

HILLSBOROUGH COUNTY CITY-COUNTY PLANNING COMMISSION

BELIEFS, VISION, MISSION

BELIEFS

Planning is most effective when it involves the citizens of Hillsborough County in an open dialogue with full access to needed information.

Communities work best when they are represented by citizens who reflect the diversity and local character of their neighborhoods.

The development of adequate public services and facilities fosters orderly growth and contributes to our sense of well being as a community.

Redevelopment or enhancement of our existing neighborhoods - including residential, commercial and support systems - are critical aspects of planning for the future of the community.

Historical, environmental, economic assets and agricultural and rural lands are important components of the community, providing economic, cultural and aesthetic benefits.

Clean water, air and energy are important components of a sustainable community.

VISION

Communities which are sustainable, prosperous, culturally diverse and well-governed, with planned, effective and efficient infrastructure that can accommodate orderly growth – including quality education; affordable housing; accessible social services and health care – and communities composed of livable, well-designed and safe neighborhoods, surrounded by protected ecosystems.

MISSION

The Planning Commission, under the mandates of Chapter 163 Florida Statutes, the County Charter and Chapter 97-351, Laws of Florida, as amended, is the independent planning agency for Hillsborough County and municipalities therein. It is led by appointed citizens and serves all citizens of Hillsborough County by providing a vision for improving the quality of life.

The Planning Commission and its staff serve as agents to promote and coordinate the involvement of all citizens within Hillsborough County in comprehensive planning, public participation, growth management and environmental protection. The Planning Commission monitors the implementation of planning efforts and encourages innovation and creativity in achieving the Vision.

HILLSBOROUGH COUNTY CITY-COUNTY PLANNING COMMISSION

GOALS AND OBJECTIVES

GOAL 1. PROVIDE INDEPENDENT PLANNING LEADERSHIP

Commissioners will strive to ensure independent, objective, comprehensive planning in the four jurisdictions in Hillsborough County.

- Objective 1.** Communicate to the public, local officials and the media the need for an ongoing, comprehensive planning process.
- Objective 2.** Strengthen the leadership-in-planning role of the Planning Commission.
- Objective 3.** Be accountable for planning services provided and able to measure performance and respond to inquiry from the public, local officials and the media.
- Objective 4.** Avoid polarizing approaches to planning issues, considering known alternatives, striving for equity and excellent quality of life and seeking moderation and consensus on difficult planning issues.
- Objective 5.** Support the Interlocal Agreement with the Metropolitan Planning Organization to provide independent staff services through the work program/budget and to accommodate the important function of areawide transportation planning.
- Objective 6.** Assert leadership in performing mandated services of the Planning Commission, and review requested planning services in the proposed work program to avoid duplicating services being provided by others.
- Objective 7.** Recognize that the Planning Commission has much to offer towards finding solutions to community planning problems through the comprehensive planning process.
- Objective 8.** Expand the comprehensive planning savvy of planning commissioners (e.g., Urban Service Area issues) through workshops, informational reading and exposure to national, state and regional solutions.
- Objective 9.** Promote understanding of comprehensive planning through the pursuit of innovative planning concepts.
- Objective 10.** Provide recommendations to the governing body of each jurisdiction served.

GOAL 2. FACILITATE PUBLIC UNDERSTANDING OF PLANNING AND PROMOTE POSITIVE PUBLIC AND CLIENT GOVERNMENT RELATIONSHIPS

Improve understanding of Planning Commission functions and the planning process, and ensure that the public and client governments have continual access to the planning process, with a level of service that meets their needs and is convenient, helpful and receptive.

