Staff Guide

Livable Communities...distinct, vibrant, lasting!

CREATING & UPDATING

COMMUNITY PLANS

IN UNINCORPORATED HILLSBOROUGH COUNTY

THE PLANNING COMMISSION

Hillsborough County

OCTOBER 2012

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INTRODUCTION

STAFF GUIDE TO CREATING & UPDATING COMMUNITY PLANS IN UNINCORPORATED HILLSBOROUGH COUNTY

1.

A community plan crystallizes a community's vision for the future and charts a course of short- and long-range actions for realizing that future. The inclusive and deliberative planning process outlined in this guide ensures that community plans will be clear, focused, equitable, and feasible, and that all community plan stakeholders are informed of the process steps, purpose, and outcomes.

FIGURE 1 COMMUNITY PLAN AREAS
UNINCORPORATED HILLSBOROUGH COUNTY
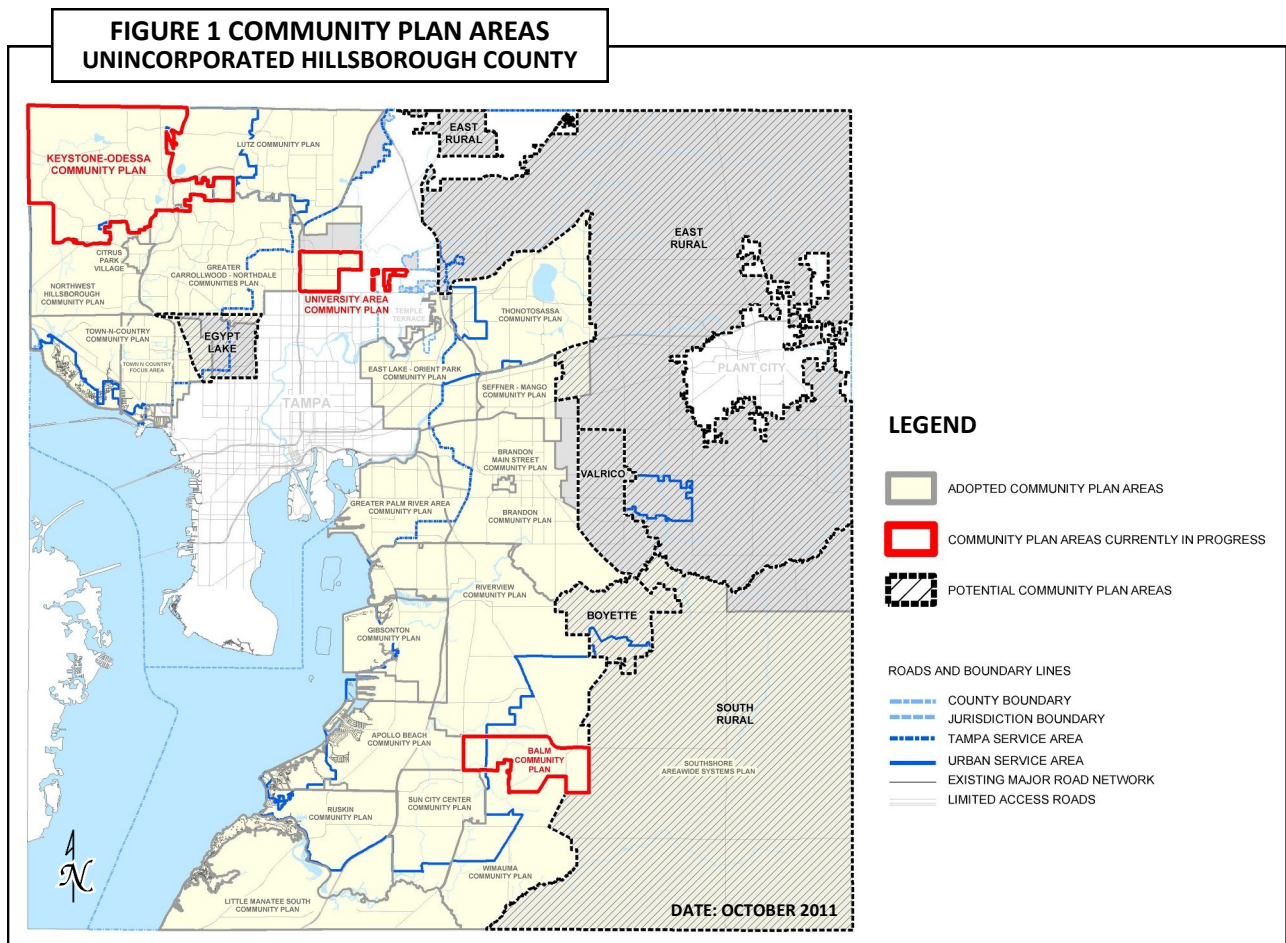
INTRODUCTION

Focused community planning in Hillsborough County was established in 1998 through unanimous approval of the Board of County Commissioners (BOCC). The community planning program sought to give citizens opportunities for earlier, constructive input on land use and development decisions in their communities.

More than a decade later, the program has produced 21 community plans and three community plan updates in the Hillsborough County unincorporated area (refer to Figure 1 Community Plan Areas).

ABOUT COMMUNITY PLANS

A community plan is a strategic plan created by stakeholders and organized around a shared vision and goals for a community's future. Community plans in unincorporated Hillsborough County recognize the distinct character of communities—rural, suburban, and urban—through strategies and actions oriented to community needs, values, and design preferences.

> **STAKEHOLDER**
>
> A stakeholder is an individual or group with a direct interest or investment in the area addressed by a community plan, including residents, property owners, business owners, employees, business groups and other special interest groups, and governmental and non-governmental organizations.

A Community Plan is Created through a Process

A community plan is created by stakeholders in collaboration with the County's planning agencies. Through the planning process depicted in Figure 2, stakeholders collectively determine the vision and goals for their community's future and strategies for moving the community toward the desired future.

(i) See *Chapter 3 Designing a Participatory Process* for ways a stakeholders can continue to be involved after a community plan has been completed.

A Community Plan is Ongoing

As a community changes over time, so must its community plan. Around the time a community plan reaches the 10-year mark, community achievements, progress, and change are examined in preparation for a community plan update. For the plan update, stakeholders are re-engaged to:

- Refresh the existing community plan vision, goals, strategies, and priorities; and
- Draft a stand-alone community plan document and supporting set of eligible[*] Comprehensive Plan amendments per the framework and directives contained in this guide.

[*]*Note:* Community plan recommendations that can be considered for adoption in the Comprehensive Plan

are limited to the boundary map, vision statement, and goals and strategies pertaining to County land use, fiscal, or program strategy.

A Community Plan is a Tool

A community plan is a tool that informs and advises other planning and decision-making processes affecting the community plan area and the County as a whole. A community plan can serve as a design reference for shaping private development or public infrastructure projects that are more likely to be supported by the community. A community plan can be used as a marketing tool to attract new investors—residents, businesses, and institutions—to a community because a vision of the future and a plan for achieving the vision exists.

A Community Plan is a Commitment

An accepted community plan demonstrates the commitment of the Board of County Commissioners to consider the vision, goals, strategies, and priorities of a community plan in deciding matters pertinent to the community plan area. The Board and County staff will seek guidance from community plans when considering proposals that could affect achievement of a community's vision and goals, such as rezonings, capital improvements programming, and operations budgets.

When community stakeholders endorse a community plan through consensus decision, it demonstrates a commitment to consider the vision, goals, strategies, and priorities of their community plan when shaping opinions and positions on matters pertaining to the community plan area, and also to seek partnerships—government and non-government—to make community-led strategies feasible.

FIGURE 2 OVERVIEW: COMMUNITY PLAN-MAKING

A Community Plan Functions within the County-wide Planning Framework

A community plan is a key planning document that works in harmony with the countywide planning framework. This framework, consisting of The Future of Hillsborough County Comprehensive Plan and Hillsborough County Land Development Code, encompasses county planning issues from the macro to micro levels.

The Comprehensive Plan, a state mandated growth management plan, includes overarching County policies for land use, transportation, housing, public infrastructure, resource conservation, coastal management, and recreation and open space. The Future Land Use Element of the plan defines a range of allowable land uses and intensities and other matters pertaining to land use. The Future Land Use Map is the countywide land use concept that designates areas appropriate for growth over a 20-year planning timeframe.

The economic viability of communities and Hillsborough County as a whole is a central consideration of the Comprehensive Plan growth management strategy. Planning for development in appropriate locations is critical to creating economic capacity,

jobs, and a local tax base that can sustain adequate public infrastructure and services that are important to community quality of life.

ECONOMIC VIABILITY IS A KEY CONCERN

Planning for development in appropriate locations is critical to creating economic capacity, jobs, and a local tax base that can sustain adequate public infrastructure and services that are important to community quality of life.

The Land Development Code consists of standards, regulations, and guidelines applicable to matters such as parcel-specific land use, structure heights, yard setbacks, open space, parking, stormwater management, and urban design. Special area plans and overlay districts are addressed in the zoning regulations of the code.

A community plan may influence the programs of other agencies such as the Southwest Florida Water Management District Florida Department of Transportation, Hillsborough County Metropolitan Planning Organization, and Hillsborough Area Regional Transportation Authority.

A community plan cannot conflict with State or Federal laws; cannot discriminate against any population group based on age, gender, religion, race, ethnicity, or income level; and must attend to public health, safety, and general welfare.

What a Community Plan is not

A community plan prepared in accordance with this guide is not a regulatory document, nor a budget document. Community plan recommendations pertaining to County policy, regulation, or capital and program funding are accomplished through separate implementation mechanisms including the Comprehensive Plan, Land Development Code, Capital Improvements Program, Annual Budget, and other programs and resources—monetary and non-monetary.

If a community plan recommends a *special* development standards or regulation (i.e., one not currently a adopted as part of the County regulatory framework), the feasibility, cost, and timing of enacting the special provision will assessed by the County for potential programming in a future departmental work program.

Similarly, if a community plan recommendation is for a County-funded project/program, the associated capital or operating funds would require authorization by the Board of County Commissioners through the County's annual Capital Improvement Program, budget process, or other funding program.

Community Plans Established Prior to this Guide

Prior to the establishment of this guide, community plans were adopted in their entirety in the Comprehensive Plan. By virtue of this practice, earlier plans are regulatory in effect. As community plans are updated and the provisions of this guide are applied, community plans will become stand-alone documents containing recommendations for subsequent actions, including amendment of the Comprehensive Plan. Community plan recommendations that can be considered for adoption in the Comprehensive Plan are limited to the boundary map, vision statement, and goals and strategies pertaining to County land use, fiscal, or program strategy.

When previously adopted community plans contain strategies that functions as regulation or other County directive by virtue of its adoption in the Comprehensive Plan, that strategy will not be removed via amendment of the Comprehensive Plan until a corresponding directive has been proposed and considered for adoption in the Land Development Code or other County regulatory document.

ABOUT THE GUIDE

The purpose of the guide is to set forth sound principles and approaches to engaging community stakeholders, conducting an inclusive planning process, and developing community plans and community plan updates that lead to community endorsement and governing body acceptance. The guide does not address community plan implementation other than brief contextual references.

The guide's intended audience is the staffs of the County planning agencies—The Hillsborough County City-County Planning Commission and Hillsborough County Development Services Department. The guide may also be useful to community members seeking a greater understanding of the community plan-making process and effectiveness in the process.

The guide was developed by The Planning Commission in collaboration with the Hillsborough County Development Services Department and interested community stakeholders. Any needed revisions to guide will be processed by The Planning Commission staff. Updates will be provided with the Community Planning Annual Report.

Special circumstances may warrant variation in the planning process expressed in this guide. However, the final community plan document, including the goal and strategy statements therein, must be prepared as specified in *Chapter 4 Organizing the Community Plan for Action*.

2.

An effective community plan relies on coordination among a range of internal and external government agencies and stakeholders. The roles and responsibilities of the planning agencies and special technical teams assembled for preparation of community plans are identified in this chapter.

Community Plan Roles & Responsibilities

Role 1	County Planning Agencies
Role 2	Community Plan Project Team
Role 3	Community Plan Technical Teams
Role 4	The Planning Commission
Role 5	The Board of County Commissioners

Role 1   County Planning Agencies

Community plans for communities in unincorporated Hillsborough County are the products of a planning partnership between Hillsborough County and the Hillsborough County City-County Planning Commission (The Planning Commission). The staffs of these agencies work together and with community stakeholders to prepare and implement community plans.

As shown in Figure 3, The Planning Commission is the lead agency for the preparation of new plans and plan updates. The County's Development Services Department leads the implementation phase for community plans, which includes implementation of certain types of projects identified in community plans and review of proposed development for compatibility with community plans.

Each planning agency supports the other in their primary community plan role by assigning a staff advisor to project teams assembled for plan-making or plan implementation (refer to Figure 4 on page 2-2).

