

# Creating a Platform for Visioning in the Tampa Bay Region

Prepared for the Tampa Bay Partnership Regional Research and Education Foundation by  
Fairfield Index, Inc.



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*During the Tampa Bay Partnership's 2003, 2004 and 2005 Regional Leadership Conferences, hundreds of our community's leaders made it clear that continued success in regional collaboration requires a regional vision. The Tampa Bay Partnership is celebrating its 10th anniversary and can look back on great success in helping stakeholders cultivate an internationally competitive region. Now, thanks to a generous grant from the Community Foundation of Tampa Bay, Inc., the Tampa Bay Partnership Regional Research and Education Foundation, Inc. can leverage the work and conclusions embodied in existing vision and strategic planning products to give our regional community a starting place to recognize areas of existing consensus and energy, prioritize issues, and fill in areas requiring additional attention.*

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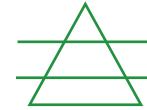
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Collect



Organize



Compare



Summarize



# Summary

The Tampa Bay Partnership Regional Research and Education Foundation, Inc. (Partnership Foundation) retained Fairfield Index, Inc. (Fairfield) to collect and review documents from visioning projects in the Tampa Bay Region and key, regionally supportive, initiatives in Florida. Utilizing a strategic grant from the Community Foundation of Tampa Bay, Inc., a Visioning Core Team of the Partnership Foundation moved forward on 3 key assumptions:

- Stakeholder calls for a region-wide vision need to be addressed in order to move regional collaboration to the next level.
- Local agencies, communities, non-profits, and other organizations have engaged in visioning or vision-based planning that could provide important information and value. For instance, there may be overlapping agendas and findings or other areas of consensus among visioning or vision-based products.
- Collecting and reviewing visioning or vision-based products will create a foundation for visioning in the Tampa Bay Region by identifying the best subject matter for discussion and prioritization.

Working from a preliminary list, Fairfield identified and contacted 93 *Preliminary Contacts* (Appendix A). These were narrowed to 68 *Preliminary Targets*, and further narrowed to 37 *Targets for Evaluation*. The *Targets for Evaluation* were segmented into 3 categories: *Visioning Plans*, *Strategic Plans* and *Operating Plans*. *Strategic* and *Operating Plans* were essential to the process because they: assumed regional or local vision(s) in order to produce a plan; convened publics and/or subject matter experts to support the plan; and/or suggested goals that require forms of inter-jurisdictional collaboration.

The difference between *Visioning*, *Strategic* and *Operating Plans* is that *Visioning Plans* state the desired or future environment in which to live and do business; whereas *Strategic Plans* are tools to manage the desired or future environment. If publics and/or experts assume a desired environment in a strategic planning process – especially one that impacts the greater region – then it may provide definition or important information regarding where the region can go and what is already being prioritized. In fact, targets in a *Strategic Plan* may represent the most concrete aspirations of the regional market and, therefore, provide an improved starting point for regional visioning.

Is it possible to derive a definition of vision from the *Targets for Evaluation* that is likely to be accepted among diverse publics and organizations? In most cases, each process included some form of starting point (see page 6) on issues or trends. If a public or organization's staff was asked to respond to trends, usually negative trends that impact the overall health and prosperity of a market, then the discussion moved into

- 93 Preliminary Contacts
- 68 Preliminary Targets
- 37 Targets for Evaluation

# Summary

identifying underlying issues. If a public or organization's staff was asked to identify issues, the discussion moved to trends and general data that supported their concerns. All *Targets for Evaluation* show a significant investment of time in the anticipation of problems or responses to negative trends. This spirit of mitigation and crisis avoidance that runs through most *Targets for Evaluation* is data driven and indicates a group of publics and organizations that prefer and enjoy responding to realistic indicators. A definition of *vision* that is accepted among vast publics and organizations in The Tampa Bay Region must incorporate or, at least, encourage indicators. As a result, a recommended shared regional definition of vision is:

- **A qualitative and quantitative description of the environment where we aspire to live and do business**

Despite broad swings in nomenclature, process, and reasons for convening, *Targets for Evaluation* do reflect 5 significant overlaps and, therefore, several areas where regional visioning can begin at a high confidence level. These overlapping areas are:

- **A long-term, data-driven commitment to developing talent** and a culture of learning that connects an inter-jurisdictional commitment to lifelong learning, and family and community wealth. This area crosses into target industries and the cultivation of an entrepreneurial community.
- Easy/reasonable **access to internal markets** achieved through multi-modal transportation and infrastructure that support the unique environment, industries, amenities and reputation of Tampa Bay.
- Approaching **Tampa Bay as a destination** in several categories by investing adequate resources to link: long-term career aspirations of children to local business opportunities; the aspirations of industry to local opportunities; and the attention of external audiences to best-in-class cultural, environmental and business experiences.
- **Addressing specific issues, behaviors and regulations that impact by** especially building upon the unique character and culture of the communities that make up Tampa Bay; and recovering a sense of place, convenience, and commerce for the entire market.
- Developing and **sharing goals targets and accountabilities** among organizations, agencies, businesses, non-profits and publics best-equipped to leverage resources and make progress.

## 5 Overlapping Areas:

- Long-term, data-driven commitment to developing talent
- Easy/Reasonable access to internal markets
- Approaching Tampa Bay as a Destination for careers, business and visitors
- Great places
- Sharing goals, targets and accountabilities

## Summary

Fairfield has a high confidence level that these 5 overlapping areas will reappear with equal intensity if the same publics or organizations re-convened in the next year. They would also appear with equal intensity if a regional visioning process were convened in the next year.

The following areas are likely to emerge as new or emerging top areas of interest if a regional visioning process were convened in the next year:

- Addressing **affordable housing**
- Improving region wide commitment to **contingency planning**, especially relative to natural disasters and the protection of Destination Tampa Bay
- Building a broad-based approach to an economically-competitive, and **understandable growth management**

*Visioning Plans, Strategic Plans and Operating Plans* will continue to be developed and renewed in Tampa Bay over the next decade. For every *Target for Evaluation* used for this report, there are, no doubt, dozens of other documents funded and managed by other communities and organizations. Because of planning cycles and statutory mandates, a significant number of new plans and updates will emerge within 36 months. Therefore, this research will need to be re-staged in the near future. Re-staging can be prevented through a regional visioning process that tests overlapping areas, considers emerging areas, frames a vision, and takes advantage of consensus areas by building and sharing targets among teams, agencies and leaders best equipped to make measurable progress.

## Likely to Emerge as Additional Areas:

- Affordable housing
- Regional contingency planning
- Understandable growth management

# Data Collection and Organization

Fairfield utilized its own network of contacts, those proposed by the Partnership Foundation, Internet search engines, and data collection referrals throughout the search process to gather data and information from available sources. A total of 93 documents were identified and requested (*Preliminary Contacts*). No visioning or strategic planning information was forthcoming from the private business sector based on the proprietary nature or competitiveness of the data. Many *Preliminary Contact* plans were several years old and others were in the early stages of renewal or update. Most *Preliminary Contact* plans were developed prior to the tragic events of September 11, 2001 and the active hurricane seasons of 2004 and 2005, and therefore did not reflect the economic and community impacts of those historical events. In addition, many of the original “authors” or project leaders have moved on to other endeavors. Overall, there was a consensus that plans require updating or have policy-mandated update requirements.

Of the 93 *Preliminary Contacts* identified, and from the 68 *Preliminary Targets* responding or having available plans, a total of 37 were identified as *Targets for Evaluation* and as having the most likely meaningful visioning information for the Partnership Foundation. *Targets for Evaluation* were segmented into 3 categories:

- *Visioning Plans* – formulates a desired environment in which to live and do business; or an aspiration for a market, place, experience or system that may be, in part, beyond the control of one community, team or organization.
- *Strategic Plans* – tools to manage to a desired outcome or environment; states goals that could be indexed or measured.
- *Operating Plans* – rulebooks on how business is or should be conducted.

Some *Strategic Plans* were included in the *Targets for Evaluation* because they strongly imply or assume a vision for the greater market or community. Some *Operating Plans* were included because they imply or assume the need for: inter-jurisdictional cooperation to be successful; regulatory compliance to meet goals; or convening public and subject matter experts. Inter-jurisdictional cooperation, especially in the form of shared targets, goals and accountabilities, is one of the 5 *Overlapping Areas* of all *Targets for Evaluation* (see *5 Overlapping Areas*, pages 10-20).

Appendix A provides an inventory of the 93 *Preliminary Contacts*, and highlights the 37 considered to have the most value for this project. Appendix B is a summary of *Targets for Evaluation* based on source categories, agency types, geographic market, project mission and the principles driving the development of the specific project. Appendix C lists the *Targets for Evaluation*, and sets out the issues addressed in the documents. Fairfield also developed summary reports for many of the plans that included: source document/planning project, source organization, project mission, project focus, project themes, project drivers, project findings, recommendations, goals and strategies, and level of implementation and impact.