- Objective 1.** Provide written public notice of all Planning Commission meetings, workshops and hearings, in full compliance with state and local laws, and provide ample opportunity for public and client government participation in meetings and programs.
- Objective 2.** Facilitate communication with the public and client governments by providing background information on recommendations and decisions.
- Objective 3.** Promote better communication and interjurisdictional coordination by participating in joint workshops with the governing body of each local government at least once annually during the work program/budget preparation period.
- Objective 4.** Foster better communication and outreach through sponsoring an annual community awards program in the spring of each year and such other programs as outlined in the work program.
- Objective 5.** Maintain a publicly accessible and convenient repository of comprehensive plans, background documents, plan and planning related information, to assist the Planning Commission, client governments and the public.
- Objective 6.** Promote the basic principles of urban and community planning through the community school system.
- Objective 7.** Seek ways to more effectively communicate with citizens and client governments, for example:
- Televising Planning Commission meetings;
 - Promote an active speaker's bureau;
 - Examine and respond to the need for community "resource groups" (e.g., ad hoc citizen advisory committee, urban design resource group, etc.);
 - Determine the need to survey public and client government attitudes and opinions;
 - Expand the distribution of notices of Planning Commission meetings; and
 - Distribute comprehensive plans to school libraries.

GOAL 3. FOCUS PLANNING EFFORTS ON IMPORTANT ISSUES, INCLUDING THE COMPREHENSIVE PLAN UPDATES

Commissioners and staff will address necessary and required planning functions as well as important community issues as they draft planning policy and make planning recommendations.

- Objective 1.** Work with local governments to carry out the Planning Commission mandate to undertake ongoing review and monitoring of implementation of the four local government comprehensive plans, and provide periodic status reports.
- Objective 2.** Focus on the future of the community through a vision that deals with long-range comprehensive planning issues.
- Objective 3.** Develop the necessary databases for the comprehensive plan updates, and ensure that data are common across jurisdictions, as applicable.
- Objective 4.** Examine the adopted comprehensive plans and determine how they can be streamlined and made more user-friendly.
- Objective 5.** Encourage common or fundamentally similar land use and zoning codes across all Hillsborough County jurisdictions.
- Objective 6.** Enhance local linkage of land use and transportation planning (e.g., residential/office land use designations with respect to enhancing public transit use).
- Objective 7.** Address community design and quality of life issues in local planning and development processes (e.g., urban design review component in the development review process).
- Objective 8.** Ensure that the important issues of neighborhood preservation, community character and redevelopment planning are being addressed.
- Objective 9.** Support agriculture as an industry in the planning process, recognizing its positive economic benefits and that the open lands maintained by agricultural operations contribute to the quality of our community.
- Objective 10.** Coordinate long range planning countywide.
- Objective 11.** Ensure an ongoing, systematic approach to comprehensive plan consistency reviews (e.g., all development and land development regulations).

GOAL 4. ASSIST IN SUSTAINING A PROSPEROUS ECONOMY THROUGH APPROPRIATE PLANNING ACTIVITIES

Assist in creating economic development opportunities in Hillsborough County through the provision of data, plans and studies to community leadership in order to support the focus of efforts to create a diversified economic base.

- Objective 1.** Reflect the economic impact of proposed development for applicable plan amendments and land development regulations, and provide this information to local governments and others as appropriate.
- Objective 2.** Provide demographic and socioeconomic data on a periodic basis.
- Objective 3.** Provide state of the art leadership in the area of Geographic Information Systems and computer technology.
- Objective 4.** As requested, conduct sub-regional strategic plans within the adopted work program and budget.
- Objective 5.** Obtain and maintain information on local taxing structure.
- Objective 6.** Interact with economic development interest groups as a quality, comprehensive source of information.
- Objective 7.** Assess the need of respective jurisdictions for an Economic Element in the four local government comprehensive plans.
- Objective 8.** Publish an annual summary of economic indicators in Hillsborough County.

GOAL 5. ENSURE ENVIRONMENTAL PLANNING IS A FOCUS OF THE COMPREHENSIVE PLANNING PROCESS

Ensure ongoing awareness of the environment as a precious resource, and undertake planning activities to ensure appropriate review of and focus on environmental issues.

- Objective 1.** Develop an environmental database that provides for adequate analysis of environmental issues.
- Objective 2.** Be proactive in recommending change, and propose recommendations for mechanisms to assist and encourage local governments toward optimum long-term environmental management decisions.
- Objective 3.** Develop planning programs to balance public and private interests within the Hillsborough, Alafia and Little

Manatee River corridors, lakes and other riverine systems in order to protect these significant natural resources.

- Objective 4.** Support the Hillsborough River Interlocal Planning Board through professional staff activities identified and funded through the Planning Commission's annual work program process.

