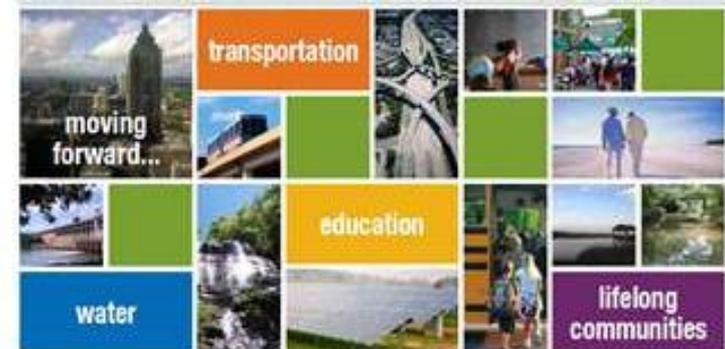
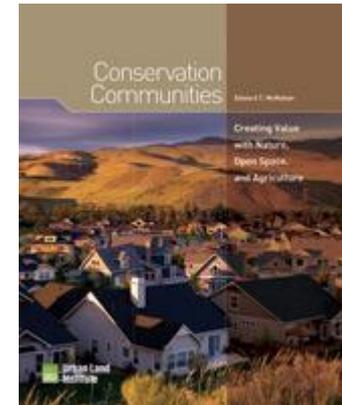




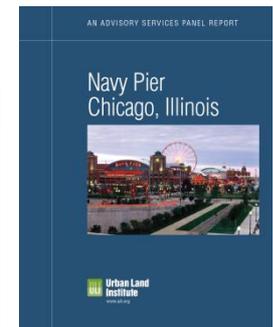
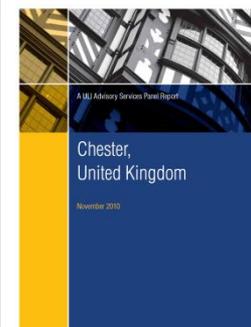
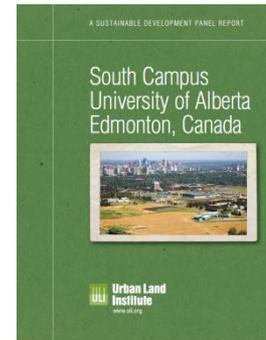
## About the Urban Land Institute

- The mission of the Urban Land Institute is to provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide.
- ULI is a membership organization with nearly 30,000 members, worldwide representing the spectrum of real estate development, land use planning and financial disciplines, working in private enterprise and public service.
- What the Urban Land Institute does:
  - Conducts Research
  - Provides a forum for sharing of best practices
  - Writes, edits and publishes books and magazines
  - Organizes and conducts meetings
  - Directs outreach programs
  - Conduct Advisory Services Panels



# The Advisory Services Program

- Since 1947
- 15 - 20 panels a year on a variety of land use subjects
- Provides independent, objective candid advice on important land use and real estate issues
- Process
  - Review background materials
  - Receive a sponsor presentation & tour
  - Conduct stakeholder interviews
  - Consider data, frame issues and write recommendations
  - Make presentation
  - Produce a final report



## The Panel

### Chair

**Kamuron Gurol**

### Panelists

**Angelo Carusi**

**Bill Clarke**

**Greg Cory**

**Zachary Greene**

**Jim Hill**

**Donna Lewis**

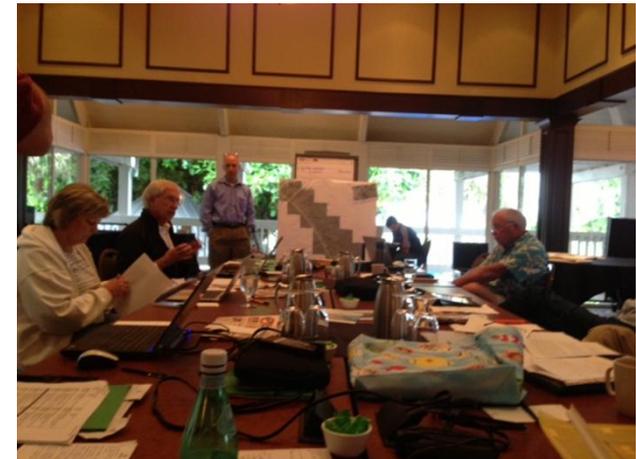
**Kenneth Voigt**

### ULI Staff

**Thomas Eitler**

**Caroline Dietrich**

**Basil Hallberg**



## Our Sponsor

### Thank You

- Local residents and Businesses
- Mayor James Brown
- Town Commissioners
  - David Brenner, Vice Mayor
  - Lynn Larson
  - Phil Younger
  - Jim Brown
  - Jack Duncan
  - Patricia Zunz
  - Terry Gans
- Dave Bullock, Town Manager
- Alaina Ray and Steve Schield

# Longboat Key

## Our assignment and process

- Objective, big-picture perspective and implementation roadmap
- Ten Questions of specific interest focusing on evolving market demand, the proper balance of residential, commercial and tourism uses.
- Analyze data, interview local residents and businesses, research trends, and apply our expertise
- Report can serve as a guide as you chart your course for the future.

## Findings

- People love Longboat Key
- Growth has slowed but divisions and disputes have increased
- Options and assets
- Diagnosis and prescriptions



## Key recommendations

1. Build community together- “Loving Longboat”
2. Adapt to a changing market- New generations
3. Focus on the future, instead of the past
4. Relax rental restrictions to help local business
5. Implement early actions at opportunity sites
6. Complete the Town Center and require high quality design
7. Locate the Community/Cultural Center at the Town Center
8. Improve mobility along Gulf of Mexico drive

# Our Understanding of Longboat Key

## Assets

- Beach and bay access
- Year round pleasant climate
- Safety
- Neighborhood variety
- Access to larger towns for services, cultural activities and other amenities



## Our Understanding of Longboat Key

### Challenges

- High property values with shrinking pipeline of new purchasers
- Businesses struggle to survive in the off season
- Identity defined by neighborhood and geography has led to divisiveness



## Our Understanding of Longboat Key

### What is this place?

Is it a retirement community?

- Yes and No
- Median age is 70.

Is it a resort community?

- Yes and No
- 2013 Top Florida Resort Award

Is it a “community” at all or a group of individual developments with separated social networks?



## Our Understanding of Longboat Key

### Imagine a Future

- LBK remains unique, extraordinary and welcoming to guests of all ages.
- Embraces nature and the environment
- Has a variety of cultural, recreational and leisure activities
- Has a high quality built environment that respects the natural environment
- Builds community through shared experiences and communication
- Has a vibrant “center of community”



## Our Understanding of Longboat Key

### Loving Longboat

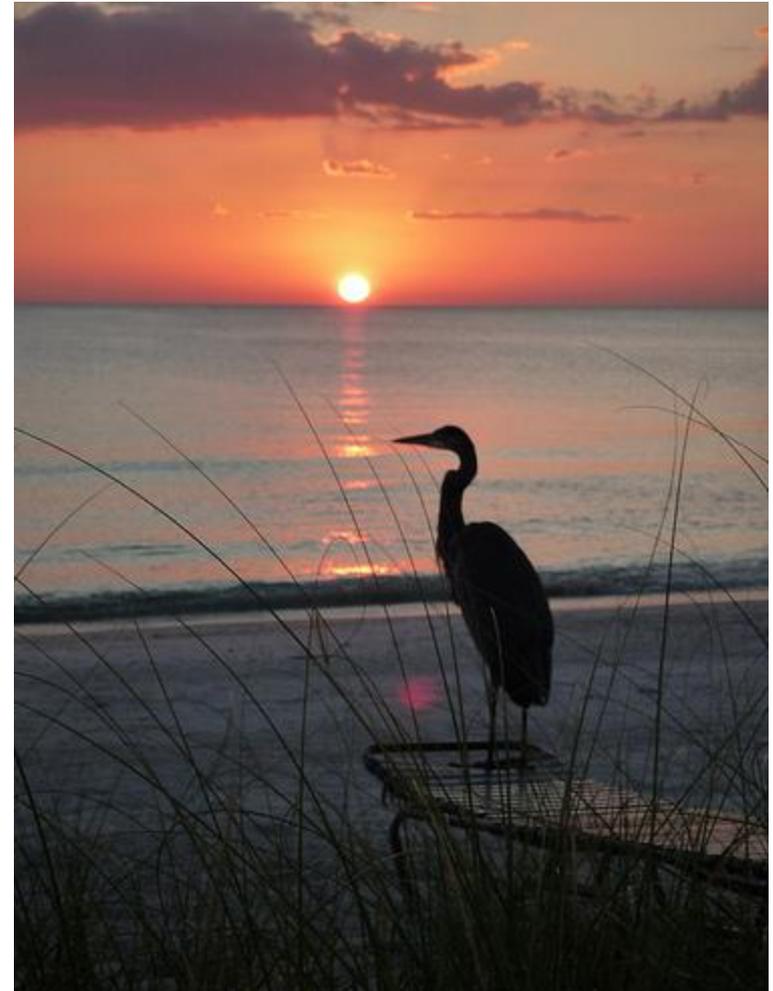
- No reason to compete with surrounding commercial areas
- Should serve residents, year round and seasonal
- Strategic changes to plans and policies will allow more flexibility and investment.
- Changes should come out of the shared vision and the common sentiment of “Loving Longboat.”