## Organizing 37 Targets for Evaluation



### Vision

- City of St. Petersburg - Vision 2020
- City of Tampa/Tampa Downtown Partnership - Tampa Downtown Vision and Action Plan
- Florida Chamber Foundation - New Cornerstone
- Manatee County - Imagine Manatee
- MyRegion - Regional Development Program Report (used for guidance)
- Polk County - Polk Vision

### Strategic

- Central Florida Regional Planning Council - Central Florida Strategic Regional Policy Plan Polk County
- Enterprise Florida Roadmap to Florida's Future 2004-09 Strategic Plan for Economic Development
- Hernando County School District - Strategic Plan, School Board of Hernando County
- Hillsborough Community College - Achieving the Dream, Hillsborough Community College
- Hillsborough County School District - Strategic Plan 2004-05, School District of Hillsborough County
- Florida Dept. of Transportation - Florida's Strategic Intermodal System, Strategic Plan
- Manatee County School District - Manatee County School Board Policy & Procedures Manual
- Pasco County School District - Pasco's Vision: A Community of Connected Schools
- Pinellas County School District - District Strategic Plan 2004-2005
- Polk County School District - School Board of Polk County
- Sarasota County School District - N/A
- Sarasota EDO - Sarasota County Economic Development Plan
- Tampa Bay Regional Planning Council - Tampa Bay Strategic Regional - Plan Hillsborough, Manatee, Pasco, Pinellas County
- University of South Florida - USF Planning, Performance and Accountability, Strategic Plan
- Withlacoochee Regional Planning Council - Withlacoochee Strategic Regional Policy Plan - Hernando County

### Operating

- Hernando County - Comprehensive Plan
- Hernando County - Hernando County MPO LRTP
- Hillsborough County - Comprehensive Plan
- Hillsborough County - Hillsborough County MPO LRTP
- Manatee County - Comprehensive Plan
- Manatee County - Manatee County MPO LRTP
- Pasco County - Comprehensive Plan
- Pasco County - Pasco County MPO LRTP
- Pinellas County - Comprehensive Plan
- Pinellas County - Pinellas County MPO LRTP
- Polk County - Comprehensive Plan
- Polk County - Polk County MPO LRTP
- Sarasota County - Comprehensive Plan
- Sarasota County MPO LRTP
- Tampa Bay Partnership - Tampa Bay Regional Transportation Blueprint
- West Central Florida MPO - 2025 Long Range Transportation Plan

# Long-term Needs, Goals and Issues in Visioning Plans: Starting Points for Encouraging Engagement Dialogue and Focus

Visioning and other planning processes in Tampa Bay include convening around 1 of 4 starting points: issues, trends and data, categories, and priorities. Consultants, project leaders, and planning teams tend to pick one of the four in order to focus or encourage dialogue. If a visioning process begins with one starting point, it tends to cycle through others later in the process.

## VOLUNTEERING ISSUES

Starting with issues allows communities of interest to begin with problems on their own terms, and in the context of their own lives and businesses.

## RESPONDING TO INFORMATION

Leading with trends and data launches a process that confronts participants with comparisons, quantities, and movements that usually suggest negative and potentially unacceptable futures. Project leaders gather trends and data and deliver them to participants. Then, participants are in a position to align common data with their own personal experiences, fears and aspirations.

## ASKING PEOPLE TO WORK UNDER HEADLINES

Beginning with predetermined categories provides participants with a template or format for discussion, and allows the development of lists and inquiries set out in local terms.

## ASKING WHAT PEOPLE CARE ABOUT

Asking for priorities first encourages a “top-of-mind” approach to dialogue and focuses community energy on areas of consensus (shared concerns and opportunities).

In Florida and The Tampa Bay Region, visioning begins with one or a combination of these starting points, and cycles to an additional subject. If a process begins with issues, then data requests may be requested to collect trends and data that elaborate and give context. If a process begins with priorities, then the priorities may be organized under understandable categories in order to manage the next stages of visioning.

As a result, nomenclature is somewhat mixed from plan-to-plan (including Strategic and Operating Plans). Participant expectations on results or follow-ups may be somewhat different among all *Targets for Evaluation*. However, based on evaluations of planning processes, and extension of review into *Strategic Plans and Operating Plans*, Fairfield has a high confidence level on 5 Overlapping Areas of interest (pages 10-20 and Summary).

Cycling through all 4 starting points does not necessarily frame a shared vision for a community. It may create a plan that looks more like a crisis mitigation plan than a vision. It does set expectations among participants that problems can be prioritized and resolved. For Tampa Bay Region, Overlapping Areas emerge no matter what starting point is selected.

## 4 Starting Points for Community Dialogue in Tampa Bay



# Cross-Cutting Language and Topics from Visioning

The *Visioning Plans* produced the following, shared topics for action:

## Quality of Life

- Affordable Housing
- Crime and Public Safety
- Community Spaces
  - Parks and Trails
- Community Livability
  - Neighborhood Character
- Culture, Arts, and Historic Preservation
- Cultural Diversity
- Downtown
- Emergency Preparedness
- Environmental Quality and Preservation
  - Preservation of Natural Areas
- Growth Management and Land Use
  - Planning and Zoning
- Social Issues
  - Income Equity
  - Poverty
  - Stable Families

## Economic Development

- Economic Development
  - Preservation and Growth of Existing Industry
- Trade
  - Global Leadership
- Tourism

## Intellectual Infrastructure

- Education
- Technology
- Talent

## Physical Infrastructure

- Alternative Transportation
- Automobile Transportation
- Delivery of Services and Water Supply
- Public Transportation

## Other

- Finance/Tax and Regulatory
- Government and Leadership

## Visioning Plans – Categories of Interest

- Quality of Life is the primary topic of all visioning plans, especially quality derived from the benefits of education and economic development
- All plans address community livability, cultural arts and preservation
- All plans address economic development issues and relate them to Quality of Life
- 4 of 5 plans address transportation as a key issue impacting Quality of Life
- 4 of 5 plans address social issues pertinent to income, equity, poverty and stable families
- 2 of 5 plans step into the affordable housing issue
- 2 of 5 plans focus on growth management and land use
- 1 plan addresses job growth and job quality separate from economic development
- 1 plan prioritized environmental quality and nature preservation as its #1 and #2 issues
- 1 plan prioritized intellectual infrastructure and specifically education as its #1 priority; with economic development as the #2 priority

# Collected Results from All Targets for Evaluation

Strategic and operational plans from *Targets for Evaluation* list addressed or assumed categories similar to those in the *Visioning Plans*. More than 50% of these planning processes were mandated by legislation. Tampa Bay communities generally organize their discussions around the same categories as those regulatory mandated processes. All comprehensive plans for example, address the following which parallel the major categories of the *Visioning Plans*.

## **Economic**

- Economic Base Maintenance
- Economic Base Diversification
- Economic Development Integrated with Planning
- Implementation

## **Environment and Conservation**

- Air
- Minerals
- Soils
- Surface Water
- Ground Water
- Floodplains
- Wetlands
- Ecological Communities/Coastal Management
- Hazardous Waste/Materials

## **Future Land Use**

- Multiple Areas addressed

## **Historic Preservation**

### **Housing**

- Conservation of Existing Housing
- Provision of Future Housing
- Housing for Special Needs Groups

## **Infrastructure**

- Sanitary Sewer
- Solid Waste
- Storm Water Management
- Potable Water
- Natural Groundwater Aquifer
- Public Buildings and Related Facilities
- Capital Improvements

## **Recreation and Open Space**

- Planning
- Funding
- Development
- Maintenance

## **Transportation**

- Multi-Modal Transportation System
  - Public
  - Aviation
  - Port and Rail
- Transportation Safety
- Transportation and Land Use Compatibility
- Access Management
- Integration with Future Land Use
- Coordination with Intergovernmental Agencies

## Strategic Plans and Operational Plans

- Transportation is addressed primarily by the MPO Long Range Transportation Plans and by County Comprehensive Plans, and parallels the transportation issues addressed in 4 of 5 visioning plans
- Education strategies recognize the value and impact of planning and collaborating with transportation agencies and advocates
- Comprehensive Plans, for the most part, focus on the delivery of work that is specific to issues addressed in the vision plans, with significant overlapping interests in affordable housing, economic development, growth management and land use, and transportation infrastructure

## A Regional Definition of *Vision*

A spirit of mitigation and crisis avoidance runs through the *Targets for Evaluation*, indicating that diverse publics and organizations prefer and enjoy responding to trends and threats to quality of life. As a result, a recommended shared regional definition of vision is:

- **A qualitative and quantitative description of the environment where we aspire to live and do business**

Tampa Bay residents are likely to appreciate and support a vision that strongly implies benchmark measurements of progress.

## Model Definition for a Tampa Bay Regional Vision

- A qualitative and quantitative description of the environment where we aspire to live and do business

## Overlapping Areas - A Visioning Platform

Based on review of all *Targets for Evaluation* and assuming generally accepted standards of convening would be utilized, Fairfield is confident that 5 overlapping areas will reappear if the same publics or organizations reconvene in the next year. Fairfield has an equally high confidence level that these areas will reappear as priorities if a regional visioning process were convened in the next year.

These overlapping areas make up the best platform for regional visioning.

# Notes on Overlapping Area 1 – A Long-Term, Data-driven Commitment to Developing Talent

## Area 1 Summary

*Targets for Evaluation* overlap in an expression of the Region's desire for a long-term, data-driven commitment to developing talent and a culture of learning that connects an inter-jurisdictional commitment to lifelong learning to family and community wealth. This area crosses into other subjects like target industries and the cultivation of an entrepreneurial community. School district strategic plans are connected to national, state and local benchmarks that indicate how children in public schools are performing when compared to other markets. These school district plans overlap on targets and goals despite varying demographics, governance, and scale.