GOAL 6. EXAMINE AND RESPOND TO IMPORTANT LEGISLATIVE ISSUES

Review the legislative issues concerning planning in Hillsborough County, Tampa, Plant City and Temple Terrace, and take action as appropriate to improve sound, coordinated planning therein.

- Objective 1.** Serve as the Local Planning Agency for all jurisdictions in Hillsborough County and make objective recommendations to client governments and quasi-governmental agencies regarding growth, development and comprehensive planning.
- Objective 2.** Examine the need for revision of legislation affecting the Planning Commission, including issues such as independent or guaranteed revenue source, appointing commissioners by geographic area, etc.
- Objective 3.** Planning Commissioners will seek to effectively influence the Legislative Delegation, elected officials and others on planning recommendations and issues (e.g., through workshops, monthly meetings, appearing before policy bodies etc.).
- Objective 4.** Propose revisions as appropriate to Chapter 163.3161 F.S. (the Growth Management Act) and related regulations, supporting improvements to the Department of Community Affairs, the Legislature and others as appropriate.

GOAL 7. DEVELOP AN ADEQUATE BUDGET NECESSARY TO SUPPORT THE WORK PROGRAM AND FOSTER A PROFESSIONAL WORKPLACE ENVIRONMENT

Provide policy direction to the Executive Director to manage staff, the budget and work program effectively and efficiently.

- Objective 1.** Determine that each work program activity is necessary.
- Objective 2.** Exercise diligence in providing a budget for planning services, remaining cognizant that funding the cost of government is an issue of major concern to the community;

and advance the revenue-enhancement and cost-recovery position of the Planning Commission.

- Objective 3.** Maintain a chargeable-hours accounting system of work program and budget, and track activity from year to year.
- Objective 4.** Enhance productivity through providing adequate equipment, training, cross-training and inter-disciplinary staffing.
- Objective 5.** Avoid excessive impact on staff workload and work program as a result of ad hoc committee work and off-the-agenda work.
- Objective 6.** Encourage staff to identify problems and participate in the search for reasonable solutions.
- Objective 7.** Provide opportunities throughout the year for staff training and professional development.
- Objective 8.** Call for excellence in the quality of Planning Commission work products, and seek ways to improve productivity and perform more effectively.
- Objective 9.** Maintain high standards of data processing capability, continuing office automation and emphasizing software acquisition/training related to the work program.

HILLSBOROUGH COUNTY CITY-COUNTY PLANNING COMMISSION GUIDING PRINCIPLES. In accomplishing our mission we will:

Maintain the Planning Commission's position of independence and objectivity for the citizens of Hillsborough County. Fulfill our leadership role in the future of the community by providing a neutral forum for all interested parties to relate to each other on equal ground and deal with long and mid-range planning issues on a human level.

Prioritize the concept of neighborhood. Focus on the human, physical, historic, environmental and economic well being of all neighborhoods through a planning process which centers around the integrity of our community's neighborhoods and a healthy and productive quality of life for citizens.

Take a proactive role in implementing the Urban Service Area Boundary. Assist local governments in Hillsborough County, including Constitutional Officers and independent and appointed boards and commissions, to understand the importance of supporting the Urban Service Area concept.

Suggest plan implementation tools to local governments. Evaluate various implementation tools, their impacts, successes, difficulties, etc., and recommend as appropriate, to each local government.

Take a proactive role in shaping of the local, regional and state planning agenda. Enhance understanding of the merits of quality long and mid-range planning by focusing attention on planning issues and sharing information on innovative and creative planning ideas and approaches.

Serve as a conduit for planning information. Strive to make it possible for all citizens to voice their needs and participate in informed decision making about planning issues.

Balance the priorities of the diverse economic system while maintaining opportunities for urban, suburban, and rural lifestyles. Do not lose sight of the fact that quality comprehensive long and mid-range planning impacts and enhances the quality of life.

Use our expertise, values and understanding of sound planning principles to enhance and strengthen our role as representatives of all citizens of Hillsborough County. Bring the community's values to bear on planning issues.

Fulfill our role in a legal, effective and cost efficient manner. Empower our staff to ensure that all of our legal responsibilities are fulfilled in a highly professional and timely manner.

