

**SCOPE OF THE MASTER PLAN**

The City of Sarasota sits on the Gulf Coast of Florida, approximately sixty miles south of Tampa. The City, which includes St. Armand's Key, is a bit less than ten square miles in area and is home to approximately 50,000 permanent residents. The City of Sarasota is the major business center for a three county area, and the government center for Sarasota County. The City is home to several colleges and universities, including the Ringling School of Art & Design, USF-Sarasota, and New College. The City has a significant population of well-to-do retirees, and has the highest concentration of art galleries, per capita, of any city in the country. Ironically, Sarasota also has a substantial number of low-income residents, experiencing a "bar-bell" effect with concentrations of population at both ends of the economic spectrum.

The assigned Study Area for this Master Plan includes the Downtown Proper, two waterfront districts and several adjacent neighborhoods; the overall scope comprises a little more than 1.5 square miles in area. While this is only a small percentage of the overall City, this area is the urban core for the entire region. The core is surprisingly diverse, including over 4,400 dwelling units, nearly 5 million square feet of office space, nearly 1.5 million square feet of retail uses, and approximately 500 hotel rooms.<sup>1</sup> The Study Area also contains the highest concentration of civic and cultural facilities.

Since 1983, at least eleven distinct planning efforts have focused in whole or in part on Sarasota's urban core. Beginning with the Regional/Urban Design Assistance Team (R/UDAT) sponsored by the American Institute of Architects that arrived for an intensive charrette in November 1983, and continuing to the "Financial Sustainability Study" which was completed in November 1998, almost every aspect of the Downtown has been reviewed, updated, revised and master planned. Individual elements of the eleven studies have been implemented, some with considerable success. In other instances, a "failure of nerve" prevented recommended plans from being adopted and acted upon. Despite all the activity, effort and money spent, however, the current character, ambience and vitality of the Downtown Proper and nearby neighborhoods remain uneven.

This study originates with the City's need to update its Community

Redevelopment Area (CRA) Plan, also known as the Downtown Sarasota Master Plan for Tomorrow. The contracted product of the study must include a "written and graphically illustrated plan for building form, land use, public open spaces, pedestrian circulation, vehicular circulation and parking." The study must also include "recommendations for implementation including revisions to the Land Development Regulations (LDRs), a capital improvement program for public improvements, and a plan for strategic public/private initiatives." This Downtown Master Plan will serve as the official CRA Plan, and additionally expands the study area to include the Gillespie Park Neighborhood and a portion of the Park East Neighborhood.

**PROCESS**

The team of Duany Plater-Zyberk & Company (DPZ), in conjunction with the local architecture firm Cardinal Carlson + Parks, and allied consultants (Rick Hall and Matt Noonkester, Hall Planning & Engineering, Inc., and James Moore, PhD, AIA) brings a unique perspective to this project, both in philosophy and in approach. The underlying philosophy is simple: urban centers must be revitalized by being made urban. They must be unique locations within their regional context. They must be mixed in use, cohesive in terms of architecture, and they must orient themselves towards creating vibrant 24-hour pedestrian environments. Anything less represents failure.

Procedurally, DPZ believes in the efficacy of the public process, particularly when structured within the framework of a design charrette. This intensive week- to ten- day long event brings together a core group of experts to interact with the community at all levels, to study and assess the existing situation, to review short and long term goals, to absorb suggestions and recommendations, and to represent all of these as plans and ideas for daily review.

The charrette that helped create this Master Plan took place for over eight days, and facilitated participation by citizens, business and political leaders, and government officials. During the course of these workshops and meetings many ideas and notions surfaced and were discussed. The team was left with the sense of a City that is eager to see its Downtown come back to life, but uncertain as to how best to proceed, and suffering from the lack of both a unifying vision and a unifying ethos.

This Master Plan looks to address both the specific issues that were listed as part of the original charge, and the more abstract issues that emerged during the course of the charrette and subsequent work sessions. To do this, a number of premises were put forth, and it is under these premises that this Master Plan has evolved.