## Our Understanding of Longboat Key

### Prescription

- Reduce Stress through “soft” community building
  - Create new traditions
  - Emphasize common interest
- Social Connections through improved communication
  - Between and among residents and appointed/elected officials
- Nourishment
  - Remove barriers and work together



# Market Analysis

## Change in Factors Guiding Household Behavior

### 1960's to 1970's

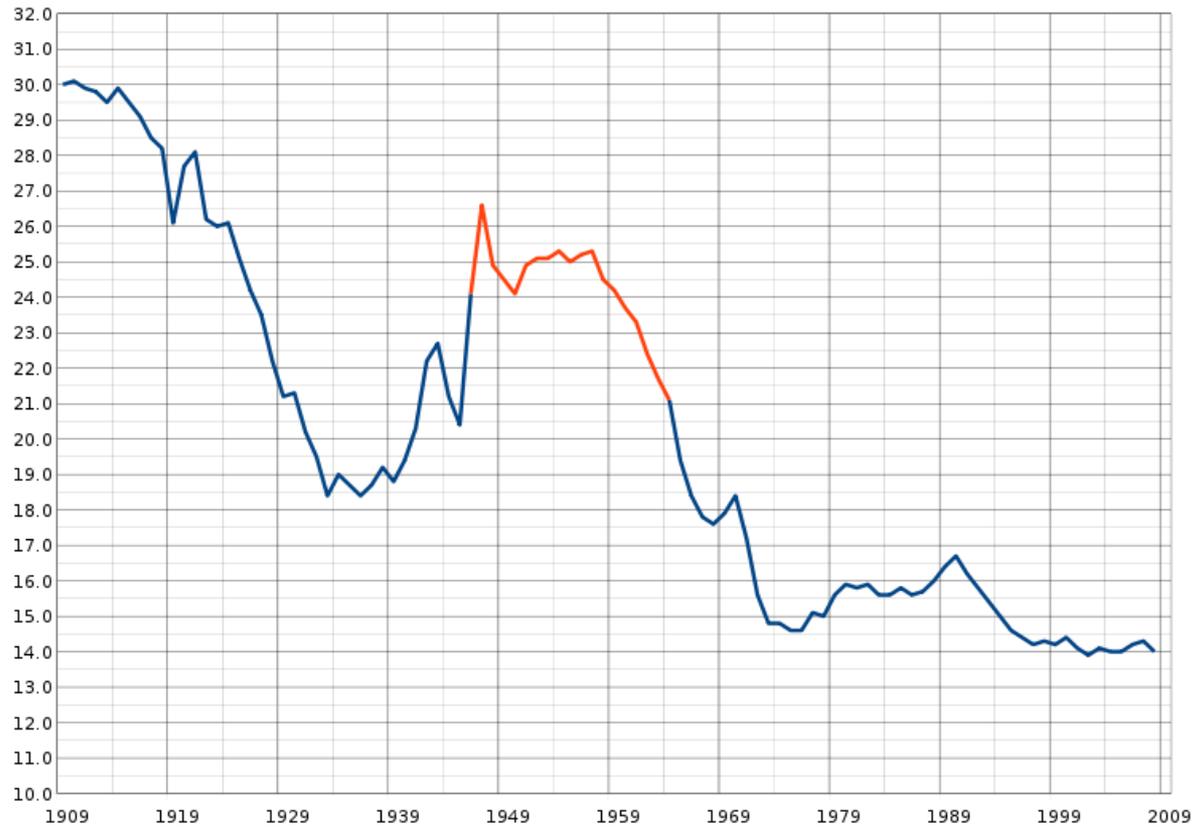
- Marginal tax rate, 71%
- Low historical immigration
- Baby Boomer entering the workforce
- Affluent middle class
- Growing HH real income
- Women labor participation = 12%
- Single income HH
- Aggregate debt to qualify for a mortgage approximately +/- 20% of income
- Good public schools
- 20 % of net income available for disposable spending

### 2000's to 2010

- Marginal tax rate, 35%
- High immigration rate
- Baby Boomer leaving the workforce
- Shrinking middle class
- Declining HH real income
- Women labor participation = 65%
- Dual income HH
- Aggregate debt to qualify for a mortgage approximately @ 35-40% of income
- Private Schools
- Lower % of net income available for disposable spending

