### DOVER, KOHL & PARTNERS

town planning

James Murley and Isabel Cosio Carballo South Florida Regional Planning Council 3440 Hollywood Blvd. Suite 140, Hollywood, FL 33021

and

Marcela Camblor-Cutsaimanis, Treasure Coast Regional Planning Council 421 SW Camden Avenue Stuart, Florida 34994

Sent as a PDF to jmurley@sfrpc.com, isabelc@sfrpc.com, and marcela@tcrpc.org.

July 20, 2011

### PROPOSAL / PROJECT IDEA

Dear Jim, Isabel, and Marcella,

Dover, Kohl & Partners will be leading a team that will be responding to the issued SOQ. Should we not be selected for the larger effort, we happily submit this project idea to be considered by the Project Management Team and the Partnership that would further focus our professional skills. If our team is selected for the larger effort, we would hope to include this project or something similar into the eventual scope of work.

#### **Basic information:**

Partnership Member:	Dover, Kohl & Partners
Membership Status:	General Partner
Address:	1571 Sunset Drive, Coral Gables, FL 33143
Main Contact:	Victor Dover
Telephone:	(305) 666-0446
Email:	vdover@doverkohl.com
Website:	www.doverkohl.com
Are you part of proposed Consultant Team	
responding to the SOQ?	YES
Name of Director / Officers:	Victor Dover & Joseph Kohl
Number of years in business:	24 years

#### **Overview and Form of Organization:**

Dover, Kohl & Partners is the business name for the Image Network Inc, a Delaware Corporation. We are registered to do business in Florida and our only office is located in Coral Gables. Victor Dover and Joseph Kohl are the principals of the office. Victor Dover is also the current Chairman of the Board of the Congress for the New Urbanism (CNU). Joseph Kohl is also a board member, instructor, and treasurer for the Form-Based Codes Institute. At Dover, Kohl & Partners there are two administrative staff members and eleven professionals most of whom hold masters degrees in architecture and/or planning. Our clients are typically municipalities or private developers. For

our municipal clients we are providing services for comprehensive plans, neighborhood revitalization plans, land-use studies, rewrites of zoning codes, and supplemental development regulations. For our private clients we are designing large mixed use neighborhoods that have varied in size from a few acres to 5,000 acres. Our work takes us throughout the United States and to other countries in Eastern Europe, the Middle East, Central America, and Australia.

Typically both principals and a team of 5-7 from the office will work on each of the projects. One of our staff is designated as the project director whose job it is to coordinate the project, organize sub-consultants' tasks, and help guarantee quality work and work products. For larger projects there will also be an assistant project director. We typically use design charrettes or a series or specific workshops to access community participation to work in a time-effective manner.

#### **Statement of Qualifications and Project Understanding:**

We have extensive experience revising zoning and development regulations that date back to South Miami's Hometown District in 1993. Our most recent form-based code was adopted in June 2011 in Bradenton Florida. Both Victor Dover and Joseph Kohl founded with others the Form-Based Codes Institute where Joseph Kohl currently serves on the executive board of directors and as instructor and treasurer.

The Southeast Florida Regional Vision and Blueprint for Economic Prosperity is one of the rare opportunities since the pioneer days of Flagler that we will have to reshape our urban culture, fortify our economy, and restore our natural environment. Our Region's assets give us great hope that we have the resources to turn the rudder of this great ship in the direction that it needs to go. These assets include one of the nation's most culturally diverse populations and well-established trade partnerships with other regions and states, the Caribbean islands, Latin America, Canada, and Europe. Our natural inheritance includes magnets for tourism such as reefs, beaches, bays, estuaries, native plant communities, and the Everglades. These precious habitats are not just destinations, but also provide us with ecological services that have a real dollar value — services we will have to provide artificially and at great cost if we allow those habitats to be degraded. Collectively, they recharge our water supply, provide the basis of our fishing industry, and have placed limits on our outward sprawl. This project will balance all these factors to lay out the course for everyone within the region to do their part to insure economic viability and sustainability within the 21<sup>st</sup> Century.

#### **General Description**

This project idea impacts two of the activity areas of the RVB Work Plan: 7) Begin Implementation and 3) Conduct Public Engagement.