FIGURE 3 COMMUNITY PLAN PARTNERSHIP

PLAN PREPARATION | PLAN IMPLEMENTATION

The Planning Commission | Hillsborough County Administration

Community Planning Team ←→ Development Services Department

***
New Plans
Plan Updates

***
Implementation Projects
Development Review
Technical Teams Coordination

FIGURE 4 ORGANIZATION FOR COMMUNITY PLAN-MAKING
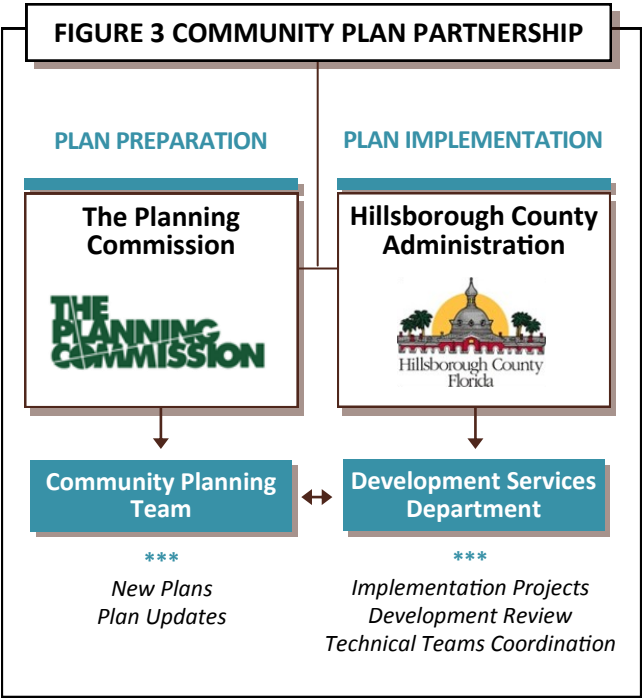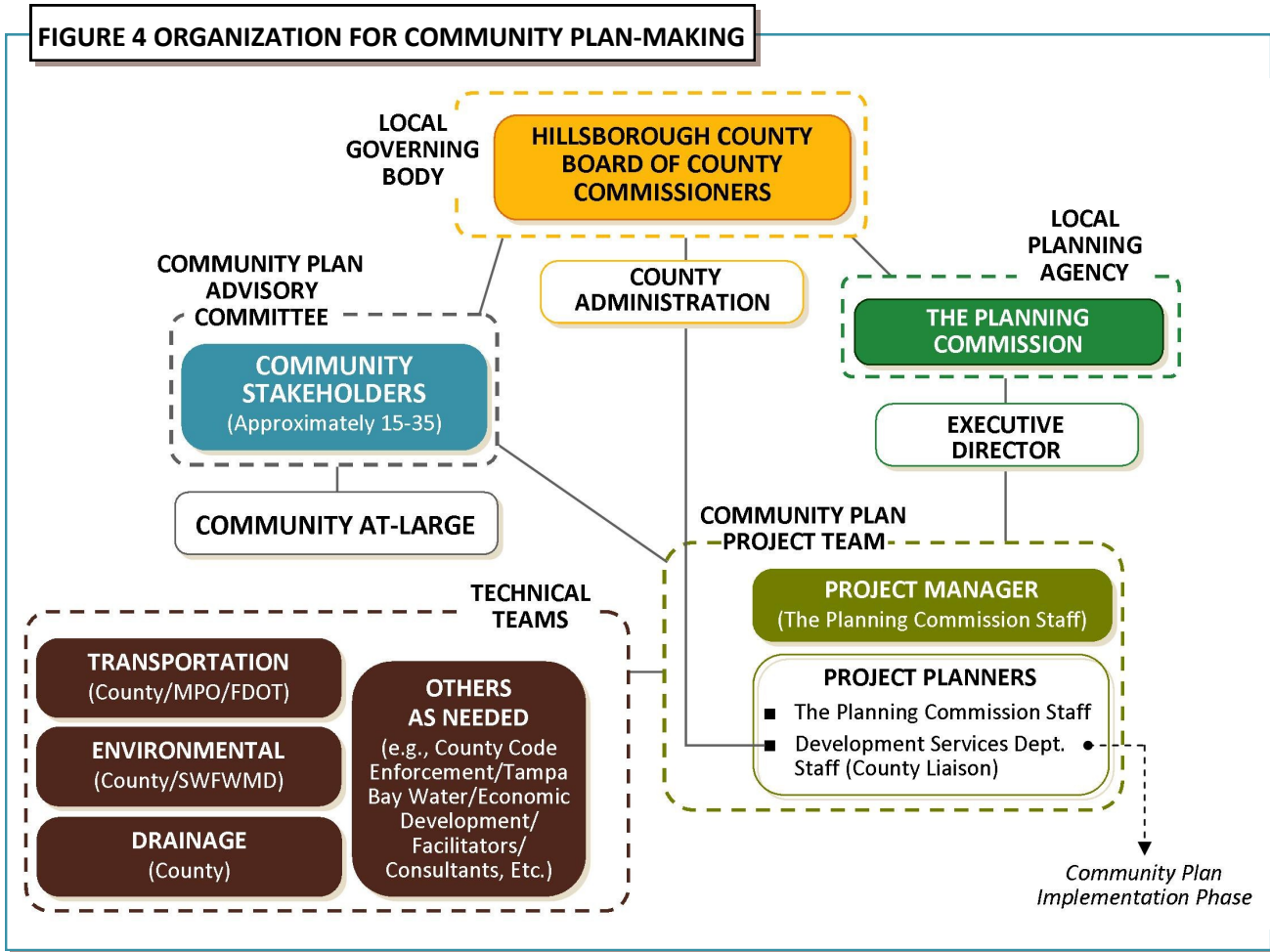
| Role 2 | **Community Plan Project Team** |

GENERAL RESPONSIBILITIES:

As shown in Figure 4, the Community Plan Project Team consists of a project manager and project planners representing The Planning Commission and Hillsborough County. The general responsibilities of the Project Team are listed below. Specific responsibilities of the team members are listed on page 2-3.

- Analyze and summarize relevant data
- Coordinate with internal/external agencies for technical analysis, meeting presentations, etc.
- Translate planning concepts into easy to understand terms for the public involvement process

- Engage and receive input from stakeholders
- Organize stakeholder education opportunities
- Regularly update the project website
- Arrange public meetings (e.g., venue, equipment, and meeting signs)
- Prepare staff reports and backup information for the Board of County Commissioners and Planning Commission agenda
- Assist CPAC[1] with presentations for workshops and hearings
- Prepare draft and final project documents for review by stakeholders and government agencies

1. CPAC—Community Plan Advisory Committee

PROJECT MANAGER
The Planning Commission

- Develop project work plan
- Identify project team staffing needs
- Conduct key stakeholder interviews
- Develop public participation strategy
- Coordinate the planning process
- Ensure the project team has necessary information and tools to perform tasks
- Gauge stakeholder group representation
- Assist CPAC[1] in setting realistic expectations for plan recommendations
- Measure stakeholder consensus
- Resolve conflicts
- Review planning analyses and plan drafts
- Report progress and needs to The Planning Commission Executive Director

PROJECT PLANNER
Development Services Dept.

- Participate in project team meetings
- Coordinate Technical Teams participation
- Advise project manager regarding public participation strategy
- Advise project manager and other team members regarding implementation strategies including the Comprehensive Plan amendment for a community plan
- Apprise County administration of community plan project status
- Serve as community plan liaison, coordinating with internal/external agencies to convey community priorities during plan implementation

PROJECT PLANNER
The Planning Commission

- Participate in project team meetings
- Report to project manager on community plan matters
- Solicit comments from the CPAC[1] and community-at large on community plan issues
- Contribute expertise to planning process and document preparation
- Use professional judgment to ensure consistency with the Comprehensive Plan and to resolve conflict

Role 3   **Community Plan Technical Teams**

GENERAL RESPONSIBILITIES:

As shown in Figure 4, the Technical Teams are represented by a range of technical fields that participate in community planning functions. Depending on conditions in the community plan area, some or all of the Technical Teams may be called on to fulfill certain tasks during the community plan process. Generally, Technical Team responsibilities include those tasks listed in the box at right.

TECHNICAL TEAMS
Various Agencies

- Provide special expertise in one or many of the various components under study
- Prepare technical analyses for projects
- Assist with facilitation of community meetings
- Present technical information at project meetings
- Perform technical reviews of preliminary and draft project recommendations

1. CPAC—Community Plan Advisory Committee

Role 4	**The Planning Commission**

COMMUNITY PLAN-RELATED RESPONSIBILITIES:

Relative to community plans, the Planning Commission, in its capacity as Local Planning Agency, performs the actions listed at right.

THE PLANNING COMMISSION
Hillsborough City-County

- Considers and makes recommendations on proposed community plans
- Ensure community plans are consistent with the Comprehensive Plan

Role 5	**The Board of County Commissioners**

COMMUNITY PLAN-RELATED RESPONSIBILITIES:

Relative to community plans, the Board of County Commissioners, in its capacity as Local Governing Body, performs the actions listed at right.

THE BOARD OF COUNTY COMMISSIONERS
Hillsborough County

- Provide special expertise for planning issues when community consensus is not reached
- Receives proposed community plans as a report to acknowledge the community vision and other plan recommendations.

FRAMEWORK

STAFF GUIDE TO CREATING & UPDATING COMMUNITY PLANS IN UNINCORPORATED HILLSBOROUGH COUNTY

3.

Busy lives, abstract concepts, unfamiliar processes and settings, and skepticism are some of the reasons why people choose not to participate in planning for their community. For others, public outreach may not have reached them or caught their attention. In spite of the challenges, there are compelling reasons for making public participation the centerpiece of the community plan process.

Steps

Step 1	**Develop a Public Participation Strategy**
Step 2	**Generate a Community Contacts List**
Step 3	**Conduct Key Person Interviews**
Step 4	**Establish a Community Plan Advisory Committee**
Step 5	**Provide Opportunities for Participation**
Step 6	**Conduct Public Outreach**
Step 7	**Incorporate Public Input**
Step 8	**Continue Stakeholder Involvement**
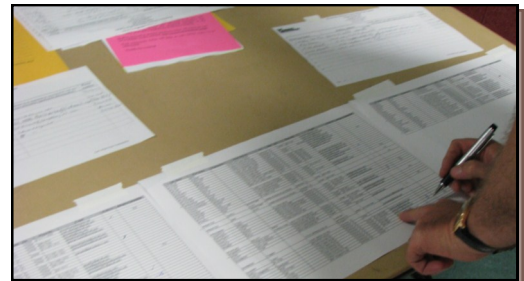
Step 1	**Develop a Public Participation Strategy**

Develop a public participation strategy as part of the project work plan (see Step 1 Plan the Project in chapters 5 and 6). The public participation strategy is a concise, well-organized listing of the methods to be used in preparing and engaging a broad base of stakeholders in the community plan project.

Every community is different so tailor the strategy to conditions in the community plan area. For example, an area could have a significant population not proficient in English requiring extra measures—such as translating meeting materials or having interpreters at meetings—to reduce barriers to participation for those stakeholders.

Update the public participation strategy as needed to respond to new information gathered and the results of performance monitoring. Evaluate outreach and participation activities and outcomes after each community meeting. Determine what worked and what did not, and make adjustments to the strategy as needed. Refer to techniques used in other community plan projects that were successful in addressing particular situations. At the conclusion of the planning process, make a final evaluation of the strategy and report significant findings in the community plan document.

A template for a public participation strategy is shown in Figure 5 on page 3-2.

FIGURE 5 PUBLIC PARTICIPATION STRATEGY TEMPLATE

GOALS

What is to be achieved and why?

Example: **To involve community stakeholders that are representative of the community plan area to:**
1. Generate a broad understanding of assets, issues, and dynamics in the community plan area.
2. Develop a community vision for the community plan area.
3. Develop an overall strategy to advance the vision and resolve needs.
4. Invite and collect public input on the community plan process and recommendations.
5. Build community consensus for community plan recommendations.

MAJOR TASKS

What tasks will the project team perform?

Example:
1. Research demographics and other data to identify stakeholder groups in the plan area.
2. Conduct interviews with key community contacts to identify other stakeholder groups.
3. Generate and maintain a community contacts list.
4. Distribute invitations for membership on Community Plan Advisory Committee.
5. Identify a central meeting location in the community.
6. Establish public participation opportunities and conduct public outreach.
7. Schedule, organize, and conduct meetings.
8. Track and evaluate Public Participation Strategy performance and make corrections, as needed.

METHODS

How will stakeholders be meaningfully involved?

Raise Awareness
1. Key Person Interviews: Build awareness and recruit participation.
2. Public Outreach: Encourage participation in the community plan process through use of multiple public outreach formats.
3. Notification: Regularly communicate the community plan meeting schedule.

Provide Information and Education
   Attract and engage stakeholders using accessible (plain language), informative, and interesting educational and instructional techniques.

Solicit Public Input
1. Hold community plan meetings, workshops, and hearings.
2. Distribute opinion survey.
3. Employ other methods (e.g., comment cards, correspondence, telephone calls), as needed.

Inform Decision-Making
1. Report findings from Community Plan Advisory Committee meetings .
2. Report findings from Community-wide workshops.
3. Report outcomes of public workshops/hearings.
4. Accessibility & Transparency: Ensure that all community plan meetings are open to the public. Meeting presentations, handouts, and summaries will be posted on the project website.

EVALUATION

What is the rate of stakeholder participation and is it acceptable?

Example:
1. Track participation (number of stakeholders, types of stakeholder groups) for all public participation activities, including online surveys and presentations.
2. Periodically assess results to determine if public participation strategy adjustment is needed.
3. Report results at agency briefings, online for public review, and in the community plan document.

Generate a Community Contacts List

Begin development of a community contacts list for the community plan area. Obtain the Database of Neighborhood Associations maintained by the Hillsborough County Office of Neighborhood Relations. Lists from other agencies and nearby community plan projects are potential sources of contacts for the community contacts list.

Grow the community contacts list by inviting community meeting participants to sign-up for project updates. Use email and physical addresses from the list for distributing public meeting notices and other project information.

> **COMMUNITY CONTACTS LIST**
>
> The community contacts list is a basic building block of an effective public participation strategy.

Step 3 **Conduct Key Person Interviews**

Conduct key person interviews to gain insights into the community—its people, history, assets, and issues. Consult community leaders and others who are active in the community plan area to identify stakeholder groups. Key persons may include leaders of local organizations such as neighborhood organizations or faith-based organizations, business leaders, government officials, "local beat" news reporters, Community Resource Officers, and school principles. Ask interviewees to suggest others who should be similarly interviewed and also for their continued participation in the project.

Step 4 **Establish a Community Plan Advisory Committee**

Invite stakeholder participation on the Community Plan Advisory Committee (CPAC) by distributing information about CPAC roles, responsibilities, and membership. At minimum, distribute the information on the project website, during key person interviews, via email to the community contacts list, and at the first community-wide meeting. Ample and early notice will improve prospects for CPAC membership that is representative of the community.

> **STAKEHOLDER**
>
> A stakeholder includes an individual or group with a direct interest or investment in the area including residents, property owners, business owners, employees, business groups and other special interest groups, and governmental and non-governmental organizations.

