



# Longboat Key

## Planning and Marketing Services

### RFP #11-019



Strategic Planning Group, Inc.

Economics • Planning • Development Consultants  
[www.spginc.org](http://www.spginc.org)

GLOBAL EXPERIENCE FOR LOCAL SOLUTIONS.

in association with





# Agenda

- Team Introduction/Overview
- Longboat Overview
- Discussion Factual Support:
  - ✓ Residential
  - ✓ Tourism
  - ✓ Commercial
  - ✓ Marketing
  - ✓ Land Use/Zoning
  - ✓ Meetings/Consensus
- Issues/Discussions:
  - ✓ Court Ruling

# Strategic Vision

November 2011

- **Vision Statement:**

*“Longboat Key is a beautiful place to live, work, and visit, where the natural assets of a barrier island combine with cultural and recreational amenities, visionary planning, and proactive leadership to enhance your way of life.”*

- **Mission Statement:**

*“To vigorously maintain and preserve Longboat Key’s status as a **premier residential and visitor destination that supports the historic balance between residential, recreation, tourism, and commercial attributes**, through a commitment to long term and short-term planning excellence and measurable results”.*



# STRATEGIC PLANNING GROUP, INC.

## 30 Years Strong



- Real Estate Market/Financial Feasibility
- Tourism Development/Marketing
- Economic Development
- Comprehensive/Growth Management
- Extensive Island Planning
- Land Development Regulations (Zoning)
- Redevelopment
- Visioning
- Housing Programs





# SPG Mission Statement

*At the heart of all our studies is the belief that, in order to succeed, planning **must be based on sound economic and market principles and have solid stakeholder involvement throughout the entire planning and implementation process.***

*The Basis for Consensus is based on a common understanding of the market conditions that currently exist and as well as those projected. **In short, input is needed from an informed public.***

# All SPG Plans are Derived Through Community Consensus





# Public Participation

- Conducted 250+ Charrettes and Workshops related to comprehensive planning, redevelopment and economic development.
- International and National Award winners
- Full Use of Technology
  - ✓ Newsletters
  - ✓ Surveys
  - ✓ Focus Groups
  - ✓ Charrettes
  - ✓ Audience Response System (ARS)
  - ✓ Web based/interactive content
- Real Success is “how effective are we in achieving broad **informed** involvement”. Recent example: North Port(10/2012) over 1,000 participants

# International Experience (selected examples)



Four Seasons  
(Sandals) ,Exuma

Porto DuQuesa (Malibu  
Resort), Marbella



SkyCity  
Resort,  
Darwin

# Community Island/Seasonal Experience



Alys Beach



Sandestin



Amelia Island



Seaside



Rosemary Beach



Watercolor (St. Joe)

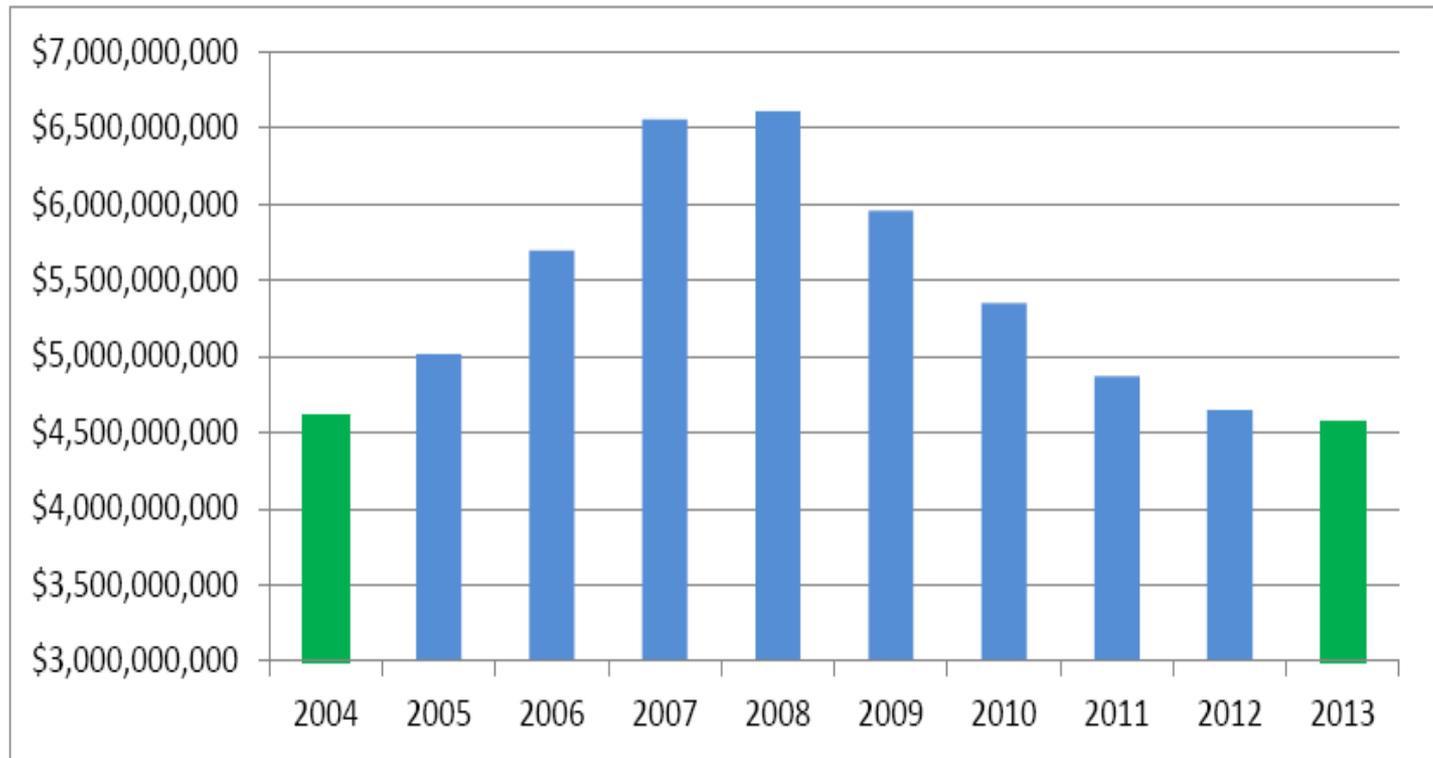


# Florida Experience Upscale Communities

- Belleair Beach - \$611,000
- Belleair Shores - \$1 million +
- Indian Rocks Beach - \$548,600
- Manalapan - \$1 million +
- North Redington Beach - \$492,800
- Ocean Ridge - \$745,900
- Palm Beach - \$913,700
- Siesta Key - \$605,800
- St. Pete Beach - \$459,800



