

# COMPREHENSIVE PLANNING 2009



Economics ■ Planning ■ Development Consultants

Strategic Planning Group, Inc.

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SPG, an international planning and economics, consulting firm, was founded in 1983. The core of our practice is the implementation of economically viable developments—public or private. Increasingly, SPG's role is to act as the client's representative assisting in the coordination of the various disciplines associated with comprehensive planning: environmental assessments, engineering, permitting, design, economics, and market analysis and construction financing and management.

Comprehensive planning has changed significantly since the 1990s. Today, available workforce skills, the capital market, environmental regulations and permitting have added significant costs and time to the development/ permitting process. SPG is a pioneer in the use of strategic planning concepts in developing solutions to enhance planning for local governments. We are one of the first consulting organizations to successfully merge the fields of redevelopment planning, growth management, land development regulations, economic development and market research consulting. Perhaps most importantly, we are internationally known for forging public/private partnerships and developing public consensus.

Since 1983, we have continuously provided community redevelopment, and market feasibility planning services to local government entities throughout the Southeast. Our firm is committed to providing the highest quality of professional services to our clients.



The success of this philosophy is evidenced by our clients satisfaction with the services we provide. We are extremely proud of the fact that we maintain an 85% client retention standing. SPG's staff is comprised of senior professionals with extensive comprehensive planning, growth management expertise, economics, fiscal assumptions and housing.

Strategic Planning Group, Inc. (SPG) is highly qualified to provide the necessary expertise needed to assist our clients in its planning efforts.

*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.*

### *Certificate of Status*

I certify from the records of this office that STRATEGIC PLANNING GROUP, INC. is a corporation organized under the laws of the State of Florida, filed on November 21, 1983.

The document number of this corporation is 072192.

I further certify that said corporation has paid all fees due this office through December 31, 2009, that its most recent annual report/uniform business report was filed on February 23, 2009, and its status is active.

I further certify that said corporation has not filed Articles of Dissolution.

I further certify that this is an electronically transmitted certificate authorized by section 15.16, Florida Statutes, and authenticated by this code: 090224101136-20014420051291.

Given under my hand and the Great Seal of the State of Florida at Tallahassee, the Capital, this the Twenty Fourth day of February, 2009.

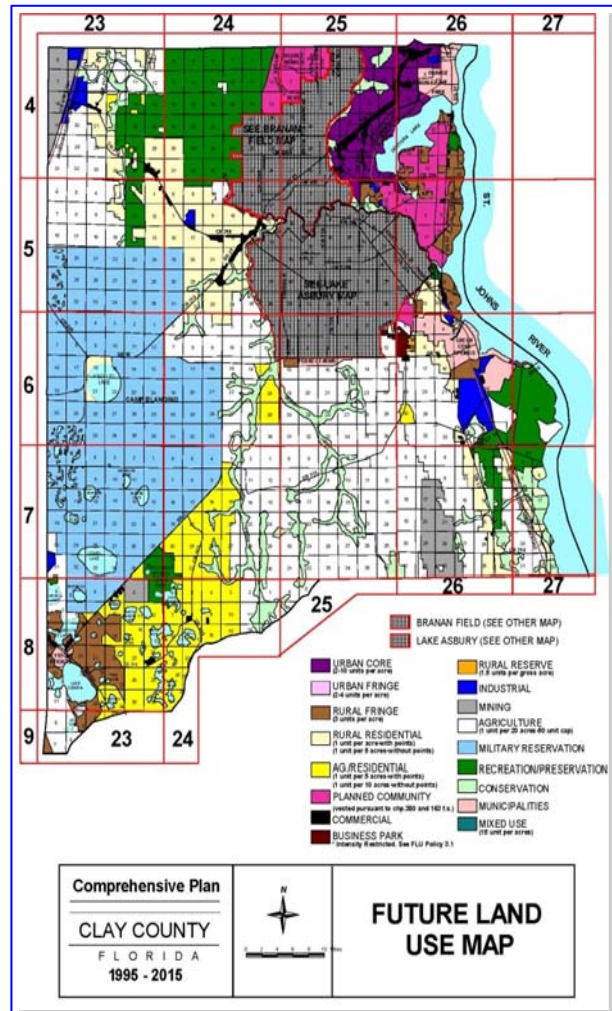


*[Signature]*  
Burt D. Branning  
Secretary of State

## COMPREHENSIVE PLANNING (9J-5)

SPG's comprehensive experience includes not only large metropolitan areas, but also small and rural jurisdictions.