District plans connect to other agencies in order to improve safety, link to neighborhood support, and move parents, teachers and students to and from school facilities. District plans imply a vision of rising competitiveness, reputation and student readiness at every stage of lifelong education.

*Targets for Evaluation* connect education to: market reputation, the propensity for industry to locate and expand, and a nurturing culture of innovation. There is an underlying demand among *all Targets for Evaluation* for curriculum linkage to business opportunities.

## Community Aspirations and Concerns

Residents of Tampa Bay want to be proud of their schools, and recognize that a sense of community is tied to lifelong learning. *St. Pete Vision 2020* speaks for the Region by dealing with education in the context of a "community of physical, mental and spiritual well-being" and cites per-capita income as a key indicator. Despite working on the neighborhood level, local vision plans are able link to state-level visions or strategies like *New Cornerstone*; share aspirations for the creation of family and neighborhood wealth; and, most importantly, place tracking mega-measures like per-capita income, into the reasonable context of neighborhood, zip code, city block, or rural crossroads.

*The Roadmap to Florida's Future: Florida's Strategic Plan for Economic Development* was developed through regional meetings. The West Central Florida Regional Meeting (August 15, 2003) resulted in the conclusion that "Florida must be serious and committed about education quality. Other technology hubs are leaders in education at all levels. (K-12 through Graduate School)".

The Florida Chamber Foundation's *New Cornerstone* also highlights per-capita income as a key indicator of Florida's competitiveness, and connects with Tampa Bay's School District Strategic Plans by emphasizing Sunshine State Standards and graduation rates as priority indicators.

## Talent – Global Indicators

### Regional Indicators from Targets for Evaluation

- Per Capita Income
- High School Graduation Rate

# Notes on Overlapping Area 1 – A Long-Term, Data-driven Commitment to Developing Talent (continued)

*Targets for Evaluation* share aspirations for quality education, and consistently tie market reputation to excellence, wealth, business collaboration and target industries, and access to great facilities. While *Visioning Plans* generally touch upon concepts of lifelong learning – from adult literacy and workforce readiness to FCAT and readiness to learn at kindergarten – there was little definition of shared education terms like “quality”, “great” and “world class”.

## Guidance from School District Plans

*Visioning Plans* indicate a region-wide aspiration to improve creation of family and community wealth; graduation rates; and access to a career-responsive system for the lifetime of every citizen. But what qualities are required to make these aspirations a reality?

*Strategic Plans* produced by school districts provide the best counsel on qualities and indicators of success. District Strategic Plans recognize an organizational responsibility to each individual student, as expressed by the *School District of Hillsborough County Annual District Goals 2004-2005* (“Mission: Provide all students the knowledge and skills necessary to reach their highest potential”), and a District responsibility to collaborate with business and use economic data to build career opportunities. For instance, The School District of Manatee County, Policy and Procedure Manual sets out a core belief, shared among peer districts, that “Schools have the responsibility to prepare students for employment” and “Instructional effectiveness shall be evaluated by the extent to which students are engaged in meaningful work” (1.1 District Vision, C. Core Beliefs).

Unlike most subjects addressed by *Targets for Evaluation*, District Strategic Plans do not show wide swings in nomenclature. Unlike most *Targets for Evaluation*, District Strategic Plans do state and share key indicators of progress. This is the result of the national agenda represented by *The No Child Left Behind Act* (NCLB), and specific standards-based reforms now implemented in Florida.

Residents want to be proud of their schools, and are concerned about how the reputation of Florida and their Region’s education system impacts competitiveness. Ongoing reform is designed to provide communities with data that allows meaningful site-to-site, district-to-district, region-to-region, and state-to-state comparisons. As Tampa Bay works to attract global industries and investments, there will, no doubt, be growing demand among citizens and business leaders for credible global comparisons.

## Talent – Regional Indicators

### Facilities/Safety

- Reduction in Incident Reports in Location, Time, and Workforce Categories (School Site, Transportation, After-school Activities, etc.)
- Compliance with Safety and Security Standards and Codes
- Adequate Facilities Based on Class Size Constitutional Amendment Mandate, and Utilization of Effective Planning and Forecast Models

### Systems and Technologies

- Community/Regional Access to District and Site Performance Data
- Off-site Access on Student Performance, Curriculum, Intervention Programs, and Tools for Students, Parents and Teachers
- Alignment of Information and Technology with NCLB, annual STaR Survey (interns decisions on technology administration, access, professional development, and learning), and Sunshine State Standards

# Notes on Overlapping Area 1 – A Long-Term, Data-driven Commitment to Developing Talent (continued)

District Strategic Plans focus their enterprises on the following areas:

- **Facilities** that are designed and managed to provide safe, curriculum-focused, community-focused, and accessible places for students, staff, parents, and partners.
- **Systems and technologies** that allow teachers, staff, parents and collaborators access to management, and intervention programs; improve site and classroom efficiencies; improve business services and employee support (i.e. HR, finance, enterprise management, class size Constitutional mandate techniques, future school site management, and access to best practices); extend provision of tools, curriculum, and benchmarks to the home; maintain accuracy and improve depth of student data; and raise the data-driven capabilities of teachers and staff.
- Full implementation of **Florida’s Sunshine State Standards/high student achievement**, resulting in meaningful improvements in FCAT scores, and other measurable individual student progress; and measurement of the effectiveness of curriculum, and newly-implemented science testing for 2005-2006. Improving school site grades (A, B, C). Assigning high-performing teachers to students performing below grade level, and other strategic interventions.
- Recruiting, retaining and training of **high-performing teachers** (expressed as a critical success factor or a top-line target for Districts) through provision of the tools required to do their jobs; celebration of classroom, site and district success; meaningful professional development; improving percentage of teachers identified as “highly qualified” by NCLB; and improvement in “table stake” recruitment values such as salary, benefits and incentives.
- Establishing **robust connections** between students and the career marketplace through business alliances; application of skills development to real world projects; promoting challenging vocational and technical studies; and preparing students for high-performance in learning environments beyond high school.

Tampa Bay Districts share indicators because of standards-based reforms. The student, site and district indicators are generally available, or will be generally available, to target industries, site location consultants, competitive economic development organizations, leaders, families and citizens of Tampa Bay and global markets. Despite the general similarity of District Strategic Plan indicators and the alignment of measures of achievement around the United States, *Vision Plans* did not show a basic understanding among Tampa Bay communities of how education is measured and compared.

## Talent – Regional Indicators

### High Student Achievement

- FCAT Reading
- FCAT Mathematics
- FCAT Science
- FCAT Writing
- High State Grades for All Schools in District

### High Performing Teachers

- Highly Qualified Teachers – NCLB
- Articulation of Benchmark Professional Package of Salary, Benefits, Professional Development, and Incentives
- Staff/Teacher Retention

### Robust Connections

- Alignment with SCANS (career assessments, workforce readiness skills, and career resources) Competencies Expectations

# Notes on Overlapping Area 1 – A Long-Term, Data-driven Commitment to Developing Talent (continued)

## Beyond K-12

Enterprises dedicated to higher education, adult literacy, or re-training or rapid response training have a wide range of market strategies because their missions are so different. For the purposes of this report, it is important to emphasize the following shared agendas:

- All institutions (public or private centers of higher learning, including community colleges, colleges and universities) or agencies measure success by access to programs and facilities (competitive price, reasonable physical access in a reasonable time, easy to do business with, and effective service to a highly diversified regional market).
- All institutions or agencies aspire to promote centers of excellence, best practices, and connection to the creation of wealth on a global basis.
- All institutions or agencies, through remediation, curriculum progression, aspirations for ever-improving entrants and graduates, or provision of on-demand service to a sector or client require improvements in math and science performance in the pre-k – 12 component of the education system.
- All institutions or agencies believe they are accountable for understanding the regional economy and providing strategic support of its overall workforce requirements.
- All institutions or agencies, along with their pre-K – 12 partners, aspire to measure the lifelong movement/transition of human capital and emphasize lifelong learning skills.
- All institutions use investor and student choice as an indicator of success (i.e. outstanding students chose to enroll, and public and private dollars flow to centers of excellence and programs).

## Beyond K-12 – Regional Indicators

- Marketable Centers of Excellence
- Tracking Lifelong Progress of Students

# Notes on Overlapping Area 2 – Easy/Reasonable Access to Internal Markets

## Area 2 Summary

Residents of Tampa Bay want easy/reasonable access to internal markets achieved through multi-modal transportation and infrastructure that support the unique environment, industries, amenities, essential services, and reputation of the Region.

## Community Aspirations and Concerns

According to The Manatee County Planning Department: “Intermodality works for both people and stuff.” (What is New in The 2020 Manatee County Comprehensive Plan?, October 1998). The Residents of Tampa Bay, convening through activities like Visioning processes or Comprehensive Plan community meetings, expressed their insights about accessing internal markets from the neighborhood outward. Their sense of community ends when accessibility ends. If safe and predictable access fails at or inside the neighborhood level, then the perception is that the neighborhood is failing. If the neighborhood is failing, then they assume that the greater market, and perhaps the Region, is failing.