# Longboat Key Great Housing Bubble/Recession

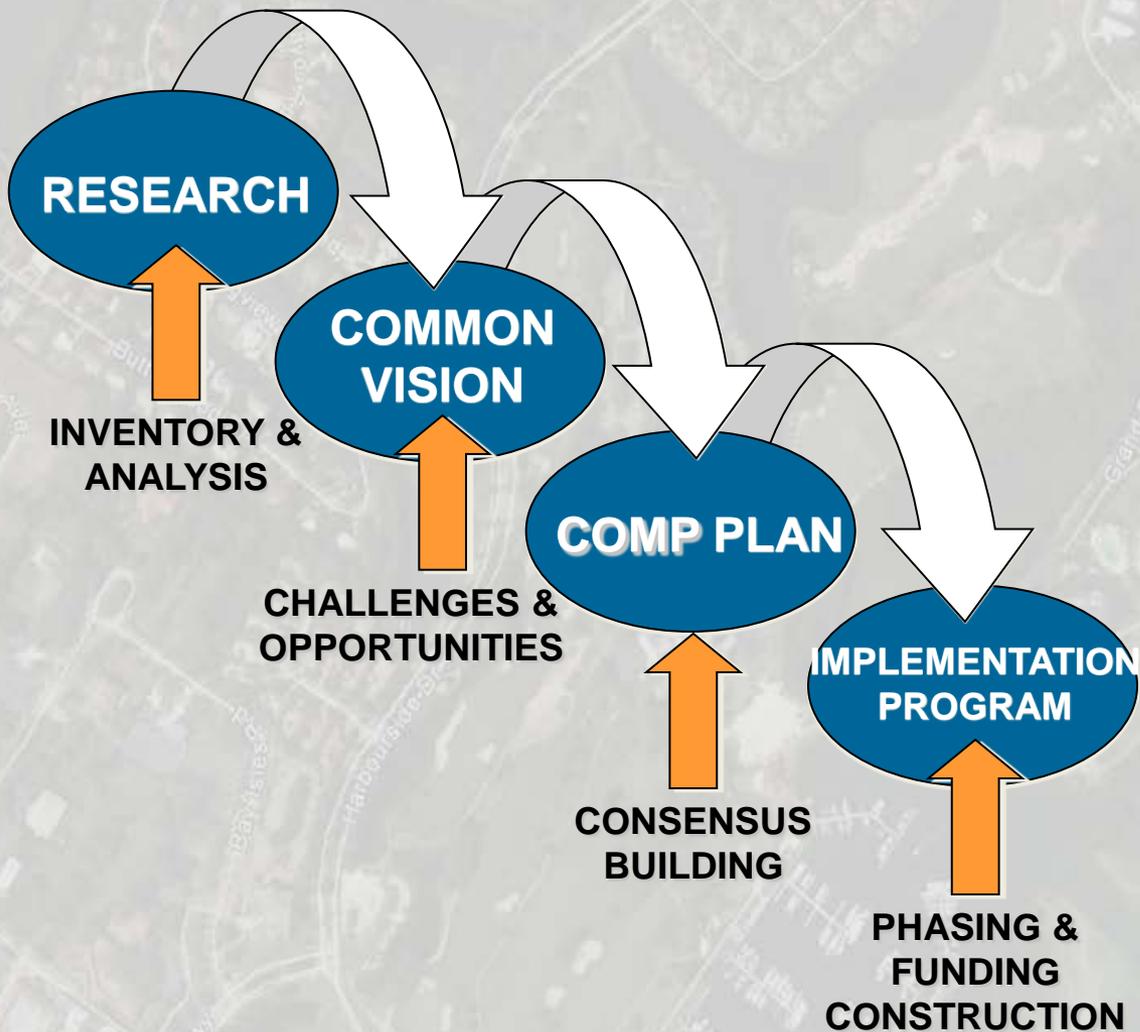


- Tax Digest increased by 52% from FY2003-2007 and decrease by 35% from FY2008-2013



# Long Boat Key Revitalization & Redevelopment Plan

# Project Vision





# Longboat Key Scope

- Update or Create New Comprehensive Planning Vision
  - ✓ Longboat is largely built-out
  - ✓ 1984 Plan was about controlling growth
  - ✓ Sustainability will be about redevelopment
- Practice of Redevelopment is a synthesis of comprehensive planning and economic development

# Comprehensive Plan/Economic Development



## Economic Potential Evaluation of the Future of Hillsborough County Comprehensive Plan

Market Sensitivity/Flexibility Policy Strategy  
Recommendations

FINAL  
9/7/2011



# Redevelopment/Economic Repositioning Programs

Florida Economic Repositioning Programs





# Economic Development Experience

## Florida

- Apopka
- Boynton Beach
- Citrus County
- Clay County
- Cocoa
- Delray Beach
- Duval County
- Escambia County
- First Coast Region
- Hernando County
- Jacksonville
- Jacksonville Beach
- Lee County
- Leesburg
- Leon County
- Levy County
- Maitland County
- Manatee County
- Marion County
- Monroe County
- Nassau County
- North Miami
- Orlando
- Ormond Beach
- Palm Coast
- Pasco County
- Pensacola
- Polk County

## Florida (con't)

- Putnam County
- Rockledge
- St. Johns County
- St. Petersburg
- Safety Harbor
- Sumter County
- Tarpon Springs
- Vero Beach
- Volusia County
- Winter Haven
- Withlacoochee

## Georgia

- Atlanta Olympic Committee
- Camden County
- City of Conyers/Rockdale County
- Rome
- Hinesville
- Kingsland

## Louisiana

- Covington
- Lake Charles

## Mississippi

- Biloxi
- Pascagoula

## Texas

- Corpus Christi
- Dayton
- Galveston
- Ingleside

## Alabama

- Autauga County
- Calhoun County
- Chilton County
- Coosa River County
- Elmore County
- Etowah County
- Mobile County
- Montgomery County
- St. Claire County
- Shelby County
- Talladega County

## North Carolina

- Washington

## California

- Palmdale
- LA Airport Authority

## International

- Alice Springs, Australia
- Darwin, Australia
- Trinidad & Tobago
- Arab Republic of Egypt
- St. Thomas, Virgin Islands
- St. Croix, Virgin Islands
- St. Johns, Virgin Islands
- Curacao, The Netherlands
- Bimini, Bahamas
- Guam, US Territory
- Malaga, Spain
- Kingston, Jamaica



# PASCO COUNTY

## ECONOMIC DEVELOPMENT STRATEGIC PLAN

BRINGING  
OPPORTUNITIES  
HOME



**DRAFT**

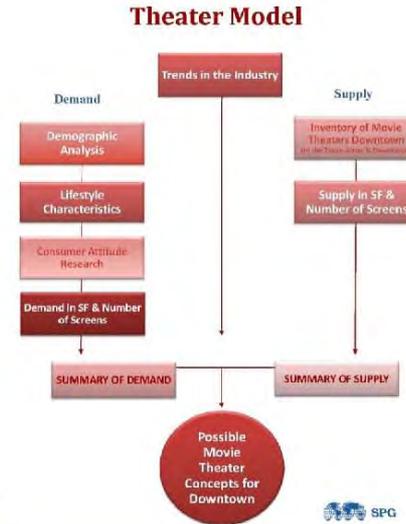
2013-2025



# EXPERIENCE THAT COUNTS

- **Market Research/Financial Feasibility:**
  - **Over 100 million sq. ft. Office/Retail**
  - **Over 5 million sq. ft Mixed Use**
  - **Over 450,000 residential units**
  - **Corridor Districts**
  - **Tourism and Seasonal Communities**