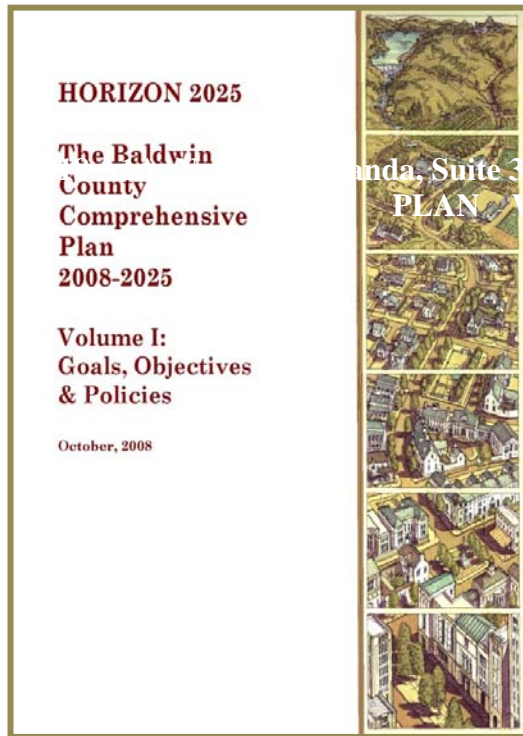
- ◆ Capital Improvements
- ◆ Coastal Zone Management
- ◆ Conservation
- ◆ Economic Development
- ◆ Housing
- ◆ Intergovernmental Coordination
- ◆ Land Development Regulations
- ◆ Land Use
- ◆ Mass Transit
- ◆ Port (Aviation/Seaport)
- ◆ Public Facilities  
(Potable Water, Storm water, Solid Waste, Sanitary Sewer)
- ◆ Recreation
- ◆ Transportation
- ◆ Urban Design



### Florida Comprehensive / Land Use

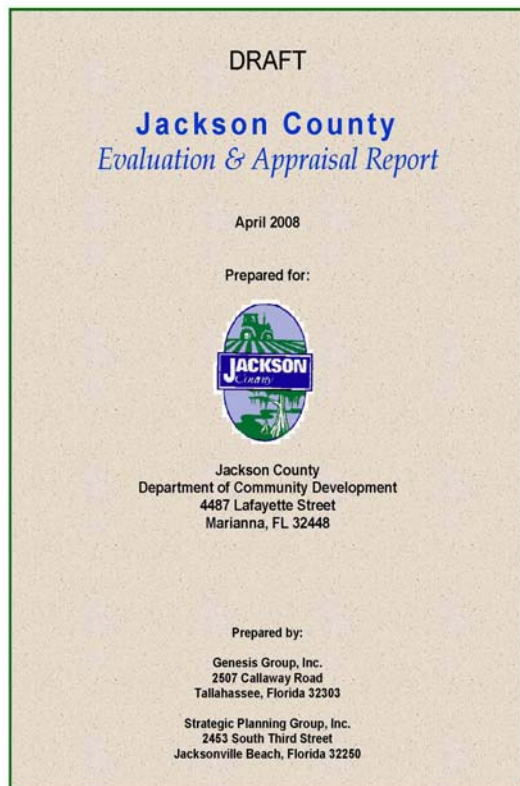
Altamonte Springs	Leon County
Apopka	Maitland
Bay County	Nasau County
Casselberry	Navarre Beach
Clay County	North Miami
Daytona Beach Shores	Oldsmar
Delray Beach	Pasco County
Edgewater	Pensacola Beach
Escambia County	Plant City
Hollywood	Polk County
Jackson County	Seminole County
Jacksonville	St. Cloud
Jacksonville Beach	Tarpon Springs
Kissimmee	Temple Terrace
Lake County	Winter Haven





### *Baldwin County, Alabama*

SPG and Genesis Team prepared the County's first long range growth management plan (Comprehensive Land Use Plan) including land development regulations. Baldwin County situated between Mobile and Pensacola was the fastest growing county in Alabama rivaling the growth of northwest Florida. Using Florida's growth management process, the team prepared both the goals, objectives and policies for this 2025 plan as well as the detailed technical elements needed. SPG assisted in all levels of public participation and was specifically responsible for development of all demographics, needs assessments and housing, (including affordable and workforce housing).



### *Jackson County, Florida*

The SPG/Genesis team prepared Jackson County's 2020 EAR document. This effort included public participation to determine the county's vision and identified community issues on which the growth management plan was based. SPG served as assistant project manager, directed and facilitated all participation programs and was fully responsible for demographic and housing related issues. The team is also responsible for preparing the county's comprehensive plan amendments and development of the county's land development regulations.