It is likely that the implementation of the RVB will be assisted with some degree of changes to land development regulations within the various municipalities of the 7-county area. Dover, Kohl & Partners can prepare a model project to demonstrate to all the municipalities how they can commence with changing their regulations to blend well with the outcomes of the RVB. It is difficult at this time to know the intricacies of providing this service, but it should not be too different from a typical large update to a comprehensive plan and modification of the zoning regulations that municipalities do from time to time.

Selecting the location will depend on the existing conditions or context within the region as to being 'typical' or indicative of the conditions of other communities to serve as a model or

demonstration. And of course the municipality(s) will have to be committed to modifying their comprehensive plan and development regulations. The nature this project for revising land development regulations could be: for a single municipality; in the form of a model code that can be applied in more than one community; or in the form of a floating code that a property owner or development applicant can choose to use. With either of these scenarios the regulations will be required to show how the overarching goals of the RVB are translated down to the level of the municipality and individual property owners who live and work there.

#### **Outcomes**

We will have translated the big ideas from the RVB to the local level in the form of at least one community's development regulations. This work will test the assumptions and directives from the regional study down at the local level. We may discover 'missing pieces' in some of the regional approaches and will identify necessary additions to the RVB. For community comprehensive plans, a list of components will be identified for all of the municipalities to use as a diagnostic tool to evaluate their comprehensive plan with regards to the findings and directives of the RVB.

**Responsibilities of key personnel:** (resumes are attached to the end of this proposal) Either Victor Dover or Joseph Kohl will be the principal-in-charge. The other principal will have a supporting role to help guide the project. Either Andrew Georgiadis or Jason King will be the project director, managing both content and the logistics of the project. For regulation changes, James Dougherty and Andrew Georgiadis will illustrate 3-dimensional perspective drawings of the prospective outcomes of the proposed new regulations, both during the formulation of the regulations and after. For comprehensive plan changes, James and Andrew will illustrate how the agreed upon policies and vision impact the community.

#### **Involvement from Other Partners**

The nature of this project is like a normal comprehensive revision and/or changes to the land development regulations. In addition to the citizens and officials of the municipality, we would seek participation from other RVB partners as well as concerned citizens groups and environmental groups. The other RVB partners involved would be the municipality and the Management Team for monitoring or supervision for compliance/consistency with the RVB. The lead consultants should participate in public meetings as well. Others may include utility companies and the water management districts. A planner or land use attorney will be needed to make sure that any regulation changes and processes will fit with the existing policies and ordinances that will remain in place. Success will be archived after the new regulations are adopted and measurable build results can be weighed with the policies, goals, and objectives of the RVB.

#### **Required Tools and Resources**

Dover, Kohl & Partners has all the tools necessary for this project. Support will be needed by the municipality for noticing property owners and advertisements as required by law and local regulations. For public meetings, the municipality will need to provide meeting venues, and use of audio-visual equipment currently owned by the municipality for use during public meetings or workshops. Rental of additional equipment, if needed, and perhaps refreshments should be paid for by the municipality.

#### **Costs:**

The costs are the same as normal projects of this type, and will vary based on complexity and size of the land area being affected. A project of this nature should be accomplished within the range of \$200,000 and \$400,000. Some of the costs could be contributed by the community's members, companies, and institutions and/or the municipality.

#### **Portfolio**:

Below are the descriptions of 3 example projects: from Bradenton Florida, Hammond Louisiana, and Sarasota County Florida.

#### Bradenton's Form-Based Code

From 2000-2009 Bradenton embarked on a series of planning exercises that sought to reverse a long decline of the downtown core and surrounding historic neighborhoods, and which sought to protect local industries such as citrus processing. The city hired Dover Kohl & Partners to author a form-based code in order to implement the community's goals of revitalization, sustainability, and preservation of community character. While the previous code included regulations such as setbacks and buffers that promoted formulaic sprawl development, the form-based code introduced metrics that were derived directly from the historic, walkable, city fabric in Bradenton. The format utilized was based on the Smart Code template but with additional regulations and guidance responding to community-based concerns such as providing for public art and more restrictive environmentally-responsible landscape standards.

The form-based code unleashes development potential in the city by removing suburban parking ratios, making zero-foot setback developments legal, and eliminating minimum lot-size requirements that kept parcels from being redeveloped. The form-based code includes designs for pedestrian-friendly, multi-modal thoroughfares, architectural standards that promote climate-responsive, authentic buildings, landscape standards that encourage habitat creation and local food production, and sustainability articles on diverse topics such as dark-sky lighting, renewable energy generation, and low-imprint stormwater design. Karin Murphy Planning & Consulting, Inc. and Hall Planning and Engineering, Inc. collaborated with the creation of the form-based code.

