Plan Hillsborough provides coordinated land use, transportation and environmental planning to improve the quality of life for the citizens of Tampa, Temple Terrace, Plant City and unincorporated Hillsborough County. As Chairs of the boards served by Plan Hillsborough staff, we recognize that planning necessitates broad input, collaboration, and strategic thinking, all of which were part of the coordinated approach to develop the priorities for Plan Hillsborough over the next five years.

We are proud to announce that this publication is the first Strategic Plan developed jointly by our three boards. A result of several months of collaboration, board direction, stakeholder review, and staff production, the Strategic Plan synthesizes the overarching priorities for Plan Hillsborough. It looks out over a five-year horizon to highlight short-term objectives, determine where additional resources should be focused, and provide strategies to enhance the multidisciplinary planning work of our staff. The seven Strategic Priorities outline opportunities to connect and collaborate, add value to the planning services our agency provides, and enhance staff’s effectiveness in serving our citizens.

The Strategic Plan provides a framework for how our three boards can continue to work together to ensure a vibrant, thriving future for our community. We look forward to seeing how these strategies enhance the strong planning work being conducted by Plan Hillsborough to provide a greater quality of life for our citizens.

Sincerely,

Derek L. Doughty, Chair
Hillsborough County
City-County Planning Commission

Commissioner Lesley “Les” Miller, Chair
Hillsborough MPO Metropolitan Planning for Transportation

Councilman Guido Maniscalco, Chair
Hillsborough River Interlocal Planning Board
Board Members

Hillsborough County City-County Planning Commission Members
Derek L. Doughty, PE, Chair
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Matthew D. BUzza, Member-at-Large
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Amber Dickerson, AICP, Ex-Officio*
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*Members for part of the strategic planning process.

Hillsborough Metropolitan Planning Organization Members
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County Commissioner Ken Hagan
Temple Terrace Mayor Mel Jurado
County Commissioner Pat Kemp
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County Commissioner Lesley “Les” Miller, Jr., Chair
County Commissioner Sandra Murman
Cindy Stuart, Hillsborough County School Board Member
Tampa Councilman Luis Viera
Joseph Waggoner, Expressway Authority CEO
County Commissioner Stacy White

Hillsborough River Interlocal Planning Board Members
Tampa Councilman Guido Maniscalco, Chair
Temple Terrace Councilman Andrew Ross
County Commissioner Al Higginbotham
Plan Hillsborough, composed of staff who serve the Hillsborough County City-County Planning Commission, the Hillsborough Metropolitan Planning Organization and the Hillsborough River Interlocal Planning Board, provides coordinated land use, transportation and Hillsborough River planning for the four local governments in Hillsborough County. The Plan Hillsborough 2018-2023 Strategic Plan (Strategic Plan) is a document that provides direction and guidance on priorities for the agency over a five-year planning horizon.

The Strategic Plan was developed through input and strategic direction from the three Plan Hillsborough boards in a March survey and in-person retreat. Following the development of Strategic Priorities and Strategies by the Board members, Plan Hillsborough staff crafted approaches for implementation, outlined in the bullets below each Strategy. The seven Strategic Priorities developed by the Board members are not ranked by importance to the agency and are all considered priorities over the next five years.

As Plan Hillsborough’s required reviews and other tasks can be found in other agency documents (e.g. the MPO’s Unified Planning Work Program, the Planning Commission’s Work Program), the Strategic Plan does not outline every planning process or task required to be completed by the agency. Rather, the Strategic Plan highlights ways Plan Hillsborough staff can enhance work products related to these requirements, improve strategic aspects of how the agency interfaces with the public and its partners, and leverage resources to create a strong future and quality of life for the community.
Strategic Priority: Linking Land Use & Transportation

Transportation infrastructure and development form are undeniably interrelated. These strategies aim to establish new ways to connect planning for mobility and place through innovative planning techniques, examining the fiscal and market impact of planning decisions, and pursuing a strategic redevelopment strategy.

Strategy: Promote the use of different types of centers as a more sustainable growth model

• Develop dynamic plan policies that better reflect the diversity of geographies in the four jurisdictions rather than a “one policy fits all” approach
• Similar to the work in the Brandon Corridor study, work with the four jurisdictions on revisions to Comprehensive Plan policies to support focus on centers and corridors as areas for future growth
• Assist the jurisdictions in implementation tools and plans for the center and corridor approach

Strategy: Encourage and pursue more public/private partnerships and identify proven market-driven approaches for redevelopment

• Where feasible, continue the use of real estate market analyses in planning processes and studies to develop stronger plan policy and produce plan amendments grounded in market realities
• Explore utilization of this same type of market-driven analysis into smaller scale planning projects
• Work with developers through focus groups or other mechanisms to continue the dialogue and build understanding of the market as it relates to different topics such as redevelopment, transit-oriented development, and public-private partnerships
Strategic Priority: Linking Land Use & Transportation

Strategy: Create paired land use and transportation/mobility options that are coordinated together