# Market Research Models



# Residential

(selected)

## Public Sector: Florida

- Clay County, FL
- Coconut Creek, FL
- Dade County, FL
- Edgewater, FL
- Escambia County, FL
- Florida Housing Finance Corporation
- Ft. Lauderdale, FL
- Orange County, FL
- Ormond Beach, FL
- Palm Beach County, FL
- Panama City, FL
- Pasco County, FL
- Pinellas County, FL
- Plant City, FL
- St. Johns County, FL
- St. George, UT
- Sunrise, FL
- Tampa, FL
- Temple Terrace, FL
- Titusville, FL
- 

## Private Sector:

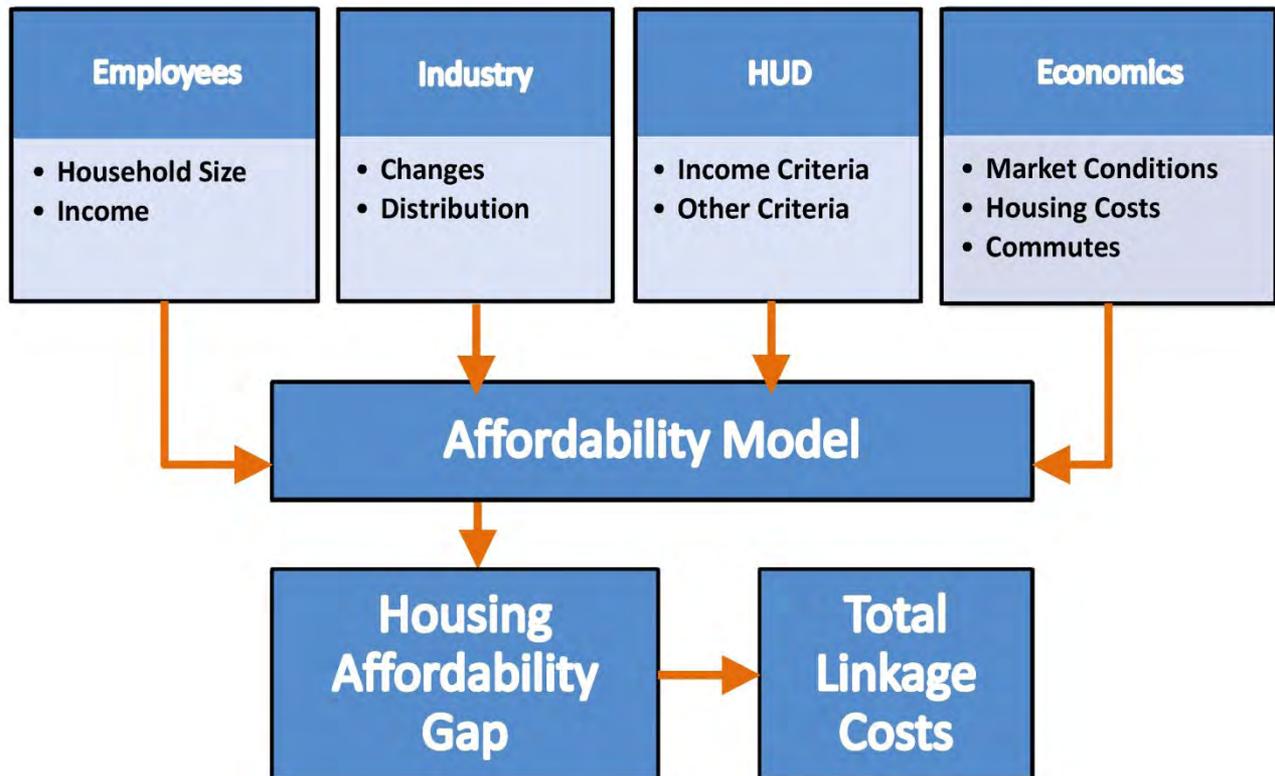
- Alette Corporation  
(Minnesota Power & Light)
- Arvida Corporation
- Avatar Corporation
- David Weekley Homes
- Fairfield Communities
- First National Bank of Chicago
- Fletcher Land Corporation
- Fore Property Company
- Forest City Group REIT
- General Development
- Gibraltar Savings and Loan
- Gulfstream Land
- Hovnanian Homes
- IStar REIT
- ITT Palm Coast
- Lennar Corporation
- Major Realty Corporation
- Pulte Homes
- Robex International



# Residential



## LINKAGE FEE PROCESS



# Residential Longboat Key



No. Bedrooms	Aug - Oct '12	y-o-y	3 months prior	1 year prior	5 years prior
1 bedroom	-	-	-	-	-
2 bedrooms	\$370,000	+15.6%	\$400,000	\$320,000	\$499,950
3 bedrooms	\$725,000	-2.7%	\$729,500	\$745,000	\$1,475,000
4 bedrooms	\$1,995,000	+160.8%	\$1,262,500	\$765,000	\$1,850,000
<b>All properties</b>	<b>\$522,500</b>	<b>+32.3%</b>	<b>\$434,250</b>	<b>\$395,000</b>	<b>\$612,500</b>

# Residential



STRATEGIC PLANNING PROCESS				
Phase 1	Phase 2	Phase 3	Phase 4	Roll-out Event
<b>Project Set-up and Inventory</b>	<b>Information Gathering</b>	<b>Opportunity Analysis</b>	<b>Development Opportunities</b>	<b>Final Report</b>
Introduce Team	Review previous reports and land use plans	SWOT Analysis	Housing GAP Analysis	Implementation Strategies
Define Project Expectations and timeline	Site Visits and Inventory	Psychographics	Public Meeting	Public Meeting Roll-out Event
Identify Key Stakeholders and develop strategy for Public Input	Site Location Analysis	Residential Market Study Social, Economic and Political Considerations	Types of Housing Products supported including Assisted Living and Workforce	



# Tourism

**VISIT FLORIDA™**

PARTNER

Strategic Planning  
Group, Inc.

*In Grateful Appreciation*  
VISIT FLORIDA™ and the FLORIDA COMMISSION ON TOURISM



# Tourism

Conducted over 40 Tourism Development and Feasibility Studies Nationally and Internationally.