A sense of failure begins with the experienced-based or intuitive sense that residents cannot participate in neighborhood affairs such as school, medical services, banking and shopping. When convened around trends that indicate growing local congestion, residents feel most empowered because issues like intersection management, traffic calming, access to facilities, and patterns are tangible, identifiable, and assumed to be connected to local government accountability.

A sense of failure appears to extend into the county or regional market – where residents feel least empowered – because of multiple governing authorities.

Residents are concerned that the Region will have a declining reputation as an easy market in which to move from place-to-place. Safe and easy transportation systems impact the value of residents’ homes and their confidence in local government. Safe and easy regional transportation systems impact the residents’ sense of empowerment, and confidence in the future of Tampa Bay as a great place to live and do business. As regional or local advocates, residents’ may be, or expect to be, less and less confident. For residents’ dealing with a vision for St. Petersburg or Downtown Tampa, there is concern that new commercial districts or recovering historical centers may be less and less accessible to the regional market.

## Notes on Overlapping Area 2 – Easy/Reasonable Access to Internal Markets (continued)

Residents are receptive to a categorical approach to regional transportation, especially where there are clear, shared assets and opportunities. For instance, residents throughout the Region would respond positively to the shared beaches asset challenge issued by The Pinellas County Planning Department, through the Planning to Stay element of the Pinellas County Comprehensive Plan, May 6, 2003: "Of critical importance to the quality of life in Pinellas County and the region, however, is that the area's waters, beaches, and remaining open spaces remain available to the public and of sufficient quality to make public access worthwhile. The public must be vigilant to maintain adequate public access to the beaches and open waters [...]"

Participation in the regional market declines with loss of reasonable access. For residents, reasonable access is a collective interpretation of time, risk (safety and unpredictable congestion), neighborhood alternatives, and experiences in other places outside Tampa Bay. As a result, regional amenities like centers of art, performance, entertainment or culture may serve smaller and smaller geographic markets; infrastructure is duplicated; and the general awareness of and experience with the robustness of regional assets shrinks.

Residents are also thinking about "stuff" because the expansion of regional industries competes with neighborhood expectations for ease of movement (commercial/industrial vehicle routes).

*Vision Plans* could drive development of local indicators (such a community road or intersection), but residents are also concerned about Tampa Bay's global reputation and need a new context for the provision of reasonable access to regional assets. The shared regional points-of-reference for residents are essential services like healthcare and education, centers of culture and entertainment, transportation hubs or hand-off points like ports, and centers of industry and commerce. Addressing the connections between these points-of-reference, and protecting neighborhood quality, is where residents feel the least informed and the most helpless.

## Access to Amenities Indicator Development:

- Congestion Cost Index Benchmarked to other Regions/ U.S./Global
- Regionwide Participation in Key Amenities
- Accessible, Real-time Intelligence on Transportation Conditions and Alternatives
- Access to Essential Services Index
- Inter-jurisdictional, Regional Responsiveness to residents' Vision for access

# Notes on Overlapping Area 3 – Approaching Tampa Bay as a Destination for Careers, Business and Visitors

## Area 3 Summary

Residents want to approach Tampa Bay as a destination by investing adequate resources to: link long-term career aspirations of children to local business opportunities; the aspirations of industry to local opportunities; and the attention of external audiences to best-in-class cultural, environmental and business experiences.

### Community aspirations and concerns

Residents are concerned that their children may not see Tampa Bay as a career destination because students have not been exposed to information and real-life experiences relative to local businesses.

Residents are concerned that their children will migrate to other markets in order to create wealth.

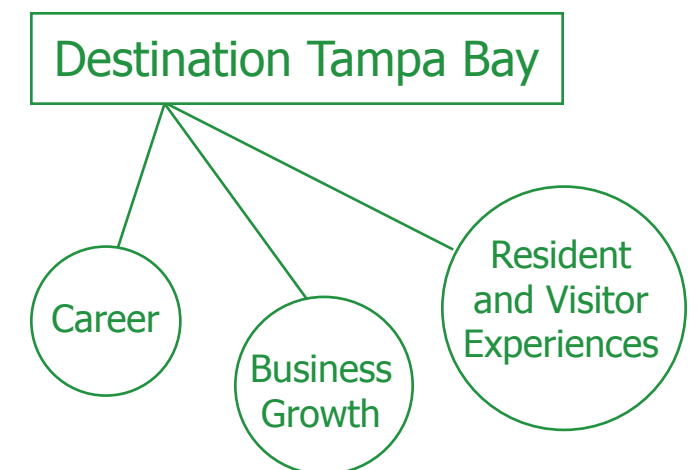
Residents are concerned that business-to-education and business-to-student programs are too limited in quality and number to help students prepare for a successful career.

Residents assume that talent and business leaders from other markets would not naturally pick Tampa Bay as a top market in which to live and invest.

Cultural, historical and environmental assets need to be protected and improved because they are viewed as major factors in young person's decision to stay in the region, a business decision to grow or locate in the region, and the evolving overall reputation of the market. Residents do not know how to participate in protecting and improving these Regional assets.

## Destination Indicator Development:

- Business Growth, Start-ups, and Locations Relative to other Markets
- Wages Index
- Arts and Culture Comparisons with Other Markets
- Local Business Integration into Curriculum and Training
- Visitors – Economic Impact/ Visitor Choice



# Notes on Overlapping Area 4 – Great Places

## Area 4 Summary

Residents want to build upon the unique character and culture of the communities that make up Tampa Bay; and recover a sense of place, convenience, and commerce for the entire market.

## Community Aspirations and Concerns

Residents believe the character, beauty and convenience of their city, neighborhood or community is a regional asset. The heritage of the market is made up of many distinctive places and experiences. Where these places or experiences are under threat or require rescue and recovery, residents want the effort to be the entire region's business.

Residents want a great community experience, but reasonable and safe access to good schools, grocery stores, jobs and transportation hubs are foundations that are not in place for many people who call Tampa Bay home. Residents are thinking about these disparities and recognizing wide swings in equity across and inside their counties. *Vision Plans* include aspirations for full participation for all people in the local and regional economy. However, communities struggle with the kinds of expectations and even regulatory standards that are required to ensure all residents can: live near job locations; move efficiently about the market; and access essential services.

Residents are concerned about accessing and utilizing scarce resources for construction or recovery of commercial centers and buildings, and wish to explore investments that best impact lifestyle, commerce, and reputation.

The Tampa Bay Region appears to struggle primarily with community-level responses to growth.

This Overlapping Area did not suggest regional indicators because construction and recovery of historical and beautiful places is naturally driven by the emotional and visionary ties a local community has with an asset. It is possible that Affordable Housing, an Emerging Issue, will produce consensus approaches to regulation of density, definitions of affordability, and reasonable proximity to jobs.

# Overlapping Area 5 – Sharing Goals, Targets and Accountabilities

## Area 5 Summary

Residents are interested in developing and **sharing goals, targets and accountabilities** among organizations, agencies, businesses, non-profits and publics best-equipped to leverage resources and make progress.

## Community Aspirations and Concerns

Residents do not have a regional mechanism or practice to track their vision to goals, and goals to implementation. There is no documentation that *Vision Plans* have or will directly inform Strategic Regional Policy Plans (SRPP), County Comprehensive Plans, or other strategic processes.

Legislatively mandated Strategic Regional Policy Plans provide detailed historical, trending and policy assessments of large regional markets throughout Florida. The Withlacoochee Regional Planning Council, serving the northern counties of Tampa Bay along with counties outside of the Region, indicates that their plan “[...] is a long range guide for the physical, economic and social development of the Region which identified regional goals and policies. The SRPP was prepared and adopted in accord with Rule 27E-5.001 F.A.C. which requires that: ‘plans shall be developed through a collaborative process that emphasizes consensus and coordination between local governments, regional entities, state and federal agencies, and other appropriate organizations, and the public.’” (Withlacoochee Regional Planning Council, Strategic Regional Policy Plan, 4/30/05, posted at [www.wrpc.cc/strategicpolicyplan.asp](http://www.wrpc.cc/strategicpolicyplan.asp)). An SRPP does not have the force of regulation but is designed to inform and encourage inter-governmental/inter-agency collaboration.

Comprehensive Plans articulate the qualities and standards of land use for counties, and provide support for enforcement of zoning for many years after development and approval of the Plan. The Pasco County Comprehensive Plan, dated October 2000, states that the text: “[...] encompasses almost every function of County Government within its ten component parts, known as Elements.” (Executive Summary, page 1) An approved Comprehensive Plan *is administered* and measured in effectiveness by its effective application in the market it was designed to serve.

As Fairfield completed this report, Florida’s Committee for Regional Cooperation (an Urban Land Institute project) was preparing to publish its recommendations. The Committee’s work, along with the Regional

Initiatives and future reports that may support or supplement collaboration:

- The Florida Chamber Foundations Regional Stewardship Initiatives
- Building Florida’s Future: State Strategies for Regional Cooperation (A report for the ULI Florida Committee for Regional Cooperation)

## Overlapping Area 5 – Sharing Goals, Targets and Accountabilities (continued)

Stewardship initiatives coming out of the Florida Chamber Foundation, should serve as priority follow-up items for the Partnership Foundation. Both the ULI and Chamber Foundation work promises to evaluate a wide variety of regional models for collaboration in the context of existing and overlapping agencies and leadership groups.