• Proactively bring forward Future Land Use Map amendments based on corridor/small area studies to address trends and changes in conditions, particularly transportation-related changes
• Continue to study roadway corridors contemporaneously from a transportation and land use perspective
• Consistently have transportation and land use staff integrated on project teams
• Pursue implementation of FDOT’s context sensitive roadway design based on the Future Land Use context along roadways; consider freight context as well
• Study the land use implications of different transit modes and refine transit-oriented development policies based on future transit plans
• Ensure environmental and quality of life factors are analyzed at the beginning of planning processes

Strategy: Maximize the potential of economic development in transportation and land use decisions

• Obtain input from economic development professionals on areas to develop or those that need to be studied; look at development trends to inform where policies need to shift
• Bring economic development professionals into comprehensive planning and transportation planning processes
• Explore incorporation of economic and fiscal analysis into plan amendment reviews or longer range projects and studies
• Examine methods to enhance staff’s understanding of the economic and fiscal implications of planning decisions
Strategic Priority: Linking Land Use & Transportation

Strategy: Incentivize infill and redevelopment within the Urban Service Area
• Research innovative ways the Comprehensive Plans can support incentives for infill and redevelopment
• Further policy language regarding established areas vs. areas of change as depicted on the vision map
• Proactively modify the Future Land Use Map in areas that might support redevelopment and infill to higher density/intensity land use categories
• Consider how density and intensity bonuses might be better used in the Urban Service Area – looking at existing bonuses as well as new ones

Strategy: Integrate big data, cost assumptions and incremental decisions into a more strategic redevelopment strategy
• Evaluate plan amendment and rezoning trends for disconnects between plan policy and local approvals; update policies based on findings
• Continue to hone and analyze collected data types to ensure they are relevant to staff recommendations
• Study trends, emerging issues and best practices, share information across staff teams and provide information to elected and appointed officials to assist in the decision-making process
• Continue to develop online tools to help speed data analysis as well as transparently share information with the community; one example might be an online tool tracking building permit and development activity trends
By leveraging technology and data synergistically, Plan Hillsborough provides citizens, decision makers and staff with accurate, timely, and cost-effective tools to allow proper vetting of policies. These strategies focus on defining needs to determine the best course of action for enhancing efficiency, increasing education, and strengthening interaction with the public to facilitate the planning process.

Strategy: Use technology to educate and inform stakeholders and citizens about planning
- Train staff on all available technological solutions and enhance internal communication regarding changes to technology so that staff can utilize technology to inform and assist the public and stakeholders
- Increase feedback opportunities for staff, stakeholders or the public to ensure technological solutions are useful, efficient and meeting needs
- Integrate technology into the staff on-boarding process so they are aware of all the tools available
- Publicize the tools available on the agency website and explore feasibility of making tools like the GIS viewer more accessible; provide opportunities for the public and stakeholders to provide feedback on the website and tools
- Explore technological solutions to assist in communicating planning concepts (e.g. web-based Comprehensive Plans)

Strategy: Acquire “big data” and develop tools to answer pertinent questions and aid in vetting planning policies
- Ensure the right questions are asked to determine the desired outcome and objective and help identify how data can inform and shape planning policies
- Develop a pilot project to show how data can be effectively utilized – either a smaller geography, narrower topic area, etc.
- Develop methodologies to process volumes of data efficiently; integrate data into existing processes
- Work with local and regional partners to assemble publicly available data sources and develop a data-sharing portal to enable professionals, researchers and the public to access data
Plan Hillsborough works to create a thriving future for Hillsborough County and its cities based on the feedback, input, and involvement of its citizens. These strategies are intended to strengthen citizen engagement in the planning process by enhancing communication through traditional methods and social media, developing new and innovative ways to present information, expanding the agency’s presence in the community, and ensuring there is an opportunity for feedback and input from diverse viewpoints.

**Strategy: Leverage social media to publicize and promote planning initiatives, answer questions from citizens, and develop new concepts like social media town halls**

- Expand current social media presence through more frequent utilization of the agency’s existing platforms
- Explore new social media platforms and forums to introduce the agency, promote successes, and increase branding
- Increase staff and project visibility on both the agency website and on social media
- Explore the creation of a Plan Hillsborough mobile phone “app” or making the Plan Hillsborough website mobile phone compatible

**Strategy: Utilize traditional media and methods of communication such as newspapers, billboards, radio, earned media and public service announcements**

- Host media open houses or regular coffees with staff and media representatives to discuss key projects
- Increase the frequency of staff pitches to the media and look for additional opportunities for earned media
- Update the website homepage on a more frequent basis
Strategic Priority: Citizen Engagement

Strategy: Provide planning data and information in smaller, easy to understand, visually pleasing ways to enhance understanding and simplify the planning process

• Design infographics to highlight important project concepts and explain aspects of projects or processes
• Explore utilization of other multimedia presentation platforms (e.g. Prezi, GIS Story Maps) to enhance visual communication
• Create a Frequently Asked Questions component to accompany complex projects
• Explore ways to simplify communication via the agency website – e.g. list or link to planning terminology, acronyms and definitions, a FAQ page, or a helpful links page

Strategy: Work to break down entrenched positions

• Explore additional opportunities for interagency collaboration on projects
• Develop relationships with nonprofits, faith-based groups, and other community organizations
• Hold regular listening sessions to hear ideas from the community – particularly in areas where the agency hasn’t had a strong presence in the past
• Tailor the message depending on the community and perspectives

Strategy: Meet the people in their community

• Give more “real world” examples of planning project implementation (Bullard Parkway, parklets, etc.) at events
• Invite community members to do lunch and learns, celebrate Community Planning Month, and have planning-related discussions
• Hold regular town halls in the community, increase attendance at community events, and consider community service projects in different parts of the County
Planning Partnerships

Partnerships are critical to the success and implementation of planning projects. This strategy aims to enhance existing relationships while developing new collaborations with additional organizations and groups.