Website for more information: http://bradenton.govoffice.com/index.asp?Type=B\_BASIC&SEC={22A39C69-2543-469F-9E3C-DBB5B813967F}



Existing development regulations were more likely to foster an undesirable auto-oriented, sprawl development pattern. The Comprehensive Plan proposes a new framework for regulations that emphasize building walkable, mixed-use neighborhoods.

### Hammond, LA Comprehensive Plan

Hammond is the largest city in Tangipahoa Parish, Louisiana. The City has in recent years experienced significant growth as an inland city, rich in Southern character, with quality schools and growing regional facilities such as the Northshore Regional Airport, Southeastern Louisiana University, and a recently opened National Guard aviation facility. In 2009 Hammond began the creation of its first Comprehensive Plan in order to address future development and to ensure that the City grows in a choice-worthy, sustainable way.

Elements and components for the comprehensive plan were derived from "Louisiana Speaks," Southern Louisiana's regional recovery plan. The comprehensive plan also lays the groundwork for a future form-based code that can "plug in" seamlessly for the two to work together without inconsistencies. The comprehensive plan contains a detailed vision, using illustrative master plans and visualizations created with direct community input to insure that as the plan evolves it stays true to the overall vision. The plan serves as a tool to evaluate new development projects, direct capital improvements, guide public policy, and ensure that Hammond continues to be the community that its citizens desire it to be.

The Illustrative Plans for the City of Hammond identify key areas for infill development. Each plan uses the complete neighborhood as the central increment of design, and the plans combine to form a cohesive vision that will guide the growth and development of Hammond. The Illustrative Plans are coordinated with the City-wide plans such as the Sector Map, the Future Land Use Map, and the Trails Map.

Website for more information: <u>http://hammond.org/departments/plangrants/charrette.php</u>

#### Sarasota County's Planned Mixed-Use Infill District Code

Sarasota County's Planned Mixed Use Infill District was crafted to encourage sustainable, mixeduse neighborhoods for the county's aging commercial corridors. Redevelopment plans using this code must exhibit traditional neighborhood development characteristics, including: a highly interconnected street network, dispersing traffic and providing convenient routes for pedestrians and bicyclists; high-quality public spaces, with all building façades having windows and doors facing tree-lined streets, plazas, squares, or neighborhood parks; compact development, creating a walkable urban environment and conserving land and energy; diversity not homogeneity, with a variety of building and street types, open spaces, and land uses; and neighborhoods adaptable to improved public transit. The Planned Mixed-Use Infill District was created in collaboration with Spikowski Planning Associates and Hall Planning & Engineering.

The Code is organized with the urban-to-rural Transect, a system of classifying development intensity that ranges from intense mixed-use development ("Core") to residential areas similar in scale to adjoining neighborhoods ("Edge"). A "Preserve" transect zone is also included to provide areas of undeveloped land for environmental protection, permanent natural amenity, or for perimeter buffering if needed. Applicants will be required to conduct a public planning process to create a concept plan for their property. The code provides a "menu" of preapproved elements with design criteria that may be used in the design of their applications. The elements include building types, street types, and public space types. Applicants may propose additions and alterations to the element types.

Website: http://scgov.net/PlanningandDevelopment/PlanningServices/FormbasedCodes.asp

#### Resumes

The resumes of key team members are attached to the end of this document.

# Victor B. Dover, AICP, LEED-AP, CNU-Accredited *Principal*

#### Education

Master of Architecture in Suburb and Town Design University of Miami Coral Gables, Florida

Bachelor of Architecture Virginia Polytechnic Institute and State University Blacksburg, Virginia

#### **Professional Experience**

Principal, 1987 to present Dover, Kohl & Partners Coral Gables, Florida

Exhibition Designer, 1985 National Gallery of Art Washington, DC

#### Teaching

Faculty, 2004 - present Form-Based Codes Institute

Faculty, 1995, 1997, 2003 Mayors Institute on City Design

Visiting Professor, 1988-1997 University of Miami School of Architecture

Faculty, 1986 & 1991 Florida Governor's Summer Program for Architecture and Design

DOVER, KOHL & PARTNERS

Victor Dover was among the founders who established Dover, Kohl & Partners in 1987 and serves as Principal-in-charge. Along with his partner Joseph Kohl, Mr. Dover's practice focuses on the creation and restoration of real neighborhoods as the basis for sound communities. Mr. Dover lectures widely around the United States and internationally on the topics of livable communities and sustainable development.