Attract and retain a qualified staff of professionals. Provide a high level of professional staff expertise to ensure that we truly serve the diverse interests of the citizens of Hillsborough County.

Ensure that the information we provide is accurate, understandable and concise. Comprehensive information is critical to our ability to understand and plan for our community.

Treat everybody with respect, trust and fairness. Recognize and value the cultural and philosophical differences that exist in our community, and understand that strength comes from our ability to take advantage of that diversity to enrich and enhance the quality of our lives.

HILLSBOROUGH COUNTY CITY-COUNTY PLANNING COMMISSION

ROLE

The Hillsborough County City-County Planning Commission (The Planning Commission) and its staff serve as agents within the community to promote and coordinate the involvement of all people in comprehensive planning, neighborhoods, growth management, and environmental protection. Fulfilling its legal role, The Planning Commission monitors the implementation of planning efforts. The Planning Commission is an advocate of the merits of quality comprehensive long-range planning, as well as the use of innovative and creative approaches to planning.

The Planning Commission is composed of ten members and annually elects a Chair, Vice Chair, and Member-at-Large. The Commissioners provide leadership on planning issues and ensure that the values and concerns of the people of Hillsborough County are brought to bear in all planning related issues.

A Planning Commissioner is appointed to serve a four-year term. Community, neighborhood and business leaders are appointed to serve on the Planning Commission as follows: four by the Hillsborough County Board of County Commissioners, four by Tampa City Council, and one each by the City Commission of Plant City and the City Council of Temple Terrace.

The regular meeting of the Planning Commission is the second Monday of each month in the meeting room of the Planning Commission or at another suitable location as designated by the Chair. Special meetings and workshops are held as needed to respond to specific issues.

Ad Hoc Committees, consisting of a Chair and at least two additional members, are appointed on an as needed basis to facilitate the accomplishment of a specific task as identified by the Chair at the time of the appointment. Ad Hoc Committees have an expiration time identified at the time of creation, or they dissolve at the expiration of the term of the Chair who created them.

KEY FUNCTIONS

ADVOCACY

1. Establishes and maintains a communications process which solicits input from both the community and elected bodies and uses that input to shape recommendations and plans.

Works to bring the involved individuals and groups together, in a neutral environment, to address and resolve planning issues. Encourages consensus decision making.

2. Creates opportunities to educate the community about the merits of planning and focuses attention on the role of comprehensive long-range planning in the development of the community.
3. Understands the importance of the future, without losing sight of the value of the past.
4. Represents the beliefs of the agency in appropriate community settings.
5. Recommends to the appropriate elected bodies logical, clear, and well thought out advice on matters related to planning.
6. Participates in “friend raising” efforts to identify and maintain a network of individuals within the community who understand the Mission of the agency and will work with the agency to identify planning issues and work towards their resolution.
7. Pursues an appropriate level of funding independent from the local political process in order to ensure the objectivity of the Planning Commission.

POLICY

1. Makes formal policy recommendations which are tied to the Mission, to the appropriate jurisdictions.
2. Establishes appropriate policies, which support the Mission and Guiding Principles and Goals.
3. Selects, employs, and evaluates the Executive Director.
4. Adopts and keeps current By-laws and ensures that the agency operates within them.
5. Ensures compliance with laws related to the agency’s responsibilities.

FISCAL

1. Ensures that sufficient funding and other resources are available to the agency to meet the legislatively mandated and work program responsibilities.
2. Ensures that the applicable fiscal rules and regulations, per legislative mandate, are followed.

STRATEGIC PLANNING (FACILITATING CONTINUED SUCCESS)

1. Provides leadership to ensure that the agency continues to be able to perform its mission.
2. Develops a macro focus for the agency’s use of resources.

3. Participates in strategic planning / thinking exercises through annual workshops.
4. Forms committees to accomplish specific tasks.

STEWARDSHIP AND OVERSIGHT

1. Ensures that the agency effectively uses its resources and fulfills its fiscal and fiduciary obligations to the communities and clients it serves.
2. Monitors the implementation of the plans by each jurisdiction and ensures that the community is kept informed in an accurate, timely manner as to the status of the plans.
3. Monitors the effectiveness of the agency through its relationship with the Executive Director.

