



RFQ MCRA 2015-03  
REQUEST FOR QUALIFICATIONS  
MARGATE CRA (MCRA) CITY CENTER  
DEVELOPMENT  
February 11, 2015

**SECTION 1**  
**QUALIFICATIONS AND EXPERIENCE**



## 1. Qualifications and Experience (30 points)

- a. **Provide the name, address, telephone number, fax number and email address for the representative authorized to act on behalf of the applicant. This should be the primary contact for the MCRA and the individual to address any correspondence to.**

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- b. **Provide the name, address, telephone number and fax number for the primary developer including a brief description of the entity including years in business, number of projects completed and description of the legal/operational structure by which it does business.**

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Delray Beach based New Urban Communities Corporation was founded in 1998 by Kevin Rickard and Tim Hernandez. The company is a Subchapter S corporation. Each development is typically owned and developed by a single purpose limited liability

company.

New Urban has been a pioneer in urban infill and redevelopment in South Florida. Arguably no other company has a comparable amount of market rate commercial, residential and mixed use development experience in Broward and Palm Beach Counties, with several significant developments located within CRAs. Each New Urban development has had a major positive impact on the neighborhood or corridor in which it was built. New Urban views redevelopment differently than most builders and developers, with an intense focus on designing smaller, more intimate, neighborhoods within walking distance of entertainment, recreation, shopping and public transportation instead of large neighborhoods filled with tract homes that require residents to drive to nearly every destination to satisfy their basic daily needs.

New Urban's goal has always been to design communities that reduce, or even eliminate, its residents' dependence on cars by carefully locating neighborhoods within, or close to, major employment centers, or incorporating commercial elements in its developments. New Urban believes that it is essential for parks, places of worship, grocery stores, schools, pharmacies, restaurants and public transportation routes to be located within walking distance of its developments.

When it comes to construction techniques, New Urban homes are simply built better. They include such features as upgraded insulation, poured concrete upper floors, thermacrete party walls, energy-efficient appliances, upgraded exterior paint and fire sprinklers. This approach costs more upfront, but reduces future maintenance costs. Communities are designed using centuries old design principles and timeless elevations, and as a result, our communities look better, not worse, as they mature. Following is a list of New Urban projects completed, entitled, developed or currently under construction:

<b>Projected/Actual Completion</b>	<b>Project</b>	<b>City</b>	<b>Project Description</b>
2002	Courtyards of Delray	Delray Beach	32 townhomes (CRA)
2005	Atlantic Grove	Delray Beach	48,000 sf office/retail, 55 townhomes, 20 lofts (CRA/RFP)
2007	Old Palm Grove	Delray Beach	11 townhomes, 33 single family homes (CRA)
2013	Coda Phase 1	Delray Beach	36 townhomes (CRA)
2005	East Village	Fort Lauderdale	32 townhomes (CRA)
2003	Osceola Woods	Jupiter	146 townhomes
2007	Belle Isle	Wilton Manors	51 townhomes, 9 live work units
2015	Botanica	Jupiter	138 single family homes, 134 townhomes, 336 condominiums, 61,000 sf Publix-anchored retail center
2011	Greenwich	Jupiter	58 townhomes, 47 Live Work Units, 94,000 sf office/retail, 21 apartments

Projected/Actual Completion	Project	City	Project Description
2011	Mirabella	Miramar	10 live work units and 147 townhomes, 20,000 sf commercial constructed to date
2003	Lyman Village	Lantana	43 townhomes and 16 single family homes (RFP)
2016	Coda Phase 2	Delray Beach	16 townhomes (CRA)
2017	The Village at Victoria Park	Fort Lauderdale	30 cluster homes
2020	Pompano Beach Fishing Village	Pompano Beach	48,500 sf of restaurant and retail (CRA/RFP)
2016	Dakota	Jupiter	190 rental apartments, 16,000 sf day care center, 18,000 sf office/retail space
2004	Southgate Village	Tamarac	100 townhomes
2006	Merrick Preserve	Margate	183 condominiums
2011	Wilton Park	Wilton Manors	142 rental apartments and 10,000 sf of commercial space

\* Developments located within CRAs.

New Urban will work with Dover Kohl and Partners, an award winning Coral Gables based town planning firm, to design the Margate City Center development. Dover Kohl and New Urban have collaborated on two previous developments, Old Palm Grove in Delray Beach and Mirabella in Miramar.







Dover Kohl's design philosophy is summarized as follows: *"We believe that change and growth can make things better rather than worse. Each generation inherits in the built and natural environment a legacy and responsibility; we're charged with managing change so that ecology, economy and culture are sustained and advanced. The keys to this are straightforward: First, to adhere to the lessons in reliable precedents, and second, to treat each planning decision as an important part in a cumulative chain of events."*


*"As members of the Congress for New Urbanism, "we view disinvestment in central cities, the spread of placeless sprawl, increasing separation by race and income, environmental deterioration, loss of agricultural lands and wilderness, and the erosion of society's built heritage as one interrelated community-building challenge."*
















*"To meet this challenge we assist our clients in: restoring existing urban centers and towns within coherent metropolitan regions, reconfiguring sprawling suburbs into communities of real neighborhoods and diverse districts, conserving natural environments, and preserving our society's built legacy."*

Few town planning firms have more experience creating town centers where none
















previously existed and redesigning existing, underperforming town centers. Following is an impressive list of some of Dover Kohl's most notable projects:

	<b>5401 North</b> Raleigh, North Carolina
	<b>Boundary Street Master Plan and Code</b> Beaufort, South Carolina
	<b>Bradenton Form-Based Code</b> Bradenton, Florida
	<b>Brunswick Naval Air Station</b> Brunswick, Maine
	<b>Callery Judge Grove</b> Loxahatchee, Florida
	<b>Cape Coral: A Downtown Plan</b> Cape Coral, Florida
	<b>Cardanell Farms</b> Hillsborough County, Florida
	<b>Central US 1 Corridor Sector Plan</b> College Park, Maryland
	<b>City Plan 2025</b> Fayetteville, Arkansas
	<b>Collier's Community Character Plan</b> Collier County, Florida
	<b>Columbia Pike Form-Based Code</b> Arlington, Virginia
	<b>Community Recovery Charrette</b> Gentilly Neighborhood, New Orleans, Louisiana
	<b>Condado Concepción</b> Guatemala City, Guatemala
	<b>Connecting El Paso</b> El Paso, Texas














	<b>Connecting Johnson City</b> Johnson City, Tennessee
	<b>Davie Downtown Plan</b> Davie, Florida
	<b>Depot Neighborhood &amp; GRU Campus</b> Gainesville, Florida
	<b>Downtown Kendall</b> Miami-Dade County, Florida
	<b>Dr. Martin Luther King Jr. and Veronica S. Shoemaker Boulevards Revitalization Plan</b> Fort Myers, Florida
	<b>Draper Lake</b> Walton County, Florida
	<b>East Fort Myers Revitalization &amp; Redevelopment Plan</b> Fort Myers, Florida
	<b>East Port of Spain</b> Trinidad and Tobago, West Indies
	<b>EastBay</b> Bay County, Florida
	<b>Eastgate Town Center</b> Chattanooga, Tennessee
	<b>Fairfax Boulevard</b> Fairfax, Virginia
	<b>Fayetteville Downtown Plan and Code</b> Fayetteville, Arkansas
	<b>Finca El Portal</b> Antigua, Guatemala
	<b>Florida Research Park</b> Palm Beach County, Florida













	<b>Fort Monroe Reuse Plan</b> <b>Hampton, Virginia</b>
	<b>Fort Pierce</b> <b>Fort Pierce, Florida</b>
	<b>Glenwood Park</b> <b>Atlanta, Georgia</b>
	<b>Hali'imaile</b> <b>Maui, Hawaii</b>
	<b>Hammond Comprehensive Plan</b> <b>Hammond, Louisiana</b>
	<b>Hammond's Ferry</b> <b>North Augusta, South Carolina</b>
	<b>Hartwood Marsh</b> <b>Winter Garden, Florida</b>
	<b>Hudson</b> <b>Montgomery, Alabama</b>
	<b>İkitelli</b> <b>Istanbul, Turkey</b>
	<b>I'On</b> <b>Mount Pleasant, South Carolina</b>
	<b>Jamestown Mall Area Plan</b> <b>St. Louis County, Missouri</b>
	<b>Jean Lafitte</b> <b>Jean Lafitte, LA</b>
	<b>Jeddah Streetscape and Urban Design Manual</b> <b>Jeddah, Kingdom of Saudi Arabia</b>
	<b>Johnnie Dodds Boulevard</b> <b>Mount Pleasant, South Carolina</b>
	<b>Juniper Point</b> <b>Flagstaff, Arizona</b>




























	<b>Kasaba</b> <b>Istanbul, Turkey</b>
	<b>La Candelaria</b> <b>Antigua, Guatemala</b>
	<b>La Corona</b> <b>Guatemala City, Guatemala</b>
	<b>Lake Okeechobee Regional Plan</b> <b>Five Florida Counties, Florida</b>
	<b>Lemont Downtown Plan and Code</b> <b>Lemont, Illinois</b>
	<b>Limehouse</b> <b>Summerville, South Carolina</b>
	<b>Lisi Lake</b> <b>Tbilisi, Republic of Georgia</b>
	<b>Long Savannah</b> <b>Charleston, South Carolina</b>
	<b>Long-Term Plan for Turner Property</b> <b>Brentwood, Tennessee</b>
	<b>Magnolia Springs</b> <b>Lynn Haven, Florida</b>
	<b>Mark Center</b> <b>Alexandria, VA</b>
	<b>Maxwell Boulevard Neighborhood Plan</b> <b>Montgomery, Alabama</b>
	<b>Miami CRA</b> <b>Miami, Florida</b>
	<b>Miami Gardens Park</b> <b>Miami-Dade County, Florida</b>
	<b>Miami Lakes Town Center</b> <b>Miami-Dade County, Florida</b>










	<b>Miami Springs Downtown Plan</b> <b>Miami Springs, Florida</b>
	<b>Midtown Lynchburg</b> <b>Lynchburg, Virginia</b>
	<b>Mississippi Renewal Forum</b> <b>Ocean Springs, Mississippi</b>
	<b>Montgomery Downtown Plan and SmartCode</b> <b>Montgomery, Alabama</b>
	<b>New York Streets</b> <b>New York, New York</b>
	<b>North Federal Corridor</b> <b>Delray Beach, Florida</b>
	<b>Ocean Springs Downtown Master Plan</b> <b>Ocean Springs, Mississippi</b>
	<b>Ocean Springs Waterfront Charrette</b> <b>Ocean Springs, Mississippi</b>
	<b>Old San Carlos Boulevard</b> <b>Fort Myers Beach, Florida</b>
	<b>Old Town Master Plan and Code</b> <b>Bluffton, South Carolina</b>
	<b>One Court Square</b> <b>Montgomery, Alabama</b>
	<b>Osprey Bayfront</b> <b>Osprey, Florida</b>
	<b>Padre Boulevard</b> <b>South Padre Island, Texas</b>