**PREMISES OF THE MASTER PLAN**

- This Master Plan is built upon the prior plans prepared for the City of Sarasota specifically those of 1983 and 1986, the 2040 "vision" plan, and John Nolen's master plan of 1925, which was never fully implemented. The main contribution of this Master Plan is an increase in precision, the assignment of priorities, and the provision of tools for implementation.
- This Master Plan is for the year 2020 and the recommendations that may be impossible in the short term are often viable in the long term.
- The City of Sarasota will grow as a result of its many desirable attributes, both natural and cultural, which will attract its allotment of the projected national growth of 60 million Americans and 77 million cars within a 20-year period.
- The process of redevelopment should be made predictable, as much as possible, so that it consumes less of the public discussion and so that the investment of the private sector serves as the engine to build out the intentions of this plan.
- The 125 million dollars projected to be raised through Tax Increment Financing (not including the whole Study Area) will be used to supplement the private sector in achieving those intentions of the plan that are not feasible entirely through private sector investment.
- The contradiction in the motto of Sarasota "A city of urban amenities with a small town feeling" can be resolved by this plan. This can only be achieved with an urban Downtown Proper surrounded by small town neighborhoods, so both environments are available and neither is compromised.
- The problem of traffic congestion can never be solved, but the

Master Plan can provide the viable alternatives of walkable streets, bicycle routes, and transit options.

- The twenty year time span of the plan, while long, is not sufficient to refurbish the entire Downtown Proper and the surrounding neighborhoods, and that those streets most important to the support of pedestrian life will be given priority in investment.
- The history of Sarasota is likely to be measured in centuries; it is incumbent to reserve sites for civic buildings, civic spaces, and municipal parking structures that may prove necessary only after the window of this Master Plan has closed.
- It is essential to recapture the lost vision of a waterfront city and to recover the access to the bay that has been lost by citizens in general, except for those in the front echelon buildings.
- The neighborhoods that surround the Downtown Proper are essential complements to it; they should be subject to the same degree of care, planning, and investment as the Downtown Proper that has, to date, received the majority of the attention.
- The Downtown Proper and the three inner-city neighborhoods, Rosemary, Gillespie Park, and Park East form an integral part of the pedestrian experience and they must be conceived of as a single sector without losing their respective character.
- Certain thoroughfares providing regional capacity, such as Washington Boulevard (US 301), Fruitville Road, and US 41, while incapable of becoming pedestrian-oriented throughout their length must, at selected locations, give priority to the pedestrian crossing to the Downtown Proper.
- Developers have certain vested rights according to the existing codes and these rights, while not withdrawn, must be strictly enforced and shorn of bonuses.
- A successful city is in a continual state of change and no building is permanent. This Master Plan takes change into account so that many buildings that are present today are likely to be replaced

according to the provisions of this Plan. Historic buildings and districts contribute to the unique quality of Sarasota and should be preserved and will be addressed in the *Sarasota City Plan* Historic Preservation Chapter.

- The elements that create a pedestrian environment are known to be the combination of building use, building frontages, streetscape, and traffic design and that all must be executed in a cross-departmental process.

<sup>1</sup> These statistics provided by the City of Sarasota.

## HOW TO USE THIS PLAN

The 2020 City of Sarasota Downtown Master Plan is a record of a new way of thinking about and approaching urban planning and development, one that conceives of public action as an ongoing and evolving process, just as the growth of a city is ongoing and evolutionary.

The printed text that follows is a snapshot of the status of the Master Plan in the year 2000. It sets forth actions, designates responsibilities, and suggests the sources of funding that will be necessary to change the Downtown and bring the 2020 Plan into being. The document includes administrative actions, changes in government procedure and legislation, proposals for public action, and proposals for private action. Some recommendations are already underway and will be executed in the upcoming months. Others will have to wait until conditions allow their implementation. Wherever possible, the document tries to indicate how current conditions will have to change in order to facilitate this implementation.