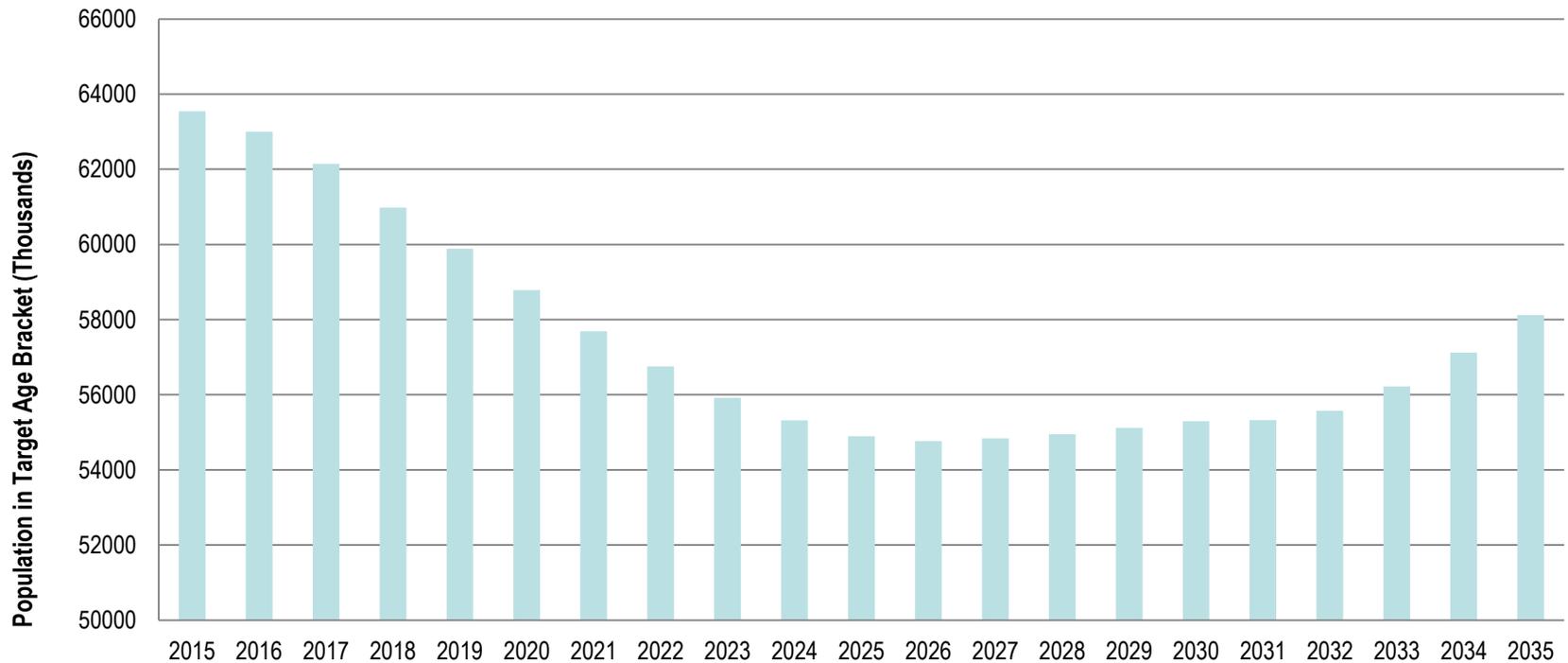
# Market Analysis

## Birth Rate in the U.S. Live Births per 100,000 population



# Market Analysis

## Projected Population of Potential Second Home Buyers: Age 45-60 (Thousands)



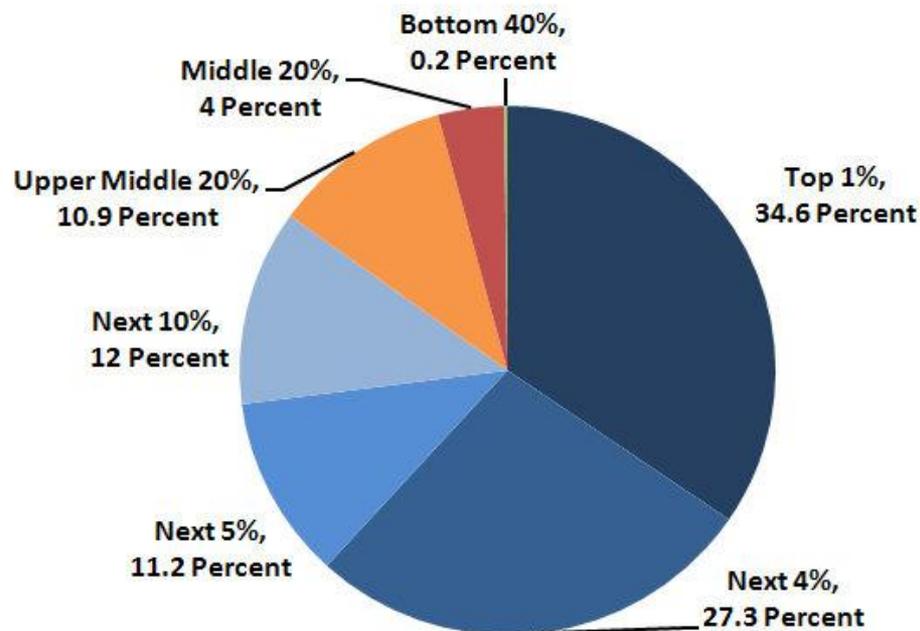
## Market Analysis

### Income Inequality in the US

- From 1979 to 2007 incomes of the top 1% grew 275%
- From 1992 to 2007 the top 400 earners' incomes rose by 392%
- In 2009 the average income of the top 1% was \$960,000
- Between 2002 and 2007 the income of top 1% grew 10 times faster than the bottom 90%
- The top 1% owns approximately 40% of total wealth
- 2001-2003 tax cuts saved the top 1% more than the total earnings of the bottom 150M wage earners

Source: Congressional Budget Office and the Federal Reserve Board

### U.S. Distribution of Wealth, 2007



Edward N. Wolff, 2010

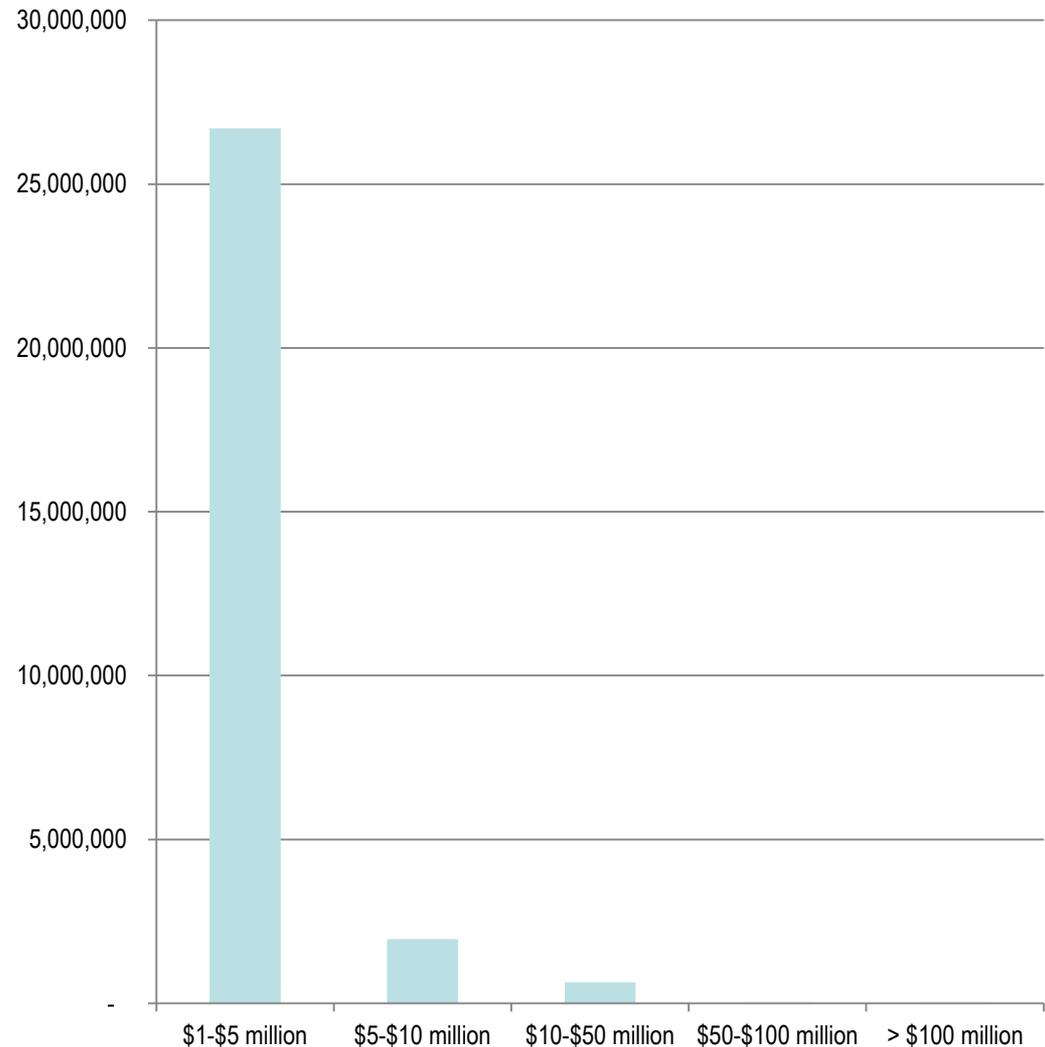
# Market Analysis

## Estimated Distribution of U.S. Households by High Net Worth

- > \$100 million = 29,500 Households
- \$50-\$100 million = 34,500 Households
- \$10 to \$50 million = 642,000 Households
- \$5-\$10 million = 1.96 million Households
- \$1-\$5 million = 26.7 million Households

Source: Credit Suisse and Global Research.org, 2012.

### Distribution of High Net Worth Households in the U.S.



## Market Analysis

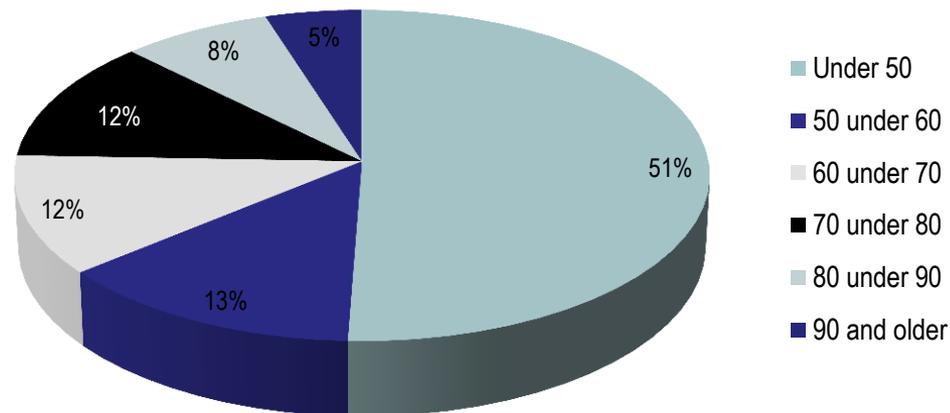
### Age of High Net Worth Individuals in the U.S. 2007

(High net worth defined as those individuals with a net worth exceeding \$2 million.)

- Total equals 4.5 million individuals
- Majority, 51%, are under 50.
- 58% are male.
- But female net worth is greater than male in the 50-60 age bracket.
- Average net worth is \$5.4 million.

Source: IRS

### Percentage Distribution of High Net Worth Individuals in the U.S. by Age



Source: IRS

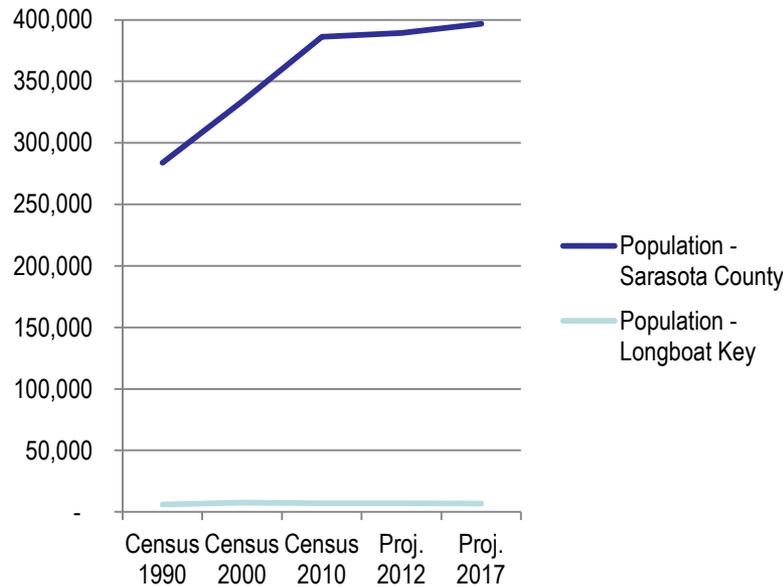
Note: High net worth defined as those individuals with a net worth exceeding \$2 million.