Residents are concerned about the reputation of their communities and their region. They want near and long-term execution to their data-driven decisions about vision. They assume the agencies and the private subject matter experts who helped them organize data, review trends, and establish a vision, will respect their investment of time and intellect by collaborating on goals and actions. They desire a comprehensive approach to measuring improvement, participation in collaboratives, and setting priorities to reach the vision. They want to measure progress on a routine basis in order to align their own infrastructure experiences with the greater region, gain assurances that the market remains competitive, gain confidence that funding and construction is keeping pace with growth, and benchmark their own ability to reach through a vast region for entertainment, jobs and cultural enrichment.

The majority of *Vision, Strategic* and *Operating Plans* included the gathering of counsel and perspectives from residents (among a number of other experts, interest groups, and agencies). Residents will continue to be called on to convene by dozens of agencies and initiatives in the future to respond to recurring questions or trends. Is this an evergreen engagement or a diffusion of the public voice?

### Indicators for Effective Sharing of Targets:

- Effective Mapping of Regional Leadership to Shared Targets
- Integration of Responsible Agencies and Partners into Understandable, Approachable Entities or collaboratives
- Regionwide Tools to Encourage Continuous Engagement and Tracking of Progress, Including Warehousing of Critical Data

## Emerging Areas of Interest

Based on review of *Targets for Evaluation*, the following topics are likely to emerge as new, top areas of interest if a regional visioning process were convened in the next year:

- Addressing affordable housing
- Improving region-wide commitment to contingency planning, especially relative to natural disasters and the protection of Tampa Bay as a destination
- Building a broad-based approach to economically-competitive and understandable growth management, i.e. finding a way to move broad community issues into priorities and measures of progress

## Emerging Areas:

- Affordable Housing
- Contingency Planning
- Growth Management

# Transportation in All Overlapping Areas

*Targets for Evaluation* address transportation from a number of perspectives.

- Organizations and groups are concerned about the reputation of their local community or the Region as a quality place to do business. Perceptions of poor levels of service on major roadways jeopardize business growth. Residents assume visitors have the same experience they do.
- Personal frustration regarding travel experiences, especially local or neighborhood driving, is considered a fair measure of what other residents think and experience.
- Residents suspect that personal concern about the adequacy and safety of major highways reflect a global view, and the risk of a declining reputation.
- Residents do not have confidence that infrastructure will keep pace with growth. As a result, their ability to access essential services and amenities will be compromised over time. Commute times will impact quality of life.

Transportation is a priority discussion in all Overlapping Areas. The priority transportation values or issues by Area include:

- Overlapping Area 1 – Talent
  - Reasonable and safe access to neighborhood schools
  - Manageable access by adults to centers of training, job placement and higher education
- Overlapping Area 2 – Access to Internal Markets
  - Confidence that essential services and amenities can be accessed in a safe and predictable timeframe
- Overlapping Area 3 – Tampa Bay as Destination
  - Suspicion that the visitor experience may be in jeopardy because residents share the same essential services and amenities
  - Even if cultural and entertainment opportunities are world class, families will find it harder over time to access these places or experiences

## Transportation in all Overlapping Areas (continued)

- Overlapping Area 4 – Addressing issues, behaviors and regulations that impact livability
  - Connect commercial centers and unique places
  - Develop mechanisms to prioritize funding to link neighborhood to vast regional infrastructure required for moving people and goods
- Overlapping Area 5 - Sharing Targets
  - Encourage collaboration of key agencies to address infrastructure issues

*The Tampa Bay Regional Transportation Blueprint* (October 2002), prepared by Cambridge Systematics with Tampa Bay Regional Planning Council and Tampa Bay Regional Institute for Public Policy, is the closest reflection of residents' perspectives on regional transportation. Like many of the *Targets for Evaluation*, the Transportation Blueprint combines presentation of economic and demographic trends with perceptions about regional image. It also brings many regional assets and amenities - calling them regional activity centers - into the analysis. "The Tampa Bay region has many large-scale attractions, institutions, commercial areas, and transportation facilities that stimulate travel both to and within the region. [...] Each of the described activity centers, as well as many others located throughout the Tampa Bay region, generate thousands of vehicle trips (car or truck) on a daily basis. As such, regional transportation service and facilities need to address access issues (for employees, freight shipments, and customers) associated with these centers." (*Transportation Blueprint*, page 12.) The document also shares residents' focus on the elimination of bottlenecks, connectivity, and safety. Because transportation is the dominant infrastructure in all Overlapping Areas, the report's recommendations on improving regional transportation planning structures may deserve priority attention.

## Conclusions

Policy requirements for recurring planning and visioning will continue. Organizations and communities will continue to convene on their own initiatives to share aspirations and attempts to solve problems. For every *Target for Evaluation* utilized for this report there are, no doubt, dozens of other valuable documents.

There is no way for the Partnership Foundation or any other enterprise to fully utilize the perspectives of its region's experts, businesses, non-profits, governments, and citizens. This is because *Vision, Strategic* and *Operating Plans* are still set out on paper and in warehoused environments where detail is difficult to retrieve.

The information in the *Targets for Evaluation* is instructive to leaders and local communities because of *how* different groups and organizations managed their processes, *how* participants expressed their concerns and aspirations, and *how* overlaps in subject matter occurred. Different processes and locales did not necessarily lead to different results. *Overlapping Areas* are where aspirations, shared language, and the willingness to measure progress come together despite the starting point.

The Tampa Bay Region needs a tool and a simple protocol that helps groups and organizations design high-performance planning processes, work efficiently (by utilizing existing data), and draw from the great work in other *Vision, Strategic* and *Operating Plans*. The need to inventory, draw down and review static paper documents for a project like this should be eliminated. Incentives need to be put in place for the loading of planning data into a regional electronic resource.

Regional leaders have been asking for the formation of a Vision for Tampa Bay for at least 5 years. This has been the consensus, next-step position coming out of Tampa Bay Partnership Regional Leadership Conferences. Leaders indicated they did not want to engage in further evaluation and prioritization of near-term tactics without knowing to what they were executing. With confidence about how a vision is defined in the Region, leaders can value the great work of the *Targets for Evaluation* by focusing on and verifying *Overlapping Areas* as a platform for visioning.

With a high confidence level for verified *Overlapping Areas*, organizations like the Tampa Bay Partnership can identify and qualify the regional indicators and targets that matter most and select areas of work that match their own competencies, skills and resources.

## Conclusions

- Processes and Locales Differ ... but Key Results do Not
- Organizations and Communities will Continue to Convene
- For every *Target for Evaluation* there are Dozens of Other Valuable Documents
- The Great Work of Organizations and Communities is Difficult and Costly to Retrieve
- Create an Environment where the Appropriate Skills and Resources are Applied to the Right Targets and Indicators

## Preliminary Contacts – Tampa Bay Partnership Research and Education Foundation Data Collection Target List

Original Target		Final Target	Source Organization		Source Document
Centers of Excellence					
	√			Urban Land Institute (ULI)	Regional Cooperation for Florida's Future, A Report to the ULI Committee for Regional Cooperation
		1	√	Center for Urban Transportation Research / University of South Florida / (CUTR)	2002 Review of Florida's 25 LRTPs
Economic Development Organizations					
	√	2	√	Florida Chamber Foundation	New Cornerstone
	√	3	√	Enterprise Florida	Roadmap to Florida's Future, 2004-2009 Strategic Plan for Economic Development
	√			Central Florida Development Council	Central Florida Development Council Strategic Plan
	√			Hernando County EDO	
	√			Hillsborough County EDO	
	√			Manatee County EDO	Imagine Manatee (duplicate)
	√			Pasco County EDO	
	√			Pinellas County EDO	Marketing Packages
	√			Polk County / Central Florida Development Council	Central Florida Development Council Strategic Plan inclusive of Polk County
	√	4	√	Sarasota County EDO	Sarasota County Economic Development Strategic Plan
				Lakeland EDO	Marketing Materials
				Clearwater EDO	Marketing Materials
				St. Petersburg EDO	
				Tampa City of EDO	Tampa Economic Development Overview
				Tampa Chamber of Commerce Committee of 100	

Indicates Key Source of Information
  Indicates Critical Source of Information
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## Preliminary Contacts – Tampa Bay Partnership Research and Education Foundation Data Collection Target List

Original Target		Final Target	Source Organization		Source Document
Intellectual Infrastructure					
				Office of the Chancellor for Higher Education	
	√	5	√	University of South Florida	USF Planning, Performance and Accountability, Strategic Plan
	√	6	√	Hillsborough Community College	Achieving the Dream, Hillsborough Community College
	√			St. Petersburg	
		7	√	School Board of Hernando County	Strategic Plan, School Board of Hernando County
		8	√	School District of Hillsborough County	Strategic Plan 2004-2005, School District of Hillsborough County
		9	√	School District of Manatee County	Manatee County School Board Policy & Procedure Manual
		10	√	Pasco County School District	Pasco's Vision: A Community of Connected Schools
		11	√	Pinellas County Schools	District Strategic Plan 2004-2009
		12	√	School Board of Polk County	School Board of Polk County Strategic Plan
			NA	Sarasota County School District	
Regional Planning					
	√	13	√	MyRegion	Regional Development Report
	√	14	√	Central Florida Regional Planning Council	Central Florida Strategic Regional Policy Plan (Polk )
	√	15	√	Tampa Bay Regional Planning Council	Tampa Bay Strategic Regional Policy Plan (Hillsborough, Manatee, Pasco, Pinellas Counties)
	√	16	√	Withlacoochee Regional Planning Council	Withlacoochee Strategic Regional Policy Plan (Hernando County)
				Southwest Florida Regional Planning Council	