## Comprehensive Plan (Growth Management)

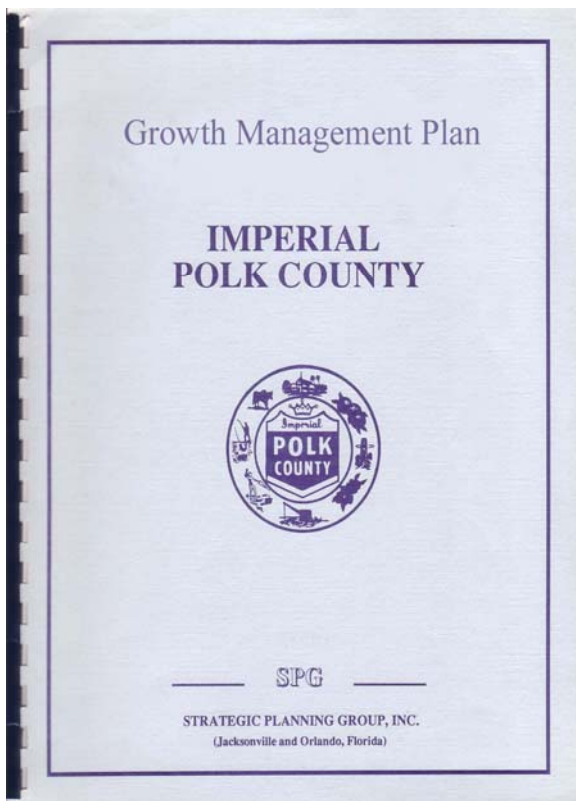
### *Clay County, Florida*

SPG prepared this award winning Growth Management Plan. 1000 Friends of Florida ranked the Plan as “one of the best three in the State.” SPG was responsible for:

- ♦ Housing
- ♦ Transportation
- ♦ Water/Sewer/Storm water/Solid Waste
- ♦ Recreation
- ♦ Conservation
- ♦ Land Use
- ♦ Capital Improvement Program

SPG also prepared an Economic Development Strategy that guided the entire growth management planning process.

SPG directed the entire public participation program.

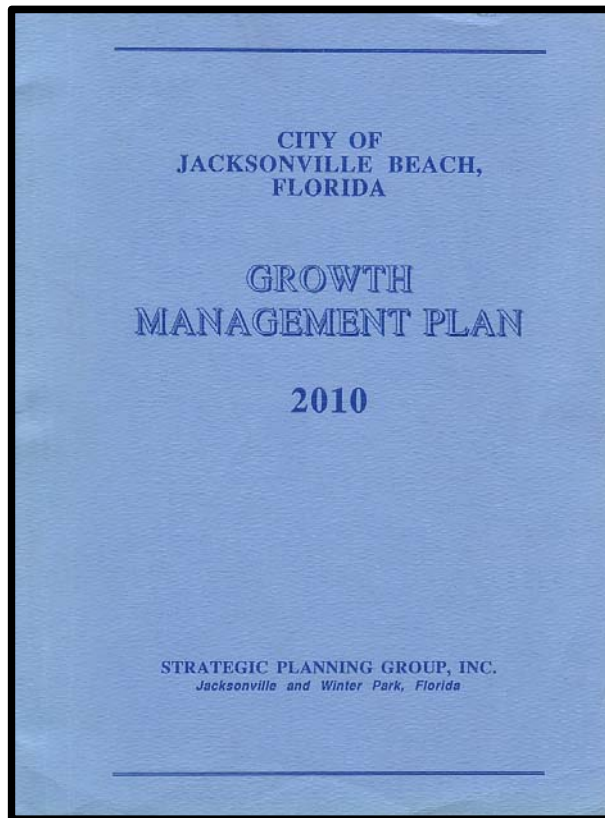


## Growth Management

### *Polk County, Florida*

SPG prepare the County’s overall growth management plan. The plan was the first in the state of Florida to utilize an economic development element (versus BEBR Projections) as the basis of future land use in the related planning elements. SPG was responsible for:

- ♦ Housing
- ♦ Transportation
- ♦ Water/Sewer/Storm water/Solid Waste
- ♦ Recreation
- ♦ Conservation
- ♦ Land Use
- ♦ Capital Improvement Program
- ♦ Economic Development

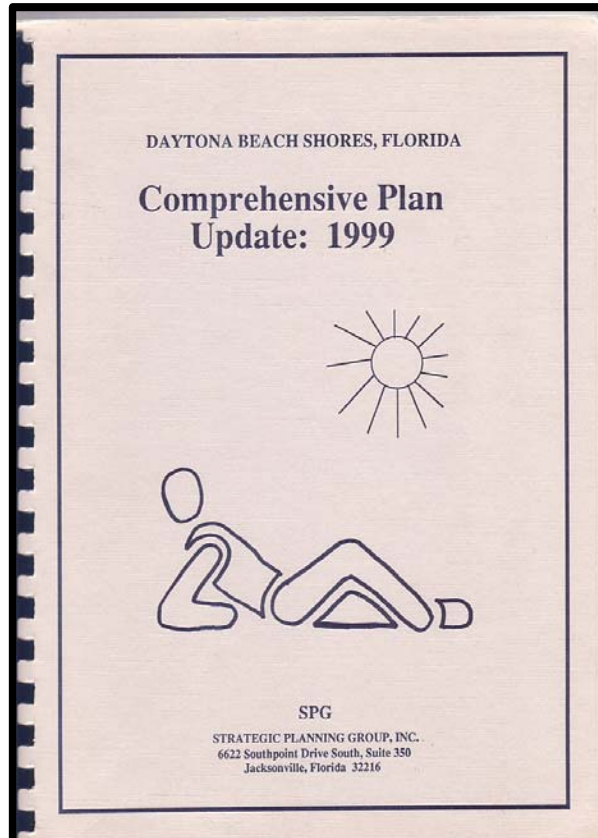


### Comprehensive Plan (Growth Management)

#### *Jacksonville Beach, Florida*

SPG prepared the Growth Management Plan for this Coast City. SPG was responsible for the following Elements:

- ♦ Housing
- ♦ Land Use
- ♦ Future Land Use
- ♦ Potable Water
- ♦ Sanitary Sewer
- ♦ Solid Waste
- ♦ Storm water
- ♦ Transportation
- ♦ Coastal Zone Management
- ♦ Recreation and Open Space
- ♦ Conservation
- ♦ Urban Design
- ♦ Capital Improvement Program



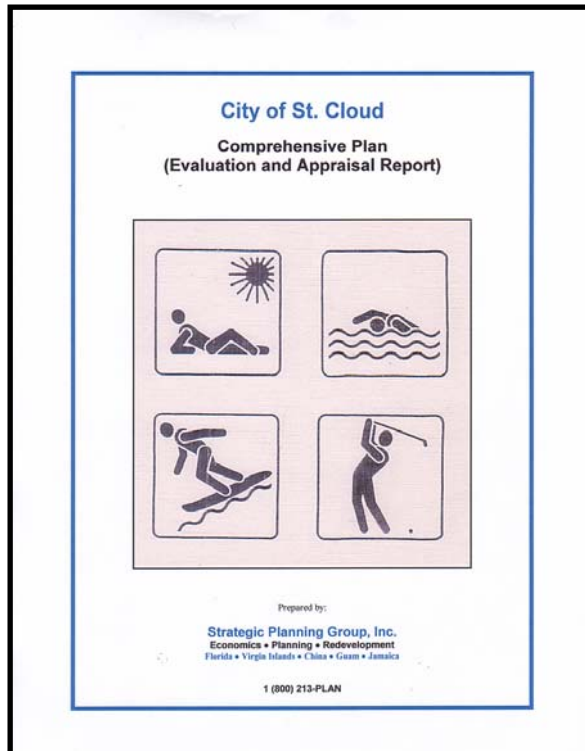
### Comprehensive Plan (Growth Management)

#### *Daytona Beach Shores, Florida*

SPG prepared the entire Growth Management Plan for this Coast City. SPG was responsible for the following Elements:

- ♦ Housing
- ♦ Land Use
- ♦ Future Land Use
- ♦ Potable Water
- ♦ Sanitary Sewer
- ♦ Solid Waste
- ♦ Storm water
- ♦ Transportation
- ♦ Coastal Zone Management
- ♦ Recreation and Open Space
- ♦ Conservation
- ♦ Urban Design
- ♦ Capital Improvement Program



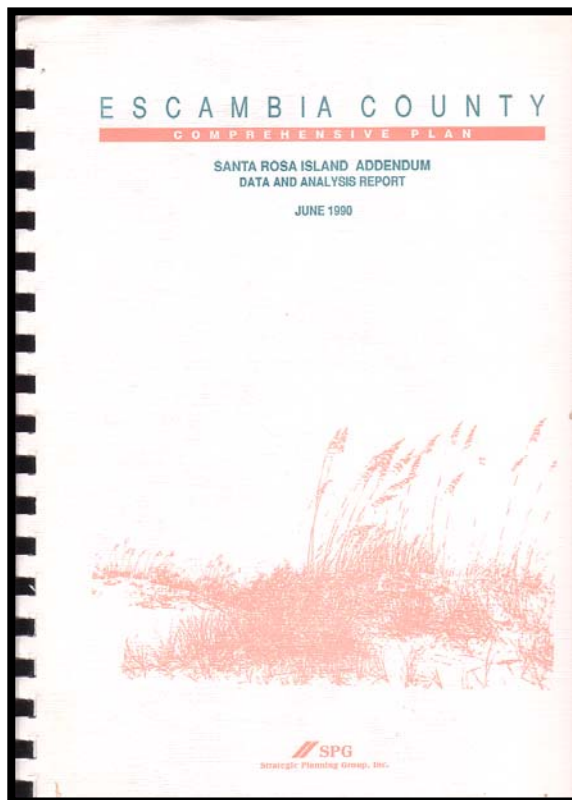


Comprehensive Plan (EAR) for the

*City of St. Cloud, Florida.*

SPG was retained to update the City's Growth Management Plan. SPG was response for updating all the plan's elements including:

- ♦ Housing
- ♦ Transportation
- ♦ Water/Sewer/Storm water/Solid Waste
- ♦ Recreation/Open Space
- ♦ Conservation
- ♦ Land Use
- ♦ Capital Improvement Program
- ♦ Government Siting