Examples include:

- Tourism Development Program US Virgin Islands
- Tourism Development Program Guam
- Hospitality Program for Propinvest and Overseas Group, Inc. in Europe, Caribbean and Australia
- Tourism Programs for Florida based TDCs including Bay County, Walton County, Brevard County and Volusia County



*Walton  
County*



*Tourism  
Economic  
Analysis*



Prepared by:



Strategic Planning Group, Inc.  
Economics • Planning • Development Consultants



# Tourism



STRATEGIC PLANNING PROCESS				
Phase 1	Phase 2	Phase 3	Phase 4	Roll-out Event
Project Set-up and Inventory	Information Gathering	Opportunity Analysis	Development Opportunities	Final Report
Introduce Team	Review previous reports and land use plans	SWOT Analysis	Tourism GAP Analysis	Implementation Strategies
Define Project Expectations and timeline	Site Visits and Inventory	Psychographics	Workshop	Public Meeting Roll-out Event
Identify Key Stakeholders and develop strategy for Public Input	Site Location Analysis	Economic Market Study Social, Economic and Political Considerations	Fiscal Impact Analysis	

# St. Armands Circle Market Study



# St. Armands Circle Market Study

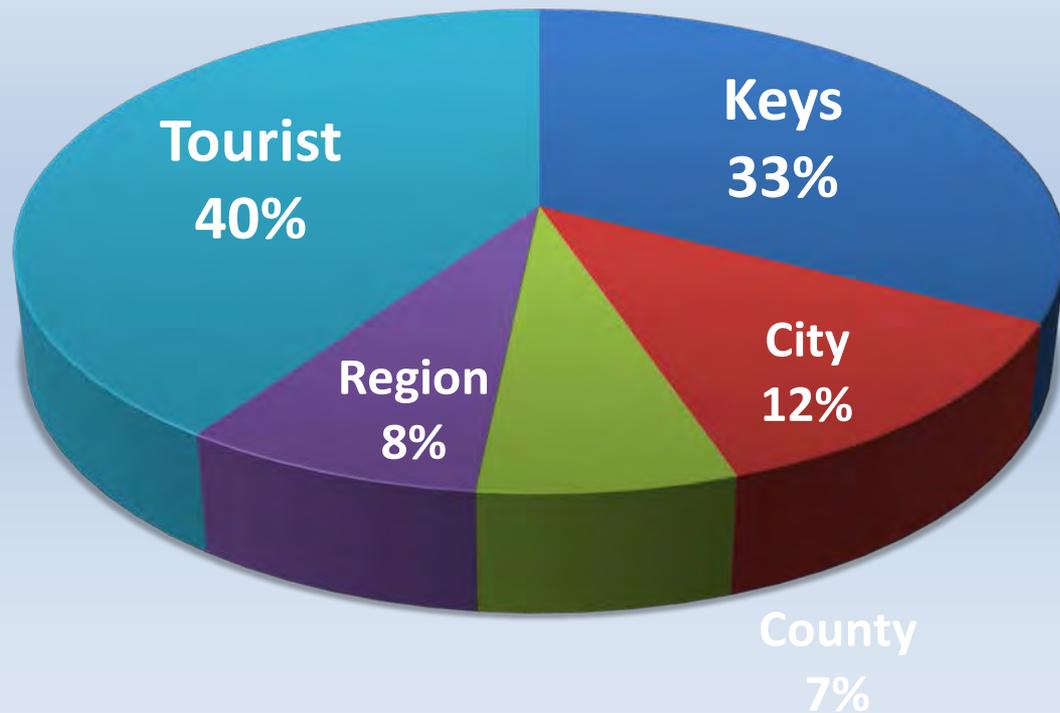


Radius	3 mile	5 mile	10 mile
<b>Retail Store Type</b>	<b>Gap or (Surplus)</b>		
Supermarkets, Grocery (Ex Conv) Stores-44511	\$ 30,497,096	\$ 30,305,224	\$ (186,736,004)
Department Stores Excl Leased Depts-4521	\$ 29,848,445	\$ 18,958,445	\$ (390,900)
Household Appliances Stores-443111	\$ 1,670,900	\$ 2,596,252	\$ (4,979,925)
Cosmetics, Beauty Supplies, Perfume Stores-44612	\$ 1,268,058	\$ 1,561,176	\$ 5,832,241
Hobby, Toys and Games Stores-45112	\$ 1,176,338	\$ 4,366,718	\$ 11,355,802
Prerecorded Tapes, CDs, Record Stores-45122	\$ 759,290	\$ (232,608)	\$ 2,364,570
Special Foodservices-7223	\$ 659,792	\$ 2,056,736	\$ 19,810,134
Florists-4531	\$ 628,385	\$ 989,694	\$ 1,414,036
Luggage and Leather Goods Stores-44832	\$ 351,176	\$ 940,253	\$ 3,214,224
News Dealers and Newsstands-451212	\$ 121,438	\$ 369,097	\$ 1,175,816
Men's Clothing Stores-44811	\$ 51,674	\$ (5,456,234)	\$ (4,429,319)
Clothing Accessories Stores-44815	\$ (284,347)	\$ (832,027)	\$ (2,119,249)
Childrens, Infants Clothing Stores-44813	\$ (779,064)	\$ (838,926)	\$ 2,570,482
Optical Goods Stores-44613	\$ (1,055,824)	\$ (5,359,770)	\$ (9,511,347)
Home Furnishing Stores-4422	\$ (1,347,961)	\$ (45,938,120)	\$ (126,864,560)
Drinking Places -Alcoholic Beverages-7224	\$ (2,227,493)	\$ (16,932,724)	\$ (19,087,624)
Other Health and Personal Care Stores-44619	\$ (2,329,921)	\$ (8,239,764)	\$ (29,127,481)
Other Clothing Stores-44819	\$ (6,363,486)	\$ (11,622,367)	\$ (18,168,213)
Shoe Stores-4482	\$ (6,367,211)	\$ (4,278,443)	\$ (8,342,457)
Beer, Wine and Liquor Stores-4453	\$ (7,031,749)	\$ (13,359,951)	\$ 160,369
Specialty Food Stores-4452	\$ (10,295,605)	\$ (9,260,102)	\$ (3,587,208)
Pharmancies and Drug Stores-44611	\$ (17,873,366)	\$ (35,253,595)	\$ 9,632,696
Limited-Service Eating Places-7222	\$ (20,139,362)	\$ (21,130,288)	\$ 5,641,748
Family Clothing Stores-44814	\$ (20,248,448)	\$ (50,504,941)	\$ (98,541,090)
Jewelry, Luggage, Leather Goods Stores-4483	\$ (21,608,373)	\$ (26,657,237)	\$ (16,152,943)
Jewelry Stores-44831	\$ (21,959,551)	\$ (27,597,491)	\$ (19,367,166)
Full-Service Restaurants-7221	\$ (25,769,414)	\$ (50,737,535)	\$ (199,568,742)
Women's Clothing Stores-44812	\$ (29,292,416)	\$ (56,037,993)	\$ (52,287,707)
Clothing Stores-4481	\$ (56,916,086)	\$ (125,292,487)	\$ (172,975,097)
Clothing and Clothing Accessories Stores-448	\$ (84,891,671)	\$ (156,228,168)	\$ (197,470,496)



# St. Armands Circle Market Study

## Geographic Area Served





April 2009

## Sarasota, FL Retail Market Analysis for Marion Anderson Place Site



Economics ■ Planning ■ Development Consultants

Strategic Planning Group, Inc.  
818 A1A, North  
Veranda, Suite 303  
Ponte Vedra Beach, FL 32082  
800-213-PLAN  
[www.spginc.org](http://www.spginc.org)