The CPAC is the leadership group for the community plan project, providing strategic direction and evaluation of the planning process and plan recommendations. While a core group of 15 to 35 CPAC members is assembled to represent the range of community interests, any stakeholder attending a CPAC meeting can participate as a CPAC member. This practice helps ensure that the CPAC serves as the voice of the larger community. The project manager continuously monitors CPAC meeting attendance to determine if a cross-section of community interests is participating. If a deficiency is evident, measures to correct the deficiency—such as conducting targeted outreach or convening a focus group—are taken. *Note:* CPAC meetings are open to the general public.

The general duties of the CPAC include:

- Attending CPAC meetings, community-wide open houses, and public hearings
- Providing input on the project work plan (e.g., range of technical analysis)
- Assisting in the development of the public

> **WHY COMMUNITY PARTICIPATION FOR THE COMMUNITY PLAN?**
>
> - Improves the quality and accuracy of information that is the basis for the plan
> - Captures diverse stakeholder perspectives to arrive at solutions that are the most equitable for all
> - Creates empowered citizens through education, discussion, and analysis of community issues and solutions
> - Increases likelihood of plan acceptance by a broader constituency and plan implementation

participation strategy, identify stakeholder groups, and suggest methods for broad-based stakeholder participation

- Interacting with the project technical teams to identify community issues, assets, and opportunities
- Synthesizing broad community input to create the community plan vision, goals, and strategies
- Working to reach consensus on community plan recommendations and priorities
- Advocating as a committee for community plan acceptance

Educational "Planning 101" sessions covering a range of planning topics are conducted during CPAC meetings. Session topics are selected by the Project Manager based on relevancy to the community plan area but can be customized upon request by the CPAC.

Step 5 | Provide Opportunities for Participation

Offer a variety of public participation opportunities to increase accessibility by the various stakeholder groups to the planning process.

Remain mindful that public participation in the community plan process is intended to provide for two-way communications—project information

flowing to stakeholders and from stakeholders back into the project as depicted in Figure 6. Public participation activities should inform and consult stakeholders, and provide means for greater stakeholder effectiveness and influence in community plan decision-making.

Provide step-by-step instructions for public participation activities and indicate how results will be generated and used in the community plan process (see Step 8 Continue Stakeholder Involvement). Establish fairness in the process so that all stakeholders can take part on an equal footing.

COMMUNITY MEETINGS

Meetings are a common format for public participation activities. Meetings allow face-to-face, two-way communications, which is best for the high level of information exchange that takes place during community plan projects.

Figure 7 shows the typical meeting types used in the community plan process. Public input for the community plan is also received at public workshops and hearings before The Planning Commission and Board of County Commissioners. These formal public meetings are held for final action on the community plan. Figure 8 contains tips for planning effective meetings.

INFORMATION & OPINION SURVEYS

Project-related surveys typically involve brief questionnaires available in hardcopy and online formats for a certain period of time. While usually not designed to be statistically valid in community plan applications due to cost, the information gathered through community plan surveys is useful in combination with technical analysis and other public input.

COMMUNITY TOUR

While stakeholder tours of the plan area can be challenging to organize, they are an excellent way to convey and obtain information about the area.

OTHER PUBLIC PARTICIPATION ACTIVITIES

Consider using technology-based participation methods to make the community plan process accessible to a larger pool of stakeholders. Examples include online availability of project information,
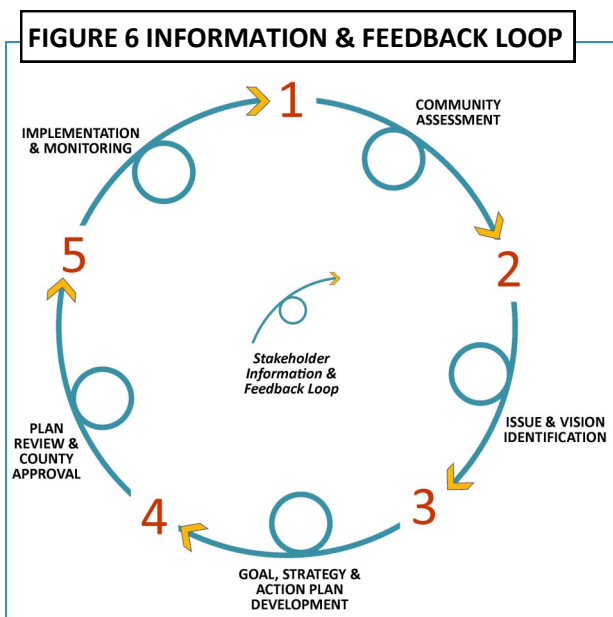

FIGURE 6 INFORMATION & FEEDBACK LOOP

1 COMMUNITY ASSESSMENT
2 ISSUE & VISION IDENTIFICATION
3 GOAL, STRATEGY & ACTION PLAN DEVELOPMENT
4 PLAN REVIEW & COUNTY APPROVAL
5 IMPLEMENTATION & MONITORING

Stakeholder Information & Feedback Loop

FIGURE 7 MEETING FORMATS

—————— *LARGE-SCALE* ——————

Community Open House/Workshop

Function: To inform and receive input from the community-at large on the project process and draft recommendations at key project milestones (e.g., project start-up, visioning, and draft community plan).

—————— *MEDIUM-SCALE* ——————

Advisory Committee Meeting

Function: To engage a cross-section of community interests regularly during the planning process to examine issues, evaluate solutions, and make recommendations that represent the views of the various stakeholder groups in the community plan area.

—————— *SMALL-SCALE* ——————

Focus Group/Sub-Committee Meeting

Function: To engage a small group selected to be representative of the community to focus on one or more issues and gain local insights, opinions, and attitudes (e.g., Transportation Sub-Committee).

FIGURE 8 DESIGNING EFFECTIVE MEETINGS

Purpose. Have a clear purpose for every meeting—What needs will it fulfill? What is its relationship to the overall public participation strategy? How will the results be used?

Type. Will the meeting emphasize information or interaction? Factors such as audience size, familiarity with the project, and ability to understand concepts will have bearing on the type of meeting chosen.

Notice. The public should receive ample advance notice of meetings to afford time for scheduling attendance and preparation. Early notice also allows community organizations time to publicize meetings in their organizational newsletters, websites, and meetings. Add meeting dates to the agency and project web sites as soon as dates are set and send out "save-the-date" email notices, when possible. If a future meeting date is known early enough, announce it at the preceding community meeting.

Agenda. All meetings should have a clear agenda, including the meeting purpose, discussion topics, types of activities, and speakers' names.

Location and time. The ideal meeting location and time will optimize the community's ability to participate. Consult the CPAC to determine local preferences. Consider "back-up" meeting options, such as interactive webinars to increase community convenience and participation.

Informational materials. Meeting materials should convey the appropriate level and kind of information to aid audience understanding of concepts, and encourage participation.

learning modules, webinars on community planning topics, and surveys. Visualization tools that illustrate planning concepts and scenarios can make unfamiliar information easier to understand. Consider use of new methods that emerge with technological advances.

PUBLIC PARTICIPATION TRACKING

Track community participation for meetings, surveys, and other public participation activities. This data will be an indicator of the effectiveness of the outreach effort. Measure performance against the goals of the Public Participation Strategy and use the findings to evaluate the strategy during and at the conclusion of the planning process. Summarize the evaluation findings in the community plan document.

| Step 6 | Conduct Public Outreach |

COMMUNITY MEETING NOTICES

Inform stakeholders about opportunities for public participation in the community plan project. Provide timely notice of public meetings as specified in Figure 9. Consider the goals and any special needs for public outreach identified in the public participation strategy, as well as available project resources—budget, staff, and schedule—in

determining whether additional outreach activities are needed.

PROJECT COMMUNICATIONS

Vary the medium for project communications to accommodate different ways that people learn (e.g., listening, reading, writing, speaking, visualizing, and manipulating). The listing below includes a range of media that may be used to communicate project information:

- Correspondence (letters, email)
- Newsletter/news articles/bulletins
- Meeting agenda
- Brochures/posters/flyers
- Meetings (formal and informal)
- Slide/video/audio presentations
- Hands-on meeting activities

COMMUNICATION MODES

To increase project exposure, distribute project communications using multiple communication modes. Consider the goals and any special needs for public outreach identified in the public participation strategy, as well as available project resources—budget, staff, and schedule—in determining which communications modes to use.

- Direct mail (U.S. post/email)
- Websites (project website and others)
- Webinars/e-meetings/learning modules
- Media (print/broadcast/social)

FIGURE 9 MINIMUM PUBLIC NOTICE FOR COMMUNITY PLAN MEETINGS

Community Plan-Making

COMMUNITY-WIDE OPEN HOUSE

MINIMUM NOTICE [1]

14 Days Prior

U.S. Mail to All Property Owners [2]

U.S. Mail to Registered Neighborhood Groups

Project Website
The Planning Commission

Website Calendars
The Planning Commission

Email to Community Contacts List

Signs Posted in Key Locations in Plan Area

ADVISORY COMMITTEE MEETING

MINIMUM NOTICE [1]

14 Days Prior

U.S. Mail to Requesting CPAC[3] Members

Email to Community Contacts List

Project Website
The Planning Commission

Website Calendars
The Planning Commission

NOTES:
1. Additional public outreach methods may include social media, press releases, and other techniques highlighted in this chapter. Alternatives to U.S. Mail outreach may be used for regional scale plans if cost is prohibitive.
2. Addressee information from latest quarterly issue of Hillsborough County Property Appraiser property owner database.
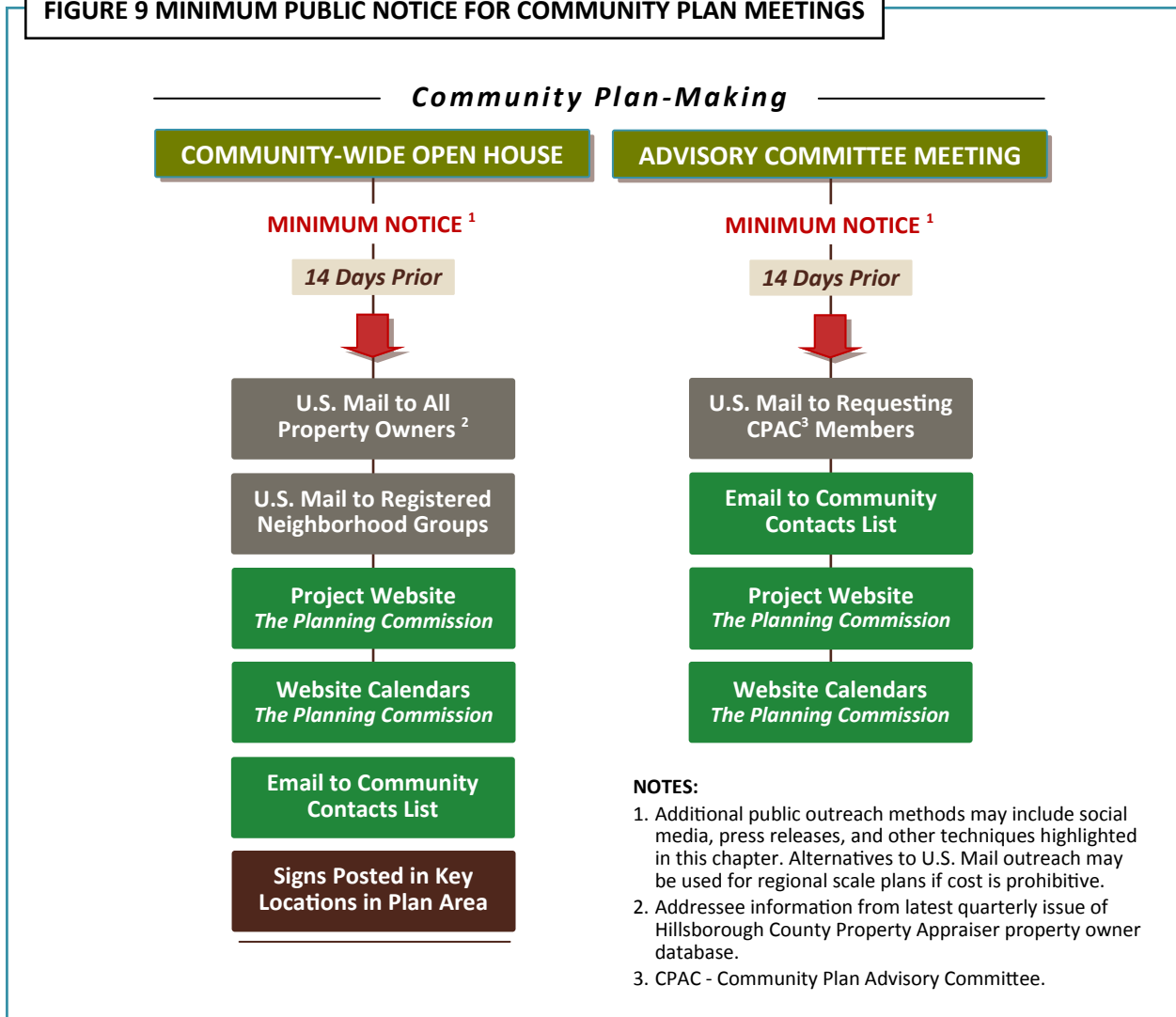3. CPAC - Community Plan Advisory Committee.

> **FIGURE 10 EFFECTIVE COMMUNICATIONS**
>
> **Make the purpose clear.** If something is being asked of the audience, make that part prominent, and provide sufficient details to convey the significance of the request or action. Repeat key messages.
>
> **Vary the medium** to accommodate different ways that people learn (e.g., listening, reading, writing, speaking, visualizing, and manipulating).
>
> **Adapt the information to the intended audience.** Consider what the audience cares about when crafting a message.
>
> **Use formats that are accessible to the intended audience.** Translate project information if there is a significant population in the plan area that is non-English proficient. Avoid small font-sizes to increase information accessibility by persons who have sight-impairments.
>
> **Make an effort to be noticed.** Use eye-catching designs.
>
> **Promote the project website** and include project team contact information.