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## Preliminary Contacts – Tampa Bay Partnership Research and Education Foundation Data Collection Target List

Original Target		Final Target	Source Organization		Source Document
Metropolitan Planning Councils & Transportation					
	√	17	√	Hernando County MPO	2025 Long Range Transportation Plan Summary Report
	√	18	√	Hillsborough County MPO	2025 Long Range Transportation Plan
	√	19	√	Manatee County MPO	Year 2025 Financially Feasible Transportation Plan
	√	20	√	Pasco County MPO	Long Range Transportation Plan, 2025 Update
	√	21	√	Pinellas County MPO	2025 Long Range Transportation Plan
	√	22	√	Polk MPO	2025 Long Range Transportation Plan
	√	23	√	Sarasota County MPO	Year 2025 Financially Feasible Transportation Plan
	√	24	√	Tampa Bay Partnership	Tampa Bay Regional Transportation Blueprint
	√	25	√	West Central Florida MPO	2025 Long Range Transportation Plan
	√			Florida Department of Transportation	Five Year Final Tentative Work Plans
	√	26	√	Florida Department of Transportation	Florida Strategic Intermodal System Summary
	√			Florida Turnpike Enterprise	Reinventing Florida's Turnpike: The Model Enterprise
Planning: Local Government					
		27	√	Hernando County	Comprehensive Plan
		28	√	Hillsborough County Planning Commission	Comprehensive Plan
		29	√	Manatee County	Comprehensive Plan
		30	√	Pasco County	Comprehensive Plan
		31	√	Pinellas County	Comprehensive Plan
		32	√	Polk	Comprehensive Plan
		33	√	Sarasota County	Comprehensive Plan

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Original Target		Final Target	Source Organization	Source Document	
Planning: Housing					
	√		Hernando County		
	√		Hillsborough County / Tampa	Tampa Housing Agency Plan	
	√		Manatee County		
	√		Pasco County		
	√		Pinellas County	Clearwater and St. Petersburg Housing Agency Plans	
	√		Polk		
	√		Sarasota County		
Local Government / City Specific					
	√		Florida Association of Counties (FAOC)		
	√		Florida Department of Community Affairs (FDCA)	Long Range Program Plan FY 2005-06 thru FY 2009-10	
	√		Florida League of Cities (FloC)	Florida League of Cities, Inc. Strategic Plan	
			Tampa Chamber of Commerce	Marketing Materials	
		34	√	Tampa's Downtown Partnership	Tampa Downtown Vision and Action Plan
			Tampa, City of	Comprehensive and Strategic Planning not available until 4Q2005	
			Ruskin, City of	Ruskin Community Development Plan 1997	
Port Authorities					
	√		Manatee		
	√		Tampa Port Authority	Tampa Port Authority 10 Year Strategic Plan 2002-2012	
	√		Sarasota		
	√		St. Petersburg		
	√		Tampa International Airport Authority		

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State Government				
	√		Peace River Water Supply Authority	Water Planning Alliance Regional System Planning and Engineering Study Assessment of Existing Supplies
	√		Southwest Water Management District	District Water Management Plan
			Tampa Bay Water	Economic Impacts of the Tampa Bay Water Master Water Plan
Tourism				
	√		Office of Trade, Technology and Tourism (OTTED)	
	√		Secretary of State / Culture	
			Convention and Visitors Bureaus	Marketing Materials
Visioning Plans / Local				
	√		Hernando County	
	√		Hillsborough County / Tampa	
	√	35	Manatee County	Imagine Manatee (duplicate)
	√		Pasco County	
	√		Pinellas County	
		36	St Petersburg	Vision 2020
	√	37	Polk	Polk Vision
	√		Sarasota County	
Workforce				
	√		Florida Workforce Innovations	Five-Year Workforce Investment Plan
			Florida High Tech Corridor	2003-2004 Annual Report
			Hudson Institute	Workforce Strategic Vision and SWOT

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## Preliminary Contacts – Tampa Bay Partnership Research and Education Foundation Data Collection Target List

Original Target	Final Target	Source Organization	Source Document
Other Organizations			
		United Way of Tampa Bay	Strategic Plan 2005-2009
Private Sector Business			
		Progress Energy	Annual Report
		Tampa Electric Company	Internet: Service Statistics
		Verizon	
HealthCare			
		Baycare	
		Moffitt Cancer Center	

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# Targets for Evaluation – Tampa Bay Partnership Research and Education Foundation

			Type		Geographic Market			Project Mission			Project Resources		
Source Organization	Source Document	Date	Public	Private	Local	Regional	State	Vision Plan	Strategic Plan	Order by Statute	Project Principles	Consultancy	Staff
<b>Centers of Excellence</b>													
Center for Urban Transportation Research (CUTR) / USF	2002 Review of Florida's 25 LRTPs	Aug 2002	√				√		√		Federal and state laws require LRTPs to be developed. The purpose of this review was to gain an understanding of the issues and concerns facing MPOs and the manner in which they were assessed and documented in the LRTPs.	√	
<b>Economic Development Organizations</b>													
Enterprise Florida	Roadmap to Florida's Future, 2004-2009 Strategic Plan for Economic Development	2004-2009	√				√		√	√	Seamless linkages between education, workforce, infrastructure, cultural foundations and diverse engines of economic development. Make effort to align the various definitions of regions for maximum coordination and effectiveness.		√
Sarasota EDO	Sarasota County Economic Development Strategic Plan	Jan 2004	√	√	√				√		5-year update developed in close consultation with the community and designed to improve linkages between economic development and other community development and economic efforts including tourism, arts, and workforce development.	√	√
<b>Intellectual Infrastructure</b>													
University of South Florida	USF Planning, Performance and Accountability, Strategic Plan	2002-2007	√		√	√			√		To meet the higher educational needs of the region. To meet accreditation mandates. Aspirations to be a premier national research university.		√
Hillsborough Community College	Achieving the Dream, Hillsborough Community College	Aug 2003	√		√						To deliver education of the highest standards enabling a diverse community of life-long learners to achieve their maximum potential in a global society.		√
Hernando County School Board	Strategic Plan, School Board of Hernando County	Sep 2002; Oct 2004	√		√				√	√*	Provide a quality education in a safe environment for the youth of our community ... provide the opportunity for life-long learning ... so that all may compete and flourish in a modern and global economy.		√
Hillsborough County School District	Strategic Plan 2004-2005, School District of Hillsborough County	2004-2005	√		√				√	√*	Provide all students the knowledge and skills necessary to reach their highest potential.		√
<b>Intellectual Infrastructure</b>													
Manatee County School District	Manatee County School Board Policy & Procedure Manual	Mar 2005	√		√			X		√*	To educate, train and inspire each student with diverse learning experiences in a safe and disciplined environment in order to provide the knowledge, skills and resourcefulness required to become successful citizens in the 21st century.		√
Pasco County School District	Pasco's Vision: A Community of Connected Schools		√		√					√*	Five of the eleven guiding principles are: Continuous Progress, Continuity of Caring, Ensuring Equity and Excellence, Integration of career preparation into academic programs, and Development of partnerships with parents, businesses and communities.		√

# Targets for Evaluation – Tampa Bay Partnership Research and Education Foundation

			Type		Geographic Market			Project Mission				Project Resources	
Source Organization	Source Document	Date	Public	Private	Local	Regional	State	Vision Plan	Strategic Plan	Order by Statute	Project Principles	Consultancy	Staff
<b>Intellectual Infrastructure</b>													
Pinellas County School District	District Strategic Plan 2004-2009	Mar 2004	√		√				√	√*	To create systems that align all resources to assure that each student achieves at her or his highest level.		√
Polk County School District	School Board of Polk County	May 2002	√		√				√	√*	To ensure each student achieves his or her academic potential and creatively influences society through a synergistic educational system characterized by stimulating and challenging learning experiences; instruction that meets individual needs; responsive, nurturing learning environments; and full involvement of our families.		√
Sarasota County School District	Not Available												
											*Florida Statutes 1001.41; 1001.42		
<b>Regional</b>													
MyRegion	Regional Development Program Report	Apr 2005	√	√		√			√		To bring together elected officials, businesses executives and nonprofit leaders from seven counties to identify key priorities for the region to be competitive in the global economy and maintain a high quality of life. To Devise regional strategies to address the identified priorities in a collaborative manner.	√	√
Central Florida Regional Planning Council	Central Florida Strategic Regional Policy Plan Polk County	Apr 1997	√			√				√	A strategic regional policy plan, required by Section 186.507, F.S., is a long range guide for physical, economic, and social development of a region, stated in the form of regional goals and policies. This document is a consensus document that reflects the needs and characteristics of the Central Florida Region. The Strategic Regional Policy Plan has been developed through a collaborative process, and emphasizes consensus and coordination between local governments, regional entities, state and federal agencies, other organizations, and the public. The plan is a plan for the region, not merely for the regional planning council.		√
Tampa Bay Regional Planning Council	Tampa Bay Strategic Regional Policy Plan Hillsborough, Manatee, Pasco, Pinellas Counties	Apr 2005	√			√				√	Chapter 186 Florida Statutes and Chapter 27E-5 Florida Administrative Code		√
Withlacoochee Regional Planning Council	Withlacoochee Strategic Regional Policy Plan Hernando County	Aug 1997	√			√				√	Chapter 186 Florida Statutes and Chapter 27E-5 Florida Administrative Code		√