	<b>Park Avenue</b> <b>Winter Park, Florida</b>
	<b>Parramore Heritage District</b> <b>Orlando, Florida</b>
	<b>Plan El Paso</b> <b>El Paso, Texas</b>
	<b>Plan for Central Hercules</b> <b>Hercules, California</b>
	<b>Port Royal Traditional Town Core</b> <b>Port Royal, South Carolina</b>
	<b>Preservation of Pittsburgh Plan</b> <b>Pittsburgh, Atlanta, Gerorgia</b>
	<b>Preserving Town &amp; Country</b> <b>Woodford County, Kentucky</b>
	<b>Prospects for Southeast Lee County</b> <b>Lee County, Florida</b>
	<b>Pulelehua</b> <b>Pulelehua, Hawaii</b>
	<b>Redfields to Greenfields</b> <b>Miami, FL</b>
	<b>Richmond Downtown Master Plan</b> <b>Richmond, Virginia</b>
	<b>Rio Grande Corridor</b> <b>Albuquerque, New Mexico</b>

	<b>Rouse Hill Regional Centre</b> New South Wales, Australia
	<b>Sabana Grande</b> Tegucigalpa, Honduras
	<b>Santa Maria</b> Tegucigalpa, Honduras
	<b>Sarasota Form-Based Code for Mixed-Use Infill</b> Sarasota County, Florida
	<b>Seawind</b> Martin County, Florida
	<b>Seven Cities - The U.S. 1 Corridor</b> Palm Beach County, Florida
	<b>Sierra Alta</b> San Salvador, El Salvador
	<b>Smart Growth Assistance</b> Iowa City, Iowa
	<b>South Main</b> Buena Vista, Colorado
	<b>South Martin County Regional Plan</b> Martin County, Florida
	<b>South Miami Hometown Plan</b> South Miami, Florida
	<b>South Miami Hometown Station</b> South Miami, Florida
	<b>Southend District Master Plan</b> Raleigh, North Carolina
	<b>St. Alban's Square</b> Davidson, North Carolina
	<b>Starkey Ranch Town Center (Original Charrette Vision)</b> Odessa, Florida

	<b>Stennis Technology Park</b> <b>Bay St. Louis, Mississippi</b>
	<b>Stone Avenue</b> <b>Greenville, SC</b>
	<b>Tampa Major Investment Study</b> <b>Hillsborough County, Florida</b>
	<b>The Ag Reserve</b> <b>Palm Beach County, Florida</b>
	<b>The Alameda Cornerstone Plan</b> <b>Lakewood, Colorado</b>
	<b>The Belle Hall Study</b> <b>Mount Pleasant, South Carolina</b>
	<b>The Blueprint for Spring Hill</b> <b>Spring Hill, Alabama</b>
	<b>The Capitol Corridor</b> <b>Lansing, Michigan</b>
	<b>The Peninsula</b> <b>Iowa City, Iowa</b>
	<b>The Plan for Oak Park and Centennial Hill</b> <b>Montgomery, Alabama</b>
	<b>The Southside Neighborhoods</b> <b>Chattanooga, Tennessee</b>

	<b>The Town's Blueprint</b> <b>Charlotte Amalie, United States Virgin Islands</b>
	<b>Towns, Villages, and Countryside Land Development Regulations</b> <b>St. Lucie County, Florida</b>
	<b>University Heights</b> <b>Gainesville, Florida</b>
	<b>University of Miami Miller School of Medicine Campus</b> <b>Miami, Florida</b>
	<b>Waterfront Quarter</b> <b>Jupiter, Florida</b>
	<b>West Fairview Avenue</b> <b>Montgomery, Alabama</b>
	<b>Winter Springs Town Center</b> <b>Winter Springs, Florida</b>

The following pages contain more specific information on projects that have particular relevance or applicability to the Margate City Center project (mixed use town centers, corridor plans, transit oriented developments, etc.)



# Downtown Master Plan

## *Davie, FL*

### PROJECT DETAILS

Project Area: 70 acres  
Client: The Town of Davie  
Community Redevelopment  
Agency  
Year Adopted: 2006  
Website: [davie-fl.gov/Pages/  
DavieFL\\_CRASrvices/  
Downtownmasterplan.pdf](http://davie-fl.gov/Pages/DavieFL_CRASrvices/Downtownmasterplan.pdf)

For more information, visit [doverkohl.com](http://doverkohl.com).



Creating a mixed-use environment will increase activity on Davie Road, helping to make it a place rather than just a street. Parking for the buildings is in the back of the lot while the buildings sit closer to the street.



A civic building located within the heart of town, and in a prominent location, will increase pedestrian activity on the street. By receding the building from the street a formal town plaza is created.



Townhouses face a horse pasture.



### The Project

The historic Town of Davie was the first improved town in the Everglades. Originally called Zona by its settlers, Davie has remained faithful to its past, embracing its roots as a rural community. Its Western style architecture has helped to keep Davie an authentic place with a character of its own. However, the area's Downtown has suffered from the effects of traditional Euclidian zoning. Davie lacks the pedestrian and commercial activity and economic impact generally seen in a traditional downtown. Davie Road functions as a high speed roadway rather than a pedestrian-friendly main street, and green spaces are lacking while prominent civic buildings have little presence on the street. In addition, an incomplete road network creates traffic congestion on certain streets.

The Downtown Master Plan was created to establish a vision for Davie's future. The Master Plan identifies implementation steps and includes illustrations of the hypothetical build-out of Downtown. The plans, diagrams, and illustrations represent a community vision for Downtown and demonstrate how various properties can work together to form a vibrant center for the Town of Davie. Implementation strategies are outlined that demonstrate redevelopment opportunities, identifying specific locations in the study area where improvements can occur on a lot by lot basis and can be carried out by individual property owners.

### The Process

The Davie Community Redevelopment Agency (CRA) and Dover, Kohl & Partners held several public presentations to share the evolving plan concepts. In addition, a hands-on session was held with the public to solicit feedback from citizens and elected officials. To reinforce the traditional drawings, the team used television-like computer illustrations to help people better understand the Plan.