Because conditions and circumstances will change and change again during the twenty-year window of this plan, the document is contained in a three-ring binder that makes it easy to add, remove or replace pages as necessary during this process.

The document is presented in terms of general issues and specific projects. Often, projects and issues are linked and some repetition may be found. Projects are presented in a consistent format throughout the document. Each project is given a title and a project number. Where applicable a photo of existing conditions is shown, with a

caption. This is followed by a statement of general **Observation** that summarizes the conditions as found and highlights particular problems. This observation is expanded upon in the **Discussion**. Finally, the Project is summarized with a specific **Recommendation** in which a directive is put forth. These directives, in turn, are included as part of the implementation strategy outlined in the Implementation Matrix found at the end of the document.

With the exception of maps regarding street types, pedestrian connections, destinations and sleeves, the graphics included in this Plan are intended to illustrate general concepts, or illustrations of implementation alternatives, but are not intended to mandate development in accordance with the graphic depicted. With regard to implementation of the Plan, the goals, objectives and principles outlined in the Plan are of primary importance.

## THE COMPONENTS OF THE PLAN: URBAN STRUCTURE

This Master Plan addresses the entirety of the assigned Study Area; this, in turn, comprises the existing Community Redevelopment Area plus two neighborhoods that are slated to become part of this Area. Within this document, the terms "Downtown," "Downtown Sarasota," or "City of Sarasota Downtown," are used interchangeably, and refer to the entire Study Area. The term "Downtown Proper" refers to a defined subset of the Study Area, and is discussed in greater detail later in this section. All the terms used in the document have specific meanings; these are defined in greater detail further on in this section.

The Components of the Master Plan include:

**DISTRICTS:** Districts are areas within the City that are specialized for one primary use or activity. The Districts in this Master Plan include the Waterfront District and the Cultural District, both of which are located on the western edge of the Study Area, between US 41 and Sarasota Bay.

**THE WATERFRONT DISTRICT:** The Waterfront District lies west of US 41 and extends to Sarasota Bay. It is bounded to the south by the John Ringling Causeway and to the north by the extension of 6<sup>th</sup> Street (Boulevard of the Arts). This district includes a great deal of upscale high-rise condominium housing, the Hyatt Hotel, the Quay mixed-use retail/office development, and several smaller hotels. A 270-room

five-star Ritz Carlton Hotel is currently under construction within this district.

**THE CULTURAL DISTRICT:** The Cultural District lies due north of the Waterfront District, bounded on the east by US 41 and on the west by Sarasota Bay. The northern boundary of this district is formed by Payne Terminal. The District includes several of Sarasota's finest cultural attractions including the Van Wezel Symphony Hall, the Gulf Coast Wonder & Imagination Zone (G.W.I.Z.), the home of the West Coast Symphony, and the Municipal Auditorium. The Tourist Information Center is also located within this district. Much of the district, however, is given over to surface parking to support the various cultural facilities. While an updated plan for US 41 as it passes the District is currently underway, it recommends little more than cosmetic improvements, and does not begin to address the current misuse of this beautiful area of the City of Sarasota.

**DOWNTOWN PROPER:** The Downtown Proper encompasses an area of approximately 420 acres. It includes a wide variety of uses, but is predominantly commercial in nature, with uses ranging from one-story galleries in original structures to new high-rise headquarter office buildings. Other dominant uses include galleries (according to source materials provided to the consultant team, the City has more galleries per capita than any other city in the United States), restaurants, small-scale retail, and numerous cultural and civic venues including the newly completed Selby Public Library, the Sarasota Opera House, the Florida Studio Theater, the Golden Apple Dinner Theater, and others. A newly completed mixed-use project along Upper Main Street includes a multiplex cinema (twenty screens).

The Downtown Proper is also the home of most City and County government offices. Many County functions are found at the eastern end of Main Street, around the intersection of Main Street and Washington Boulevard (US 301). City functions tend to be clustered closer to Orange Avenue. Currently 40,000 people work in the Downtown on a daily basis.

