Developing an incentive plan to increase participation of physicians and hospitals in the provision of health care to the medically indigent;
- Encouraging health clinics to be opened during non-traditional business hours for those who are employed, yet are found to be medically indigent;
- Reducing use of emergency rooms as primary care facilities by the medically indigent; and
- Encouraging the establishment of a consortium of public and private health care professionals to provide adequate secondary and tertiary care for the medically indigent.

Social Services

2.65: Develop, through coordinated efforts with social service agencies enhanced public information activities promoting employment opportunities for the unemployed and unskilled.

2.66: Maintain comprehensive resources and services for children and their families which enable them to achieve or maintain self-sufficiency and avoid social problems by supporting the exploration, achievement, and/or implementation of the following programs:

- Prevention/early intervention for children and their families;
- Economic self-sufficiency for low-income families;

- Affordable, convenient, and subsidized child care;
- Youth development activities serving adolescents;
- Coordinated efforts to reduce the rate of juvenile violence; and
- Shelters and facilities for abused, neglected, or abandoned persons and families.

2.67: Recognizing the impact of the aging population on the region's economy vitality, support programs which develop:

- Independence of elders through support services;
- Positive attitudes toward older people and the aging process;
- Health promotion and disease prevention programs for elders;
- Job training which promotes economic independence of elders; and
- Outreach and targeting of services to disadvantaged elders.

Sustainable Development

2.68: Recognize the interrelatedness of sustainable actions and decisions on the principles of environmental integrity, economic prosperity, and community livability.

2.69: Recognize that sustainable development requires adherence to the following guiding principles:

- *Agricultural Land Preservation*: Protecting farmland and rural character and promoting of sustainable farming practices;
- *Air Quality Protection and Improvement*: Reducing air pollution from mobile and stationary sources and allowing for transportation options;
- *Building Green Infrastructure*: Protecting and encouraging development of interconnected systems of natural areas, parks, greenways, and open space;
- *Community Character and Historic Preservation*: Preserving the unique qualities of our communities such as cultural heritage and facilities, landscapes, streetscapes, public spaces, historic buildings, and landmarks;
- *Conservation Development*: Integrating development with natural resources and open space;
- *Creating Livable Communities*: Building active, attractive communities with easy access to residential, commercial, and recreational areas;
- *Energy Efficiency and Green Buildings*: Decreasing energy consumption, using more renewable energy, and reducing the impact of built structures on the environment;
- *Mixed-use Development*: Encouraging mixed-use development which includes a combination of compatible land uses having functional interrelationships and aesthetic features;
- *Pedestrian-friendly Communities*: Encouraging development which proceeds in a manner that encourages people to walk to obtain the things they need;
- *Reusing Built Environments*: Developing abandoned, idled, brownfield/grayfield, or under-used properties and building them back into productive use;

- *Strengthening Local Economies*: Training the local workforce, supporting local business, and building technology infrastructure;
- *Sustainable Sites and Natural Landscapes*: Using native plants in landscaped areas and protecting natural features of development sites;
- *Transit-Oriented Development*: Creating through design and layout, mixed-use, higher density communities around public transit centers;
- *Transportation Choices*: Promoting a diversity of transportation choices, such as car- or van-pooling, bicycles, and mass transit instead of the over-dependence on the single-occupant automobile;
- *Water Resources Protection*: Securing the quality and quantity of our streams, lakes, wetlands, floodplains, and groundwater; and
- *Workforce Housing*: Providing a diversity of multi- and single-family housing opportunities near employment centers.

2.70: Acknowledge that the following generalized themes identified by the Regional Visioning Assembly serve as a foundation for a regional approach to sustainable development:

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| • Growth management; | • Quality of life/societal issues; |
| • Regional approaches; | • Land use coordination; |
| • Education; | • Funding; and |
| • Water/natural resource protection; | • Leadership |
| • Emergency management; | |

2.71: Recognize that addressing the following objectives/issues identified by the Regional Visioning Assembly will serve to further the implementation of the concept of sustainable development in the Tampa Bay region:

- Transportation
 - Better land-use coordination
 - Regional approaches
 - Identify additional funding sources
 - Mass transit/multi-modal
 - Improve leadership
- Water
 - Regional approach to reuse/reclaimed water
 - Conservation
 - Statewide planning (inter-regional)
- Land Use
 - Coordinate land use with water and transportation
 - More compact growth (infill and TND)
 - Improved regional approach (better intergovernmental coordination, improved process)
- Economic Development
 - Education/vocational training/workforce
- Emergency Management
 - Regional evacuation plan
 - Homeland security
 - Stricter floodplain management