# Market Analysis

**Population 1990 – 2017, Longboat Key and Sarasota County**

	<u>Census 1990</u>	<u>Census 2000</u>	<u>Census 2010</u>	<u>Proj. 2012</u>	<u>Proj. 2017</u>
Population - Longboat Key	5,937	7,603	6,888	6,872	6,852
Annual Growth Rate		2.81%	-0.94%	-0.12%	-0.06%
Population - Sarasota County	277,776	325,957	379,448	382,557	389,840
Annual Growth Rate		1.73%	1.64%	0.41%	0.38%

Source: ESRI Community Analyst

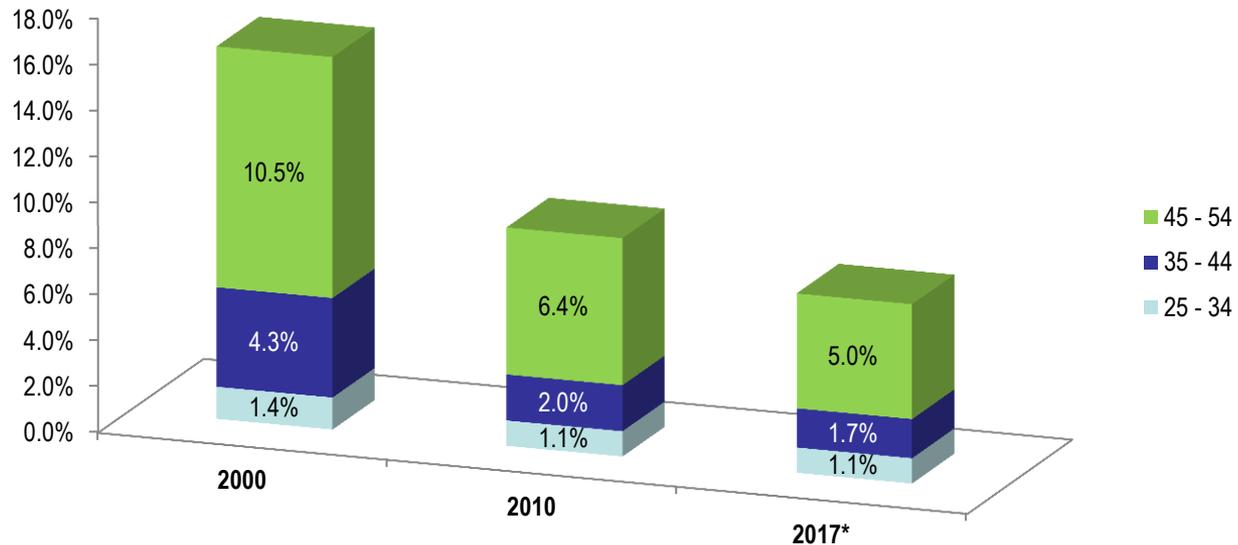


- **LBK Population largely unchanged with slight decreases projected.**
- **Sarasota County shows annual increases.**
- **Median age of LBK resident is 70 years.**
- **Median age of Sarasota County is 52.5.**

# Market Analysis

## Hollowing out of the Population

**Longboat Key Population Percentage Aged 25-54**



People aged 25-54 - Expected to drop from over 16% in 2000 to less than 8% in 2017; a drop from 1,231 people to 532 people.

## Market Analysis – Residential Real Estate

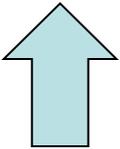
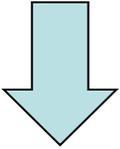
Brokers indicate:

- Best-selling single-family homes on LBK
  - Gulf views - Pricing in excess of \$3,000,000
  - North End – Pricing at \$500,000 or below
- Best-selling Condominiums
  - Well maintained – sell quickly
  - Gulf-front condominiums starting approximately \$500,000
  - Bay-side units' entry pricing is approximately \$200,000
- Zillow.com analysis of sales indicates pricing is approximately 60-70% of pre-2006 high

## Market Analysis – Residential Real Estate

### Buyer's Profile In Transition

- To date: Folks who were purchasing retirement or vacation properties, mainly from the northeast and Midwest United States. Nearly all of them had spent vacation time on Longboat Key.
- Today and Tomorrow:
  - People who can work from anywhere
  - North end - Families with school age children



## Market Analysis – How are people (buyers) finding their way to LBK?

- Fewer buyers funneling from former visits:
  - Closure and subsequent redevelopment of the former Holiday Inn property in 2003 - GONE
  - Decline and subsequent loss of the popular Colony Beach Resort in 2010 - OPPORTUNITY
  - Hilton Redevelopment
  - THE PANEL RECOMMENDS
    - Resort/hotel component should be part of the redevelopment
    - “Pre-engagement Strategy” Prepare Town staff and residents

## Market Analysis – Rental Restrictions

- Some interviewees perceived that the existing restrictions on short-term rentals have historically served the island well.
  - Cost: Businesses suffered
  - Not uniformly followed
  - Grey Market: 550+ Listings on VRBO and AirBnB
  - THE PANEL RECOMMENDS
    - Investigate the relaxation of the rental duration restrictions
      - Off season experiment?
      - The resulting increase in offseason \$ spent by these new visitors
        - More business to the restaurants and retailers
        - Provide rental income to those unit owners who may then renovate and add value to their property

## Market Analysis - Change is coming/has arrived

- Future buyers of residential property on Longboat Key will be (and to some extent already are) looking for a product which is different from much of today's housing stock.
- Buyers will be looking for newer product which is in short supply.
- Specifically the following attributes in residential property construction will be desired by tomorrow's buyers:
  - Ceiling heights of 9', 10' or more
  - Open floor plans
  - Larger units/more bedrooms
  - Double master bedrooms
  - New kitchens with modern appliances
  - More closets and additional storage space
- The Town reported increasing numbers of building permits for combining multiple condominium units.

## Market Analysis - Technology/Communication

- Tomorrow's buyers are going to expect to be able to continue the mobile lifestyle to which they've become accustomed.
- The Town needs to continue its technological improvements. We understand that in the past few years the Town government has made great strides in improving its use of technology.
- We recommend that the Town take advantage of all advancements in mobile technology in an effort to ensure that its residents and visitors the enjoy consistent and reliable mobile communication.

## Market Analysis - Market Conclusions

- In order to maintain the health of the market, Longboat Key will need to embrace change.

Year Householder Moved Into Unit	
	% of Housing Stock
Moved in 2000 or Later	47.1
Moved in 1990 to 1999	35.5
Moved in 1980 to 1989	12.7
Moved in 1970 to 1979	4.2
Moved in 1969 or Earlier	0.3
Source: U.S. Census Bureau, 2007-2011 American Community Survey	

- This is clearly a market in transition with nearly half of the housing stock changing hands in the past 13 years.
- The diversity of product property types is part of the fabric of this community, it's important to make efforts to retain all sectors. Only continued evolution will allow Longboat Key to stay Longboat Key.