- Signs (sandwich board/poster/displays)
- Face-to-face (meetings/presentations)
- Telephone (automated calls, conversations, "Town Call" event)

Tips for designing effective communications are listed in Figure 10.

Step 7 — Incorporate Public Input

Review public input with the CPAC for use in developing the community plan recommendations.

Step 8 — Continue Stakeholder Involvement

Inform stakeholders during the community plan process about the opportunities and benefits of continued public involvement after the plan is accepted by the Board of County Commissioners and implementation activities are begun. Some of examples of ways stakeholders can stay involved

during the community plan implementation phase are described below.

Continuing Community Education

Citizens empowered and educated through the community plan process may continue their learning, community involvement, and relationship-building with the County by taking part in the following programs offered by the Hillsborough County Office of Neighborhood Relations:

- Government Leadership University
- Annual Neighborhoods Conference

Instructional classes regarding issues outside the purview of the community plan (e.g., updating deed restrictions).

Community-Led Projects

There are several types of community improvement projects that are appropriate in scale and cost to a community group (see listing of community-led project ideas in Appendix A). Funding assistance for certain types of community-led projects is available through the Mini-Grant Program administered through the Hillsborough County Office of Neighborhood Relations. Hands-on activities, such as planting trees or organizing a neighborhood cleanup day, can stretch funding dollars in a community plan area.

Community Advocacy for Community Plans

Community stakeholders, as individuals or in groups, could serve as stewards for their community plan by advocating for plan implementation. These active community members could engage others to undertake community-led projects or assist in convening community meetings to hear from developers about development proposals in the area and provide input. Additionally, the County, through its staff liaison, would look to organized stakeholder groups in the community plan area (e.g., the Town 'N Country Alliance and South-shore Roundtable) as community points of contact for plan implementation matters.

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4. Organizing the Community Plan for Action

Conveying community aspirations and strategies clearly within a community plan lessens the potential for misinterpretation and delay during plan implementation. Using a standard format for community plan documents results in more predictable, user-friendly plans. Setting priorities in recognition of costs and other factors allows fiscal resources to be focused on the community's priority strategies.

Tools

Tool 1	**Vision Statement**
Tool 2	**Goal Statements**
Tool 3	**Strategy Statements**
Tool 4	**Concept Map**
Tool 5	**Action Plan**
Tool 6	**Community Plan Document**

Tool 1   Vision Statement

A vision statement describes a projected "view of the future" as a community would like to see itself in 10 years and beyond. It describes the desired look and function of the community once the vision is achieved. A vision statement is emotive and strives to be a source of sustained inspiration. Written in present tense, a vision statement reads as if the vision has already been accomplished. Whether the vision statement is short or long, clarity is important. Topic headings are useful for longer vision statements.

Tool 2   Goal Statements

Goals are milestones—significant, quantifiable events that a community targets in attempting to achieve the vision. When writing goal statements:

- Relate goals to the community vision. Goals answer the question, "What does the community want to be?"

- Create goals that are inspirational and realistic.

- State goals clearly and succinctly using common terms. Use terms defined in the Land Development Code or Comprehensive Plan when possible.

- Order goals by priority based on community input.

Tool 3   Strategy Statements

Strategies are the major steps involved in reaching goals. Strategy statements are the instructions for plan implementation, thus clarity is key. Other guidelines for developing strategy statements include:

- Relate strategies to the community's goals. Strategies answer the question, "How will the community meet its goals?"

- State what the strategy aims to accomplish and why.

- Identify the agency or group that would carryout the strategy.

- Include a measurable component for assessing progress over time.
- State strategies clearly and succinctly. Use terms defined in the Land Development Code or Comprehensive Plan when possible.
- Avoid using verbs with multiple meanings (e.g., *maintain* or *permit*) unless the verb's meaning is clearly defined within the strategy statement.
- Do not repeat existing government policies, regulations, programs, and laws already applicable to the community plan area.
- Ensure that strategies are consistent with the Comprehensive Plan. When an inconsistency is apparent, a strategy may recommend a Comprehensive Plan amendment to resolve the inconsistency.
- Ensure that strategies do not conflict with State and Federal laws nor discriminate against any population group based on age, gender, religion, race, ethnicity, or income level. Strategies must attend to public health, safety, and general welfare.
- Order strategies by priority based on community input.

DIRECT OR INDIRECT ACTION STRATEGIES

A strategy action will either be *direct* or *indirect,* as defined in the boxes below and illustrated in Figure 11 on page 4-3.

DIRECT ACTION STRATEGY

A direct action strategy refers to a project, program, or other initiative associated with a fiscal cost where the acting entity has been a party to the development of the strategy and has agreed to fulfill the action. Direct action strategies will include the auxiliary verbs *"will"* or *"shall"* to convey future obligation.

INDIRECT ACTION STRATEGY

An indirect action strategy involves the acting entity urging another to act in some manner or regard. Indirect action strategies will include such verbs as *"support"* or *"recommend."*

If the acting entity identified in a strategy is the community (*community-led*), the action could either be direct (e.g., building a community garden) or indirect (e.g., advocating for action by another).

If the acting entity identified in a strategy is Hillsborough County (*County-led*), the action could only be direct (e.g., constructing sidewalks or coordinating with an outside agency for an action).

SHOULD OR SHALL?

To avoid misinterpretations common to the verb *should*, it cannot be used in strategy statements. Rephrase any strategies using *should* by following the guidance for an *indirect* action.

STRATEGY PRIORITIZATION

Engage the community to assess the strategies in terms of relative importance toward achieving the community vision and goals. For this task, consider the following criteria:

- *Value.* Will the strategy further one or more goals?
- *Appropriateness.* Is the strategy consistent with the vision?
- *Feasibility.* Is the strategy practical, given potential resources, capacity, regulations, etc?
- *Acceptability.* Is the strategy acceptable to stakeholders and the potential acting entity?
- *Cost-benefit.* Is the strategy likely to lead to sufficient benefits to justify the costs in time and other resources? Examples:
  - *Direct costs* (e.g., project funding and staffing)
  - *Indirect costs* (e.g., opportunity lost or environmental impacts)
  - *Direct benefits* (e.g., resolution of a community problem)
  - *Indirect benefits* (e.g., prerequisite to achieving another strategy)
- *Timing.* Can and should the strategy be implemented during the plan timeframe, given external factors and competing demands?

FIGURE 11 STRATEGY STRUCTURE EXAMPLES

Direct Action Strategies

● The Community **will** act on the item identified in the plan.

● The County **shall** act on the item identified in the plan.

Indirect Action Strategies

● The Community supports, **encourages, or discourages** action by another.

● The Community **recommends** action by another.

Examples

GOAL 1 COMMUNITY CHARACTER

To preserve and enhance the sense of place, space and privacy currently enjoyed by residents through new development that protects the community's environmental assets, maintains community character, and is compatible with existing neighborhoods.

STRATEGIES

1.1. To preserve these desirable characteristics of the area the Community Plan **encourages**:

   a. Energy efficient design concepts in new development and redevelopment;
   b. Roadway treatments along US 41 that reflect the open space character of the community.
   c. Site design that maximizes the overall views and vistas from public space and roadways.

1.2 The Community **recommends** that new development be respectful of existing natural preservation areas, creeks, bayous, scenic vistas, and public spaces.

1.3 The County **shall provide** incentives to encourage new development to provide for the protection and enhancement of wildlife corridors in the form of increased densities, as recommended in this community plan, for enhancements beyond existing standards (i.e., performance standards).

1.4 The Community **will seek** funding for the development of gateway entry points to the Little Manatee South Community that include streetscape design and landscape elements.

| Tool 4 | **Concept Map** |

A concept map is an optional component of a community plan that illustrates certain physical elements articulated in the community plan vision statement, goals, and strategies. Physical elements typically shown on a concept map include:

- Future land use
- Natural and recreational features
- Community character features
- Transportation facilities and features

Include the statement shown in Figure 12 on the concept map to clarify the purpose and intent of the map.

FIGURE 12 CONCEPT MAP

Little Manatee South Concept Map

"Note: The Concept Map is a conceptual, illustrative tool to depict certain graphic elements of the Community Plan vision, goals, and strategies. The Concept Map is not regulatory in effect and does not commit public funds for representations depicted on the map."
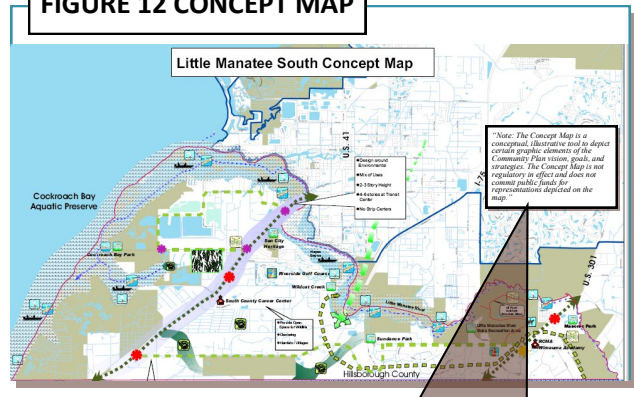
"Note: This Concept Map is a conceptual, illustrative tool that depicts certain physical elements of the Community Plan vision statement, goals, and strategies. The Concept Map is not regulatory in effect, is not adopted in the Comprehensive Plan, and does not commit public funds for representations depicted on the map."

| Tool 5 | Action Plan |

Use the action plan template in Figure 13 to organize the community's top-priority strategies. The action plan serves as a tool for focusing limited resources on strategies and outcomes that are most important to a community. It is intended to be a dynamic document that can be adjusted over time to respond to emerging issues or new opportunities, such as an unforeseen funding source.

Include the following information in the action plan relative to each of the community's top-priority strategies:

- Specific actions to implement strategy
- Entity or entities that would perform actions
- Estimated timeframe for completion of actions
- Method of implementation
- Estimated cost or economic impact

The number of strategies included in an action plan may vary from community to community depending on costs, funding availability, and other factors. Prior to including a strategy in the action plan, coordinate with all County agencies that would be involved in the implementation of a strategy to seek input and achieve buy-in. Obtain input on strategy approach, timeframe for implementation, and costs. Differentiate *County-led* strategies from *community-led* strategies in the action plan (e.g., use shading to denote community-led strategies).

IMPLEMENTATION TOOLS

The nature of a community plan strategy determines the type of implementation tool used to carryout the strategy. Figure 14 identifies the tools typically used for community plan implementation.

Tools used for government action require separate decision-making processes to authorize funding or effort for strategy implementation. For instance, infrastructure projects above a certain cost must be adopted in the County's Capital Improvements Program (CIP) to be authorized for funding. Like-wise, for parts of a community plan that would be implemented via the Comprehensive Plan (i.e., plan boundary, vision statement, and certain types of goals and strategies) a separate Comprehensive Plan amendment process is required.

MONITORING THE ACTION PLAN

Monitor the action plan periodically during the community plan implementation phase. Any significant or milestone findings of the monitoring effort or recommendations to resolve issues or take advantage of opportunities will be reported to the Board of County Commissioners in the Community Planning Annual Report and Work Program. This document is prepared by Hillsborough County and The Planning Commission staffs.

| Tool 6 | Community Plan Document |

Organize the community plan as a stand-alone document as outlined in Figure 15 and described below.

ACKNOWLEDGEMENTS

This section acknowledges the community, elected officials, project team, and technical teams that participated in the community plan process.

COMMUNITY PLAN INTENT STATEMENT

Include the following statements under this section to clarify the intent of the plan as well as the entities that take ownership of the plan.

*"By accepting this community plan, the **Board of County Commissioners demonstrates** Hillsborough County's commitment to use the community plan vision, goals, strategies, and action plan when evaluating and deciding on matters pertaining to the community plan area. However, acceptance of the plan by the Board does not legally obligate the County to implement any particular strategy or action, nor does acceptance of the plan begin the implementation of any strategy or action. The implementation of every strategy or action will require separate and specific actions by the community, the County, and other agencies."*

*"By endorsing this community plan through consensus decision, **the community demonstrates** its commitment to consider the community plan vision, goals, strategies, and action plan when shaping opinions and positions on matters*
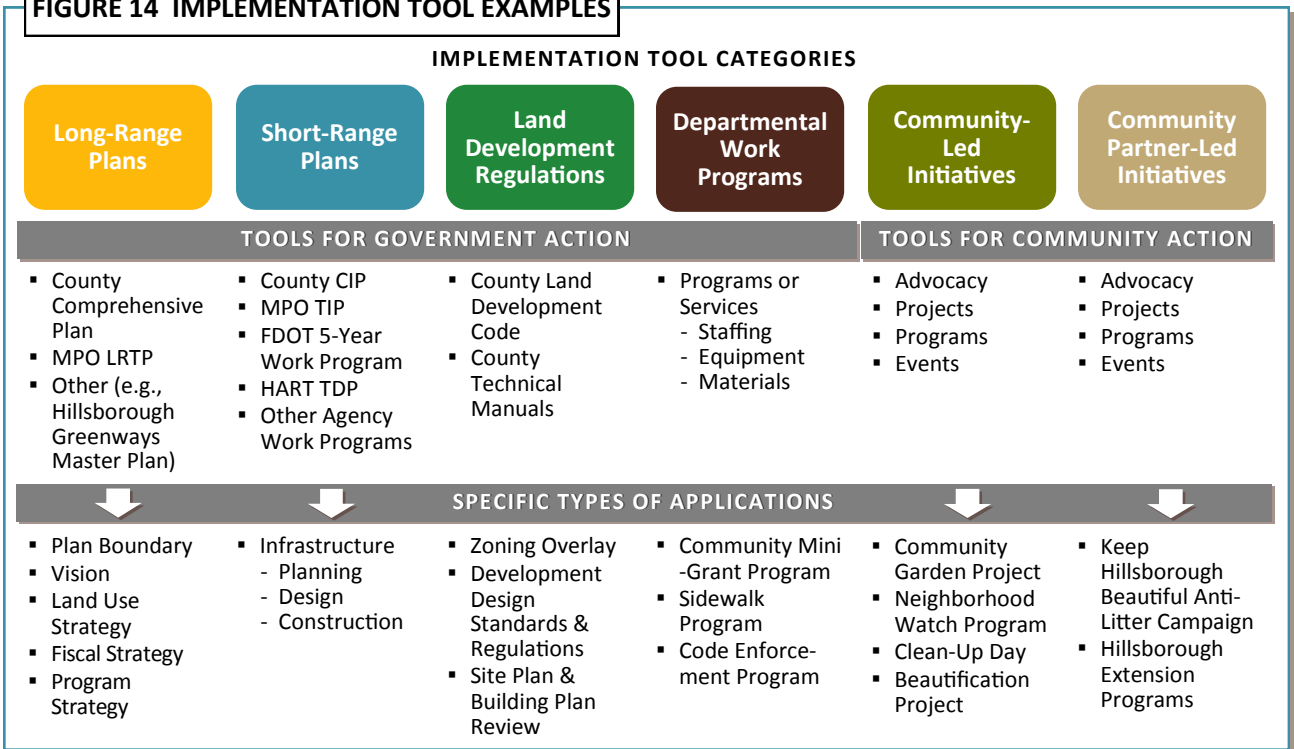
FIGURE 13 ACTION PLAN TEMPLATE