Strategy: Build partnerships with local and regional corporations, universities, financial institutions, the private sector, HOAs, and business associations in order to increase engagement, obtain buy-in and enhance collaborative opportunities and the knowledge base for projects.

- Explore additional opportunities to gain participation from underrepresented groups
- Foster “partner ambassadors” with different organizations – continue outreach to additional organizations to build relationships
- Continue existing Speakers Bureau efforts and expand that concept to other planning topics and initiatives
- Create toolkits to distribute information as well as gather input that would help serve particular groups
- Develop service projects with community groups to demonstrate and address planning topics while also engaging and educating the community (e.g. Garden Steps)
Increasing transportation and mobility options can enhance quality of life, shape the development form, improve public health and provide additional access to economic opportunities. These strategies provide a framework for providing additional transportation choices by leveraging the area's existing transportation infrastructure and identifying new and innovative ways to help fund transportation investments.

Strategy: Reconfigure and enhance existing transportation infrastructure. Find cost-effective and early wins that build on existing facilities. Work to ensure roadway maintenance and re-construction projects include the opportunity for alternative modes.

• Identify incremental steps towards improving the grid system across all four local governments
  - Look for opportunities to create the grid system in new growth areas
  - Examine locations where connectivity could be restored
  - Work with jurisdictions on Land Development Code changes to make it more challenging to remove or avoid connections
  - Work with local governments on updates to Corridor Preservation policies and maps

• Work with local governments to develop tools and policy modifications, such as:
  - Reduction of sidewalk waivers, particularly in the urban and suburban areas
  - Access management
  - Context sensitive roadway design

• Improve policies and provide incentives to focus growth where infrastructure already exists
• Continue to focus on and implement Vision Zero as a means of improving safety on the existing roadways and transportation system
Strategic Priority: Enabling Transportation Choices

Strategy: Identify new capacity, modes and the funding to pay for these items, potentially through private sector partnerships or value capture of new or redeveloped property around new transit stations and interchanges.

• Continue to study the various revenue options to support multi-modal transportation projects
• Support and research innovative approaches to implementing transportation improvements such as value capture, public-private partnerships and special districts
• Continue to explore emerging technologies – Autonomous, Connected, Electric and Share Use as well as others that might emerge – for implications for the future of surface transportation
• Explore new federal grant opportunities
Strategic Priority: Opportunities for Regional Collaboration

Many aspects of planning, such as or including land use, transportation or the environment, cross jurisdictional boundaries and require regional cooperation and coordination. This strategy outlines opportunities to enhance Plan Hillsborough’s effectiveness in advancing regional priorities as well as increasing opportunities for interjurisdictional collaboration.

Strategy: Work with other regional partners to enhance communication, identify common ground, develop collaborative agreements, and craft clear, unified messaging on regional projects.

• Work with neighboring counties on regional efforts to coordinate long-range planning for transportation and land use such as the 2045 Growth Scenarios
• Explore opportunities to collaborate on planning and projects near or crossing jurisdictional boundaries
• Continue to develop and implement joint regional studies and work products such as the Tampa Bay TMA Resiliency and Durability to Extreme Weather Pilot Program Project
• Study the use of technological advances for regional planning and regional projects
• Continue to support joint forums for collaboration on planning issues that affect the region (e.g. transportation, climate change, resiliency and Hillsborough River planning)
• Work with regional partners to establish clear priorities and an understanding of how they benefit the entire region; provide messaging to all partners that is consistent
In February 2018, Plan Hillsborough leadership provided an agency “Climate” Survey to staff to obtain comments and feedback on internal areas of opportunity for the agency. Another area of strategic focus will be to address feedback received via this survey. The agency will develop initiatives that address the following general themes:

• Enhancing agency internal communication across teams and between leadership and staff
• Strengthening career advancement and professional growth opportunities for staff
• Optimizing goal-setting, feedback, coaching and training provided by supervisors and team leaders
• Improving accountability and consistency to address things like equity of workload, performance management and performance improvement
• Building staff effectiveness and skills related to cooperation and teamwork
• Enhancing organizational acceptance of change and developing internal procedures related to change management
• Exploring changes to staff compensation
• Improving connection and trust between staff and management/supervisors
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Metropolitan Planning Organization: @HillsboroughMPO

Planning Commission: Planning Commission - Hillsborough County
Metropolitan Planning Organization: Hillsborough MPO

Contact staff. We can help you or your organization to better understand the planning process and the concepts in the Strategic Plan.

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