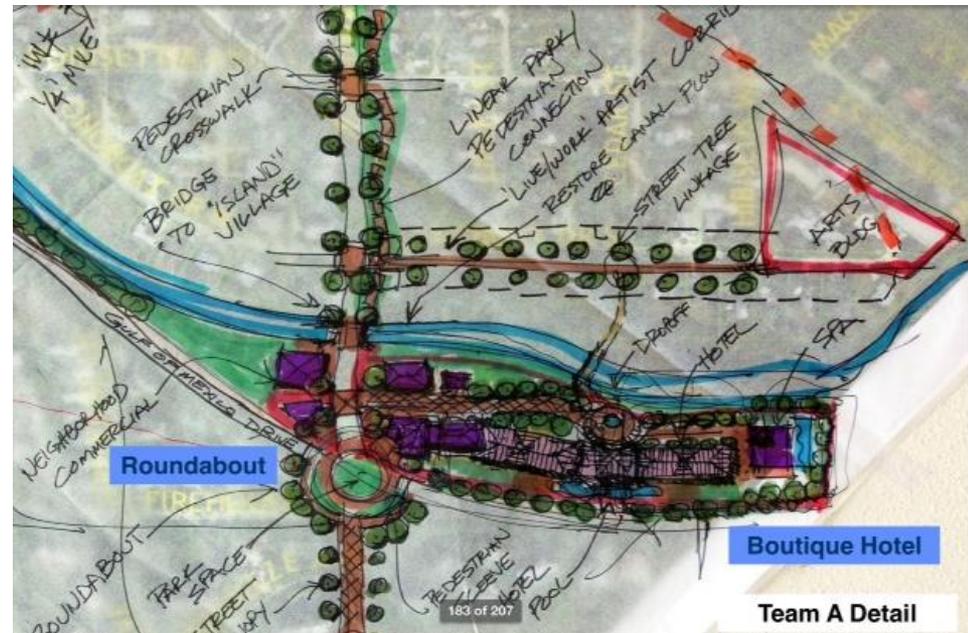
## Site Specific Recommendations

- **Addressing Important Areas**

- North End / Whitney
- Bayfront Park
- Town Center

### North End / Whitney

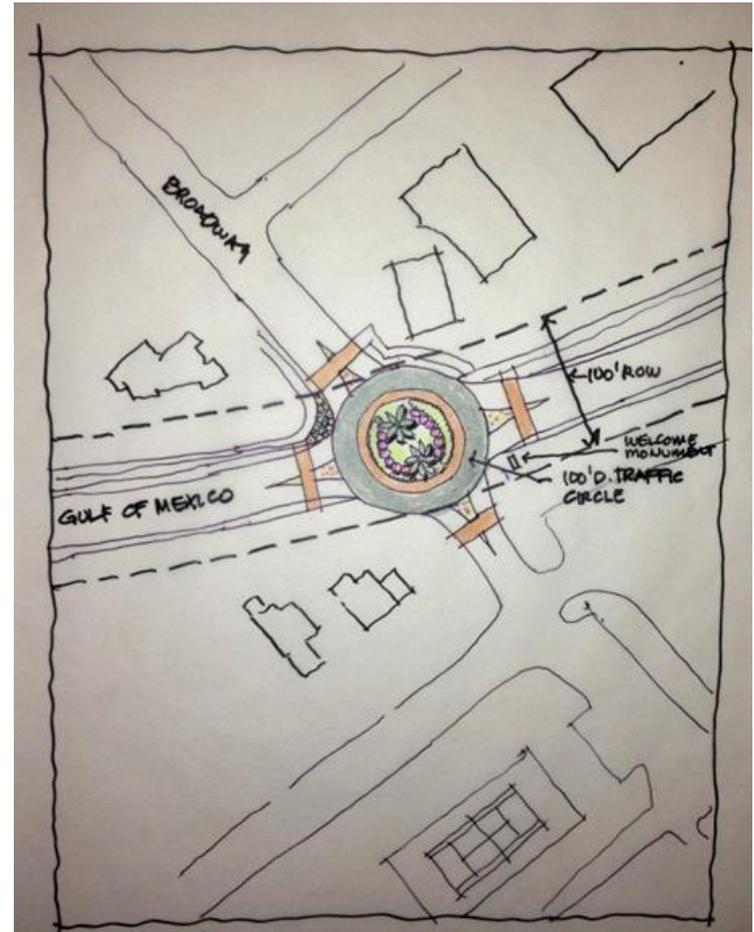
- Gulf of Mexico Drive / Broadway
  - Endorse mixed use commercial/hotel at Whitney Plaza
  - Whitney Plaza interim uses could include art and commercial kitchen



## North End / Whitney

### Gulf of Mexico Drive / Broadway

- Entry to key and North End needs improvement
- Mixed use may be a long time coming
- Construct roundabout and pedestrian beach access improvements
- Install landscape improvements at intersection



## North End / Whitney

- The Art Center
  - Location within residential neighborhood
  - Difficult to modify/expand in current location
  - Center for Creativity programs operates here
  - Possibility of Art Center relocation to site with more visibility



## Bayfront Park

- Currently has courts and a ball field
- Recently added to land area
- Current plan proposes active recreation and a community center
- Install landscape improvements
- Instead Locate community/cultural center in the Town Center



## Comprehensive Plan and Zoning

- Recommend a completely new Comp Plan and Zoning Code
- Some Specifics
  - Institutionalize constructed density of tourist residential at The Colony (237 rooms)
  - Modify code condominium policies to allow redevelopment consistent with 21<sup>st</sup> century needs
    - Cubic content, height bulk, FAR should be analyzed



## Town Center

- Panel has been asked: is a Town Center important? Where is the best location for a Town Center?
- Bay Isle area contains shopping, banking, library, civic, USPS – it is the town center.
- How can the town center be more of a town center?

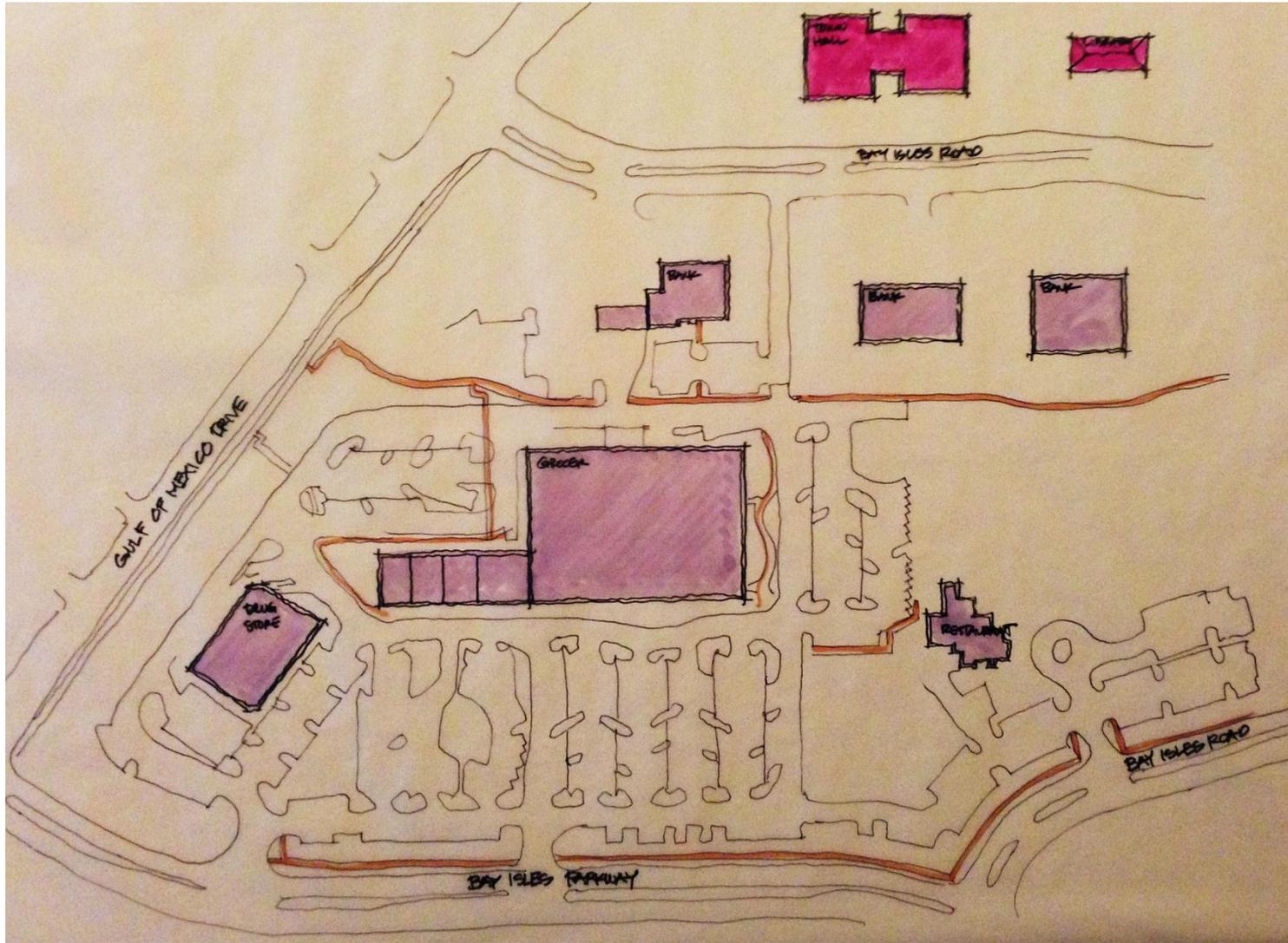


## Town Center

### Town Center Program Elements

- Commercial/Retail
  - There is demand
  - Plans you will see include about 30,000 sf of new commercial
- Community / Cultural Center
  - Should be constructed in the town center
  - Include space for classes, fitness, events & kitchen
  - Consider an 8,000 sf building on a site large enough for expansion
- Medical
  - Laboratory, doctor, physical therapy
  - Work with Sarasota County
- Library
  - A larger facility is warranted – maybe 6,000 / 8,000 sf
  - Work with Sarasota County