Priority Strategies *(in order of priority)*	Acting Entity		Estimated Timeframe		Implementation Tool	Estimated Cost/ Economic Impact
	Lead	Support	0-5 Years	5+ Years		
STRATEGY 1.1: The County will amend the Comprehensive plan to include the community plan boundary, vision, concept map, and strategies pertaining to policy appropriate to the Comprehensive Plan.	TPC	DSD	X		COMP PLAN	$*
ACTIONS: Prepare a Comprehensive Plan amendment to incorporate the community plan boundary, vision, concept map, and appropriate strategies (County policy-related). Schedule and hold public workshops and hearings for the adoption process.						
STRATEGY 3.1: The County will develop an overlay district which set forth standards reflecting design preferences identified in the community plan.	DSD	TPC	X		LDC	$*
ACTIONS: Prepare a draft overlay district ordinance for review and consideration at community meetings and public workshops and hearings for the adoption process.						
STRATEGY 6.1: The community shall construct a decorative gateway feature near the intersection of Archer Drive and Summit Street to draw attention to the Southgate business district.	CG	---	X	X	PROJECT	N/A**
ACTIONS: Develop conceptual design and cost estimates for the gateway feature and obtain community support. Obtain County authorization (e.g., permit). Seek project funding through grants, cash and in-kind donations, and other fundraising.						

LEGEND (also refer to Legend for Figure 14 for descriptions of acronyms and abbreviations)
* Provide supporting information for estimated cost/economic impact.
** Estimated cost/economic impact of community-led actions (denoted by shading) are not quantified in the action plan.

FIGURE 14 IMPLEMENTATION TOOL EXAMPLES

IMPLEMENTATION TOOL CATEGORIES

Long-Range Plans	Short-Range Plans	Land Development Regulations	Departmental Work Programs	Community-Led Initiatives	Community Partner-Led Initiatives
TOOLS FOR GOVERNMENT ACTION				TOOLS FOR COMMUNITY ACTION	
▪ County Comprehensive Plan ▪ MPO LRTP ▪ Other (e.g., Hillsborough Greenways Master Plan)	▪ County CIP ▪ MPO TIP ▪ FDOT 5-Year Work Program ▪ HART TDP ▪ Other Agency Work Programs	▪ County Land Development Code ▪ County Technical Manuals	▪ Programs or Services - Staffing - Equipment - Materials	▪ Advocacy ▪ Projects ▪ Programs ▪ Events	▪ Advocacy ▪ Projects ▪ Programs ▪ Events
SPECIFIC TYPES OF APPLICATIONS					
▪ Plan Boundary ▪ Vision ▪ Land Use Strategy ▪ Fiscal Strategy ▪ Program Strategy	▪ Infrastructure - Planning - Design - Construction	▪ Zoning Overlay ▪ Development Design Standards & Regulations ▪ Site Plan & Building Plan Review	▪ Community Mini-Grant Program ▪ Sidewalk Program ▪ Code Enforcement Program	▪ Community Garden Project ▪ Neighborhood Watch Program ▪ Clean-Up Day ▪ Beautification Project	▪ Keep Hillsborough Beautiful Anti-Litter Campaign ▪ Hillsborough Extension Programs

LEGEND (also relates to Figure 13)
CG - Community Group
CIP - Capital Improvement Program
COMP PLAN - Comprehensive Plan
DSD - Development Services Department

FDOT - Florida Department of Transportation
HART - Hillsborough Area Regional Transit
LDC - Land Development Code
LRTP - Long Range Transportation Plan
MPO - Metropolitan Planning Organization

TIP - Transportation Improvement Program
TPC - The Planning Commission
TDP - Transit Development Plan

FIGURE 15 COMMUNITY PLAN DOCMENT

pertaining to the community plan area, and also to seek partnerships—government and non-government—to make community-led projects and programs feasible."

COMPREHENSIVE PLAN CONSISTENCY STATEMENT

Document that the community plan is consistent with the Comprehensive Plan by including the following statement in this section.

"This community plan is found to be consistent with the goals, objectives, and policies of the Hillsborough County Comprehensive Plan."

I. INTRODUCTION & PLAN OVERVIEW

Provide an orientation to the community and the community plan in this chapter. Discuss the community plan's purpose, how it will be used, the relationship between the plan and the countywide planning framework, and the planning process used to create/update the plan.

II. COMMUNITY ASSESSMENT

Highlight the key findings of the community assessment in this chapter.

III. COMMUNITY PLAN RECOMMENDATIONS

Identify the community plan recommendations in this chapter, which include the boundary map, vision statement, goals, strategies, concept map, and action plan.

This chapter also includes a listing of specific plan recommendations that will be the subject of a Comprehensive Plan amendment. Plan recommendations appropriate to be included in the Comprehensive Plan are limited to the boundary map, vision statement, and goals and strategies pertaining to County land use, fiscal, or program policy.

IV. PLAN IMPLEMENTATION & MAINTENANCE

Provide information about general community plan activities that occur after the plan is accepted by the Board of County Commissioners (e.g., plan implementation, monitoring/evaluation, and updates and the community plan amendment process).

APPENDIX

The appendix includes data, analysis, and other information gathered or derived during the planning process and pertaining to key findings reported in the community plan.

PROCESS

STAFF GUIDE TO CREATING & UPDATING COMMUNITY PLANS IN UNINCORPORATED HILLSBOROUGH COUNTY

5.

<div>

5.   **Creating a Community Plan**

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The process for creating a new community plan is a collaboration of community stakeholders, project and technical teams, and government decision-makers. Participants in the process learn about the community, share observations and aspirations, identify a shared vision of the future, and chart a course of action to achieve that future.

Steps

Step 1	**Plan the Project**
Step 2	**Engage Stakeholders**
Step 3	**Assess the Plan Area**
Step 4	**Establish the Community Vision**
Step 5	**Develop Plan Recommendations**
Step 6	**Build Consensus**
Step 7	**Document the Process and Plan**
Step 8	**Seek Plan Acceptance**

Step 1   **Plan the Project**

Draft an initial work plan for the community plan project describing the major project tasks and general timeframes for completion. Revise the work plan as needed to respond to new information gathered in Step 2 (*Engage Stakeholders*) and Step 3 (*Assess Community Plan Area*). Distribute the work plan to the project team and technical teams.

COMMUNITY PARTICIPATION

Prepare a public participation strategy as a component of the work plan. Identify planned public participation activities by type (e.g., community-wide meeting or opinion survey), objective (e.g., vision or draft plan feedback), and frequency (e.g., monthly or in conjunction with project milestones). The general timing of community participation

activities relative to the steps for creating a community plan is depicted in Figure 16 on page 5-2.

> (i) See *Chapter 3 Designing a Participatory Process* for specific guidance on preparing a public participation strategy.

TECHNICAL ANALYSIS

In the work plan, identify the types of anticipated technical analysis needed to inform community stakeholders and the project team about the community plan area (refer to Technical Analysis under Step 3 *Assess the Community Plan Area*). Identify the technical teams that will be involved.

PROJECT SCHEDULE

In the work plan, estimate the timeframe for conducting the public participation process and preparing the community plan. Make adjustments as
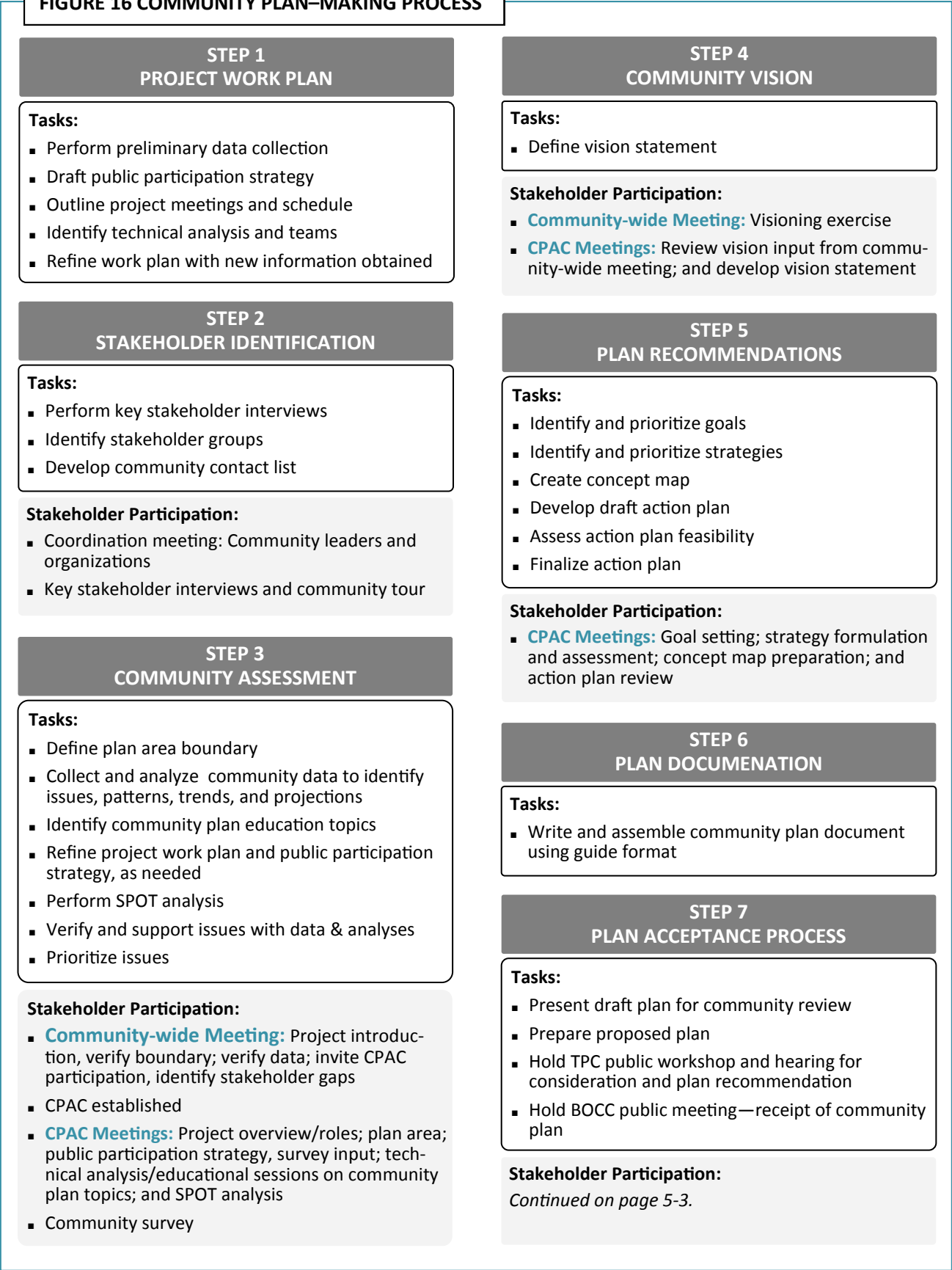
FIGURE 16 COMMUNITY PLAN–MAKING PROCESS[1]

STEP 1
PROJECT WORK PLAN

Tasks:
- Perform preliminary data collection
- Draft public participation strategy
- Outline project meetings and schedule
- Identify technical analysis and teams
- Refine work plan with new information obtained

STEP 2
STAKEHOLDER IDENTIFICATION

Tasks:
- Perform key stakeholder interviews
- Identify stakeholder groups
- Develop community contact list

Stakeholder Participation:
- Coordination meeting: Community leaders and organizations
- Key stakeholder interviews and community tour

STEP 3
COMMUNITY ASSESSMENT

Tasks:
- Define plan area boundary
- Collect and analyze community data to identify issues, patterns, trends, and projections
- Identify community plan education topics
- Refine project work plan and public participation strategy, as needed
- Perform SPOT analysis
- Verify and support issues with data & analyses
- Prioritize issues

Stakeholder Participation:
- **Community-wide Meeting:** Project introduction, verify boundary; verify data; invite CPAC participation, identify stakeholder gaps
- CPAC established
- **CPAC Meetings:** Project overview/roles; plan area; public participation strategy, survey input; technical analysis/educational sessions on community plan topics; and SPOT analysis
- Community survey

STEP 4
COMMUNITY VISION

Tasks:
- Define vision statement

Stakeholder Participation:
- **Community-wide Meeting:** Visioning exercise
- **CPAC Meetings:** Review vision input from community-wide meeting; and develop vision statement

STEP 5
PLAN RECOMMENDATIONS

Tasks:
- Identify and prioritize goals
- Identify and prioritize strategies
- Create concept map
- Develop draft action plan
- Assess action plan feasibility
- Finalize action plan

Stakeholder Participation:
- **CPAC Meetings:** Goal setting; strategy formulation and assessment; concept map preparation; and action plan review

STEP 6
PLAN DOCUMENATION

Tasks:
- Write and assemble community plan document using guide format

STEP 7
PLAN ACCEPTANCE PROCESS

Tasks:
- Present draft plan for community review
- Prepare proposed plan
- Hold TPC public workshop and hearing for consideration and plan recommendation
- Hold BOCC public meeting—receipt of community plan

Stakeholder Participation:

FIGURE 16 COMMUNITY PLAN–MAKING PROCESS[1] (CONT.)