The Downtown Proper includes a dramatic expanse of waterfront property known as the Bayfront. Despite the current popularity of Marina Jack's restaurant at the edge of the water, this asset can be regarded as under-utilized and will demand rethinking before it can play a larger role within the life of the Downtown Proper and the City

as a whole. Historically, Sarasota City Hall sat at the end of Main Street on the edge of the original Bayfront. Subsequent post-War renovations razed this historic structure, broadened the expanse of park at the water's edge, and added a roadway (US 41). While the signage along US 41 mandates 35 MPH speeds, the geometry of the road lends itself to much higher velocities. Currently, the edge of development in the Downtown Proper includes numerous condominium towers that sit along Gulf Stream Avenue, several hundred feet from the water. In between lies a passive green space, US 41, and vast areas of surface parking. Boat slips, restaurants and public open space are found at the water's edge. However, the transition from urban center to water is generally of low pedestrian quality.

The Downtown Proper has approximately 8,008 full-time and 400 seasonal residents. A number of these people live in condominiums, many in the high-rises that face the Bayfront along Gulf Stream Avenue. These residents represent a sizable voting block and hold considerable sway over both day-to-day and long-term developments within the Downtown Proper.

Within the Downtown Proper, the street system is a modified grid pattern, with a great deal of interconnectivity. All streets include two-way traffic, and sidewalks are generally provided. Nonetheless, the overall character of the street frontages in the Downtown Proper is extremely variegated and often of a low quality.

A recurring concern within the Downtown Proper is the provision of parking for workers and visitors. No comprehensive plan exists to coordinate public and private parking, either as it currently exists or might be proposed. Present policies which generally require developers to provide necessary parking on-site are deleterious to the appearance and functioning of the Downtown Proper as a whole. This Master Plan presents a comprehensive approach to the provision of parking within the Downtown Proper that looks to resolve many of the current concerns and help provide the desired pedestrian character.

**THE ROSEMARY NEIGHBORHOOD:** The Rosemary Neighborhood is the westernmost neighborhood in the Master Plan. It is bounded on the north by Tenth Street, on the south by Fruitville Road, to the west by US 41 and to the east by Orange Avenue. This neighborhood is centered on Central Avenue, and is approximately 137 acres in size. The neighborhood incorporates a range of uses,

including an historic cemetery, a charter school, a public housing project and a small commercial core. The neighborhood has a population of approximately 1,003 people. The westernmost part of the neighborhood located between US 41 and Coconut Avenue is the site of the current Renaissance Towers development project. This mixed-use project will include two high-rise residential towers (one apartment tower, one condominium tower) and a range of lower-scale residential and commercial uses on a ten-acre site with excellent views to Sarasota Bay. This project, when completed, will dramatically change the demographic and economic make-up of the neighborhood, so care must be taken to integrate the new development seamlessly into the older, more established areas to the east, and to prevent the new project from being perceived as a walled and gated fortress. Central Avenue, the historic commercial core of this neighborhood, still retains some of its traditional ambience and uses. The public housing project, Cohen Way, is currently being debated for renovation, redevelopment or removal.

**THE GILLESPIE PARK NEIGHBORHOOD:** The Gillespie Park Neighborhood is approximately 127 acres in size. Like Rosemary Neighborhood, Gillespie Park Neighborhood is bounded on the north by 10<sup>th</sup> Street and to the south by Fruitville Road. It shares its western boundary, Orange Avenue, with Rosemary Neighborhood, and its eastern boundary, Washington Avenue (US 301), with Park East Neighborhood. This neighborhood focuses on the 10-acre Gillespie Park, which is located in the central northern part of the neighborhood. Primarily residential in character, and somewhat less diverse than either of its adjacent neighborhoods, Gillespie Park Neighborhood still contains a variety of uses. It has population of approximately 1,274 people.