# Targets for Evaluation – Tampa Bay Partnership Research and Education Foundation

Source Organization	Source Document	Date	Type		Geographic Market			Project Mission			Project Principles	Project Resources		
			Public	Private	Local	Regional	State	Vision Plan	Strategic Plan	Order by Statute		Consultancy	Staff	
<b>Local Government</b>														
Manatee County	"Imagine Manatee"	Mar 2004	√	√	√			√			Citizen driven vision which embodies the ideas presented by county residents and based on the input gained through a crafted public program.	√	√	
City of St. Petersburg	Vision 2020		√	√	√			√			The Vision 2020 Plan resulted from the concern of neighborhood activists, Planning Commissioners, City Council city staff, and the development community for the future of St. Petersburg.			
Polk County / Central Florida Development Council	Polk Vision		√	√	√			√			SWOT and issues important to county residents	√		
City of Tampa /Tampa Downtown Partnership	Tampa Downtown Vision and Action Plan	Mar 2005	√	√	√			√	√		Revitalization of Downtown Tampa driven by the desire for a new vision for the future of downtown Tampa.	√	√	
<b>Metropolitan Planning Councils and Transportation</b>														
Hernando County MPO	Hernando County MPO LRTP	May 2004	√		√				√	√	Chapter 339, Florida Statutes and Section 134 of Title 23, United States Code; Transportation Act for the 21st Century			
Hillsborough County MPO	Hillsborough County MPO LRTP		√		√				√	√	Chapter 339, Florida Statutes and Section 134 of Title 23, United States Code; Transportation Act for the 21st Century			
Manatee County MPO	Manatee County MPO LRTP		√		√				√	√	Chapter 339, Florida Statutes and Section 134 of Title 23, United States Code; Transportation Act for the 21st Century			
Pasco County MPO	Pasco County MPO LRTP		√		√				√	√	Chapter 339, Florida Statutes and Section 134 of Title 23, United States Code; Transportation Act for the 21st Century			
Pinellas County MPO	Pinellas County MPO LRTP	Dec 2004	√		√				√	√	Chapter 339, Florida Statutes and Section 134 of Title 23, United States Code; Transportation Act for the 21st Century			
<b>Metropolitan Planning Councils and Transportation</b>														
Polk County MPO	Polk County MPO LRTP		√		√				√	√	Chapter 339, Florida Statutes and Section 134 of Title 23, United States Code; Transportation Act for the 21st Century			
Sarasota County MPO	Sarasota County MPO LRTP		√		√				√	√	Chapter 339, Florida Statutes and Section 134 of Title 23, United States Code; Transportation Act for the 21st Century			
Tampa Bay Partnership	Tampa Bay Regional Transportation Blueprint	Oct 2002	√			√		√			Transportation and economic development challenges resulting from population growth.	√		
West Central Florida MPO	2025 Long Range Transportation Plan	Nov 2004	√			√				√		√		
Florida Dept. of Transportation	Florida's Strategic Intermodal System, Strategic Plan	Jan 2005	√			√	√		√	√	Plan to meet transportation needs and enhance economic competitiveness.		√	

# Targets for Evaluation – Tampa Bay Partnership Research and Education Foundation

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Source Organization	Source Document	Date	Public	Private	Local	Regional	State	Vision Plan	Strategic Plan	Order by Statute	Project Principles	Consultancy	Staff
<b>Comprehensive Plans</b>													
Hernando County Planning Department	Comprehensive Plan	Dec 2002	√		√					√	Section 163, Florida Statues	√	√
Hillsborough County	Comprehensive Plan		√		√					√	Section 163, Florida Statues		
Manatee County	Comprehensive Plan	Oct 1998	√		√					√	Section 163, Florida Statues		
Pasco County	Comprehensive Plan	Oct 2000	√		√					√	Section 163, Florida Statues	√	√
Pinellas County	Comprehensive Plan	Feb 1998	√		√					√	Section 163, Florida Statues		
Polk County	Comprehensive Plan		√		√					√	Section 163, Florida Statues		
Sarasota County	Comprehensive Plan	Jun 1995	√		√					√	Section 163, Florida Statues		
<b>Visioning Plans</b>													
Florida Chamber Foundation	New Cornerstone	2001-2003	√	√			√	√	√		Challenges for Florida's Economic Future	√	
Manatee County	Imagine Manatee												

# Tampa Bay Partnership Research and Education Foundation Strategic and Vision Plan Compendium July 2005 – Plan Issues Comparisons

Source Organization	Source Document	Overall Plan Focus Category	QUALITY OF LIFE						INTELLECTUAL INFRASTRUCTURE	ECONOMIC DEVELOPMENT		PHYSICAL INFRASTRUCTURE		OTHER	
			Affordable Housing	Community Livability Culture/Arts/ Preservation	Emergency Preparedness Crime/Public Safety	Cultural Diversity Social Issues (Income Equity, Poverty, Stable Families)	Environmental Quality / Preservation Mining	Growth Management Land Use	Talent Technology	Trade Tourism Economic Development (Finance)	Job Growth and Job Quality	Services Infrastructure (Water, etc.)	Transportation Road/Highway Infrastructure Transportation Intermodal / Alternate	Government and Leadership	Finance Tax and Regulatory
Florida Chamber Foundation	New Cornerstone	Economic Development		√	√	√			√	√	√	√	√		√
Manatee County	Imagine Manatee*	Quality of Life	7	6, 8, 12, 16, 18	9	14	1, 2	5, 15	4	17		9, 10, 19	3, 11, 13	10	
Polk County	Polk Vision*	Quality of Life		5		6, 7, 9, 10	7	3	1	2		4		4	
City of St. Petersburg	Vision 2020	Quality of Life		√		√	√		√	√			√	√	
City of Tampa /Tampa Downtown Partnership	Tampa Downtown Vision and Action Plan	Quality of Life	√	√	√					√			√		√
Enterprise Florida	Roadmap to Florida's Future, 2004-2009 Strategic Plan for Economic Development	Economic Development	√	√				√	√	√	√	√	√		
MyRegion	Regional Development Program Report	Economic Development			√		√	√	√	√	√				
University of South Florida	USF Planning, Performance and Accountability, Strategic Plan	Intellectual Infrastructure / Education							√						
Hillsborough Community College	Achieving the Dream, Hillsborough Community College	Intellectual Infrastructure / Education							√						
Hernando County School Board	Strategic Plan, School Board of Hernando County	Intellectual Infrastructure / Education							√						
Hillsborough County School District	Strategic Plan 2004-2005, School District of Hillsborough County	Intellectual Infrastructure / Education							√						

\*Note: The numerical entries in the associated columns indicate the issue priority in the plan.

# Tampa Bay Partnership Research and Education Foundation Strategic and Vision Plan Compendium July 2005 – Plan Issues Comparisons

Source Organization	Source Document	Overall Plan Focus Category	QUALITY OF LIFE						INTELLECTUAL INFRASTRUCTURE	ECONOMIC DEVELOPMENT		PHYSICAL INFRASTRUCTURE		OTHER	
			Affordable Housing	Community Livability Culture/Arts/ Preservation	Emergency Preparedness Crime/Public Safety	Cultural Diversity Social Issues (Income Equity, Poverty, Stable Families)	Environmental Quality / Preservation Mining	Growth Management Land Use	Talent Technology	Trade Tourism Economic Development (Finance)	Job Growth and Job Quality	Services Infrastructure (Water, etc.)	Transportation Road/Highway Infrastructure Transportation Intermodal / Alternate	Government and Leadership	Finance Tax and Regulatory
Manatee County School District	Manatee County School Board Policy & Procedure Manual	Intellectual Infrastructure / Education							√						
Pasco County School District	Pasco's Vision: A Community of Connected Schools	Intellectual Infrastructure / Education							√						
Pinellas County School District	District Strategic Plan 2004-2009	Intellectual Infrastructure / Education							√						
Polk County School District	School Board of Polk County	Intellectual Infrastructure / Education							√						
Sarasota County School District	Not Available								√						
Florida Dept. of Transportation	Florida's Strategic Intermodal System, Strategic Plan	Physical Infrastructure / Transportation						√		√			√		
Center for Urban Transportation Research (CUTR) / USF	2002 Review of Florida's 25 L RTPs	Physical Infrastructure / Transportation											√		
Sarasota EDO	Sarasota County Economic Development Strategic Plan	Economic Development	√						√	√	√				
Central Florida Regional Planning Council	Central Florida Strategic Regional Policy Plan Polk County	Multiple Focus	√		√			√		√					