## Existing Town Center/Avenue of the Flowers



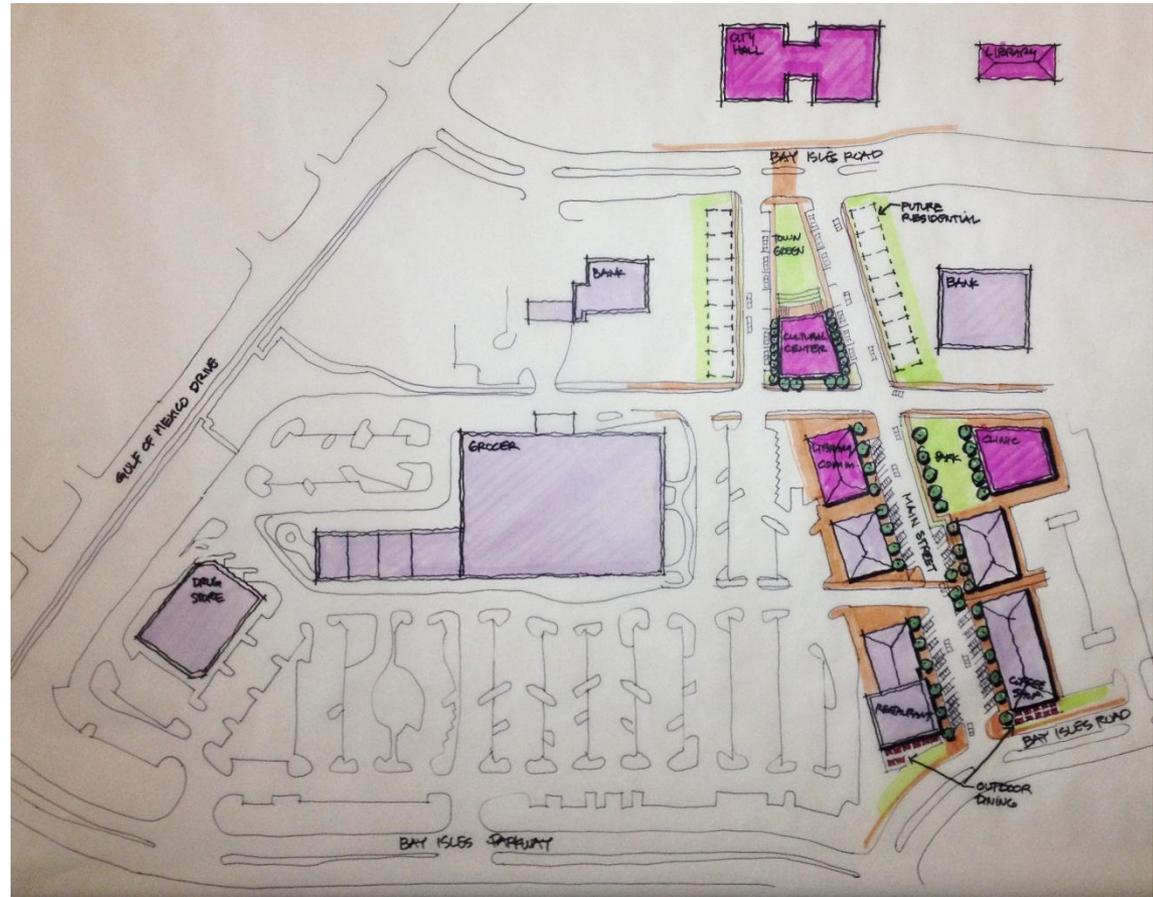
## Town Center

### Common Elements of Plans

- Central spine / open space corridor
- Spine flanked by approx. 35,000 sf of new uses
- Forecourt opened up in front of existing town hall
- Outdoor seating at entry to street as well as at uses along the street
- Sites for medical, expanded library and community/cultural center
- Some impact on existing buildings and parking

## Town Center- Main Street

- Narrower spine without central open space
- Community / cultural center in forecourt in front of town hall. Interim here is open space
- Phase one without impact on Sun Trust
- Less impact on parking than Village Green concept



## Town Center- Main Street

- Little impact on grocer's parking
- Public park centrally located
- Distributed Parking