Some residents worry about commercial encroachment from the south along Fruitville Road. At present, the blocks that link the neighborhood to Fruitville Road are relatively narrow and may or may not include a central alleyway. The buildings on the northern side of the block, fronting Fourth Street tend to be residential in scale, and many remain as single-family homes, although some have changed their uses. The development on the south side of the blocks, facing Fruitville Road, is much more varied with some properties used as homes, but many others for commercial uses. Many buildings are missing in order to accommodate surface parking. The Master Plan provides explicit

guidelines for developing these blocks in order to optimize their locations along Fruitville Road without negatively impacting the generally solid residential enclaves immediately to the north.

**THE PARK EAST NEIGHBORHOOD:** Due east of Gillespie Park is the Park East Neighborhood, bounded on the north by 12<sup>th</sup> Street, the south by Fruitville Road, the west by Washington Boulevard (US 301) and on the east by Tuttle Avenue. A lightly-used railroad right-of-way bisects this neighborhood from north to south. This neighborhood displays the greatest diversity in terms of character and use, ranging from near-rural residential conditions at the center, to light industrial at the northern edge, and somewhat more mixed residential to the west. Park East is the largest of the three walk-to-town neighborhoods, encompassing 163 acres and containing approximately 1,034 people. East Avenue forms the primary pedestrian corridor for this neighborhood, linking the residential areas of the neighborhood to Payne Park south of Main Street.

**TRANSPORTATION:** Currently, transportation issues, including parking, dominate the concerns of many with respect to the Downtown. The Downtown, in turn, gives far too much consideration to the needs of automobiles and far too little to other transportation alternatives, including walking. The Master Plan addresses many of these issues including the need to rethink the carrying capacity of some major vehicular routes including, in particular, US 41. The Master Plan also organizes all streets within the Downtown and the adjacent neighborhoods as either "A" or "B" Streets. "A" Streets are oriented towards the needs of the pedestrian, and the design of the street and of adjacent developments, and the functioning of the street, support this orientation. "B" Streets, on the other hand, are allowed to serve as support for the "A" Streets, and many "B" Streets will remain essentially unchanged in character. The Master Plan also looks at increasing the functional utility of the existing trolley system and the existing bus routing, and explores the opportunities to make the Study Area far more useful for bicyclists. In addition, the Plan presents a comprehensive development program for ensuring the provision of adequate parking within the Downtown and adjacent neighborhoods without harming the pedestrian character and scale that citizens are demanding.

**INFILL ARCHITECTURE:** The Master Plan suggests a wide range

of options for adding residential development within the Downtown Proper and the surrounding Neighborhoods. Within the neighborhoods, proposed prototypes complement the existing urban scale and architectural fabric, and include a range of mixed-use opportunities, including live-work options.

**COMMERCIAL DEVELOPMENT:** The Master Plan addresses future development on two fronts: within the Downtown Proper, and within each of the three Neighborhoods. Within the Downtown Proper, the Plan points out the significant failings of the current zoning in that it allows the creation of an environment that is far denser and overbuilt than anyone currently desires or needs. The Master Plan proposes allocating particular uses to appropriate locations within the Downtown Proper, with incentives that rewards future developers for maintaining a low- to mid-rise scale for their projects. The Master Plan suggests ways to strengthen the emphasis on pedestrian scale retail and restaurant uses along certain corridors such as Main Street and Palm Avenue. The Master Plan also suggests a broad based public program to develop parking structures; this program coordinates with other forms of private sector development.

**REDEVELOPMENT STRUCTURE:** The Master Plan outlines a structure for guiding and overseeing the development of its various elements across the assigned twenty-year life span.

**IMPLEMENTATION AND MANAGEMENT:** This section summarizes the scope, timing and responsible parties associated with each of the recommended projects presented within the Master Plan.

**CODES IN GENERAL:** One of the attributes of a great urban center is the generally high quality of its street frontages. Urban centers enhance and optimize the pedestrian experience, making it a joy to move about on foot. Both the Downtown Proper and the adjacent neighborhoods bear little witness to this condition. Street design is haphazard, fragmented and often quite suburban in character. The Master Plan contains a detailed explanation of the full range of possible frontage types as well as an in-depth analysis of all of the frontages throughout the Study Area. Redesigning and redeveloping these frontages will be a key element in the upward revitalization of the Downtown as a whole.