### Key Design Elements

The Downtown Master Plan is the culmination of the ideas generated throughout the planning process. The Plan's main ideas include: identifying redevelopment opportunities; balancing the needs of vehicles and pedestrians; improving safety and traffic flow; and creating signature places in Downtown Davie. Various options have been evaluated for the treatment of the Huck Liles green space. This plan utilizes the town-owned property for a new street as well as a rear access lane for the lots on Davie Road. The rear access lane can help to facilitate street-oriented redevelopment along Davie Road.

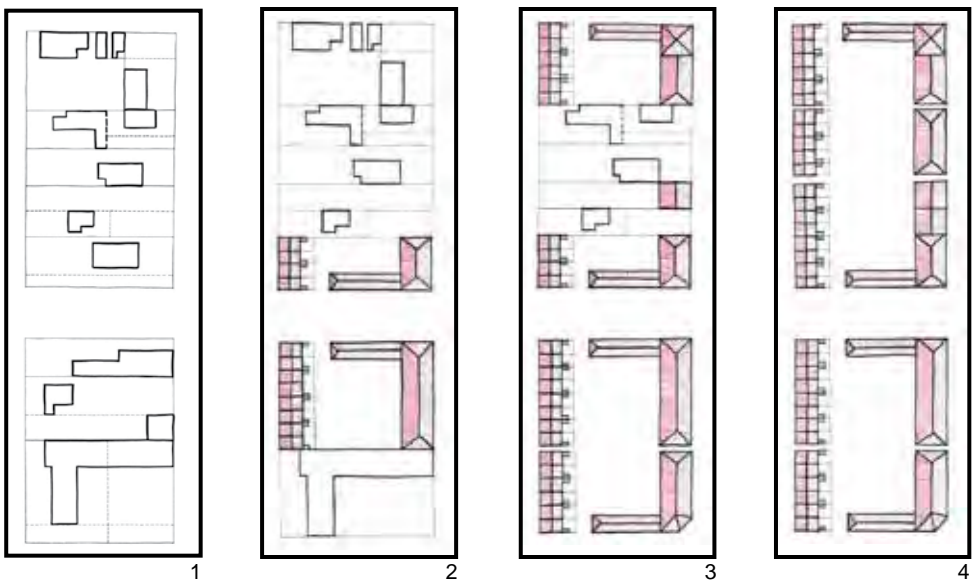
### Status

The Downtown Master Plan was adopted by the Town of Davie in July 2006. The Davie CRA is currently working towards the assemblage of parcels to catalyze redevelopment Downtown.



# Incremental Development

Over time, as properties redevelop at each owner's pace, those incremental changes will collectively create the intended vision for Downtown Davie. The diagrams at right illustrate this idea by focusing on a few properties on the west side of Davie Road. The diagrams are hypothetical and are based on existing property lines. Diagram #1 shows the existing building footprints and lot lines. Diagram #2 shows the properties at Rodeo Way redeveloped with buildings up along Davie Road, and at the rear facing the Huck Liles greens. Diagrams #3 and #4 demonstrate infill on remaining properties with street-oriented development that could contain a variety of building uses and types.





*"They want to create a downtown in the heart of the sprawl, turning the worst of suburbia into the best of the New Urbanism."*

– Florida Trend

# Downtown Kendall

## *Transforming Miami-Dade's "Edge City"*

### PROJECT DETAILS

Project Area: 324 acres  
Client: Chamber South, South Miami, FL  
Year Adopted: 1999  
Website: [chambersouth.com/index.php?submenu=community&src=gendocs&link=Downtown%20Kendall&category=Community](http://chambersouth.com/index.php?submenu=community&src=gendocs&link=Downtown%20Kendall&category=Community)

For more information, visit [doverkohl.com](http://doverkohl.com).



Town Square: The heart of the new Kendall community, overlooked by multi-story mixed-use and civic buildings.



Residential Square: Rowhouses and an urban apartment building create a safe edge to a neighborhood park.



Shops and restaurants occupy the ground floor along the main street.



### The Project

The Master Plan and Overlay Code for Downtown Kendall is the product of a June 1998 charrette dealing with a high density urban center in Miami-Dade County. The study area contains transportation corridors and intersections of four heavily traveled, regional roadways that crisscross a high intensity of retail, office, hotels, and nearby residential neighborhoods. The study area has experienced remarkably fast growth, but poor pedestrian accessibility and visual blight are prominent in Downtown Kendall, as in most such auto-oriented suburbs. The Plan, which was created in partnership with Duany Plater-Zyberk & Company, UrbanAdvantage, Hall Planning & Engineering, and Thomas Gustafson, will establish order among the physical chaos, facilitating development in a sustainable pattern and creating a lasting identity for the area.

### Approach

The design team conducted a seven day charrette in June 1998, soliciting input from community members, business owners, elected officials, and technical experts. The resulting plan allows any number of developers to realize projects within the patchwork of individual properties, with each property contributing to a unified whole. A form-based code accompanies the Master Plan to ensure that new projects are consistent with the vision for Downtown Kendall, which is for it to become a model for transit-oriented development. At the forefront is an architecturally varied cityscape designed around the pedestrian rather than the automobile.

### Status

The Master Plan was approved by the Miami-Dade Board of County Commissioners in 1998 and the code was adopted in December of 1999. This new ordinance replaces the existing zoning districts to form a new zoning district in the Miami-Dade County Zoning Code. The Downtown Kendall project has been featured in *Florida Trend*, on NBC 6 and WPBT reports, and in a special issue of *Business Week*, "21 Ideas for the 21st Century." Construction on several sites is complete and more than 3200 new dwelling units in mixed-use settings have been approved.