Victor Dover is Chair of the Congress for the New Urbanism (CNU) and was the Founding Chair of the CNU Florida Chapter, the first of its kind. He was a key player in the creation of the Form-Based Codes Institute and the National Charrette Institute, both leading think tanks for sustainable urbanism and community-based planning. Victor serves on the core committee setting sustainable urbanism certification standards for the Leadership in Energy and Environmental Design for Neighborhood Development rating system (LEED-ND). Victor has successfully completed all portions of the Architectural Registration Exam.

#### Service

- Chair, Congress for the New Urbanism (CNU), 2010 to present
- Vice Chair, Congress for the New Urbanism, 2008 to 2010
- Founding Chair, Florida Chapter, Congress for the New Urbanism (CNU Florida), 2004-2006
- Charter Member, Congress for the New Urbanism (CNU), 1993 to present
- Emeritus Board Member and Founding Board Member, National Charrette Institute, 2001 to present
- Board Director and Co-Founder, Form-Based Codes Institute, 2004 to present

#### Selected Lectures

- Opening Plenary, CNU 17, 2009, Denver, CO
- Florida Trust for Historic Preservation, 2009, Palm Beach, FL
- APA National Conference, 2009, Minneapolis, MN and 2004 Washington D.C.
- AARP/NAHB Livable Communities Award Ceremony, 2008, Washington, DC
- National Association of Home Builders, 2008, Orlando, FL and 2004, Las Vegas, NV
- Australian Council for New Urbanism, 2008 & 2005, Brisbane, Australia
- Urban Land Institute (ULI), "Reality Check," 2007, Charleston, South Carolina
- The Princes Foundation, 2004, London, England

### Joseph A. Kohl, CNU-Accredited Principal

#### Education

Master of Architecture in Suburb and Town Design University of Miami Coral Gables, Florida

Bachelor of Architecture Virginia Polytechnic Institute and State University Blacksburg, Virginia

#### **Professional Experience**

Principal, 1987 to present Dover, Kohl & Partners Coral Gables, Florida

Project Director, 1986-1987 Image Transformation Laboratory University of Miami School of Architecture Coral Gables, Florida

#### Teaching

Faculty, 2004 - present Form-Based Codes Institute

Visiting Professor, 1986-1991 University of Miami School of Architecture

Faculty, 1986 Florida Governor's Summer Program for Architecture and Design

DOVER, KOHL & PARTNERS

Joseph Kohl was among the founders who established Dover, Kohl & Partners in 1987. Concerned with ever increasing urban sprawl, Joe and Victor Dover began designing sustainable streets, towns, and regions for municipalities and private clients across the country and internationally. Together, they have developed a successful public design process, combining cutting-edge visualization techniques with community participation strategies.

Joe is recognized nationally as an innovator in urban design and graphic communication. He pioneered the use of computer imaging simulations for urban design projects, winning several national awards for his work. He is known for his expertise in applying graphic techniques to development ordinances, and he has authored many of the firm's illustrated land development regulations. Joe is responsible for daily business operations and internal management of the firm. He oversees the firm's urban design, working hands-on with the Town Planners to refine and constantly improve designs for walkable, sustainable urban places.

#### Service

- Trustee Member, Chamber South, 2008
- Treasurer, Form-Based Codes Institute, 2004 to present
- Member, Technical Review Committee, South Miami-Dade Watershed Plan, 2004-2006
- Design Expert/ Resource Team Member, Florida Public Officials Design Institute, 2002
- Charter Member, Congress for the New Urbanism, 1993 to present
- Board Member, Urban Environment League, 2003-2004

#### Selected Lectures

- "Infill Development in the Urban Corridor, Miami to West Palm Beach", First South Florida Sustainable Building Conference and Exhibition
- "Form-Based Codes" Governor's Annual Conference on Smart Growth, 2005, Atlantic City, NJ
- Florida APA Conference, 1999, Miami, FL
- Congress for the New Urbanism, 1999, Milwaukee, WI
- Growth Management Shortcourse, Florida Department of Community Affairs, 1996, Orlando FL
- Public Interest Environmental Conference, College of Law, University of Florida, 1996, Gainesville, FL