The Master Plan proposes replacing existing zoning codes for the Study Area with new codes based on these frontage analyses, the principles of creating mixed-use pedestrian-friendly urban places, and a recognition of the need to promote new forms of infill development.

#### THE NEXT STEPS

Some of the projects recommended in this Master Plan are already underway. Others will be initiated in short order. It is critical, however, to focus public support for those crucial projects that are not yet fully viable or for which the timing or circumstances are not yet optimal. This Master Plan outlines a twenty-year program of development, and needs to be nurtured as such. Picking off easy-to-accomplish projects at the outset, and then hoping that these initial efforts will be enough to carry the remainder of the program is not only an ineffective strategy, but it can also doom the entire Master Plan to failure.

On the other hand, as the recommendations in this Master Plan begin to be implemented, Downtown Sarasota will once again assume its role as the urban center of the City of Sarasota and Sarasota County. Main Street will once again become a thriving retail and entertainment destination. The Bayfront will once again be connected directly into the fabric of the Downtown and will be greatly enhanced as a focus for public activities and events. The burgeoning galleries and other arts-related establishments will be complemented by related retail and commercial activities. Additional civic and cultural centers will draw more and more people into the Downtown for increasing numbers of events, and increased residential opportunities both within the Downtown Proper and within the related "walk-to-town" neighborhoods will offer a wide range of options for people to live within the urban core. As all of these projects slowly come into being, the Downtown will begin to re-establish itself as lively, diverse 24-hour center for the community.

#### NOTES ON THE MAKING OF THE PLAN

The City of Sarasota Downtown Master Plan arose from a widespread perception of the need to comprehensively readdress the future of Downtown and the nearby neighborhoods. The City of Sarasota, led by its Planning Department, earmarked the funding and then put forth

the request that led to the engagement of Duany Plater-Zyberk & Company. With DPZ, the City knew that the Master Plan would conscientiously reflect the philosophies and principles of New Urbanism.

To prepare for the design charrette, a total of twenty meetings were held with business, neighborhood and civic groups, to discuss the planning process and to organize issues critical to its success.

City staff and others worked diligently to ensure that the design charrette itself would be comprehensive and all-inclusive, putting together fifteen public meetings over the span of eight days. Every one of these meetings was attended by far more people than the planners had originally anticipated, and every meeting went on far beyond its allotted time.

Many people contributed to the intensity and comprehensive nature of these meetings, and deserve to be recognized.

**PREVIOUS PLANS**

**R/UDAT (1983) and Downtown Master Plan for Tomorrow (1986):** Kerry Kirschner, Mary Kumpe, Bob Lindsay, Lou Ann Palmer, Frank Folsom Smith, Ron Spector, Jack West.

**Rosemary District Plan (1994) and Sarasota 2040 (1994):** David Gjertson, Bruce Franklin, Nan Plessas, Jane Robinson, Paul Thorpe, Pam Truitt.

**Financial Sustainability (1998) and Sarasota City Plan (1998):** Doug James, Michael Taylor

**Neighborhood Action Strategies (2000):** Department of Neighborhood Development

**DEVELOPMENT PROPOSALS**

**Bayfront Cultural Corridor Proposal:** Bob Roskamp, Gary Hoyt

**Palm Avenue Mixed-Use Proposal:** Vern Buchanan, Tom Cardinal, Bill Dooley, Jack Imperatore, Robert Morris

**Wynnton Group Proposal:** John Harshman, David Kitchens, Ken Klebanoff, Bob Schiffrman

**Klauber Proposal:** Murf Klauber, Albert Alfonso

**The Quay Developments:** Rene Gareau, Jeff Taylor, Richard Gillett

**PUBLIC OFFICIALS**

**City Commission:** Gene M. Pillot, Mayor, Albert F. Hogle, Vice Mayor, Mollie C. Cardamone, Carolyn J. Mason, Mary J. Quillin