DOVER, KOHL & PARTNERS  
town planning



# Change over Time

Thirty years ago Kendall Drive was a narrow country road and Dadeland Mall's first buildings were sprouting at the rural edge of a young metropolis. Today this location is embedded in the suburban growth that followed, closer to Downtown Miami and the coastal edge than to the western or southern reaches of metropolitan development. The region's recent commitment of re-directing growth away from rural areas and back to the transportation corridors of the earliest settlements is slowly taking form with the first building projects heeding the visionary call of *Eastward, Ho!* The Downtown Kendall plan is a response to this vision. Mixed-use buildings will front upon a network of interconnected streets, parking garages will be placed mid-block to replace the vast expanses of surface parking, and transit is being re-integrated into the area.

*"When fully built out – probably in two or three decades – downtown Kendall's population will be double the current size of Opa-locka, county planners estimate, with most residents living within walking distance of the Metrorail line. In contrast, the US Census in 2000 reported 3,800 residents in the eastern portion of Kendall, an unincorporated portion of Miami-Dade County."*

- Frank Norton, *Miami Today*



Downtown Kendall, 2034 Aerial View: Interconnected streets, mixed-use development, and mid-block parking transform the auto-oriented landscape.



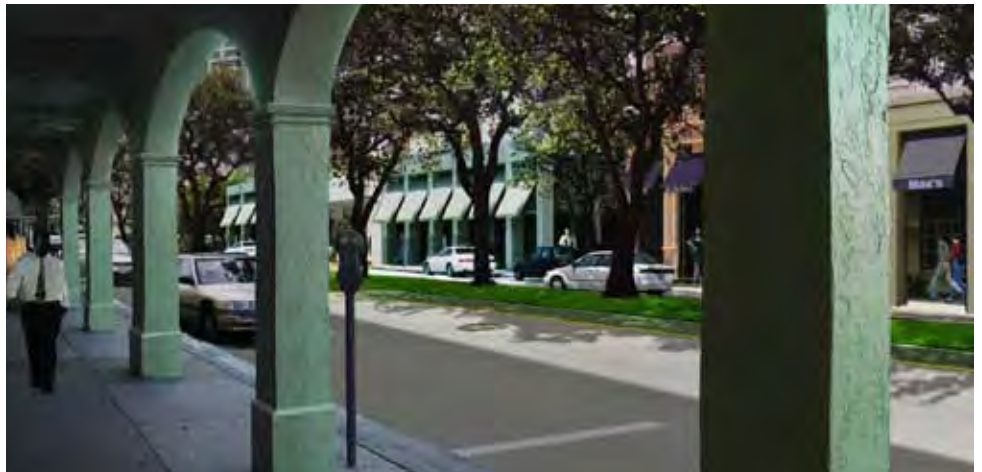
Snapper Creek Canal: Before



A new Snapper Creek Canal, with pedestrian bridges, wide sidewalks, shade trees and mixed-use buildings.



Dadeland Boulevard: Before



The proposed Dadeland Boulevard will be centered around the pedestrian, with colonnades designed to protect people from the elements, building facades that face the street, and on-street parking to slow traffic.



# Downtown Plan & Code

## Lemont, IL

### PROJECT DETAILS

Project Area: 40 acres  
Client: Marquette Companies  
Year Adopted: 2005  
Website: [loftsoflemont.com](http://loftsoflemont.com)

For more information, visit [doverkohl.com](http://doverkohl.com).



Single family detached houses with a view of the S & S Canal.



A series of live/work units face a linear park along the I & M Canal.



Infill development will complete the street scene, and reflect the style and character of the existing historic buildings.



### The Project

Illinois' first comprehensive "town building" effort, the Lemont Downtown District, is a public/private partnership between the town builder, Marquette Companies, and the Village of Lemont. The project sets out to revitalize Downtown with \$250 million in retail, residential and office development, as well as tourist attractions along the I&M Canal, while keeping the historic character intact.

The Dover-Kohl team was invited by Marquette Companies to assist in creating the revitalization plan. The team began its analysis of the site and surrounding areas, documenting important views, special features and buildings that were either historic or contributive to the town's character. The historic buildings were used to shape the design of infill buildings to ensure that the distinct charm of Lemont is preserved. Existing views consisted of clear site lines to buildings such as the old school house and to many of the church steeples in town. Future development will be geared to enhance the urban realm while respecting and maintaining these spectacular street views. The consultant team included Hitchcock Design Group, J Eppink Partners, C.L.U.E. Group, and Robinson & Cole LLP.

### The District Plan

The Historic Downtown, Lemont Station, Cultural, Tri-Central West, Canal Quarter and Wharf Districts were designated as individual zones within the Master Plan, characterized by their location and designed according to their roles within the community. Smaller infill development, particularly residential, will increase the sustainability of a more retail-oriented Downtown; Lemont Train Station, which supports area commuters, will provide additional parking garages flanked by "liner" buildings, essentially hiding the garages from view. Buildings may contain service retailers such as a grocery store, pharmacy, or cleaners. A combination of playing fields, a gymnasium, a resource center, and a black box theater in the Cultural District will create a unique hub for residential neighborhoods, while Tri-Central West, located in close proximity to Lemont Station, will offer the greatest volume and range of new housing. The Wharf and Canal Districts will also complement one another; a new, welcoming entrance to the City, with large public green spaces, will be created in the Wharf District to embrace visitors and residents as they cross the drawbridge and enter Downtown. This entry also leads to the Canal Quarter, the key component to the revitalization of the Downtown, which is poised to be an exciting waterfront destination for both residents and visitors alike.