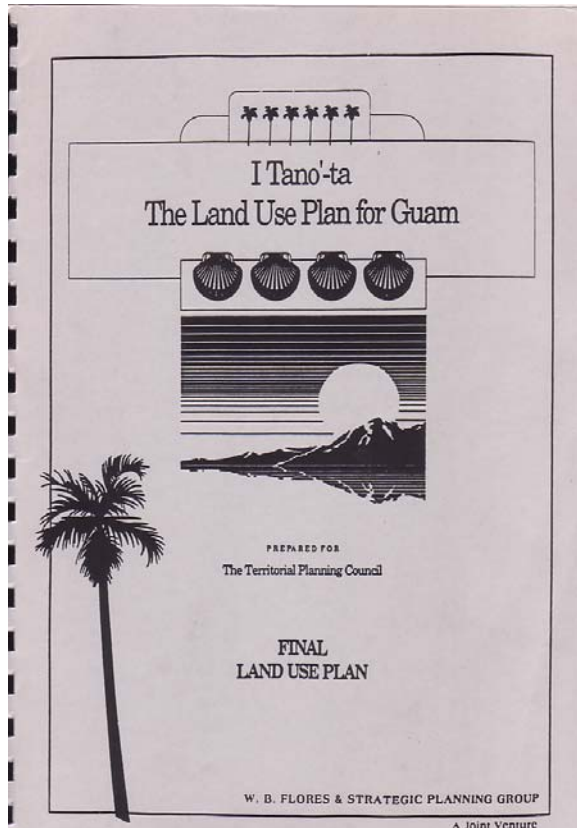


Comprehensive Plan (Growth Management)

*Santa Rosa Island, Florida*

SPG was retained by the County after its Growth Management Plan was found to be "non-compliant" by the FDCA. SPG was able prepare a new growth management plan for Santa Rosa Island (Pensacola and Navarre Beach) in a record time of six weeks. The new plan was found to be "compliant" by the State of Florida.

The plan was unique due to its environmentally sensitive coastline and its importance to the County's economic base as its major tourism destination.



## Guam

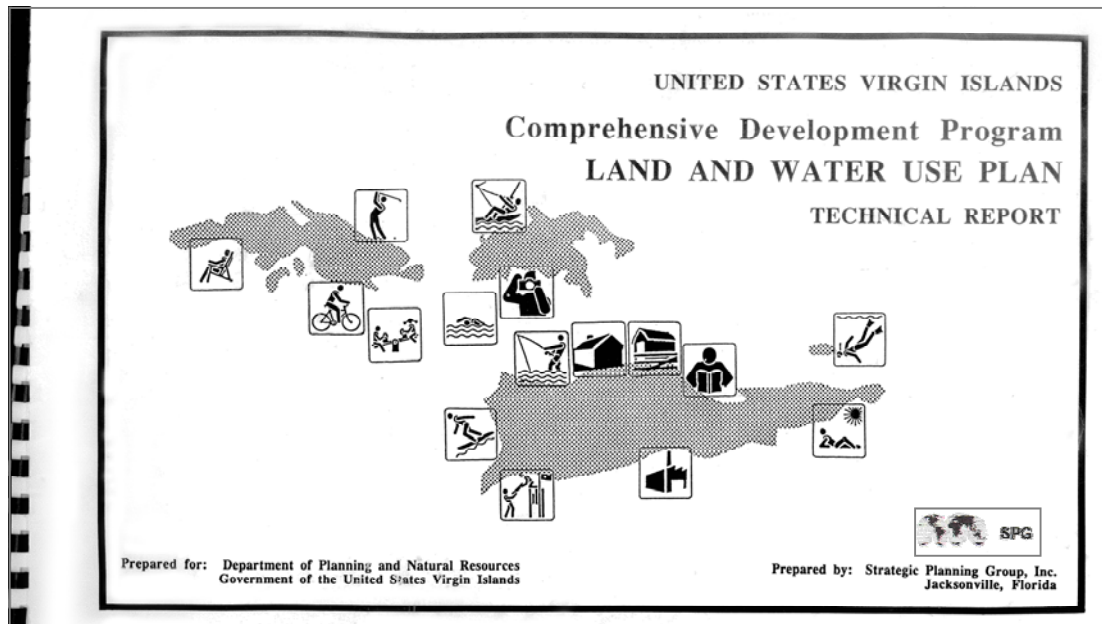
### *Growth Management Plan for US Territory of Guam*

SPG was retained in international competition to prepare the Territory's first long range growth management plan and the island's first Unified Development Code.

SPG was responsible for the production of the following sections "elements"

- ♦ Coastal Zone Management
- ♦ Housing
- ♦ Economic Development
- ♦ Transportation including Sea and Airports
- ♦ Water, Sewer and Solid Waste
- ♦ Education
- ♦ Open Space and Recreation
- ♦ Capital Improvement Plan
- ♦ Land Development Regulations





## Virgin Islands

### *Comprehensive Land Use Plan for St. Thomas, United States Virgin Islands*

SPG was selected in international competition to prepare the overall St. Croix Comprehensive Development Program, was responsible for developing an island-wide Land and Water Use Plan including land development laws related to the redevelopment of the island. SPG utilized the State of Florida's growth management legislation as the basis of the plan and expanded the process to include schools and in addition to the "typical" planning parameters related to development pressures on land including transportation, environment, urban facilities (water, sewer, solid waste) and services (education, fire, police and recreation).; SPG expanded the growth management process to include policies and tools aimed at protecting the waters surrounding the islands. This protection included environmental sensitive areas as well as areas that are heavily dependent for economic development. In preparing the comprehensive plan, SPG conducted extensive demographic studies to support the Island's planning efforts. The planning process included extensive community meetings and public forums; as this was the first comprehensive planning program for the USVI.