STEP 7
PLAN ACCEPTANCE PROCESS (*Continued*)

Stakeholder Participation:

- **CPAC Meeting**: Community-wide Meeting preparation; draft plan review and endorsement; public workshop and hearing preparation
- **Community-wide Meeting:** Draft community plan
- TPC public workshop and hearing & BOCC meeting

BEGIN IMPLEMENTATION PHASE
(includes Comprehensive Plan Amendment[2])

NOTES:

1. Actual process is dependent on local circumstances and stakeholder preferences. All listed meetings may not be required.

2. The Comprehensive Plan amendment associated with a community plan may be processed concurrent or subsequent to community plan acceptance by the BOCC.

LEGEND:

BOCC - Hillsborough County Board of County Commissioners
CPAC - Community Plan Advisory Committee
TPC - Hillsborough County City-County Planning Commission

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necessary to respond to community needs. The range and complexity of community issues as well as the degree of information and education sought by stakeholders will influence the project schedule. A community may abbreviate the schedule through an optional charrette process, which combines the content of several community meetings into fewer, more intensive meetings.

Step 2   Engage Stakeholders

Conduct interviews with key stakeholders in the community to discover any stakeholder groups that may have been missed during research for the work plan. Refine the public participation strategy as indicated.

Begin building a community contacts list drawing from any previously compiled agency databases and newly collected information from stakeholder interviews and other sources.

Publicize the community plan project to inform stakeholders about the first community-wide workshop and the opportunity to participate on the Community Plan Advisory Committee (CPAC).

An assessment of the community plan area informs stakeholders and the project team about the people, places, issues, and potential of the plan area, and provides the basis for the community vision, goals, and strategies. The typical community assessment is created from the tasks and outcomes described in this section. The project manager uses data and

professional judgment in selecting community assessment techniques that best fit the characteristics of the plan area.

(i) See *Chapter 3 Designing a Participatory Process* for specific guidance on stakeholder outreach and opportunities for continuing involvement in the community plan process.

Step 3   Assess the Community Plan Area

COMMUNITY PLAN AREA

Ask stakeholders to assist the project team in determining if the proposed community plan boundary is logical based on the location of physical features (e.g., waterbodies and roads), social interaction (e.g., neighborhoods and parks), and economic activity (e.g., business districts). A community plan area is the geographic focus of the community plan process and resulting plan.

COMMUNITY HISTORY

Prepare a brief history of the community using information from local historians, community elders, and published research. This task may be performed by the CPAC.

OPINION SURVEY

Create and publicize a survey, preferably online, to identify community perceptions of and preferences for the plan area. Survey questions could address such topics as community character, assets, infrastructure, services, growth, and safety. Survey

results are useful for focusing the next project task—technical analysis—on issues that are most important to the community.

TECHNICAL ANALYSIS

Collect and analyze best available information describing existing conditions, trends, and forecasts for the plan area (refer to Figure 17). The technical analysis facilitates stakeholder understanding of the issues and needs in the plan area by revealing information about the:

- *Built environment* (e.g., land use patterns, urban form, transportation network and modes, traffic patterns, connectivity, parks, trails, public utilities, drainage, safety, and aesthetics)
- *Social environment* (e.g., demographics, focal points, housing, community interaction, crime)
- *Economic environment* (e.g., tax base, income, businesses, and employment patterns)
- *Natural environment* (e.g., wetlands, open space, viewsheds, ELAPP lands, significant wildlife habitat, and water quality)
- *Policy and regulatory environment* (e.g., land use policy, zoning, special designations, permitted development, and economic development policy/ strategy)

The nature and scope of the technical analysis are described in the project work plan. The scope of the technical analysis may be expanded subject to a consensus decision of the CPAC.

Document the methodology and results of the technical analysis in plain language, using maps, images, and figures when appropriate to facilitate stakeholder understanding. Provide the information at community meetings and on the community plan website.

"SPOT" ANALYSIS

Perform the Strengths, Problems, Opportunities, and Threats (SPOT) analysis to generate observations and ideas about the plan area. Stakeholders, working in small groups, are asked to assign internal and external community conditions and forces to SPOT quadrants (see Figure 18). The outcome of this exercise is a list of potential issues and aspirations that help define the community vision, goals, and strategies.

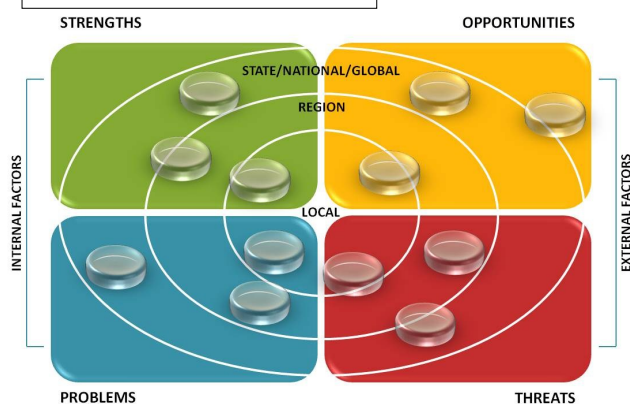## OTHER COMMUNITY ASSESSMENT TECHNIQUES

Unique community conditions or needs may call for use of other community assessment methods such as:

- *Focus groups*
- *Walking or van tour of the plan area*
- *Stakeholder photos of "likes" and "dislikes"*
- *Assets and liabilities character mapping*

FIGURE 17 TYPICAL DATASETS FOR THE COMMUNITY ASSESSMENT

Community Plan Boundary	School Districts/Enrollment	Long Range Transit Concept
Aerial Photo	Income and Poverty Status	Long Range Transportation Plan
Population	Employment	- Needs Plan
Race and Ethnicity	Labor Force Status	- Cost Affordable Plan
Age and Sex	Crime statistics	Corridor Preservation
Households	Vehicles Available by Tenure	Flood Hazards
Housing Units	Historical and Cultural Resources	Potable Water Well Heads
Housing Type	Existing Land Use	Tampa Bay Water Master Plan
Housing Tenure	Future Land Use	Significant Wildlife Habitat
Year Structure Built	Zoning	ELAPP Sites
Permitted Residential Units	Major Development (DRIs)	Community Plans
Occupied Housing Units	Development Permits	Zip codes
Value of Non-Residential Permits	Areawide Systems	
Educational Attainment	Capital Improvements Program	

FIGURE 18 SPOT ANALYSIS

Ask stakeholders...

- How can we *Use* each Strength?
- How can we *Stop* each Problem?
- How can we *Exploit* each Opportunity?
- How can we *Defend/Defuse* each Threat?
- How can we *Turn* strengths, problems, and threats into opportunities?

The answers to these questions are the foundations of the community plan goals and strategies.

Step 4 — Establish the Community Vision

Hold a community-wide visioning workshop to begin the process of defining the community's preferences for the future. Use visioning techniques to help stakeholders identify shared values and understand the long-term implications of community trends versus desired alternative futures.

VISION STATEMENT

Convene the CPAC to review and interpret the ideas and preferences generated at the visioning workshop. Input from the visioning workshop and the CPAC meeting is synthesized by the project team and translated into a preliminary vision statement. The CPAC verifies the vision statement to ensure it is reflective of the community's values and desires.

Provide the CPAC with the results of the SPOT analysis (Step 3) and the vision statement (Step 4) to support development of the community plan recommendations.

See *Chapter 4 Organizing the Community Plan for Action* for guidance on developing a vision statement.

Step 5 — Develop Plan Recommendations

GOALS

Engage the CPAC for goal setting. The vision themes are good starting points for developing goal statements. The SPOT analysis is also a source of direction for goal setting. Once the goals are established, list them in order of priority as decided by the CPAC.

See *Chapter 4 Organizing the Community Plan for Action* for guidance on developing goal statements.

STRATEGIES

Engage the CPAC in identifying, evaluating, and prioritizing strategy statements for each goal. There may be instances when a strategy supports one goal yet conflicts with another. Refer to the SPOT analysis for direction. A change in strategy emphasis or priority may resolve the conflict.

Develop a preliminary cost-benefit matrix to augment the CPAC strategy evaluation. Include generalized estimates of direct costs (e.g., high, medium, and low cost ranges).

See *Chapter 4 Organizing the Community Plan for Action* for guidance on developing strategy statements.

CONCEPT MAP

Illustrate the physical elements of the vision statement, goals, and strategies, and their relationships in a concept map. The purpose of the concept map is to convey stakeholder preferences for community character, future land use, and transportation corridors, among others, to inform decision-making by government agencies and the private sector. To make the purpose and intent of the map clear, include the statement shown in Figure 12 in Chapter 4 on the concept map.

See *Chapter 4 Organizing the Community Plan for Action* for guidance on developing a concept map.

ACTION PLAN

Incorporate the community's priority strategies into an action plan. Coordinate with County agencies

proposed to lead the actions to receive input on strategy feasibility and estimated timeframe for completion. Provide agency feedback to the CPAC and finalize the draft action plan.

(i) See *Chapter 4 Organizing the Community Plan for Action* for guidance on developing an action plan.

Step 6   Build Consensus

Use consensus-building techniques to bridge the gap between different community perspectives on the community plan. The consensus-building process shown in Figure 19 involves stakeholders working toward agreements that meet their own needs and interests as well as those of other stakeholders. The process recognizes that not all decisions will satisfy everyone.

FIGURE 19 CONSENSUS BUILDING PROCESS

1. **Consider identified issues**
2. **Identify and recruit participants**
3. **Convene participants**
4. **Design consensus process**
5. **Define and analyze problem**
6. **Identify and evaluate alternative solutions**
7. **Make decisions**
8. **Come to agreement**
9. **Achieve Consensus**

Consensus is developed over the course of the community plan project. The goal is to find solutions that participants in the process accept because they feel that all views have been heard and considered in a fair process.

In decision-making for the community plan project, ask the CPAC to share, clarify, and distinguish concerns; educate one another on the issues; develop alternatives; and support mutually agreeable recommendations. The conclusion of the consensus-building process is achieved when participants are able to say:

CONSENSUS

"Others understand my point of view."

"I understand others points of view."

"Preferred or not, I support that decisions were derived openly and fairly and/or are the best solution at this time."

Step 7   Document the Process and Plan

Prepare the community plan document describing the planning process and identifying the plan recommendations for review and consideration by community stakeholders, The Planning Commission, and the Board of County Commissioners.

(i) See *Chapter 4 Organizing the Community Plan for Action* for details on the standard formatting for community plans.

Step 8   Seek Plan Acceptance

Schedule meetings for stakeholder and agency review and consideration of the draft community plan.

COMMUNITY WORKSHOP

Hold a community-wide workshop to present the draft community plan and receive feedback. The CPAC and project team perform the presentation. Feedback received on the plan is considered by the CPAC and project team. Any revision of the plan in response to feedback is decided by the CPAC under the guidance of the project team.

LOCAL PLANNING AGENCY PUBLIC WORKSHOP & HEARING

Hold a public workshop and public hearing for consideration of the proposed community plan by The Planning Commission.

At the *public workshop*, the CPAC and project team present the proposed community plan to The Planning Commission. Public comments are heard and considered.

At the *public hearing*, The Planning Commission considers the proposed community plan and prior

public input and makes a recommendation on the plan to the Board of County Commissioners for use in the Board's consideration of the community plan.
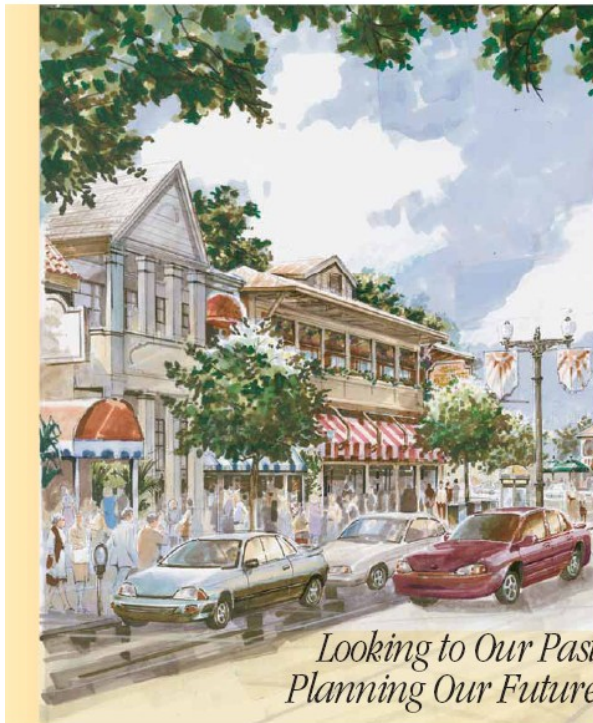
LOCAL GOVERNING BODY PUBLIC MEETING

Schedule the proposed community plan at a public meeting of the Board of County Commissioners under Staff Reports portion of the agenda (preferably a Land Use meeting). The Board receives the proposed community plan as a report to acknowledge the community's work on the plan—including the community's vision and other plan recommendations. The Board will be informed that a plan amendment will follow in order for certain community plan recommendations to be considered as an amendment to the Comprehensive Plan.

COMMUNITY PLAN ANNOUNCEMENT

Distribute an announcement of the community plan acceptance by the Board of County Commissioners and a link to the final community plan document on The Planning Commission website. Send the announcement to participating stakeholders, government agencies to be involved in plan implementation, and the media.

Develop a community plan brochure summarizing the plan recommendations. Use the brochure to promote the plan and the community. Distribute the brochure via digital and printed formats (e.g., websites and letter-size paper tri-fold).