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Source Organization	Source Document	Overall Plan Focus Category	QUALITY OF LIFE						INTELLECTUAL INFRASTRUCTURE	ECONOMIC DEVELOPMENT		PHYSICAL INFRASTRUCTURE		OTHER	
			Affordable Housing	Community Livability Culture/Arts/ Preservation	Emergency Preparedness Crime/Public Safety	Cultural Diversity Social Issues (Income Equity, Poverty, Stable Families)	Environmental Quality / Preservation Mining	Growth Management Land Use	Talent Technology	Trade Tourism Economic Development (Finance)	Job Growth and Job Quality	Services Infrastructure (Water, etc.)	Transportation Road/Highway Infrastructure Transportation Intermodal / Alternate	Government and Leadership	Finance Tax and Regulatory
Tampa Bay Regional Planning Council	Tampa Bay Strategic Regional Policy Plan Hillsborough, Manatee, Pasco, Pinellas Counties	Multiple Focus	√		√				√						
Withlacoochee Regional Planning Council	Withlacoochee Strategic Regional Policy Plan Hernando County	Multiple Focus	√		√				√						
Hernando County	Hernando County MPO L RTP	Physical Infrastructure / Transportation											√		
Hillsborough County	Hillsborough County MPO L RTP	Physical Infrastructure / Transportation											√		
Manatee County	Manatee County MPO L RTP	Physical Infrastructure / Transportation											√		
Pasco County	Pasco County MPO L RTP	Physical Infrastructure / Transportation											√		
Pinellas County	Pinellas County MPO L RTP	Physical Infrastructure / Transportation											√		
Polk County	Polk County MPO L RTP	Physical Infrastructure / Transportation											√		
Sarasota County	Sarasota County MPO L RTP	Physical Infrastructure / Transportation											√		
Tampa Bay Partnership	Tampa Bay Regional Transportation Blueprint	Physical Infrastructure / Transportation											√		

\*Note: The numerical entries in the associated columns indicate the issue priority in the plan.

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Source Organization	Source Document	Overall Plan Focus Category	QUALITY OF LIFE						INTELLECTUAL INFRASTRUCTURE	ECONOMIC DEVELOPMENT		PHYSICAL INFRASTRUCTURE		OTHER	
			Affordable Housing	Community Livability Culture/Arts/ Preservation	Emergency Preparedness Crime/Public Safety	Cultural Diversity Social Issues (Income Equity, Poverty, Stable Families)	Environmental Quality / Preservation Mining	Growth Management Land Use	Talent Technology	Trade Tourism Economic Development (Finance)	Job Growth and Job Quality	Services Infrastructure (Water, etc.)	Transportation Road/Highway Infrastructure Transportation Intermodal / Alternate	Government and Leadership	Finance Tax and Regulatory
West Central Florida MPO	2025 Long Range Transportation Plan	Physical Infrastructure / Transportation											√		
Hernando County	Comprehensive Plan	Multiple Focus	√	√			√	√		√		√	√	√	√
Hillsborough County	Comprehensive Plan	Multiple Focus	√	√			√	√		√		√	√	√	√
Manatee County	Comprehensive Plan	Multiple Focus	√	√			√	√		√		√	√	√	√
Pasco County	Comprehensive Plan	Multiple Focus	√	√			√	√		√		√	√	√	√
Pinellas County	Comprehensive Plan	Multiple Focus	√	√			√	√				√	√	√	√
Polk County	Comprehensive Plan	Multiple Focus	√	√			√	√		√		√	√	√	√
Sarasota County	Comprehensive Plan	Multiple Focus	√	√			√	√		√		√	√	√	√
<b>SUMMARY DETAIL</b>															
	# of VISION Plans Addressing Issue		2	5	3	4	3	2	4	5	1	3	4	3	2
	# of STRATEGIC / OPERATIONAL Plans Addressing Issue		12	8	4	0	8	13	12	13	3	8	19	7	7
	# of Total Plans Addressing Issue		14	13	7	4	11	15	16	18	4	11	23	10	9
	Quality of Life	4	11%												
	Economic Development	4	11%												
	Intellectual Infrastructure / Education	8	22%												
	Physical Infrastructure / Transportation	11	30%												
	Multiple Focus	10	27%												
		37	100%												

\*Note: The numerical entries in the associated columns indicate the issue priority in the plan.

# Tampa Bay Partnership Regional Research and Education Foundation Strategic and Vision Plan Compendium July 2005

## Definitions – Plan Issues Comparisons

All definitions or explanations for the terms listed below have been developed relative to the context in which they have been used or eluded to in the strategic and vision plans reviewed for this project. In some cases, the definition may be specific and attributable to one plan, but may also be generically applicable to issues or topics addressed in other plans. In other cases, the definition provided below is a blend of use or applications from more than one plan.

<p><b>Affordable Housing</b></p> <p>Historically, Affordable Housing is defined as housing and/or living accommodations for everyone, particularly for special needs populations including the elderly, low income, homeless and handicapped. More recently, Affordable Housing has taken on an additional dimension and meaning as housing reasonably priced and affordable to the workforce at all levels based on wage scales in specific areas or communities.</p>	<p><b>Community Livability</b></p> <p>Describes a vibrant, people friendly place to live and work that provides highly visible lifestyle amenities such as cultural arts, recreation, green space, pedestrian friendly design, bike trails, accessibility and environmental sensitivity.</p>	<p><b>Crime and Public Safety</b></p> <p>Local government responsibility to maintain a public safety system (police, fire, EMS) and comprehensively coordinated plan to ensure the safety of all citizens by aggressive enforcement of all laws, codes, and prevention efforts.</p>	<p><b>Cultural Diversity</b></p> <p>The totality of specific social behaviors, ethnicities, linguistics, arts, beliefs, customs, etc. that is characteristic to certain population groups within communities and neighborhoods. Cultural diversity is encouraged and supported by the various strategic and vision plans.</p>	<p><b>Culture/Arts/Preservation</b></p> <p>Preservation of a neighborhood or community's heritage, culture and special character to include historic buildings, landmarks, archaeology, natural environment, and arts facilitated by the enrichment of cultural resources and public events offering opportunities to experience art, culture, entertainment, and recreation.</p>
<p><b>Economic Development</b></p> <p>Respective to the various strategic and vision plans, Economic Development relates to the development and growth of a diverse economy driven by a mix of tourism, agriculture, business services, high tech industrial companies, and bio-technical companies. Economic development is linked to education, skilled workforce, technology, physical infrastructure (roads, airports, and seaports), finance, tax and regulatory competitiveness, quality of life and strategic development programs at the state, regional and international levels.</p>	<p><b>Environmental Quality/ Preservation, Mining</b></p> <p>Within the strategic, comprehensive and vision plans reviewed, Environmental Quality relates to the management, preservation, conservation, and restoration of natural resources. Areas of focus include, but not limited to, air quality, water quality, natural and agricultural land preservation, acquisition of sensitive natural habitats and ecosystems, coastal, beach and shoreline preservation and stabilization, storm water runoff, mining restrictions, sanitary and solid waste disposal, etc.</p>	<p><b>Emergency Preparedness</b></p> <p>The ability by local governments to plan, coordinate and respond to natural disasters, terrorism and other emergencies with pre-disaster evacuation, sheltering, post-disaster response and recovery capabilities to preserve and sustain life and mitigate property loss.</p>	<p><b>Finance/Tax and Regulatory</b></p> <p>Finance relates to the fiscal funding of infrastructure such as transportation, public facilities and education. Tax and regulatory speaks to tax incentives, exemptions, grants, regulatory reform and other financial incentives to encourage economic development</p>	<p><b>Government and Leadership</b></p> <p>Interactive, responsive and communicative government that encourages public and business participation through public forums, public-private partnerships, and intergovernmental coordination.</p>

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<p><b>Growth Management, Land Use</b></p> <p>Growth management and land use both relate to efforts by governments to control, balance, and limit land usage for economic benefit while protecting and preserving natural spaces, managing densities and providing for infrastructure needs. The result can be policies responding to or mitigating the impacts of development and limiting economic development.</p>	<p><b>Intellectual Infrastructure, Talent, Technology</b></p> <p>Defined cumulatively as workforce skills, knowledge workers, educational systems and resources, and research and development capacity.</p>	<p><b>Job Growth/Job Quality</b></p> <p>Increase in the mix and number of higher-skills jobs with the average earnings approximating or exceeding the U. S. average.</p>	<p><b>Service Infrastructure</b></p> <p>The infrastructure for public services which include potable water, storm and surface water management, sanitary sewer, solid waste disposal, public buildings and schools.</p>	<p><b>Social Issues</b></p> <p>Issues, problems and challenges related to income equity, poverty, family stability, substance abuse, homelessness, healthcare, housing, and employment requiring public funding and support to address.</p>
<p><b>Tourism</b></p> <p>An economic engine derived from travel, attraction, entertainment, convention attendance and destination visitors requiring significant infrastructure (e.g. transportation, hotel properties, and convention centers) and marketing effort.</p>	<p><b>Trade</b></p> <p>The business of buying, selling and exchanging commodities critical to economic development and diversity of Florida's economy. Florida has the potential to be a global leader in trade and business based on its port infrastructure, proximity to Latin America, and accessibility to other global markets.</p>	<p><b>Transportation</b></p> <p>Major transportation systems that are coordinated with economic development, land use planning, and environmental programs and that support accessibility to multi-modal options available to people and freight. These include, major highways, airports, seaports, and rail systems.</p>		