## Growth Management & Comprehensive Planning (Other Examples)

SPG staff has extensive experience both as consultants to government as well as being employees of government planning agencies. SPG is considered an international leader in the emerging field of Growth Management and Comprehensive Development Programming. We have experience in long range Land Use Planning, Demographics, Land Development Regulations, Impact fee preparation, Historic Preservation, Capital Improvement Planning, and Economic Development Planning. Representative projects include:

### GUAM

***Comprehensive Plan (Growth Management Planning) - Guam*** - SPG was selected after international competition to prepare a Comprehensive Development Program for the Island of Guam. The overall goal of this effort was to produce long-range plans and land development regulations for the island, in order to allow for responsible growth over the next twenty year time period. This is the first use of growth management techniques in the Pacific. SPG is preparing elements on: Coastal/Conservation, Transportation, Capital Improvements, Public Infrastructure, Ports, Aviation, Energy, Housing, Land Use and Public Facilities. In preparing the comprehensive plan, SPG conducted extensive demographic studies to support the island's planning efforts. SPG developed a Unified Development Code including zoning, subdivision regulations, and other land development regulations. **The Growth Management Plan included Andrews AFB.**

### FLORIDA

***Growth Management Plan, Seminole County, Florida*** - SPG was retained to prepare the County's Growth Management EAR in compliance with the State of Florida's Growth Management Act. SPG was also responsible for preparing the: Housing, Element. In preparing the comprehensive plan, SPG conducted extensive demographic studies to support the county's planning efforts.

### VIRGIN ISLANDS

***Comprehensive Land Use Plan for St. John, United States Virgin Islands*** - SPG was selected in international competition to prepare the overall St. John Comprehensive Development Program, was responsible for developing an island wide Land Use Plan including land development laws related to the redevelopment of the island. Included in the analysis was transportation, environment, urban facilities (water, sewer, solid waste) and services (education, fire, police and recreation). In preparing the comprehensive plan, SPG conducted extensive demographic studies to support the islands's planning efforts.

### VIRGIN ISLANDS

***Growth Management Land Use Plan for St. Croix, United States Virgin Islands*** - SPG was selected in international competition to prepare the overall St. Croix Comprehensive Development Program, was responsible for developing an island wide Land Use Plan including land development laws related to the redevelopment of the island. Included in the analysis was transportation, environment, urban facilities (water, sewer, solid waste) and services (education, fire, police and recreation). In preparing the comprehensive plan, SPG conducted extensive demographic studies to support the island's planning efforts.

### FLORIDA

***Growth Management Plan, Casselberry, Florida*** - SPG was retained to prepare the City's Growth Management Plan in compliance with the State of Florida's Growth Management Act. SPG was responsible for updating the: Land Use, Housing, Public Facilities (Water, Sewer, Drainage, Solid Waste), Capital Improvements, Recreation/Open Space, and Conservation Elements. In preparing the comprehensive plan, SPG conducted extensive demographic studies to support the city's planning efforts.

**VIRGIN ISLANDS**

***Comprehensive Land Use Plan for St. Thomas, United States Virgin Islands*** - **SPG** was selected in international competition to prepare the overall St. Croix Comprehensive Development Program, was responsible for developing an island-wide Land Use Plan including land development laws related to the redevelopment of the island. Included in the analysis was transportation, environment, urban facilities (water, sewer, solid waste) and services (education, fire, police and recreation). In preparing the comprehensive plan, SPG conducted extensive demographic studies to support the Island's planning efforts.

**FLORIDA**

***Growth Management Plan, Navarre Beach, Florida*** - **SPG** was retained to update the City's Growth Management Plan in compliance with the State of Florida's Growth Management Act. In preparing the comprehensive plan, SPG conducted extensive demographic studies to support the city's planning efforts. **SPG** was responsible for updating the: Land Use, Housing, Traffic Circulation Public Facilities (Water, Sewer, Drainage, Solid Waste), Capital Improvements, Recreation/Open Space, and Conservation Elements.

**FLORIDA**

***Growth Management Plan, Pasco County, Florida*** - **SPG** was retained to prepare the County's Growth Management EAR in compliance with the State of Florida's Growth Management Act. **SPG** was also responsible for updating the Housing, Element. In preparing the comprehensive plan, SPG conducted extensive demographic studies to support the county's planning efforts.

**FLORIDA**

***Land Development Regulations / Zoning Services, Clay County, Florida*** - **SPG** was hired to assist Clay County in beginning to develop its land development regulations in compliance with the County's Growth Management Plan. Specifically, **SPG** was hired to work closely with the community advisory committee to assist in developing an overall zoning strategy for all major highway corridors running through the County.