### Status

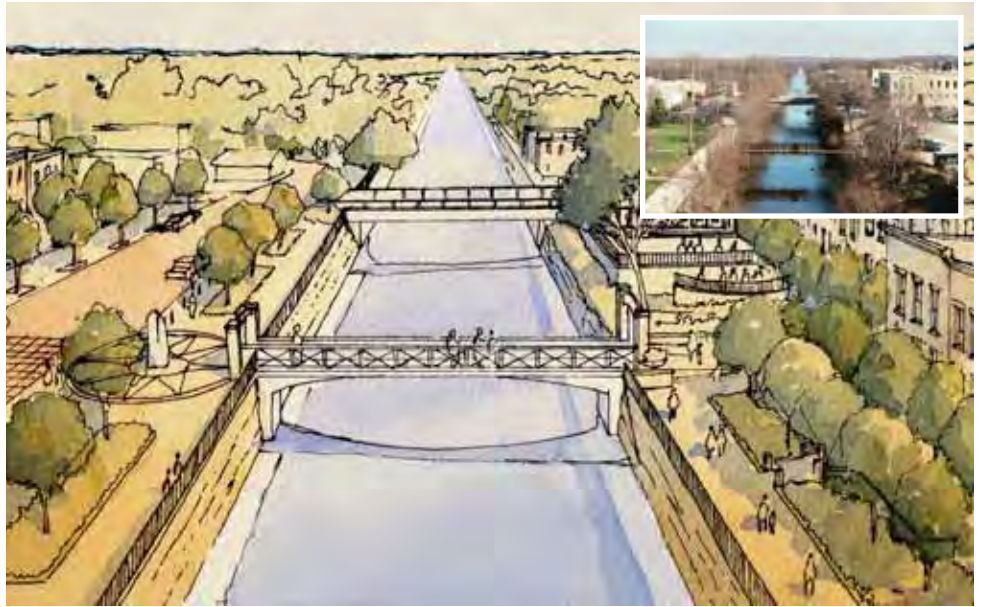
In addition to the Master Plan, Dover-Kohl produced a form-based code to guide new development in the Downtown District. The Code for the Downtown District was adopted in August 2005. Groundbreaking on the first new construction in compliance with the Code took place in October 2007.



# A New Life for Lemont's Canals

Lemont's downtown and residential districts grew out of the development of the Illinois & Michigan Canal, constructed in 1848 along the south side of the Des Moines River. Lemont retained its identity as a small but prosperous industrial canal town until the 1970s, when industrial obsolescence, an economic recession, and migration to the suburbs shifted business and daily activities away from downtown.

The Downtown Plan set out to reconnect the two neighborhoods, which were now severed by canal and to reestablish the waterway as a focal point of the city. Bridges were added or improved to encourage walkability and enhance entry into town, while a variety of green spaces created new recreational activities. Mixed-use building types were also designed to create a real destination, completing the waterfront experience.



Proposed drawbridge over the S & S Canal will reconnect Stephen Street to the Tri-Central Parcel's Wharf District as well as the historic downtown. This extension will provide an entrance to Lemont that is more modest than the existing fly bridge. Flanking the bridge on both sides are public green areas that help to ease the transition into the downtown.



Future Canalwalk along the S & S Canal



View of the Wharf District along the S & S Canal



# Mark Center Master Plan

## *Alexandria, VA*

### PROJECT DETAILS

Project Area: 130 acres  
Client: The JBG Companies  
Year Initiated: 2009  
Website: [markcenterinfo.com](http://markcenterinfo.com)

For more information, visit [doverkohl.com](http://doverkohl.com).



Neighborhood blocks can include urbane mixed-use / apartment buildings on major streets, with lower-intensity townhouse units on smaller streets.



Each neighborhood includes connections to the greater green / open space network. (Rendering by Lew Oliver, Whole Town Solutions)



The Town Center will contain the greatest mixture of uses along walkable streetscapes.



### The Project

The Mark Center Master Plan is an example of Dover-Kohl's work in designing sustainable infill/redevelopment strategies. In collaboration with Duany Plater-Zyberk & Company, Dover-Kohl was hired by The JBG Companies to create a Master Plan for the long-term redevelopment of their properties located in the Mark Center area of Alexandria, Virginia. Bisected by North Beauregard Street, the site contains approximately 2,900 garden-style apartment units dating from the late 1950s and a 63,320 square-foot retail center. The City of Alexandria is currently undertaking a Small Area Plan for the Beauregard Street corridor, which includes a large portion of JBG's properties. The Small Area Plan was initiated largely in response to the selection of Mark Center by the Department of Defense for the BRAC-133 (Washington Headquarters Service) project, which will add more than 6,400 employees to the Mark Center area in September 2011. This influx of new office workers will change the landscape of Alexandria's West End, and has yielded a significant need to proactively plan for future land uses, development patterns, and transportation services in the area.

### The Process

In parallel with the City's process, The JBG Companies initiated a planning effort to establish a long-term vision for the future of its property that will be a model of Smart Growth and sustainable urban design principles, and that will work with the vision, goals, and principles of the Beauregard Corridor Plan to complement and enhance the greater Mark Center area. In May 2010, a multi-day public design workshop was conducted to investigate design options for the site and gather feedback from the Alexandria community. Plans and illustrations demonstrated how the site could evolve over time to include a mixture of uses (including housing for area workers), a network of streets, and connected open spaces and environmental systems.

### Status

City-led efforts to update the land use plans for the Beauregard Corridor Area were paused in the Fall of 2010, to allow additional time for analysis. At this time, the residents and property owners of Alexandria's West End formed the Beauregard Corridor Stakeholders Group (BCSG) to work collaboratively to understand, evaluate, and provide constructive comments guiding the preparation of the Small Area Plan, with a goal to ultimately generate a new plan for the Beauregard Corridor. During 2011, Dover-Kohl has been working with the JBG team, other area developers and their consultants, the City of Alexandria, the BCSG, and greater Alexandria community in a series of monthly public meetings to explore livable land use and transportation solutions for the Mark Center area.