# Commercial



STRATEGIC PLANNING PROCESS				
Phase 1	Phase 2	Phase 3	Phase 4	Roll-out Event
<b>Project Set-up and Inventory</b>	<b>Information Gathering</b>	<b>Opportunity Analysis</b>	<b>Development Opportunities</b>	<b>Final Report</b>
Introduce Team	Review previous reports and land use plans	SWOT Analysis	Retail GAP Analysis	Implementation Strategies
Define Project Expectations and timeline	Site Visits and Inventory	Psychographics	Workshop	Public Meeting Roll-out Event
Identify Key Stakeholders and develop strategy for Public Input	Site Location Analysis	Economic Market Study Social, Economic and Political Considerations	Supportable Square Feet and Locational Preferences	



# Marketing

- Involved in Tourism and Community Marketing for 30+ years
- Past members of Visit Florida
- Worked for Florida TDCs
- Members FEDC and SEDC
- Hotels and Major Resort market themselves
- St. Armands Circle BID
  
- **Longboat is a major component of the “Sarasota” brand**
- Issue of Marketing is part of implementing:
  - ✓ Tourism Development Plans
  - ✓ Economic Development Planning
  - ✓ Redevelopment Planning

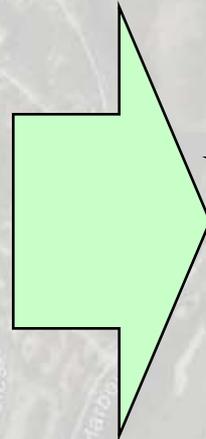
# Comprehensive Plan

**Goals, Objectives and Policies**  
(Comprehensive Policy Guidelines)



## Existing Land Use

Transportation  
Coastal Management  
Housing  
Recreation/Open Space  
Water  
Sanitary Sewer  
Solid Waste  
Conservation  
Economic Development



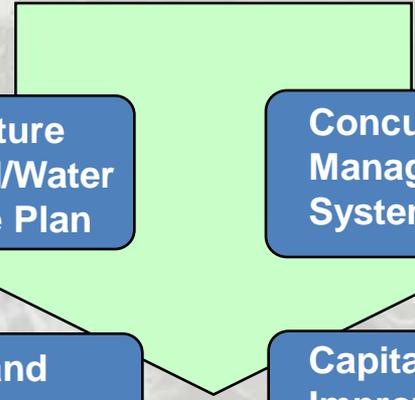
**Comprehensive Development Program**

**Future Land/Water Use Plan**

**Concurrency Management System**

**Land Development Regulations**

**Capital Improvement Programs**



**Adjustments to Level of Service**



# Comprehensive Planning/LDR

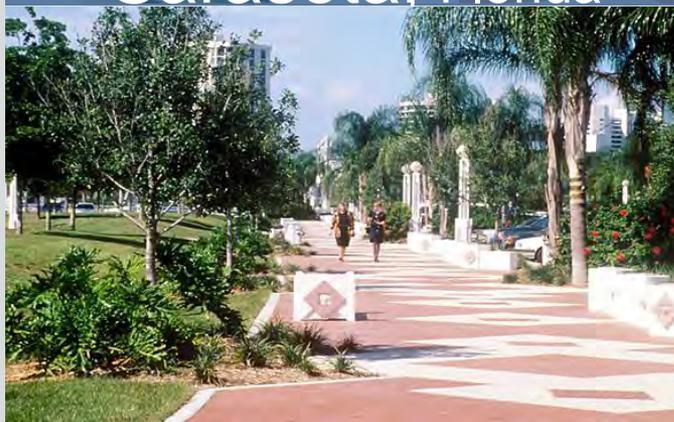
- ◆ Polk County, FL
- ◆ Pasco County, FL
- ◆ Clay County, FL
- ◆ Orange County, FL
- ◆ North Miami, FL
- ◆ Seminole County, FL
- ◆ Temple Terrace, FL
- ◆ Jacksonville Beach, FL
- ◆ Edgewater, FL
- ◆ Escambia County, FL
- ◆ Casselberry, FL
- ◆ Maitland, FL
- ◆ Delray Beach, FL
- ◆ St. Cloud, FL
- ◆ Daytona Beach Shores, FL
- ◆ North Miami, FL
- ◆ Apopka, FL
- ◆ Winter Haven, FL
- ◆ Navarre Beach, FL
- ◆ Panama Beach, FL
- ◆ Pensacola Beach, FL
- ◆ Plant City, FL
- ◆ Santa Rosa Island
- ◆ US Virgin Islands
- ◆ Guam



# Local Comprehensive/ Redevelopment Planning



Sarasota, Florida





### Envision Venice: Evaluation and Appraisal-based Comprehensive Plan Amendment

**Client:** City of Venice

**Completion Date:** 2010

**Services:**

- Data and analysis collection and preparation
- Public meeting and public hearing facilitation
- Public workshop facilitation
- Preparation of Comprehensive Plan Goals, Objectives and Policies
- Preparation of the City Water Supply Plan
- Coordination of DCA transmittal

The project provides a strategic long-term vision and basic goals, objectives, policies, and recommendations to help guide the City's future growth and development. The plan makes recommendations in areas of land use, transportation, public facilities, coastal management, recreation and open space, historic preservation, capital improvements, and housing. When adopted, the Comprehensive Plan will be one of the primary tools used by City agencies, the Planning Commission, City Council and other policy-making bodies. In addition, the Comprehensive Plan was developed to comply with the State of Florida Growth Management Legislation, specifically Chapter 163, Florida Statutes and Rule 9J-11.006 Florida Administrative Code.

In 2007, the Venice City Council adopted the Evaluation and Appraisal Report (EAR), which described specific issues and local concerns developed through an interactive, community-based process. The report evaluates how successful the community has been addressing major community land use planning issues through implementation of its Comprehensive Plan. Based on this evaluation, the report suggests how the