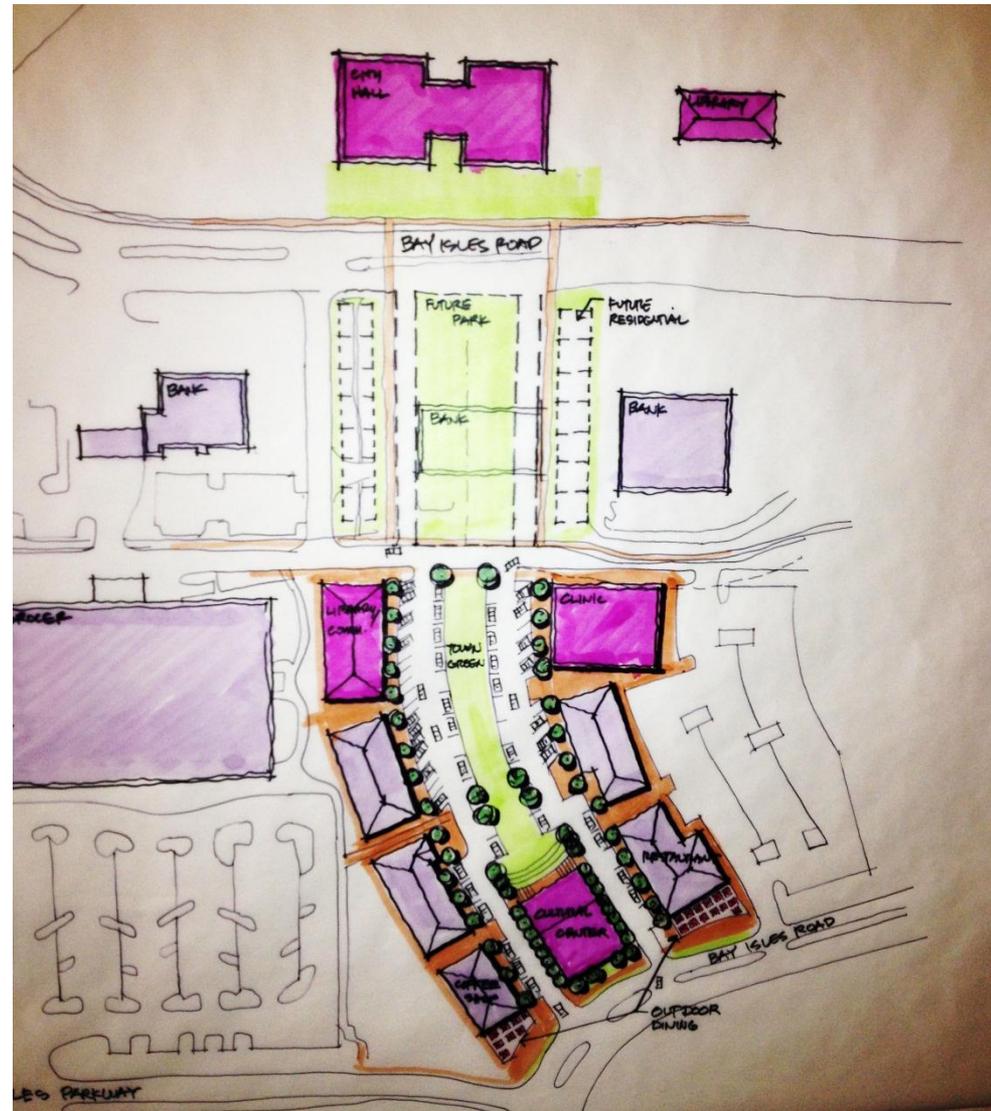
## Town Center- Main Street



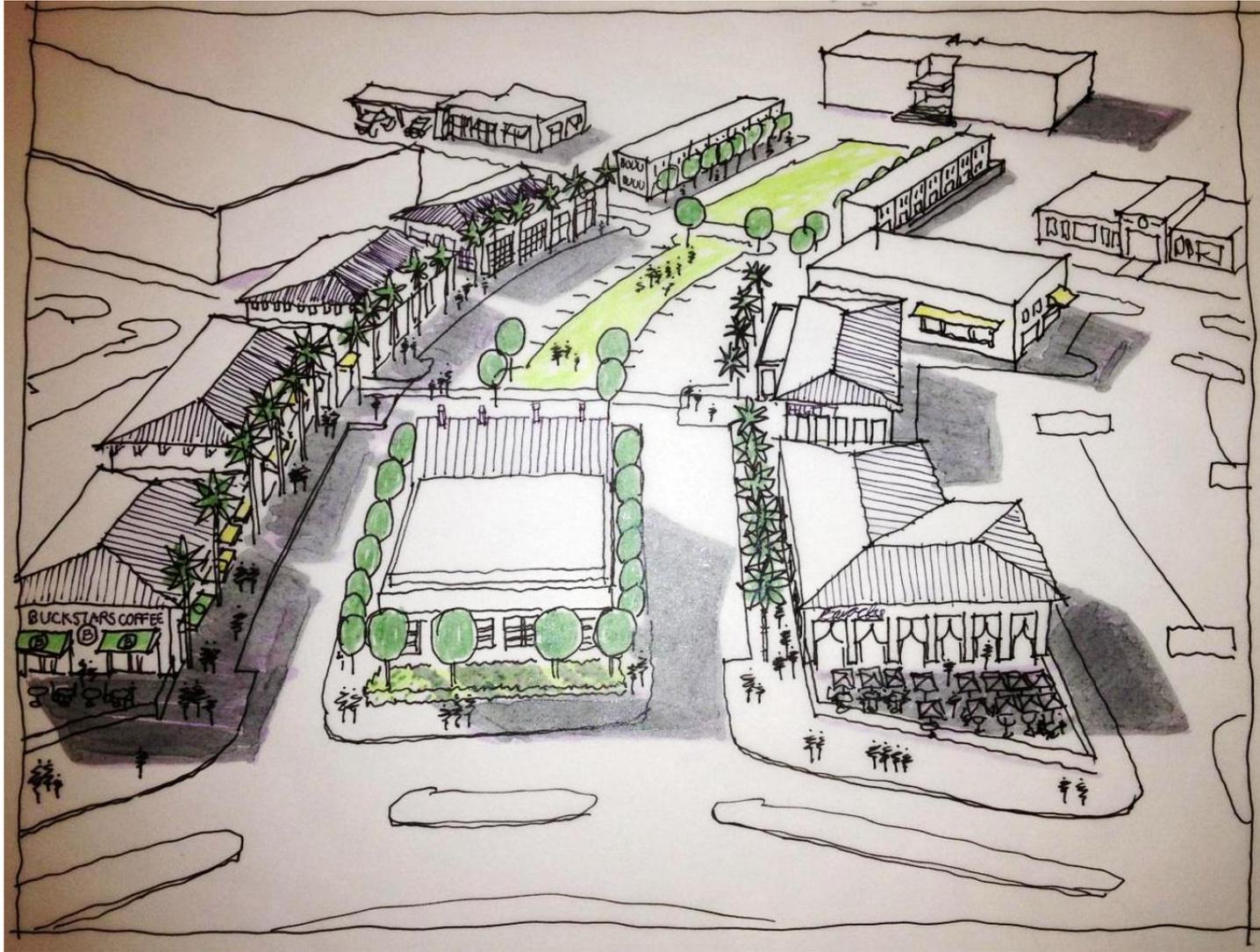


## Town Center- Village Green

- Civic and commercial buildings fronting public green
- Park in front of town hall can be implemented in future phases



# Town Center- Village Green

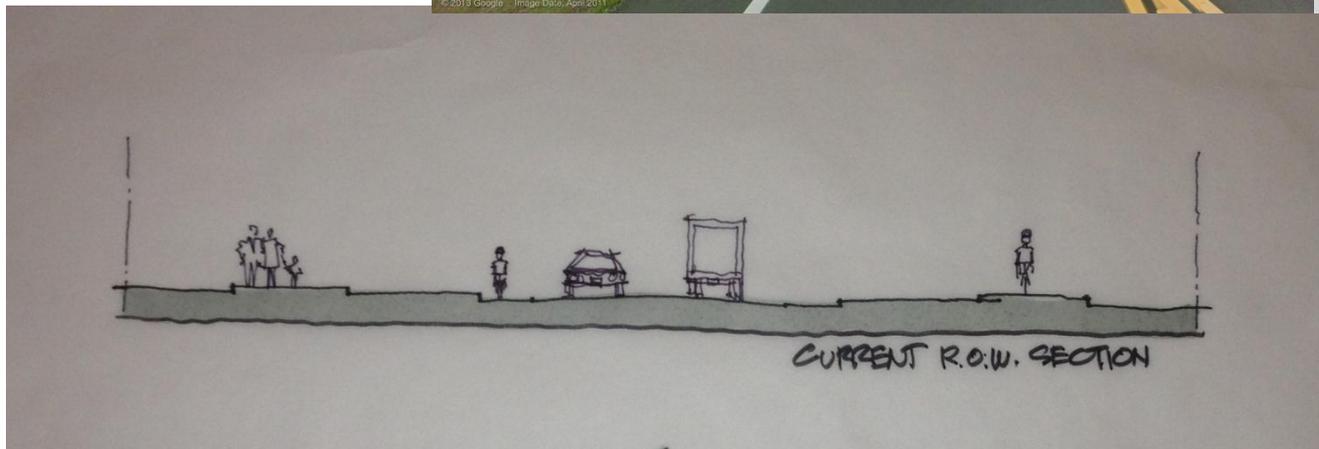


## Longboat Key Mobility

- Affects Community Image and Quality of Life
- Serves all users
- Reduces reliance on car
- Creates healthy living
- Increases business accessibility

## Existing Gulf of Mexico Drive

- Looks like a highway
- Should be a street



## Mobility Elements

- Street System
- Bicycle System
- Pedestrian System
- Transit System
- Gateway/Streetscape Image



## Street System

- Seasonal Congestion
  - Roadway is at Capacity
    - 18,000 vehicles
  - St Armand's Circle
    - On-street parking friction
    - Pedestrian conflicts
  - Anna Maria Bridge Street Mini Roundabout
    - Congestion pinch point
  - Bridge openings
    - 4 times an hour for an average of 3.5 min.
    - Creates up to 20-minute backups



## Street System

- Options
  - USF Traffic Congestion Study, 2007
  - Widen Roadway
  - Modern Roundabouts
    - Reduce crashes
    - Reduce delays
    - Pedestrian & bike friendly
    - Calm traffic
    - Aesthetics
  - Enhance Other Mobility Elements



## Bicycle System

- 5-foot on-road bike lanes
  - Intended for experienced riders
  - Widen existing 3 to 4-foot areas
- 8-foot multi-use path
  - Intended for recreational riders
  - Widen 10-foot with continuous smooth asphalt path



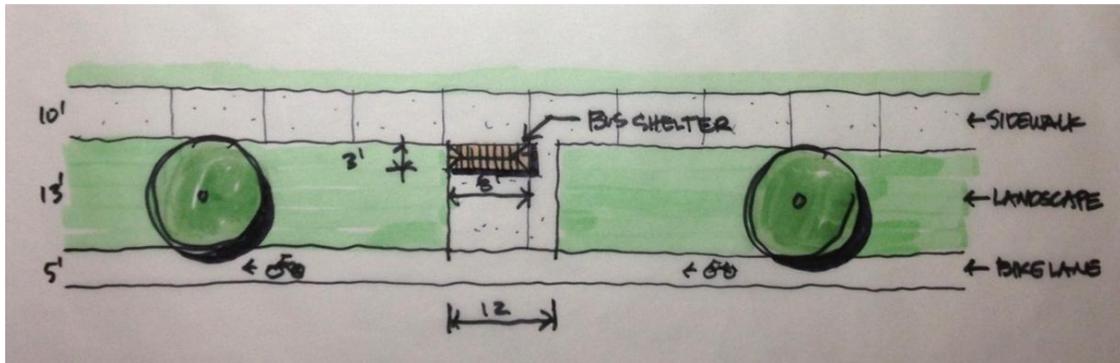
## Pedestrian System

- Provided by Multi-use path
- Limited crosswalks
  - Enhanced Pedestrian Crossings
    - Monroe Street
    - Bayport Way
    - Club Long Boat/sea Grape Inn
    - Banyan Bay to Centre Shops
    - Spanish Dr. to Bennacle Pt. Dr.
- Enhance with shielded Continuous Pathway Lighting System



## Transit System

- Currently hourly service
- Enhancements
  - Increase to 15-minute service
  - Bus stops within primary developments
  - Enhanced bus stops
- Town ‘Jitney’ system
- Water Taxi between destinations on Longboat Key