# A Vision for JBG's Mark Center Properties

The Mark Center area is poised for a transformation, with planned high-capacity transit improvements as well as a recent BRAC decision to relocate over 6,000 federal employees to new office buildings in the near vicinity. This transformation can include a new, sustainable purpose for the JBG Mark Center properties. Preliminary goals for the future evolution of the site include:

- Provide a mixture of land uses arranged in a compact, walkable form to support ridership for the planned transit corridor along N. Beauregard Street.
- Provide housing for area employees to reduce commute times, improve quality of life for workers and residents, and benefit the environment by a reduction in vehicular miles traveled and air pollution.
- Restore environmental systems and green network connections, which can include enhancements to the Resource Protection Areas (RPAs), and connections to the City open space and trail systems. These will benefit residents of Mark Center and the greater Alexandria community.
- Use new buildings and infrastructure to provide order and a sense of place.

The Mark Center Master Plan is an opportunity to establish a holistic approach to the long-term evolution of the JBG properties into complete neighborhoods containing a mix of uses and housing choices; a compact, transit-oriented design; and interconnected networks of green spaces and walkable streets.



## Key Concepts on the draft Illustrative Plan

- A** A town center is located on the hilltop, including a public open space, grocery store, and mix of retail, office, hotel, and residential uses.
- B** Street trees and on-street parking are located along major streets to define the street edge and create a walkable pedestrian realm.
- C** Transit stops are planned to be located on N. Beauregard Street at neighborhood centers.
- D** The Resource Protection Area (RPA) is returned to a natural state, providing a green connection between Holmes Run Park to the Winkler Preserve.
- E** Off-street parking is lined with habitable space to create an attractive street frontage.
- F** Stormwater treatment may include small retention greens and a larger pond downhill.
- G** A continuous greenway is created through the neighborhoods, connecting Dora Kelly Nature Park to the Winkler Preserve.
- H** Neighborhood-serving retail and smaller parks/plazas are located in the neighborhood centers.



# Miami Springs

## Downtown Revitalization Plan

In late 2000, an intense public participation process began in Miami Springs, Florida. The result is a Downtown Revitalization Plan that incorporates both physical changes as well as organizational and policy modifications. Miami Springs is a small, primarily residential community in north-east Miami-Dade County.

In the downtown area, a large circular plaza, which also functions as a traffic circle, provides a well known landmark for the City of Miami Springs.



**A Vision for The Circle** - The current physical space is in serious need of being improved. Adding fuller street trees to the edge and clearly marking the automobile travel lanes and designating pedestrian crossings is the first step to reclaiming this vital public space.



## Approach

A series of meetings were held in order for the planning team to gain as much local knowledge as possible. The following ideas summarize the plan which was created with citizen input. The following points are the recurring themes from the meetings:

- Preserve and capitalize on uniqueness
- Make it pedestrian friendly
- Balance (don't overbuild or overdo it)
- Focus on management and policy
- Cultivate meaningful public input on an ongoing basis

Located near the airport and a major employment center, the city receives substantial amounts of non-local traffic. Despite the large customer base passing through the streets everyday, many of the businesses are not expanding, or capturing this potential market. Due to the high percentage of residential land uses and low tax revenue from commercial properties and business activity, the city's residents are burdened with a heavy tax responsibility.

Facade renovations and residential infill will bolster the retail presence for all the businesses in Downtown. Strategic additions of small office spaces and dwellings will add a daily customer base to the area. Having the merchants cooperate on advertising and operating hours will support the advantages that a Main Street can have over typical strip development, spurring the non-local traffic into leaving dollars behind in Miami Springs.



Hypothetical façade upgrades





Existing



Long Term changes



### Downtown Living

A crucial part of revitalizing Downtown, and also important for the sustainability of Miami Springs as a whole, is the plan to add diversity and depth to the housing stock. While there are a number of apartments already, more dwellings need to be constructed to complement a “downtown lifestyle” that is attractive to both young adults and elders wishing to downsize their single family home. Adding apartments and condominiums above stores can supplement the existing housing stock.

*Miami Springs reached a point in its history when it was crucial to reflect on what it wants to be in the future. The community’s answer: balance preservation with revitalization.*

Existing



Long Term changes



### Canal Street

As a gateway to the City, the corner of Canal Street and Curtiss Parkway is a focal point for people entering the City. It will set the standard by which motorists should behave when they enter Miami Springs. Wide lanes and overabundant pavement makes it a place for cars, but wide sidewalks and well lit storefronts signal that the place is for people.





# *Make Miami Springs look like a quaint town that people will flock to and come back.*

- Miami Springs resident

## Miami Springs

Location: Miami Springs, Florida

Client: City of Miami Springs

Team: Victor Dover  
Joseph Kohl  
Sergio Vazquez  
Carrie Osborne  
James Dougherty  
James Murphy  
Ibrahim Mohasseb  
Pedro Pablo Godoy  
Jeff Schroeck  
Benji Sirota  
Tom Cooper

Consultants: PBS&J  
• Jack Schnettler  
Lambert Advisory Group  
• Paul Lambert

## Status

The master plan and implementation report, *Our Town: Downtown Revitalization Plan*, were completed and adopted by Miami Springs City Council in January 2001. Copies of this report can be obtained by contacting Miami Springs City Hall at 501 Westward Drive or by sending an email to [info@doverkohl.com](mailto:info@doverkohl.com).

Engineering work to widen the sidewalks on Westward Drive is in the early stages. A new Downtown Coordinator has been hired to oversee implementation of the plan's recommendations. The local Chamber of Commerce and other business organizations are beginning new promotional efforts. The first major renovation of a private building reflecting ideas in the plan is under construction on Curtiss Parkway.



## Westward Drive

The 'Main Street' of Miami Springs has almost no two story buildings and façades of consistently low caliber (left). The random mix of retail, service, and parking lots make the pedestrian experience less than exemplary.



Façade improvements are key. These could be just exterior renovations that would allow for more transparent storefronts, or they could result in properties being re-built into multi-story buildings to better utilize this prime downtown space (above).