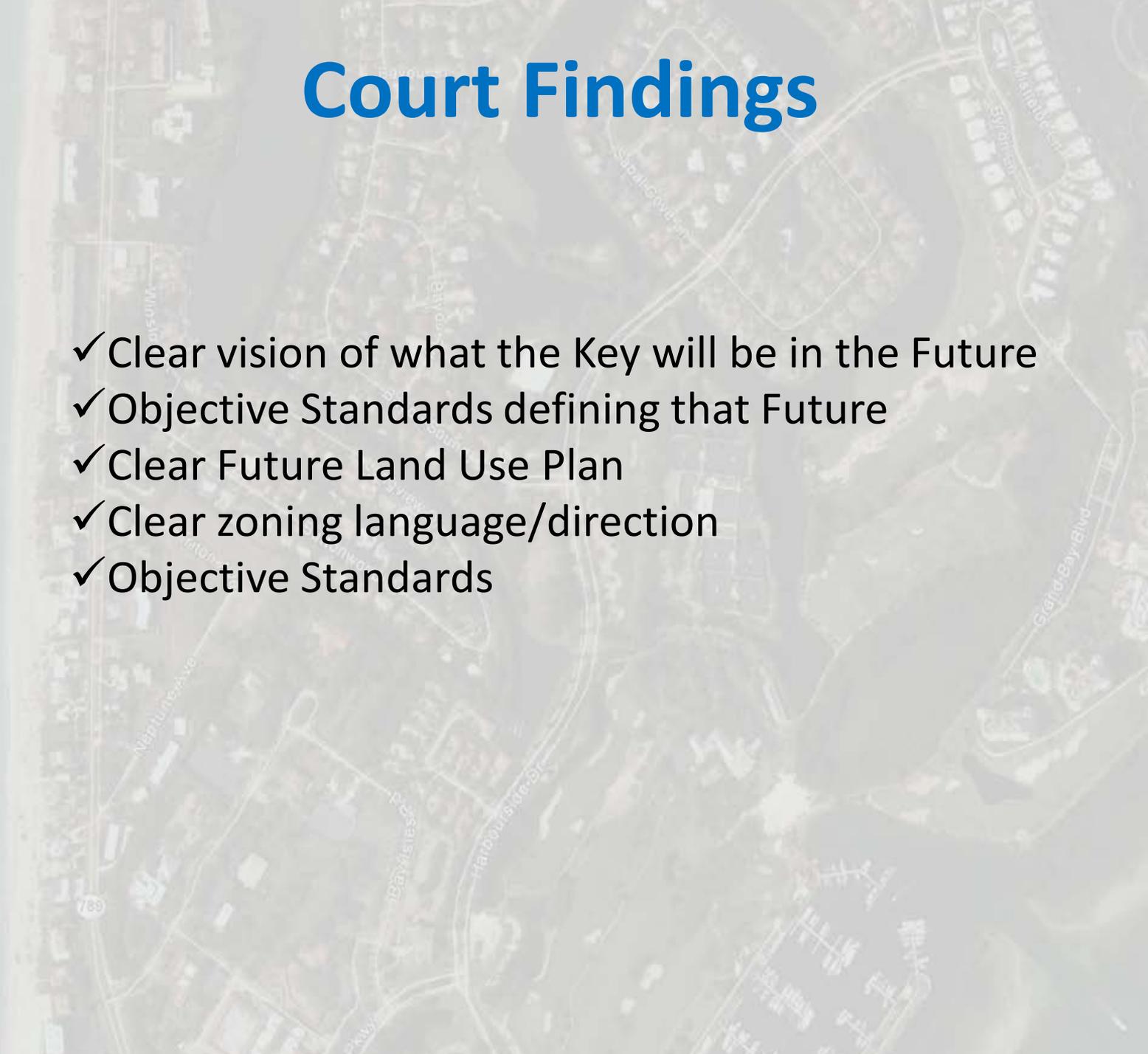
plan should be revised to better address community objectives, dynamic conditions and trends that affect the community, and modifications to the state requirements.

Preliminary drafts of each element from the Comprehensive Plan were drafted by City staff and the consultants from Wade Trim. These drafts were provided to the public through milestone workshops, updates during Planning Commission meetings and City Council Meetings, and were posted on the City's website. Public comments were accepted through a series of public meetings, including 11 Planning Commission and 27 City Council workshops that were facilitated by Wade Trim consultants. The result of this community feedback produced the Envision Venice Comprehensive Plan which was submitted to the Department of Community Affairs (DCA). Comments received from DCA are currently being incorporated by staff and the consultants from Wade Trim and are being presented to City Council in a series of public workshops. Upon City Council consensus, the City will re-transmit the Comprehensive Plan for DCA Compliance.



# Court Findings

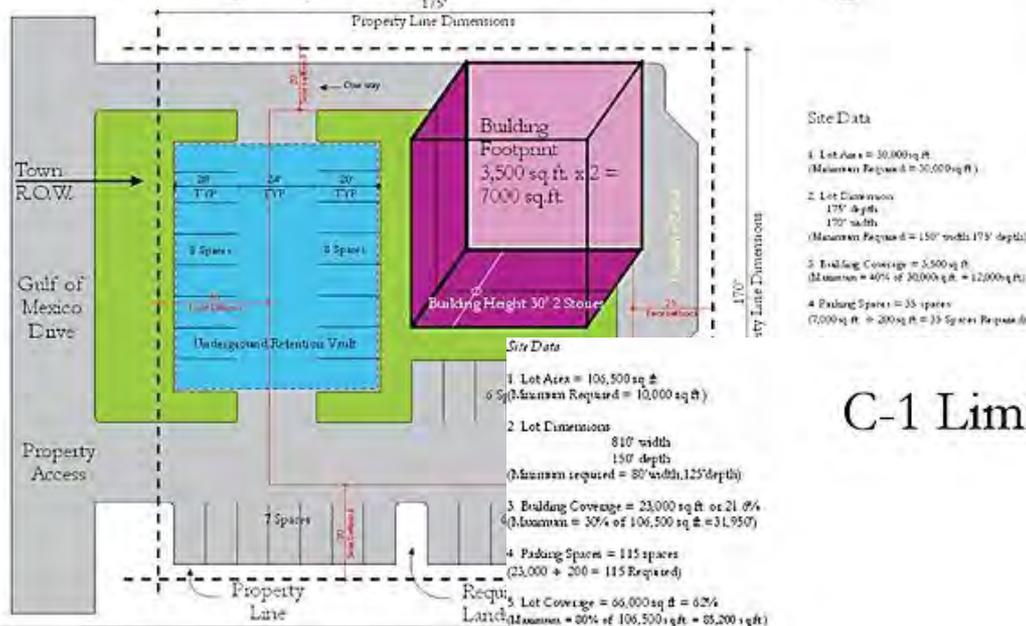
- ✓ Clear vision of what the Key will be in the Future
- ✓ Objective Standards defining that Future
- ✓ Clear Future Land Use Plan
- ✓ Clear zoning language/direction
- ✓ Objective Standards