**FLORIDA**

***Growth Management Plan, Delray Beach, Florida*** - **SPG** was retained by the City of Delray Beach to prepare three elements of the City's Comprehensive Plan, as well as perform a special ethnic census. The elements prepared for the City's Plan included: Land Use, Housing, and Recreation/Open Space. The firm also conducted a special census of the Haitian population in the City and revised citywide population estimates and projections. In addition, SPG was retained as consultant to the City to provide counsel on the overall Comprehensive Plan and assist in ensuring the Plan's approval by the Florida Department of Community Affairs.

***Growth Management Plan, Santa Rosa Island, Florida*** - **SPG** was retained to update the Island's Growth Management Plan in compliance with the State of Florida's Growth Management Act. **SPG** was responsible for updating the: Land Use, Housing, Traffic Circulation Public Facilities (Water, Sewer, Drainage, Solid Waste), Capital Improvements, Recreation/Open Space, and Conservation Elements.

**FLORIDA**

***Capital Improvements Program for Camden County, Georgia and Nassau County, Florida*** - **SPG** staff assisted the local governments of two counties and five municipalities prepare a \$50 million Capital Improvements Program designed to mitigate the infrastructural needs resulting from the opening of King's Bay naval station, the Navy's largest peace time activity.



**FLORIDA**

***Visions 2000 Program, North Miami, Florida.*** SPG was retained by the City of North Miami to conduct its Visions 2000 program. Duties included performing background research, preparing long-term projections and acting as facilitator for their Visions Committee.

***Growth Management Plan, Pensacola Beach, Florida*** - SPG was retained to update the City's Growth Management Plan in compliance with the State of Florida's Growth Management Act. SPG was responsible for updating the: Land Use, and Housing Elements.

**FLORIDA**

***Growth Management Plan, Maitland, Florida*** - SPG was retained to prepare the background data for the City's Growth Management Plan in compliance with the State of Florida's Growth Management Act. SPG was responsible for developing a series of databases including a downtown commercial inventory. In preparing the comprehensive plan, SPG conducted extensive demographic studies to support the city's planning efforts.

**FLORIDA**

***Growth Management Plan, St. Cloud, Florida*** - SPG was retained to prepare the City's Growth Management EAR in compliance with the State of Florida's Growth Management Act. SPG was responsible for updating the: Land Use, Housing, Public Facilities (Water, Sewer, Drainage, Solid Waste), Capital Improvements, Recreation/Open Space, and Conservation Elements. In preparing the comprehensive plan, SPG conducted extensive demographic studies to support the city's planning efforts.

**FLORIDA**

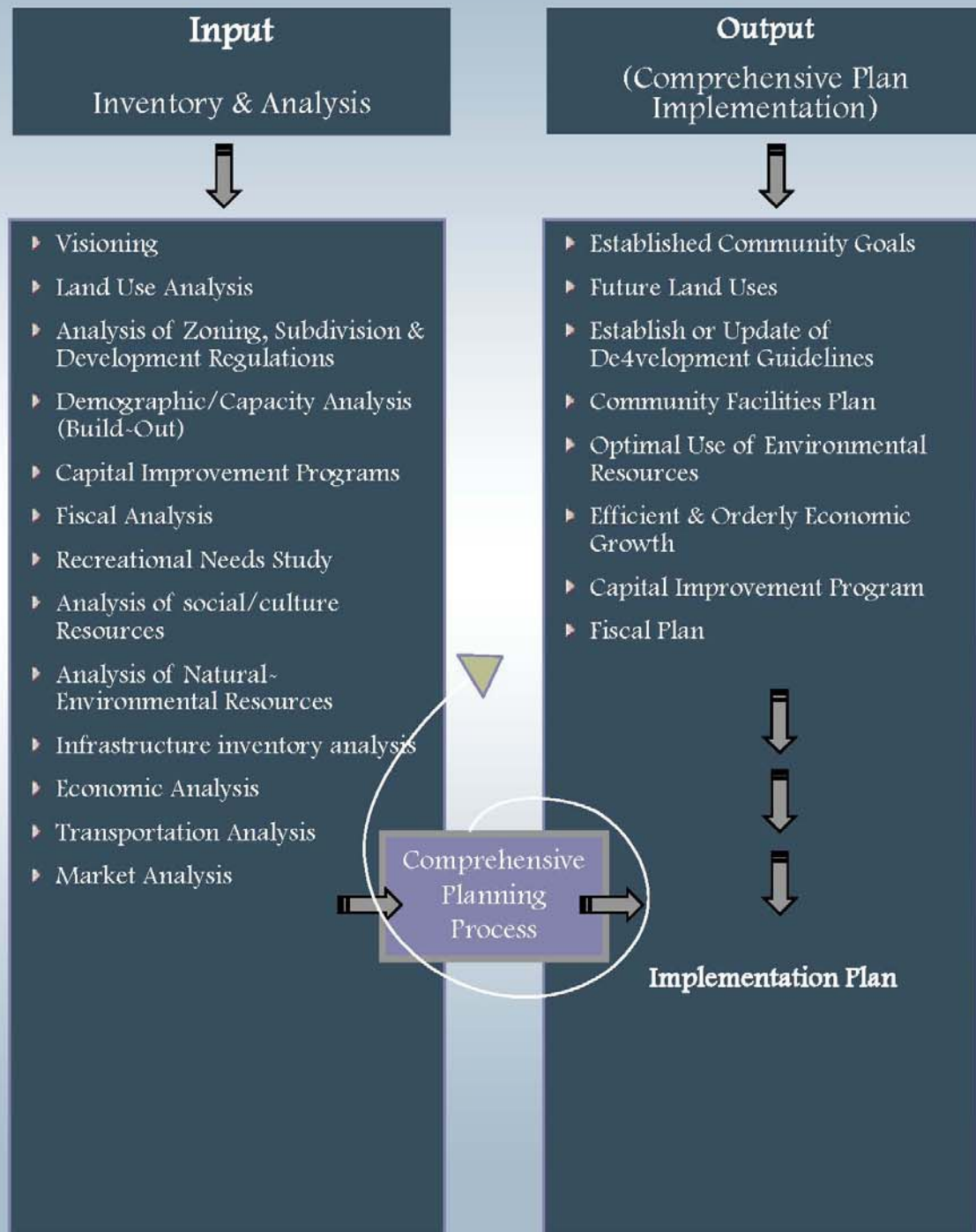
***Growth Management Plan, EAR Jackson County*** - SPG and Genesis were retained to prepare the City's Growth Management EAR in compliance with the State of Florida's Growth Management Act. SPG was responsible for updating the: Scoping/Visions, Housing, School Facility Elements. Genesis was responsible for : Land Use, Transportation, Public Facilities (Water, Sewer, Drainage, Solid Waste), Capital Improvements, Recreation/Open Space, and Conservation Elements.