Citrus Park Village Community Plan Brochure
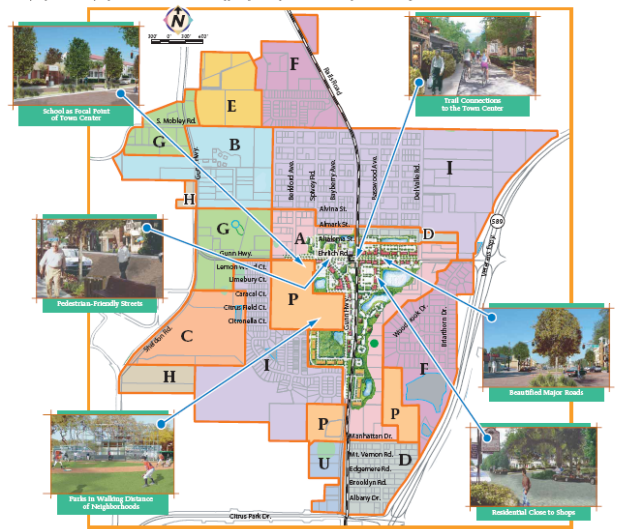
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6.

More than two dozen communities in unincorporated Hillsborough County have prepared community plans. Over time as these plans are evaluated and updated, the project team will work with stakeholders to update and restructure their plans as prescribed in this guide.

Steps

Step 1	Plan the Project
Step 2	Re-engage Stakeholders
Step 3	Assess Change in the Plan Area
Step 4	Reconfirm the Community Vision
Step 5	Update Plan Recommendations
Step 6	Build Consensus
Step 7	Document the Process and Plan
Step 8	Seek Plan Acceptance
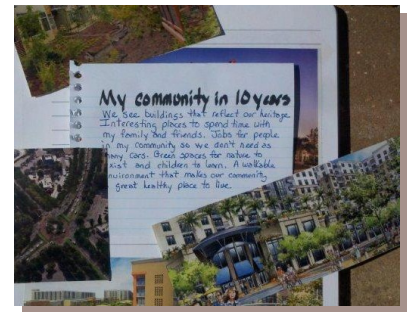
Step 1 Plan the Project

Draft an initial work plan for the community plan update describing the major project tasks and general timeframes for completion. Not until the extent of change in the community has been thoroughly investigated—including the present composition of stakeholder groups—will the project team have a sense of the appropriate scale of certain project tasks. Modify the work plan as needed to respond to new information gathered during Step 2 (*Re-engage Stakeholders*) and Step 3 (*Assess Change in the Plan Area*). Distribute the work plan to the project team and technical teams.

COMMUNITY PARTICIPATION

Prepare a public participation strategy as part of the work plan. Review information collected during the planning process for the existing community plan. Identify planned public participation activities by type (e.g., community-wide meeting or opinion survey), objective (e.g., vision or draft plan feedback), and frequency (e.g., monthly or in conjunction with project milestones). The general timing of community participation activities relative to the steps for updating a community plan is depicted in Figure 20 on page 6-2.

See *Chapter 3 Designing a Participatory Process* for specific guidance on preparing a public participation strategy.

TECHNICAL ANALYSIS

Review information collected during the planning process for the existing community plan to identify technical analyses performed at that time. Use the information to help determine the range and extent of technical analysis for the plan update. Identify the technical teams to be involved.

FIGURE 20 COMMUNITY PLAN UPDATE PROCESS[1]

STEP 1
PROJECT WORK PLAN

Tasks:

- Perform preliminary data collection
- Draft public participation strategy
- Outline project meetings and schedule
- Identify technical analysis and teams
- Refine work plan with new information obtained

STEP 2
STAKEHOLDER IDENTIFICATION

Tasks:

- Perform key stakeholder interviews
- Identify stakeholder groups
- Develop community contact list

Stakeholder Participation:

- **Coordination Meeting:** Community leaders and organizations
- Key stakeholder interviews and community tour

STEP 3
COMMUNITY ASSESSMENT

Tasks:

- Re-confirm plan area boundary
- Collect, analyze and compare community data to the approved plan data to identify issues, patterns, trends, and projections
- Identify community plan education topics
- Refine project work plan and public participation strategy, as needed
- Perform SPOT analysis
- Verify and support issues with data and analyses
- Prioritize issues

Stakeholder Participation:

- Community-wide Meeting: Project introduction, verify boundary; verify data; invite CPAC participation, identify stakeholder gaps
- CPAC established
- **CPAC Meetings:** Project overview/roles; plan area; public participation strategy, survey input; technical analysis/educational sessions on community plan topics; and SPOT analysis
- Community survey

STEP 4
COMMUNITY VISION

Tasks:

- Reconfirm vision statement

Stakeholder Participation:

- **Community-wide Meeting:** Visioning exercise
- **CPAC Meetings:** Review vision input from community-wide meeting; and reconfirm vision statement

STEP 5
PLAN RECOMMENDATIONS

Tasks:

- Reconfirm and reprioritize strategies
- Reconfirm concept map
- Reconfirm action plan
- Assess action plan feasibility
- Finalize action plan

Stakeholder Participation:

- **CPAC Meetings:** Goal setting; strategy formulation and assessment; concept map preparation; and action plan review

STEP 6
PLAN DOCUMENATION

Tasks:

- Write and assemble community plan document using guide format

STEP 7
PLAN APPROVAL PROCESS

Tasks:

- Present draft plan for community review
- Prepare final plan
- Hold TPC public workshop and hearing for consideration and plan recommendation
- Hold BOCC public meeting—receipt of community plan

Stakeholder Participation:

Continued on page 6-3.

FIGURE 20 COMMUNITY PLAN UPDATE PROCESS[1] (CONT.)

STEP 7 **PLAN APPROVAL PROCESS (*Continued*)**	**NOTES:** 1. Actual process is dependent on local circumstances and stakeholder preferences. All listed meetings may not be required.
Stakeholder Participation: ■ **CPAC Meeting**: Community-wide Meeting preparation; final draft plan review and endorsement; public workshop and hearing preparation ■ **Community-wide Meeting:** Draft community plan ■ TPC public workshop and hearing & BOCC meeting	2. The Comprehensive Plan amendment associated with a community plan may be processed concurrent or subsequent to community plan acceptance by the BOCC.

BEGIN IMPLEMENTATION PHASE
(includes Comprehensive Plan Amendment[2])

LEGEND:
BOCC - Hillsborough County Board of County Commissioners
CPAC - Community Plan Advisory Committee
TPC - Hillsborough County City-County Planning Commission

PROJECT SCHEDULE

In the work plan, estimate the timeframe for conducting the public participation process and preparing the community plan. Make adjustments to respond to community needs. The range and complexity of community issues as well as the degree of information and education sought by stakeholders will influence the project schedule. A community may abbreviate the schedule through an optional charrette process, which combines the content of several community meetings into fewer, more intensive meetings.

If there is consensus that the existing community plan continues to adequately addresses the community's vision and issues, community stakeholders may opt for an abbreviated planning process and schedule. The schedule could also be abbreviated by combining several plan meetings into a design charrette, which features fewer, more intensive meetings.

Step 2   **Re-engage Stakeholders**

Review the community contacts list previously generated for the existing community plan and conduct key person interviews to discover any stakeholder groups that may have been missed in the research for the work plan. Supplement the contacts list with information from the stakeholder interviews, current Planning Commission or County databases, and other sources.

Publicize the community plan project to inform stakeholders about the first community-wide workshop and the opportunity to participate on the Community Plan Advisory Committee (CPAC).

Refer to Chapter 3 *Designing a Participatory Process* for specific guidance on stakeholder outreach and involvement for the community plan process.

i   See *Chapter 3 Designing a Participatory Process* for specific guidance on stakeholder outreach and opportunities for continuing involvement in the community plan process.

Step 3   **Examine Change in the Plan Area**

An assessment of the community plan area informs stakeholders and the project team about the people, places, issues, and potential of the plan area, and provides the basis for the community vision, goals, and strategies. The typical community assessment is created from the tasks and outcomes described in this section. The project manager uses data and professional judgment in selecting community assessment techniques that best fit the characteristics of the plan area. Figure 21 lists data that is commonly used in a community assessment.

COMMUNITY PLAN AREA

Ask stakeholders to confirm that the community plan area (boundary map) is still logical based on location of physical features (e.g., waterbodies and major roads), social interaction (e.g., neighbor-

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FIGURE 21 TYPICAL DATASETS FOR THE COMMUNITY ASSESSMENT

Community Plan Boundary	School Districts/Enrollment	Long Range Transit Concept
Aerial Photo	Income and Poverty Status	Long Range Transportation Plan
Population	Employment	- Needs Plan
Race and Ethnicity	Labor Force Status	- Cost Affordable Plan
Age and Sex	Crime statistics	Corridor Preservation
Households	Vehicles Available by Tenure	Flood Hazards
Housing Units	Historical and Cultural Resources	Potable Water Well Heads
Housing Type	Existing Land Use	Tampa Bay Water Master Plan
Housing Tenure	Future Land Use	Significant Wildlife Habitat
Year Structure Built	Zoning	ELAPP Sites
Permitted Residential Units	Major Development (DRIs)	Community Plans
Occupied Housing Units	Development Permits	Zip codes
Value of Non-Residential Permits	Areawide Systems	
Educational Attainment	Capital Improvements Program	

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hoods and parks), and economic activity (e.g., business districts). A community plan area will be the geographic focus of the community plan update process and resulting plan.

COMMUNITY HISTORY

Revise the community history to incorporate notable occurrences over the past decade. This task may be performed by the CPAC.

OPINION SURVEY

Create and publicize a survey, preferably online, to identify community perceptions of and preferences for the plan area. Survey questions could address such topics as community character, assets, infrastructure, services, growth, and safety. Survey results are useful for focusing the next project the next project task—technical analysis—on issues that are most important to the community.

TECHNICAL ANALYSIS

Collect and analyze best available information describing existing conditions, trends, and forecasts for the plan area. The technical analysis facilitates stakeholder understanding of the issues and needs in the plan area by revealing information about the:

- *Built environment* (e.g., land use patterns, urban form, transportation network and modes, traffic patterns, connectivity, parks, trails, public utilities, drainage, safety, and aesthetics)

- *Social environment* (e.g., demographics, focal points, housing, community interaction, crime)

- *Economic environment* (e.g., tax base, income, businesses, and employment patterns)

- *Natural environment* (e.g., wetlands, open space, viewsheds, ELAPP lands, significant wildlife habitat, and water quality)

- *Policy and regulatory environment* (e.g., land use policy, zoning, special designations, permitted development, and economic development policy/strategy)

Compare current data with baseline data previously collected for the existing plan to identify changes and trends relative to:

- Rezonings
- Future Land Use Map changes
- Development activity
- Business and employment
- Property values
- Housing tenure
- Capital improvement projects
- Code violations
- Crime statistics
- New studies, plans, and regulations
- Other

The nature and scope of the technical analysis are described in the project work plan. The scope of the technical analysis may be expanded subject to a consensus decision of the CPAC.

Document the methodology and results of the technical analysis in plain language, using maps, images,

and figures when appropriate to facilitate stakeholder understanding. Provide the information at community meetings and on the community plan website.

"SPOT" ANALYSIS

Perform the Strengths, Problems, Opportunities, and Threats (SPOT) analysis to generate observations and ideas about the plan area. Stakeholders, working in small groups, are asked to assign internal and external conditions and forces in the community to SPOT quadrants (see Figure 22). The analysis results in a list of potential issues and aspirations for use in defining the community vision and developing goals and strategies.
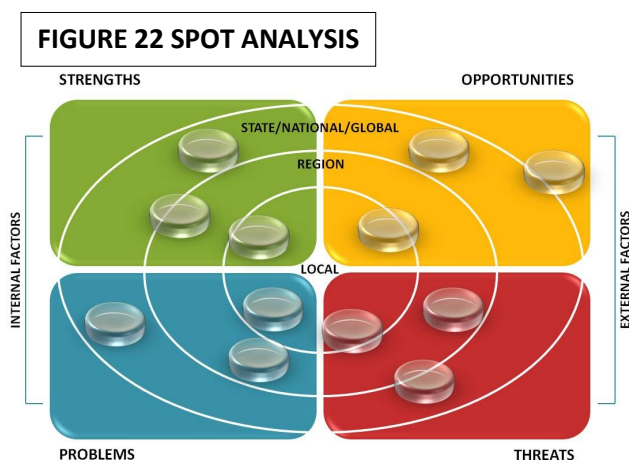
FIGURE 22 SPOT ANALYSIS

Ask stakeholders...

- How can we *Use* each Strength?
- How can we *Stop* each Problem?
- How can we *Exploit* each Opportunity?
- How can we *Defend/Defuse* each Threat?
- How can we *Turn* strengths, problems, and threats into opportunities?

The answers to these questions are the foundations of the community plan goals and strategies.

OTHER COMMUNITY ASSESSMENT TECHNIQUES

Unique community conditions or needs may call for use of other community assessment methods. Community assessment techniques could include:

- *Focus groups*
- *Community walking/van tours*
- *Community "likes" and "dislikes" photographs*
- *Assets and liabilities character mapping*

Step 4 — Reconfirm the Community Vision

Revisit the community vision statement with the stakeholders to determine if the vision remains a valid representation of the community's aspirations for the future. Examine whether expectations that were the basis of the vision were realistic. If a redefined vision statement is desired, hold a community-wide visioning workshop. Use visioning techniques to help stakeholders understand shared community values and desires along with the long-term implications of community trends versus desired alternative futures.

VISION STATEMENT

As needed, convene the CPAC to review and interpret the ideas and preferences generated at the visioning workshop. Input from the workshop and the CPAC meeting is synthesized by the project team and translated into a preliminary vision statement. The CPAC verifies the vision statement to ensure it is reflective of the community's values and desires.

(i) See *Chapter 4 Organizing the Community Plan for Action* for guidance on developing a vision statement.

Step 5 — Update Plan Recommendations

Begin the process of updating the plan goals, strategies, concept map, and action plan by providing the CPAC with the results of the SPOT analysis (Step 3) and the vision statement (Step 4). Assess the extent to which the existing community plan goals, strategies, and action plan were achieved and, if not, whether they were realistic. Also determine the continued relevance of the earlier plan recommendations to the current community vision and issues.