# Longboat Key Commercial Land Use and Zoning Assessment, 2005



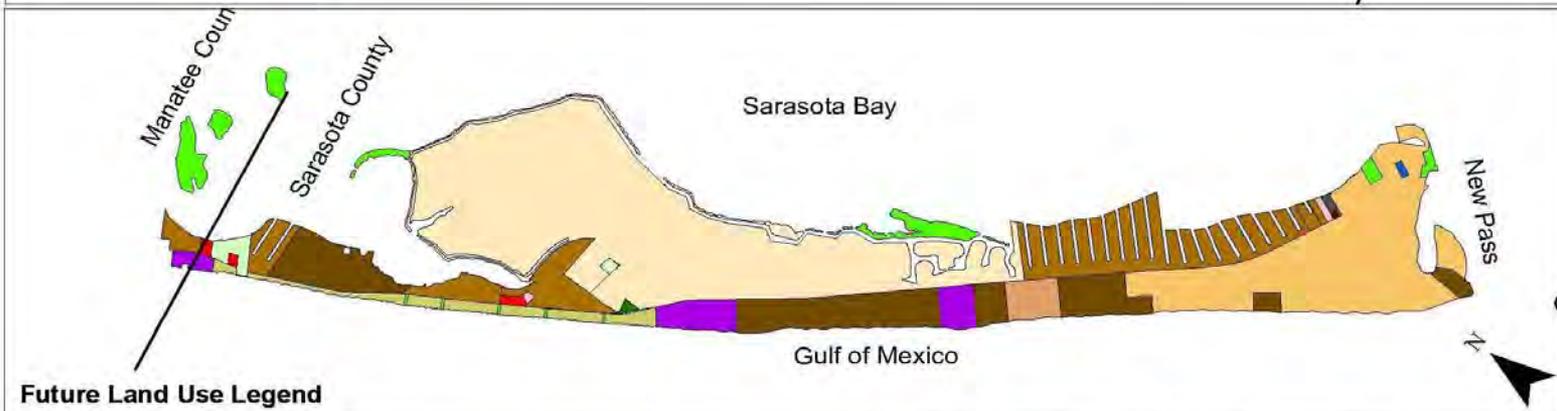
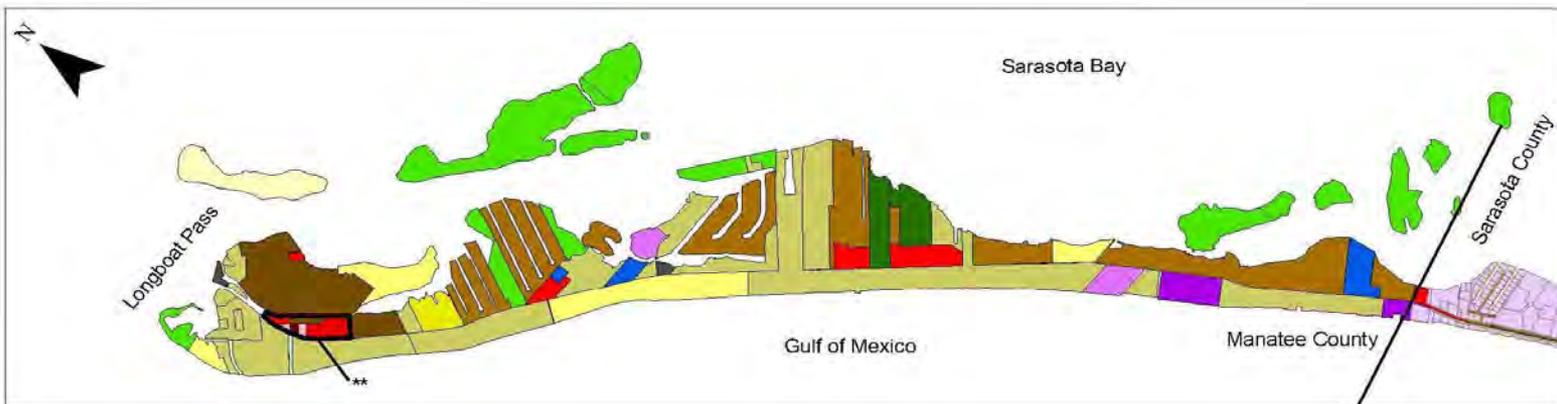
## C-3 Highway Oriented Commercial Zoning



## C-1 Limited Commercial Zoning (Standard Zoning)



# Future Land Use



Future Land Use Legend

OS-A Open Space - Active	MUC-2 Mixed Use Community (Islandside) 5.05 U/ACRE
OS-P Open Space - Passive	MUC-3 Mixed Use Community (Promenade/Water Club) 11.26 DU/ACRE
OS-C Open Space - Conservation	OI Office Institutional
IP Island Preserve: 1 DU/5 ACRES	CL Limited Commercial
RL-1 Low Density SF Residential: 1 DU/ACRE	CG General Commercial
RL-2 Low Density SF Residential: 2 DU/ACRE	CH Highway Commercial
RM-3 Medium Density SF/Mixed Residential: 3 DU/ACRE	MCS Marina Commercial Service
RM-4 Medium Density SF/Mixed Residential: 4 DU/ACRE	INS Institutional
RH-6 High Density SF/Mixed Residential: 8 DU/ACRE	TRC-3 Med. Density Tourist Resort/Commercial: 3 U/ACRE
MUC-1 Mixed Use Community (Bay Isles): 3.26 DU/ACRE	TRC-6 High-Density Tourist Resort/Commercial: 6 U/ACRE



TOWN OF LONGBOAT KEY  
FLORIDA

FUTURE LAND USE MAP

SCALE: 1" = 200'

This is to certify that this is the Official Future Land Use Map of the Town of Longboat Key referred to in Ordinance No. \_\_\_\_\_, dated \_\_\_\_\_.

DATE: \_\_\_\_\_

BY: \_\_\_\_\_

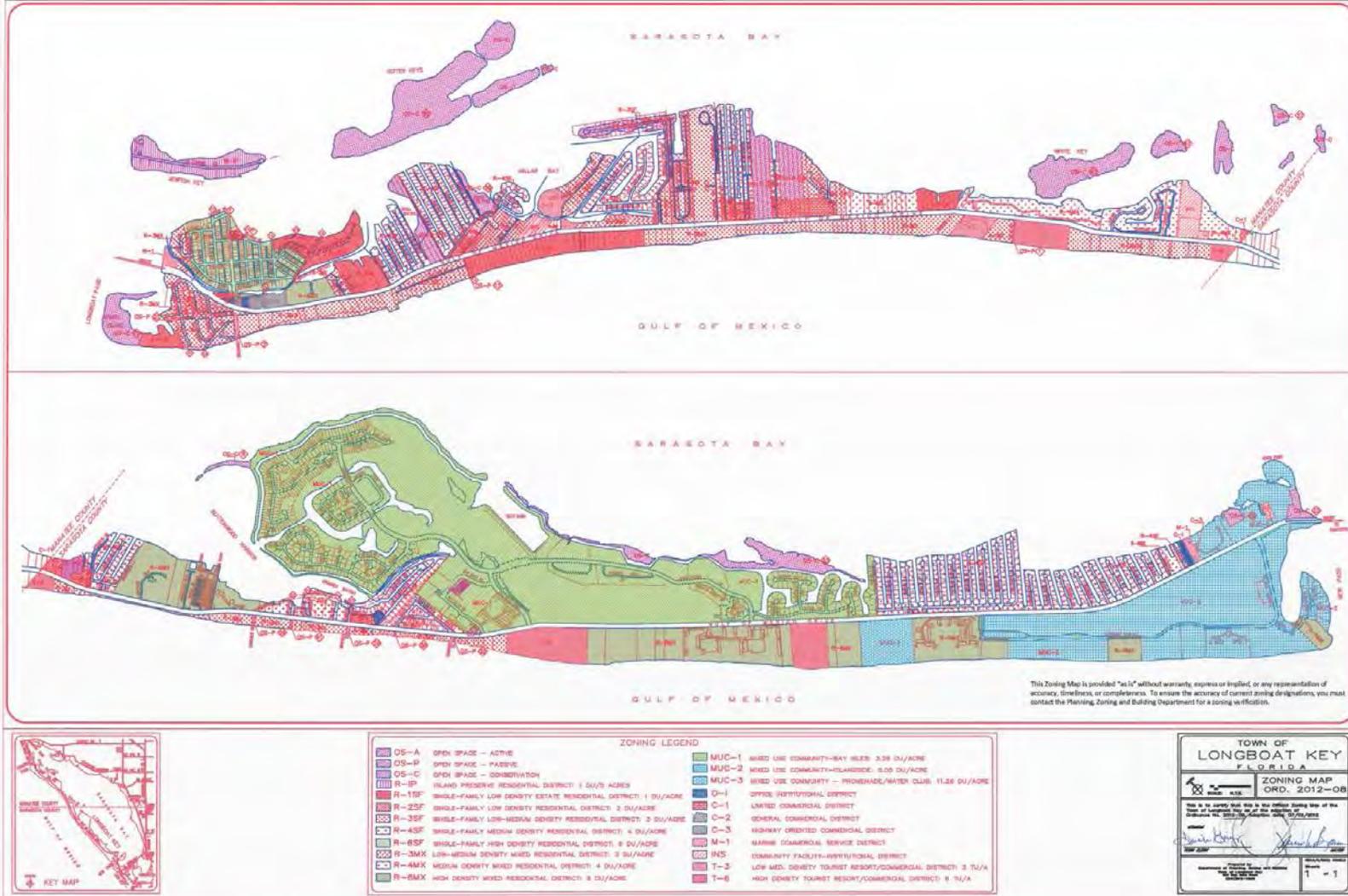
FILE NO. 15-000000-00000  
REVISED: \_\_\_\_\_  
DATE: \_\_\_\_\_