**Alabama**

***Growth Management Plan, Baldwin County*** - Genesis/SPG was recently retained to prepare the County's first Growth Management Plan. Baldwin County is the largest county east of the Mississippi River and separates Mobile, AL from Pensacola, FL. TEAM was responsible the: Land Use, Housing, Public Facilities (Water, Sewer, Drainage, Solid Waste), Transportation, Capital Improvements, Recreation/Open Space, and Conservation Elements.

SPG Project Experience Summary																
Economics • Planning • Development Consultants																
FLORIDA CLIENTS County & Local Government	Market and Analysis	Redevelopment/Revitalization	Economic Development	Urban/Growth Management Planning	Fiscal Analysis - CIP	Tax Increment Financing (TIF)	Housing Study	Affordable Housing	Commercial Feasibility	Retail Feasibility	Recreation Study	Tourism	Demographics	Strategic Planning	Site Selection and Evaluation	Facility Planning/Management
	Land Use/Growth Management	Environmental Impact Statement	Workforce Analysis	Consensus Building	Grants											
Apopka	X															
Boca Raton	X															
Boynton Beach	X	X														
Bradenton	X	X														
Brevard County	X	X														
Citrus County																
Clay County																
Cocoa	X	X	X	X												
Coconut Creek																
Daytona Beach Shores		X														
Deland	X	X	X													
Delray Beach	X	X	X													
Deltona																
Edgewater																
Fort Lauderdale																
Fort Pierce	X															
Fort Myers	X	X														
Hernando County	X		X													
Hialeah																
Jacksonville Beach	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Jacksonville	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Key West	X															
Levy County																
Maitland	X	X	X	X												
Marion County																
Melbourne	X	X														
Navarre Beach	X	X	X	X												
North Miami	X	X	X	X												
Orange County																
Orlando	X	X	X	X												
Ormond Beach	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Palatka																
Palm Beach County																
Palm Coast	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Panama City																
Pasco County																
Pensacola																
Pensacola Beach																
Polk County																
Plant City																
Rockledge																
Safety Harbor																
Springfield																
St. Augustine	X	X	X	X												
St. Cloud																
St. Johns County																
St. Petersburg	X	X	X	X												
Sunrise																
Sumter County																
Tallahassee	X	X	X	X												
Tarpon Springs	X	X	X	X												
Temple Terrace																
Titusville																
Vero Beach	X	X	X	X												
Walton County																
Winter Haven	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X

# What is Growth Management?





## Partial Listing of Strategic Planning Group, Inc.'s

## Comprehensive Planning Experience

	EAR	Demo- graphics	Housing	Utilities	Trans- portation	Land Use	Conser- vation	Capital Improvement	Economic Develop	Inter- governmental
Clay County, FL	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Polk County, FL	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Pasco County, FL	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Seminole County, FL	✓	✓	✓	✓	✓	✓	✓			✓
Delray Beach, FL	✓	✓	✓	✓	✓	✓	✓	✓		✓
St. Cloud, FL	✓									
Jacksonville Beach, FL	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Temple Terrace, FL		✓	✓							
Edgewater, FL		✓	✓							
Daytona Beach Shores, FL	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Casselberry	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Pensacola Beach, FL	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Navarra Beach, FL	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Santa Rosa Island, FL	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Winter Haven, FL	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Jackson County, FL	✓	✓	✓			✓		✓		✓
Baldwin County, AL		✓	✓			✓				
U.S. Virgin Islands	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Guam	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