### Jason King, AICP, CNU-Accredited Town Planner

#### Education

Master of Community Planning Bachelor of Arts in English University of Rhode Island South Kingston, Rhode Island

#### Professional Experience

Town Planner, 2006 to present Dover, Kohl & Partners Coral Gables, Florida

Senior Planner, 2004-2006 Monroe County Planning Department Monroe County, Florida

Assistant Planner, 2002-2004 Washington County Rhode Island

#### Affiliations

Certified by the American Institute of Certified Planners (AICP)

Accredited Member, Congress for the New Urbanism (CNU-A)

#### Selected Lectures

CNU 19 National Congress, 2011, Madison, WI

Florida Department of Community Affairs, 2010

FAPA Annual Conference, 2005

DOVER, KOHL & PARTNERS

Jason has extensive experience with smart growth, comprehensive planning and form-based codes. His previous experience as a municipal planner assists in the creation of successful, effective plans and codes. Jason leads projects across the country through to implementation, and has participated in over 30 design and comprehensive plan charrettes worldwide. He is a specialist in Geographic Information Systems (GIS), Transfer of Development Rights programs, new town design, and the Smartcode. His writings and graphics have been published in numerous planning texts.

#### Selected Projects

EL PASO COMPREHENSIVE PLAN, El Paso, Texas, 2010 Jason headed the Plan El Paso planning initiative involving multiple charrettes and over fifteen consultant firms as they worked with residents, stakeholders, and officials from the City, state and Fort Bliss Army Base, to create a guide to the City's future growth and enable Transit-Oriented Development. The Connecting El Paso Plan was a first step in the planning initiative and the plan was unanimously approved by the El Paso City Council.

#### HAMMOND COMPREHENSIVE MASTER PLAN, Hammond, Louisiana, 2009

As Project Director Jason headed the planning team as it worked with residents to identify the principles of quality design and efficiency present in the City's most values places and discuss how those elements could be applied to newly developing areas of the City. Local goals correlated closely with state-wide goals: citizens seek to create enduring places that succeed economically while also contributing to a high quality of life.

## PROSPECTS FOR SOUTHEAST LEE COUNTY (DR/GR PLAN), Lee County, Florida, 2008

As Project Director for the Lee County Density Reduction/ Groundwater Resource Initiative, which involved a 150 square mile region of southeast Lee County, Jason led a planning effort that involved detailed ecological mapping, surface and groundwater modeling, traffic impact evaluation, multiple land use studies, a transferable development rights program, form-based coding for new communities and implementing amendments to the County's Comprehensive Plan and Land Development Regulations.

LIVEABLE COMMUNIKEYS PLAN, Tavernier, Florida, 2005 Prior to joining Dover-Kohl, Jason was Project Director for the Tavernier Liveable CommuniKeys Plan. The plan led to Design Standards for the Upper Keys portion of U.S. 1, as well as the creation of the first historic district in the Upper Keys.

### James Dougherty, AICP, CNU-Accredited Director of Design

#### Education

Master of Architecture in Suburb and Town Design University of Miami Coral Gables, Florida

Bachelor of Architecture Hampton University Hampton, Virginia

#### **Professional Experience**

Director of Design, 1996 to present Dover, Kohl & Partners Coral Gables, Florida

Intern Architect, 1995 MMM Design Group Norfolk, Virginia

Assistant Construction Superintendent, 1991 Project Management & Design, Inc. Virginia Beach, Virginia

#### Teaching

Adjunct Professor, 2006 University of Miami School of Architecture

#### Selected Lectures

Form-Based Codes Institute, 2007, 2008, 2009, 2010

Virginia Homebuilders Association, 2008

American Institute of Architecture Students, Miami, FL, March 2008

DOVER, KOHL & PARTNERS

James began working with Dover-Kohl in 1996 and has since participated in over 100 charrettes within the United States and abroad. James works closely with Victor Dover and Joseph Kohl to establish the design direction of projects in the office. He participates in many aspects of the office's projects including development of master plans, regulating plans and form-based codes. He also creates many of the three-dimensional illustrations using a blend of hand-drawn and computer techniques.