EXECUTIVE DIRECTOR

ROLE

The role of the Executive Director of the Planning Commission is to lead the staff of the Hillsborough County City-County Planning Commission and to be the primary contact with the Commissioners, as well as between the staff and staffs of other agencies with which they interact. Leading the staff includes directing the development and allocation of resources, planning for the development of the agency and ensuring that the agency accomplishes its legislative mandate and Mission. The Executive Director is accountable for the overall programmatic, operational and fiscal integrity of the Agency.

KEY FUNCTIONS

PLANNING COMMISSION RELATIONS

1. Carries out the direction of the Commission making appropriate use of staff resources.
2. Establishes and maintains a good working relationship with each Planning Commissioner.
3. Communicates with the Commissioners regarding the agency's Mission, Goals, and Objectives.
4. Ensures that presentations to/and communications with the Commissioners are timely, clear and precise.
5. Provides assistance to the Planning Commissioners in fulfilling their responsibilities.

FISCAL

1. Directs the development, implementation, and monitoring of the annual budget, providing direction and guidance for a process that follows required procedures and provides an appropriate level of administrative oversight.
2. Ensures that the agency makes effective use of its budgetary resources and follows accepted procurement and accounting practices, with appropriate control systems for fiscal operations and means to measure the efficient use of resources.
3. Provides direction and guidance for a process in which the agency's programs, services, and financial plans are tied to and support the accomplishment of the legislative mandate, Mission and Goals.

OPERATIONS

1. Develops and ensures the maintenance of good working relationships with the Chief Administrative Officer of all jurisdictions, agencies, local entities, quasi-governmental agencies, etc., with which the Planning Commission - Commissioners and staff - interact.
2. Ensures that the agency fulfills its legal obligations, including developing long-range comprehensive plans, reviewing and recommending proposed amendments to land use, zoning and land development regulations, monitoring and evaluating comprehensive plans and capital improvements programs.
3. Ensures that adequate administrative support is provided to the Planning Commission, Metropolitan Planning Organization, the Hillsborough River Interlace Planning Board and Technical Advisory Committee, the Bicycle Advisory Committee, and the Transportation Disadvantaged Coordinating Council.
4. Ensures the development, implementation and monitoring of strategic plans and work programs that execute the Mission and Goals.
5. Ensures issues are analyzed and prioritized and recommendations for the Planning Commission action are recommended, as appropriate.
6. Ensures that appropriate resources, fiscal and otherwise, are identified, acquired and maintained in such a manner as to continue the agency's independence and ability to operate in a nonpolitical manner.
7. Ensures that legislative issues which affect comprehensive planning or the agency's operation are examined and responded to appropriately.
8. Ensures that the agency is staffed with individuals whose skills, abilities and experience are suited to carrying out the agency's Mission and Goals.
9. Ensures that the agency has appropriate personnel policies and procedures and that compensation and benefits are appropriate to support the accomplishment of the Mission and Goals.
10. Ensures that high performance standards are pursued, that quality work is produced and that deadlines are consistently met.

COMMUNITY RELATIONS

1. Ensures that the agency carries out a policy of widely disseminating information to the public and media in a proactive, open and timely manner.
2. Ensures that high standards of effective communications are employed by the staff.
3. Builds positive relationships within the community; establishes and maintains strategic linkages with decision-making entities; strives for win-win solutions.

4. Ensures the agency is involved in the education of the community about future visioning, comprehensive planning, growth and development.
5. Ensures the staff are proactively involved in community groups and activities.
6. Ensures that citizens, neighborhood groups, business groups, labor groups, etc. are always involved in planning activities.

ORGANIZATIONAL LEADERSHIP

1. Fosters the development of a strong, effective team and ensures the team-based approach to accomplishing the Mission and Goals.
2. Empowers staff by designating authority to appropriate individuals to make and implement decisions.
3. Creates a professional working environment and promotes a healthy culture within the agency whereby the Planning Commission is perceived as a desirable place to work.
4. Builds positive relationships within the agency; projects integrity/personal values that build trust; employs ethical standards.
5. Ensures participation in the activities of local, state and national planning organizations and other organizations related to the Mission and Goals.
6. Pursues the ongoing advocacy of the Planning Commission serving the areawide comprehensive planning needs of the community.