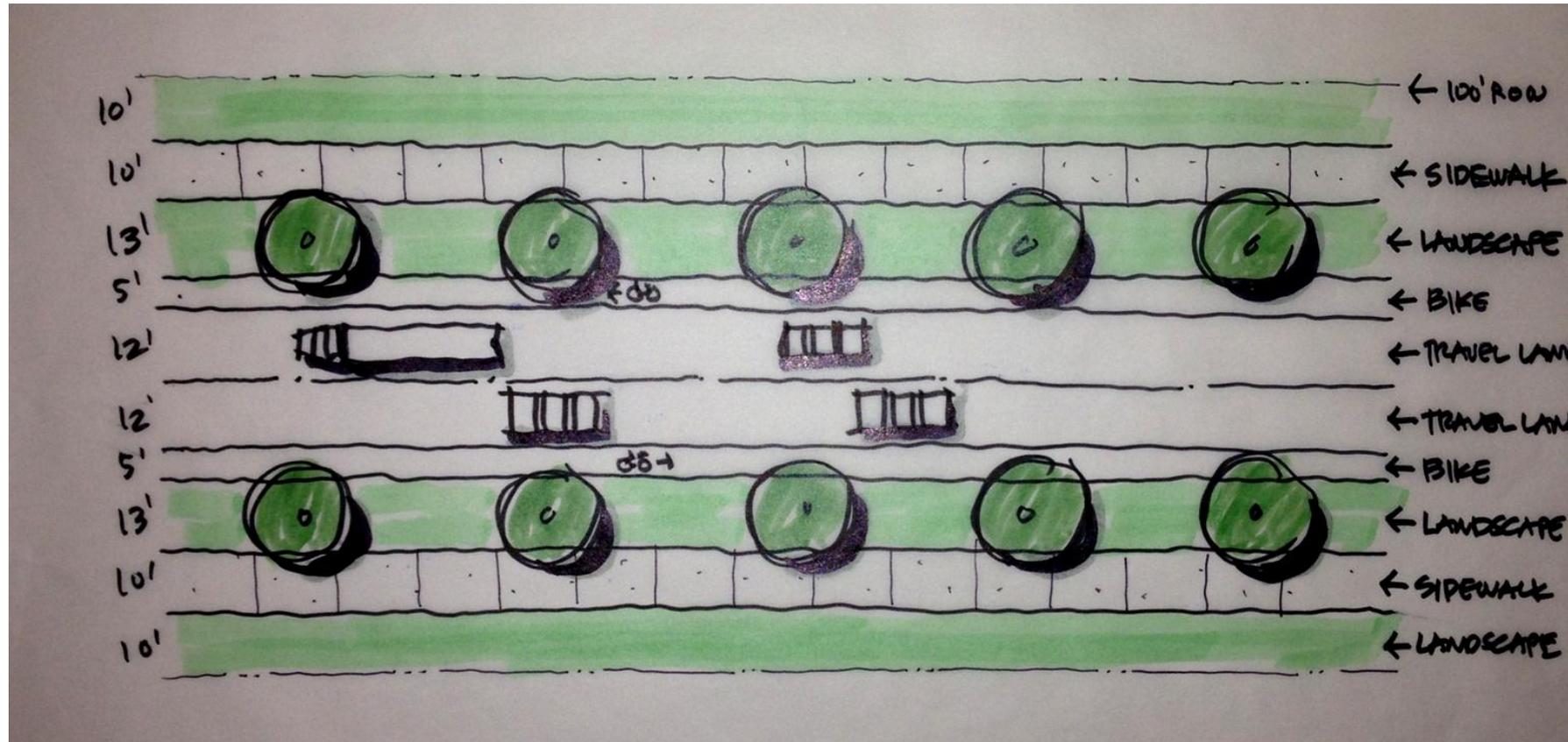
## Gateways

- Enhance Image and Identity of Longboat Key



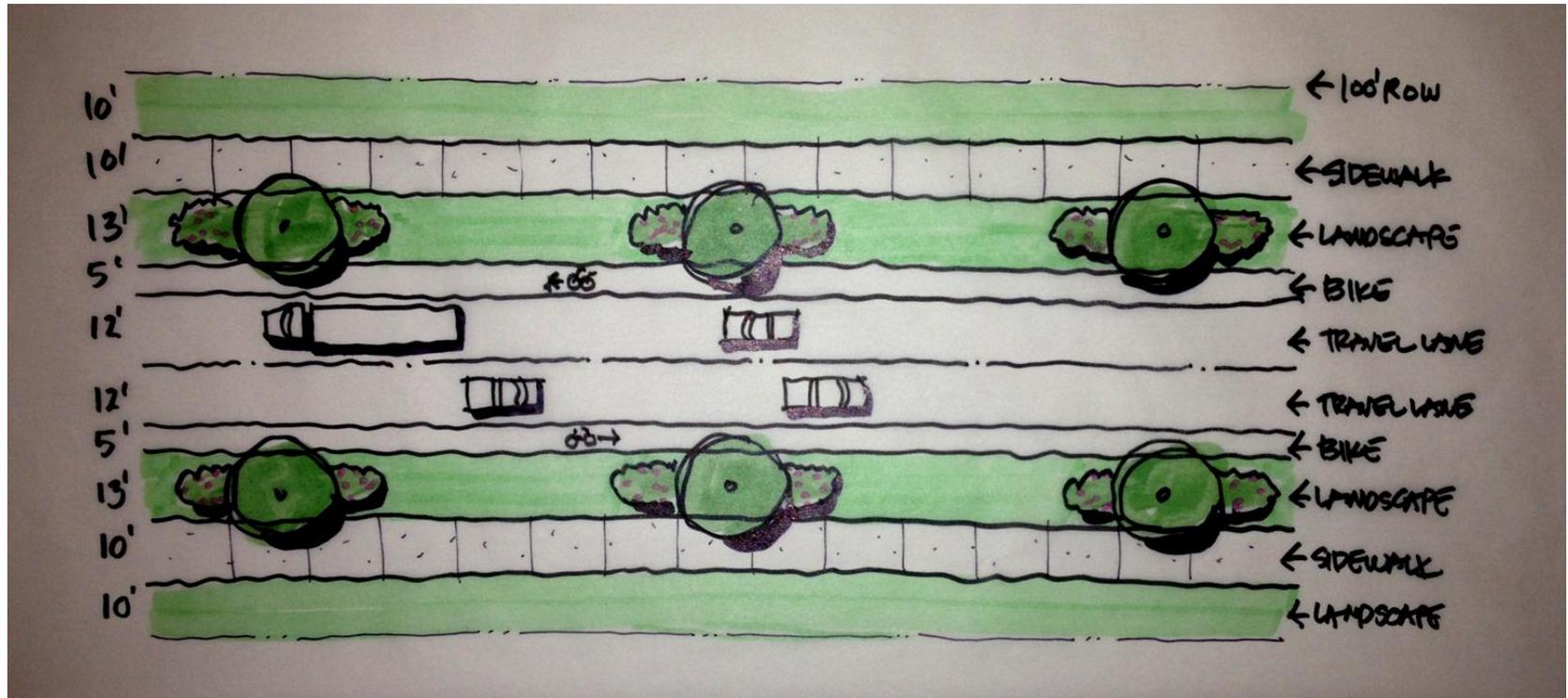
# Streetscape

- Enhanced Continuous Landscaping Option



# Streetscape

- Enhanced Cadence Landscaping Option



## Implementation

### What now?

- Community cooperation for common goals.
  - North/south
  - Wealthy and not so wealthy
  - Young and old
- Change the rules to maintain and increase value of assets
  - Shrinking pool of potential buyers
  - Increasing competition from other premier destinations
- Heal the wounds
  - Focus on the commonalities
  - Find opportunities for quick successes



## Implementation

### Don't Wait

- Start the conversations immediately
- Identify some quick successes
- Use your interpersonal infrastructure
- Don't say “we can't do it ,” say, “what if we tried it this way.”
- Things worth doing are rarely easy

## Implementation

### Teamwork Community

- Passionate and professional staff
- Capable of building bridges and problem solving
- Strong leadership
- Hire the best and trust the professionals





## Implementation

### “Center of Community”

- Library, Tennis Center, Town Hall and Publix site form a natural “Center of Community”
- Enhance the natural center by adding additional complementary uses.
- If a community/cultural center is to be built, it should be in this location
- Start now!
  - Find locations to program for outdoor events like a seasonal weekly farmers market; art shows, naturalist activities



## Implementation

### Environmental Community

- Continue strong environmental control
- Expand opportunities to appreciate the natural environment
- Expand existing outdoor education opportunities
- Expand and diversify outdoor volunteer opportunities



# Implementation

## Recreation Community

- Expand diversity of recreation opportunities
  - Kayaking; paddleboard
  - Pickleball
  - Playground
  - Picnics
- Enhance trail networks
  - Maps
  - Mile markers
- Add Programming
  - Hire professional to manage cultural and recreation programming



## Implementation

### Digital Community

- Future demand for first class digital communication
- Technological advancements
- Implement town wide enhancements without aesthetic impacts
- Enhance home networks
- Educate people about home enhancement opportunities



## Implementation

### Welcoming Community

- Improve visual aesthetic at gateways
- Update Comprehensive Plan and Zoning ordinances
  - Allow for rehabilitation of existing uses
- Trial program of seasonally adjusting rental rules
  - Would allow continued visitor opportunities while the Hilton is being remodeled and before the Colony is operational again.



## Implementation

### Communicating Community

- Expand opportunities for interaction to increase communication
- Develop opportunities for residents to communicate with elected and appointed officials in casual, non-confrontational setting
- Panel's experience this week



## Key recommendations

1. Build community together
2. Adapt to a changing market
3. Focus on the future
4. Relax rental restrictions
5. Implement early actions
6. Complete the Town Center
7. Locate the Community/Cultural Center at the Town Center
8. Improve mobility



Thank you!