GOALS & STRATEGIES

Engage the CPAC in refining the goals and strategies in the approved community plan to relate to the recent SPOT analysis and vision statement.

Discuss the form and content requirements of this guide that apply to updated (and new) community

plans. For example, the guide directs that when a community plan is updated, only goals and strategies that pertain to County land use, fiscal, and program strategy may be adopted in the Comprehensive Plan. Adoption of the vision statement and plan boundary in the Comprehensive Plan will continue. The project team will provide an assessment of which goals and strategies should remain in the Comprehensive Plan for consideration and input by the CPAC.

List goals in order of priority as directed by the CPAC. Evaluate and prioritize strategies using CPAC endorsed criteria.

There may be instances when a strategy proposal supports one goal but conflicts with another. Refer to the SPOT analysis for direction. A change in strategy emphasis or priority may resolve the conflict.

(i) See *Chapter 4 Organizing the Community Plan for Action* for guidance on developing goal and strategy statements.

CONCEPT MAP

Illustrate the physical elements of the new vision statement, goals, and strategies (as applicable), and their relationships in the concept map. The concept map conveys stakeholder preferences for community character, future land use, and transportation corridors, among others, to inform decision-making by government agencies and the private sector. To make the purpose and intent of the map clear, include the statement shown in Figure 12 in Chapter 4 on the concept map.

ACTION PLAN

Incorporate the community's priority strategies into an action plan. Coordinate with County agencies proposed to lead the actions to receive input on strategy feasibility and estimated timeframe for completion. Provide agency feedback to the CPAC and finalize the draft action plan.

Step 6 **Build Consensus**

Use consensus-building techniques to bridge the gap between different community perspectives on the community plan. If the stakeholder groups in the plan area have not changed appreciably since the approved plan was created, the effort involved in achieving consensus for the update could be minimal. However, if the community has experienced significant change, stakeholders may require all the time and effort afforded to communities creating a new plan. Through early interactions with the community, the project manager should be able to gage a right-fit approach to building consensus for the plan update.

The consensus-building process shown in Figure 23 involves stakeholders working toward agreements that meet their own needs and interests as well as those of other stakeholders. The process recognizes that not all decisions will satisfy everyone. Consensus is developed over the course of the community plan project. The goal is to find solutions that participants in the process accept because they feel that all views have been heard and considered in a fair process.

FIGURE 23 CONSENSUS BUILDING PROCESS

1. **Consider identified issues**
2. **Identify and recruit participants**
3. **Convene participants**
4. **Design consensus process**
5. **Define and analyze problem**
6. **Identify and evaluate alternative solutions**
7. **Make decisions**
8. **Come to agreement**
9. **Achieve Consensus**

In decision-making for the community plan project, ask the CPAC to share, clarify, and distinguish concerns; educate one another on the issues; develop alternatives; and support mutually agreeable recommendations.

The conclusion of the consensus-building process is achieved when participants are able to say:

CONSENSUS

"Others understand my point of view."

"I understand others points of view."

"Preferred or not, I support that decisions were derived openly and fairly and/or are the best solution at this time."

Step 7   Document the Process and Plan

Prepare the community plan document describing the planning process and identifying the plan recommendations for review and consideration by community stakeholders, The Planning Commission, and the Board of County Commissioners.

i See *Chapter 4 Organizing the Community Plan for Action* for details on the standard formatting for community plans.

Step 8   Seek Plan Acceptance

Schedule meetings for stakeholder and agency review and consideration of the draft community plan.

COMMUNITY WORKSHOP

Hold a community-wide workshop to present the draft community plan update and receive feedback. The CPAC and project team perform the presentation. Feedback received on the plan update is considered by the CPAC and project team. Any revision of the plan update in response to feedback is decided by the CPAC under the guidance of the project team.

LOCAL PLANNING AGENCY PUBLIC WORKSHOP & PUBLIC HEARING

Hold a *public workshop* and public hearing for consideration of the proposed community plan update by The Planning Commission.

At the public workshop, the CPAC and project team present the proposed community plan update to The Planning Commission. Public comments are heard and considered.

At the *public hearing*, The Planning Commission considers the proposed community plan update and prior public input and makes a recommendation on the plan update to the Board of County Commissioners for use in the Board's consideration of the community plan update.

LOCAL GOVERNING BODY PUBLIC MEETING

Schedule the proposed community plan update at a public meeting of the Board of County Commissioners under Staff Reports portion of the agenda (preferably at a Land Use meeting). The Board receives the proposed community plan update as a report to acknowledge the community's work on the plan—including the community's vision and other plan recommendations. The Board will be informed that a plan amendment will follow in order for certain plan recommendations to be considered as an amendment to the Comprehensive Plan.

COMMUNITY PLAN ANNOUNCEMENT

Distribute an announcement of the community plan acceptance by the Board of County Commissioners and a link to the final community plan document on The Planning Commission website. Send the announcement to participating stakeholders, government agencies to be involved in plan implementation, and the media.

Develop a community plan brochure summarizing the plan recommendations. Use the brochure to promote the plan and the community. Distribute the brochure via digital and printed formats (e.g., websites and letter-size paper tri-fold).

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APPENDIX

STAFF GUIDE TO CREATING & UPDATING COMMUNITY PLANS IN UNINCORPORATED HILLSBOROUGH COUNTY

Appropriate - Especially suitable or compatible; proper or fitting; or acceptable or right from a particular viewpoint; adapted to a design.

Capital Budget - The portion of a local government's budget which is reserved for capital improvements scheduled for a fiscal year.

Capital Improvement - Physical assets constructed or purchased to provide, improve or replace a public facility and which are large scale and high in cost. The cost of capital improvement is generally non-recurring and may require multi-year financing. For the purposes of this element, physical assets which have been identified as existing or projected needs in the individual comprehensive plan elements shall be considered capital improvements.

Capital Improvements Program (CIP) - A multi-year (usually five or six) schedule of capital improvement projects, including cost estimates and priorities, budgeted to fit financial resources.

Community Plan Advisory Committee (CPAC) - A special committee (i.e., one that exists until a specified task is completed) established to perform as the leadership group for a community plan project.

Community Facilities - Facilities such as schools, libraries, community centers, fire and police facilities.

Community Plan (Project) - A strategic plan that employs a public process to identify community assets, needs, and preferences, articulate a community vision for the future, and set goals and strategies aimed at resolving needs and achieving the vision.

Community Plan Update - Process by which a community plan is regularly evaluated and amended to respond to the needs and preferences of the community, applicable laws, and the prescribed planning process and structure as outlined in the Community Plan Guide.

Comprehensive Plan - An official document in ordinance form adopted by the local government setting forth its goals, objectives, and policies regarding the long-term development of the area within its jurisdiction. In unincorporated Hillsborough County, this refers to the text and maps adopted and amended by the Board of County Commissioners pursuant to Chapter 163.3161, et seq, FS, as amended, and it is called the Future of Hillsborough - A Comprehensive Plan for Unincorporated Hillsborough County.

Comprehensive Plan Amendment - The act of changing the Comprehensive Plan text or maps through official action of the Board of County Commissioners.

Concept Map - A map illustrating the physical elements articulated in the community plan vision statement, goals, and strategies.

Consistency - Requirement that community plans not conflict with the Comprehensive Plan.

Consensus - General or widespread agreement among all members of a Community Plan Advisory Committee (CPAC) or CPAC sub-committee.

County - The primary political and administrative subdivision of a State. In this element the term county refers to Hillsborough County.

Design Guidelines - A set of discretionary statements intended to guide land development to achieve a

desired level of quality for the physical environment.

Development - The construction, reconstruction, conversion, structural alteration, relocation or enlargement of any structure; any mining, excavation, landfill or land disturbance, and any non-agricultural use or extension of the use of land. Includes redevelopment.

Development Standards - Provisions of the Land Development Code which set threshold requirements for land development activity to achieve a desired level of quality for the physical environment.

Effectiveness - The ability to produce a decided or desired result.

Efficiency - The descriptive measurement of the comparison of production with cost.

ELAPP - Hillsborough County Environmental Lands Acquisition and Protection Program.

Encourage - To solicit or impel in an indicated direction; to advocate and urge pressingly; to attempt to persuade, inspire; to undertake the accomplishment of with energy or enthusiasm.

Feasible - Capable of being achieved or put into effect as determined by consideration of various factors. For an action to be economically feasible is when the public benefit attributable to the action justifies the cost of the action and this cost is fundable.

Florida Department of Transportation (FDOT) - Agency granted the legislative authority to develop and maintain state transportation facilities and services.

Future Land Use Map - A graphic aid intended to depict the spatial distribution of various uses of the land in the County by land use category, subject to the Goals, Objectives, and Policies and the exceptions and provisions of the Future Land Use Element text and applicable development regulations.

Goal - The long-term end toward which programs or activities are ultimately directed.

Growth Management - A method to guide development in order to minimize adverse environmental and fiscal impacts and maximize the health, safety, and welfare benefits to the residents of the community.

Hillsborough County Metropolitan Planning Organization (MPO) - An agency created under federal and state law, to provide a forum for cooperative decision making, concerning regional transportation issues. Membership includes elected and appointed officials representing all local jurisdictions and transportation agencies in Hillsborough County. The MPO is staffed by the Hillsborough County City -County Planning Commission.

Historic Resources - All areas, districts or sites containing properties listed on the Florida Master Site File, the National Register of Historic Places, or designated by a local government as historically, architecturally, or archaeologically significant.

Implement - To carry out or fulfill a plan, strategies, or actions.

Infrastructure - Those man-made structures which serve the common needs of the population, such as: sewage disposal systems; potable water systems; potable water wells serving a system; solid waste disposal sites or retention areas; stormwater systems; utilities; piers; docks; wharves; breakwaters; bulkheads; seawalls; revetments; causeways; marinas; navigation channels; bridges; roadways; parks; fire stations; and libraries.

Land Use - How land is occupied or utilized.

Livable Community - Represents the environmental and social quality of an area as perceived by residents, employees, and visitors. This includes safety and health (traffic safety, personal security, and public health), local environmental conditions (cleanliness, noise, air and water quality), the

quality of social interactions (neighborliness, respect, community identity and pride), opportunities for recreation and entertainment, aesthetics, and existence of unique cultural and environmental resources (historic structures, wetlands, traditional architectural styles). Livability is largely affected by conditions in the relationships between the form and design of the public realm, where people naturally interact with each other and their community, including streets, parks, and other public facilities.

Local Planning Agency (LPA) - Chapter 97-351 and Chapter 78-523, Laws of Florida, designate the Hillsborough County City-County Planning Commission as the Local Planning Agency (LPA) for Hillsborough County and the cities of Tampa, Plant City and Temple Terrace and give it the responsibility of preparing the comprehensive plans for those jurisdictions.

Long Range Transportation Plan (LRTP) or Needs Assessment - The official long range transportation (20-year) plan of the MPO, which serves as a blueprint for a comprehensive transportation system in Hillsborough County. This plan defines the major thoroughfares, mass transit system, bicycle and pedestrian system, and surface connections to seaports and airports needed to provide an acceptable level of service through the horizon year. The "Needs Assessment" plan is unconstrained by funding. The "Cost Affordable" plan contains prioritized projects for which there is anticipated funding.

Notice - A printed announcement or statement of information often distributed by mail, email, web page, and news media.

Objective - A specific, measurable, intermediate step that is achievable and marks progress towards a goal.

Overlay District - Additional zoning requirements applied to geographic area that do not disturb the requirements of the base or underlying zoning district. In the instance of conflicting requirements between the base zoning and the overlay district, the stricter of the conflicting requirements apply.

Owner - Any person or entity, including a cooperative or a public housing authority (PHA), having the legal rights to sell, lease, or sublease any form of real property.

Community Plan Boundary - A line demarcating the geographic extent of the community plan area that is addressed by the community plan.

Planned - A future project, event, or land area use that has been anticipated and prepared for, usually with a site plan, a land use plan and/or the Capital Improvement Program and Budget.

Project - For the purposes of this guide, project refers to a community plan that is or will be in the process of being created or updated unless the context suggests reference to a project of another type.

Program - An organized pattern of activities employed to accomplish an objective.

Programmed - A facility that has been officially scheduled in the Capital Improvements Program.

Promote - To help forward, advance, or further; to help bring into being; to contribute to the growth or prosperity of something.

Provide - To make preparation to meet a need; especially to supply something for support, to supply or make available, to have as a condition.

Public Facility - The capital improvements and systems of each of the following: arterial and collector roads, stormwater management, potable water, sanitary sewer, solid waste, parks and recreation, mass transit, public education and public health facilities.

Rezoning - The act of changing the zoning classification of property through official action of the Board

of County Commissioners.

Shall - Will have to; must; used in laws, regulations, or directives to express what is mandatory; to require, demand earnestly; ought to, used to express what is inevitable or seems likely to happen in the future.

Should - Use to express what is probable or expected; used to express obligation.

Stakeholder - For the purposes of this document, a stakeholder includes an individual or group with a direct interest or investment in the community plan area including residents, property owners, business owners and employees, business groups and other special interest groups, and government and non-government agencies.

Strategy - A plan of action to reach a goal.

Tampa Bay Water - The six member government regional water authority created in 1998 to replace the West Coast Regional Water Supply Authority. This is authorized under, and Tampa Bay Water is held responsible to, Chapter 373.1963 Florida Statutes.

Transportation Improvement Program (TIP) - Short-term (Five-Year) transportation plan for all of Hillsborough County, which includes transportation projects to receive federal, state, and local funds.

Urban - Generally refers to an area having the characteristics of a city, with intense development and a full or extensive range of public facilities and services.

Vision Statement - A statement describing a projected "view of the future" as a community would like to see itself in 10 years and beyond.

Zoning - In general the demarcation of an area by ordinance (text and map) into zones and the establishment of regulations to govern the uses within those zones (commercial, industrial, residential, type of residential) and the location, bulk, height, shape, use, and coverage of structures within each zone.