James holds a Bachelor of Architecture degree from Hampton University and a Master of Architecture degree from the Town & Suburb Design Program at the University of Miami. He is certified by the American Institute of Certified Planners and is a member of CNU and APA. James is involved with the Form-Based Codes Institute (FBCI), and has led numerous sessions at FBCI workshops. James' graphics and visualizations illustrating sustainable urban design and form-based code principles have been published in over a dozen books.

#### Publications of Writings and Drawings

- *Retrofitting Suburbia*, Ellen Dunham-Jones and June Williamson, 2009
- · Form-Based Codes, Daniel G. Parolek, AIA, 2008
- Sustainable Urbanism, Douglas Farr, 2008
- Redesigning Cities: Principles, Practice, Implementation, Jonathan Barnett, 2008
- The Charrette Handbook, National Charrette Institute, 2006
- Getting to Smart Growth II, Smart Growth Network, 2003
- Urban Spaces No.3, John Dixon, 2003
- Mixed-Use Development Handbook, ULI, 2003
- New Urbanism: Comprehensive Report & Best Practices Guide, Robert Steuteville, 2003
- Greyfields into Goldfields, Dead Malls Become Living Neighborhoods, CNU, 2002
- PlaceMaking: Developing Town Centers, Main Streets & Urban Villages, C. Bohl, 2002
- Community by Design, Kenneth B. Hall and Gerald A. Porterfield, 2001
- New American Urbanism, John A. Dutton, 2000

#### Affiliations

Certified by the American Institute of Certified Planners (AICP) Member, American Planning Association, 2005 to present Member, Congress for the New Urbanism, 2002 to present Member, American Society of Architectural Illustrators, 2008

### Andrew Georgiadis, LEED-AP Town Planner

#### Education

Master of Architecture in Suburb and Town Design University of Miami Coral Gables, Florida

Bachelor of Architecture University of Miami Coral Gables, Florida

#### **Professional Experience**

Town Planner, 2001 to present Dover, Kohl & Partners Coral Gables, Florida

Urban Designer, 1999 to 2000 Treasure Coast Regional Planning Council Stuart, Florida

#### Selected Lectures

Sustainable Suburbs Conference, 2010, Toronto, Canada

US High Speed Rail Conference, 2010, Orlando, Florida

New Partners for Smart Growth Conference, 2010, Seattle, Washington

ASLA Conference, 2007, Savannah, Georgia

Gold Coast Chapter of the American Planning Association, 2001

DOVER, KOHL & PARTNERS

Andrew has been with Dover, Kohl & Partners since 2001. He is an leading advocate for High Speed Rail and transit-oriented development. He produces many of the firm's watercolor and photorealistic renderings used to depict urban form. He is a LEED-accredited professional, and a member of the Congress for the New Urbanism (CNU). Andrew speaks five languages, including English, Spanish, Portugese, Italian, and Greek.

Andrew uses his design and planning expertise to improve his local community as well as other international communities. He has been involved in restoring natural ecosystems and planting street trees, thereby increasing Miami's urban canopy. He has served on the Climate Change Task Force, Built Environment Committee, which assisted Miami-Dade County government in mitigating and adapting to climate change through sustainable planning techniques. Andrew has been active in planning low carbon transit systems in Miami to increase livability and reduce greenhouse gas emissions.

#### Selected Projects

BRADENTON FORM-BASED CODE, Bradenton, Florida, 2011

The Form-Based Code provides a regulatory framework to achieve density, walkability, and transit-readiness in Bradenton's core and central neighborhoods. Sustainability permeates the document, and mandates or provides incentives for eco-friendly building and planning at many different scales, from the corridor and neighborhood to construction details. Andrew served as project director for this effort.

#### PARK STRUCTURE AND LANDSCAPE HANDBOOK, Miami-Dade County, Florida, 2010

The Park Structure and Landscape Handbook provides guidance on diverse aspects of park design, including how parks interface with their urban contexts, the siting and architecture of park structures, the shaping of outdoor space with landscape features, and the restoration of native Florida habitats within parks. Through the application of both the built and natural transects, the handbook seeks to reinvigorate park design in Miami-Dade County.

#### EAST FORT MYERS REVITALIZATION AND

REDEVELOPMENT PLAN, Fort Myers, Florida, 2008 The Plan included sustainability initiatives specific to an ethnically diverse Gulf Coast study area, along with the redesign of a highway-like corridor into a more walkable multi-modal format and an infill development strategy.