**Planning Board:** Robert Kantor, Chair, Devin Rutkowski, Vice Chair, Robert Lindsay, Lou Ann Palmer, Sandra Vaughn

David R. Sollenberger, City Manager

Richard Taylor, City Attorney

Billy E. Robinson, City Auditor and Clerk

**Sarasota County:** Ray Pilon, Chair, Board of County Commissioners, Nora Patterson, Vice Chair, Board of County Commissioners, Ferrol Davis, Chair, Planning Commission, Jim Ley, County Administrator

**TRANSPORTATION**

Dennis Daughters, Jay Goodwill, John Dart, Bob Einsweiler, Bruce Franklin, Joel Freedman, Mark Gumula, Mike Guy (MPO), Sharon Katzman, Kerry Kirschner, Katie Moulten, Frank Folsom Smith, Richard Storm, Pam Truitt

**DEVELOPMENT AND ECONOMIC FEASIBILITY**

Karen Cowgill, Dick Dickinson, Christine Jennings, Rodger Hettema, Mark Kaufman, Steve Kunk, Karen Mattison, Andrew Marcus, Charley Murphy, Pierro Rivolta, Ray Sandhagen, Michael Saunders, Ron Spector

**RETAIL AND ENTERTAINMENT**

David Band, Heather Dunhill, Jack Fehily, Gary Hoyt, Charles Kuykendall, Doug Liberatore, Dick Lobo, Steve Long, Pat Richmond, Joe Terrone, Paul Thorpe, Marcia Woods

**THE BAYFRONT**

Carl Abbott, Lillian Burns, Jack Cavanaugh, Bill Couch, Kevin Daves, Douglas DiVirgilio, Elaine Kolm, Meg Lowman, Renee Pastor, Thomas Peter, Tom Ray, Bob Soran, Tim Siebert, Georgina Strauss, Bill Strode

**WALK-TO-TOWN NEIGHBORHOODS**

Bruce Balk, Pat Ball, Manny Calvo, Leon Campbell, Bob Fletcher, Virginia Haley, Linda Holland, Don Lawson, Alex Lancaster, Jim McIntosh, Bill Mitchell, Larry Thompson, Tod Sweet, Sandra Vaughn, Jennifer Wilson

**DEVELOPMENT REVIEW COMMITTEE**

David Baber, Glenn Bliss, Buster Chapin, Sam Freija, Dale Haas, Shelley Hamilton, Mark Hess, Timothy Litchet, Deborah Marks, Duane Mountain, Karin Murphy, Sandra Newell, James Pinkney, Debra Rossnagle, Sarah Schenk, Peter Schneider, Rick Winters

**LAND DEVELOPMENT REGULATIONS**

Dan Bailey, John Browning, Michael Furen, Mark Hess, Sam Holiday, Bill Merrill, Lou Ann Palmer, Steve Rees, Devin Rutkowski, George Massarantani, Javier Suarez, Mark Smith, Michael Taylor

Within the City, the development of this Master Plan was diligently overseen by a great many staff members including: David Sollenberger, City Manager; Jane Robinson, Director of Planning & Development; Dennis Daughters, City Engineer; Greg Horwedel, Director of Neighborhood Development; and William Hallisey, Director of Public Works. John Burg, Chief Planner served as the Project Manager. Patrizia Barbone from the Neighborhood Development Department provided valuable input on the walk-to-town neighborhoods.

**DPZ CHARRETTE TEAM**

Andres Duany, Galina Tahchieva, Michael Watkins, Jeff Speck, Maximo Rumis, Marina Khoury, Robert Alminana, Seth Harry, Michael Morrissey, Debra Rodgers.

**DPZ CONSULTANTS**

James Moore, AIA, PhD

Rick Hall and Matt Noonkester, Hall Planning and Engineering

Tom Cardinal and Anthony Ashford, Cardinal Carlson + Parks



Andres Duany leads discussion at one of the charrette's numerous public workshops