LA-PLAN-1998

\* Increased densities and intensities for tourism uses may be available in the tourist resort commercial, commercial, office, and marina commercial service future land use categories under the land development regulations for utilization of no more than 250 tourism units islandwide, as set forth in the Future Land Use Map above, reflected by the referendum vote of March 18, 2008.

\*\* Whitney Beach Overlay

# Zoning





"The old adage 'form follows function' describes the common approach behind land use regulation as it has been practiced in the past. Form-based codes turn that relationship on its head."

— City Council member response to why FBC's should be implemented in their city.



# Why SPG TEAM!

- ✓ **EXPERIENCED** – 20+ Comprehensive Planning/LDRS (Zoning)
- ✓ **EXPERIENCED** – Over 45 Redevelopment and Economic Repositioning Plans
- ✓ **EXPERIENCED** – 10+ Corridor Studies
- ✓ **EXPERIENCED** – Implementing Infill and Redevelopment Programs
- ✓ **EXPERIENCED** – Retail/Office/Mixed Use Feasibility Studies (150+ million square feet)
- ✓ **EXPERIENCED** – Economic Development/Incentives
- ✓ **EXPERIENCED** – Capital Improvement Planning /Fiscal Impacts /Funding
- ✓ **EXPERIENCED** – Knowledge of Area
- ✓ **IMMEDIATELY AVAILABILITY**



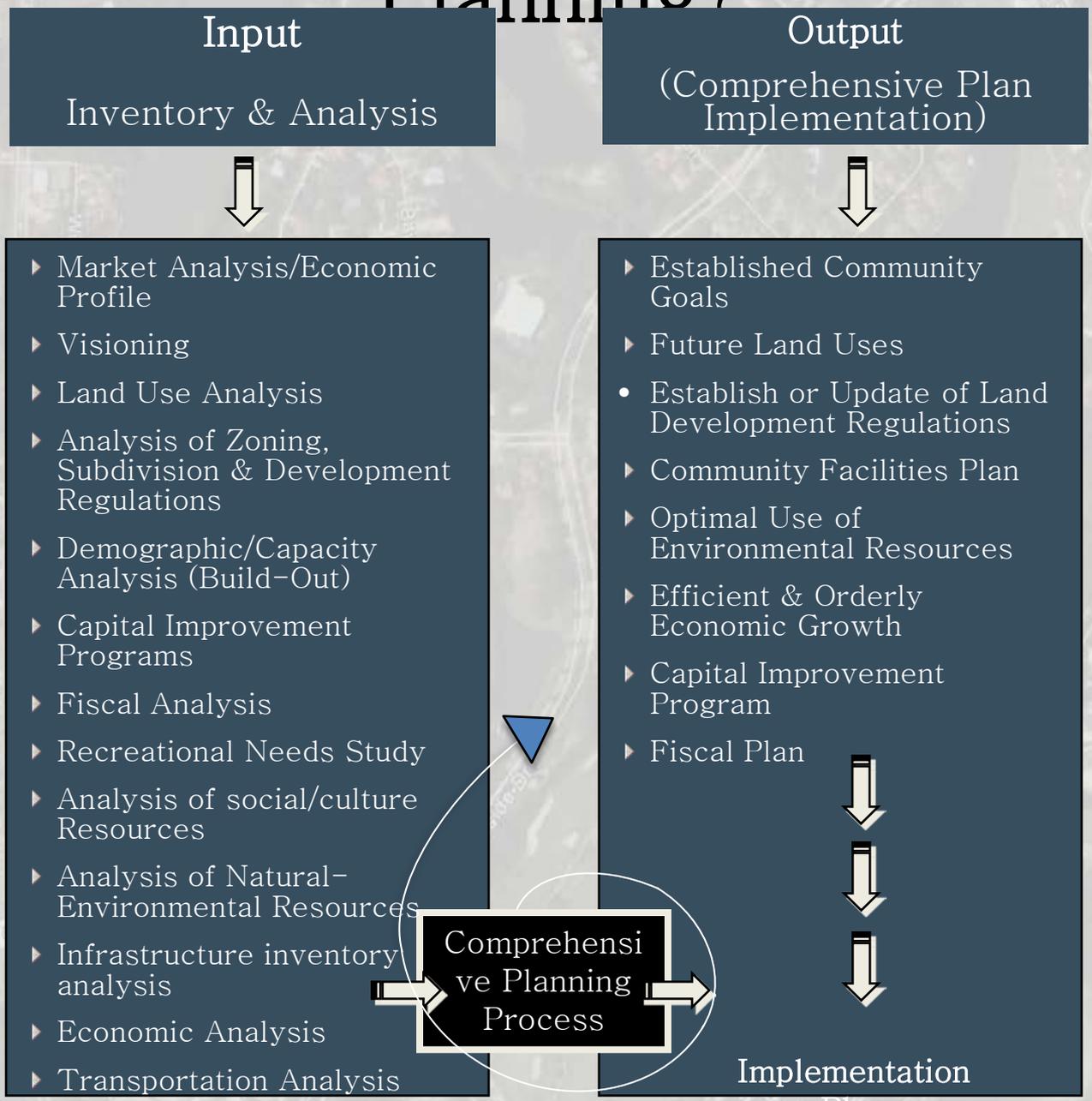
**We look forward to assisting you  
in leading Longboat Key toward  
the Vision of Revitalization.**

**We thank you  
for this opportunity...**

**The SPG  
Economics, Urban Design & Land Use  
Planning Team**

**We Welcome Your  
Questions.**

# What is Comprehensive Planning?





# The Planning Process