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# Town Center Plan & Code

## *Winter Springs, FL*

### PROJECT DETAILS

Project Area: approximately 200 acres  
Client: City of Winter Springs  
Year Produced: 1998

For more information, visit [doverkohl.com](http://doverkohl.com).



Buildings front important public green spaces.



Street-oriented buildings, wide sidewalks, and shade trees encourage walking to the Main Street.



A pier at the end of the Main Street provides access to Lake Jessup.



### The Project

Prior to the design of the Winter Springs Town Center, the City of Winter Springs was comprised mostly of independent planned unit developments (PUDs) with no coherent or defined center. The Winter Springs Town Center and its adjacent neighborhoods, designed for approximately 200 acres of strategically-located, mostly undeveloped land, now serves as the focal point for the entire city. Tuskawilla Road, designed as the main street, runs perpendicular to SR 434, a four-lane arterial thoroughfare. As a main street, Tuskawilla Road links the bustling Market Square to the more quiet Magnolia Square. Adjacent and connected to these core areas are mixed-use neighborhoods that include office, retail, and residential uses. The Cross Seminole Trail runs through the site and offers alternate pedestrian and bicycle paths into the heart of the Town Center and provides equestrian and hiking trails around the periphery. The trails feature views of pristine wetland preserve areas. Gibbs Planning Group and Michael Design Associates assisted Dover, Kohl & Partners in the creation of the plan.

### The Process

In February 1998, Dover-Kohl worked with the City of Winter Springs to create the plan for the Town Center. During the seven-day collaborative charrette, the design team created several iterations of the plan, which were based upon community feedback. Clear instructions were given to the designers: the Town Center is to capture the young city's imagination and project an image of its bright future.

### First Principles

Key principles were identified during the charrette. These principles guided the evolution of the plan and serve as the basis for development decisions as the City matures. Priority was placed on urbanity instead of conventional strip mall development as well as walkability; predictability in design; and flexibility in land use. Also guiding the plan was the need for an urban configuration for State Road 434 and the establishment of important sites for special public places. Preserving and connecting natural environmental systems was also of critical importance, as was designing for the long- and near-term.

### Status

In 1998, the Winter Springs City Commission adopted the conceptual master plan. Based upon this plan, the City won a \$5 million grant from Florida's State Trails and Greenways Program to purchase the Town Center's network of green spaces. In 2000, the City commenced modifications of their land development regulations and created the Winter Springs Town Center District. Dover-Kohl produced the form-based code regulating this new district and has since provided the City with assistance in the review of development applications. A number of property owners have initiated construction on their parcels and a variety of residential and mixed-use buildings have been completed.







*"No community should deliberately set out to plan for less than its ideal."*

— Dan Cary, Director of Planning, South Florida Water Management District

# The Hometown Plan

## South Miami, FL

### PROJECT DETAILS

Project Area: 378 acres  
Client: The City of South Miami  
South Miami Hometown, Inc.  
Year Adopted: 1993

For more information, visit [doverkohl.com](http://doverkohl.com).

### The 100% Model



Dorn Avenue, before



Dorn Avenue, after

To show the potential for a better South Miami, emphasis was placed on demonstration projects. Neighbors, homebuyers, businesses, investors, and bankers needed their confidence restored. The idea was to choose an area (however small) then totally transform it to create as dramatic and visible an impact as possible. Instead of spending precious funding across large areas, public funds were initially concentrated on these areas.

#### HOW TO IDENTIFY A "100% MODEL"

- It produces a "postcard" outdoor environment of exceptional character, exudes safety and optimism, and stands out in contrast to blight.
- It combines adaptive re-use of existing and historic structures with new buildings and improved public spaces.
- It completes the public space; i.e. both sides of the street, all corners of an intersection, or all sides of a green are built out or renovated.
- It includes a significant residential component, preferably owner-occupied.
- It lures residents of moderate incomes; these 'colonists' will demonstrate the viability of close-in neighborhoods and their discretionary income will help support local businesses.
- It suggests what the larger neighborhood will eventually look like, inspiring private investment.



Sunset Drive: before and after reconstruction. The Metrorail station (not pictured) is located at the entrance of this key mixed-use street.

### The Project

The Hometown Plan and the subsequent Hometown District Overlay Ordinance are examples of our work in traditional town centers. Starting in 1992, the study area became the subject of intensive public involvement to address the need for revitalizing the Main Street district along Sunset Drive in the heart of the City of South Miami. Dover, Kohl & Partners assisted the City and the not-for-profit organization, South Miami Hometown, Inc., with promoting redevelopment of the area, preparing a work program, conducting a charrette to design a detailed master plan, and rewriting the land development regulations. This work reintroduced traditional town planning techniques in South Miami. The Master Plan includes transit-oriented development, protection for historic structures, and pedestrian improvements to the streets and commercial buildings. Samuel Poole III, Esq., Peter M. Fernandez, PE, Clyde Judson, AIA, Walter Kulash, PE, John Zeeger, PE, and the FAU/FIU Joint Center for Environmental & Urban Problems also assisted in the creation of the Plan for South Miami.

### Process & Principles

Dover, Kohl & Partners hosted an open planning process in 1992 to engage the community in shaping the Plan. The refrain from participants heard again and again was 'we want our Main Street back.' Thus the primary goal was to recognize the City's streets as crucial assets and to treat (and reconstruct) them as people-friendly public spaces. Other guiding principles were to nurture the downtown as a neighborhood in the making rather than as a collection of buildings-on-parking; and to create a mix of uses for Downtown, including residential, so that the area could prosper as an "identifiable whole". This idea meant that a district-wide approach to parking would need to be addressed for all of Downtown. A diverse range of household incomes was also encouraged, which called for dignified forms of affordable housing. A final goal was that the two sides of the City, divided by US1, should be spatially and psychologically rejoined around the Metrorail transit station.

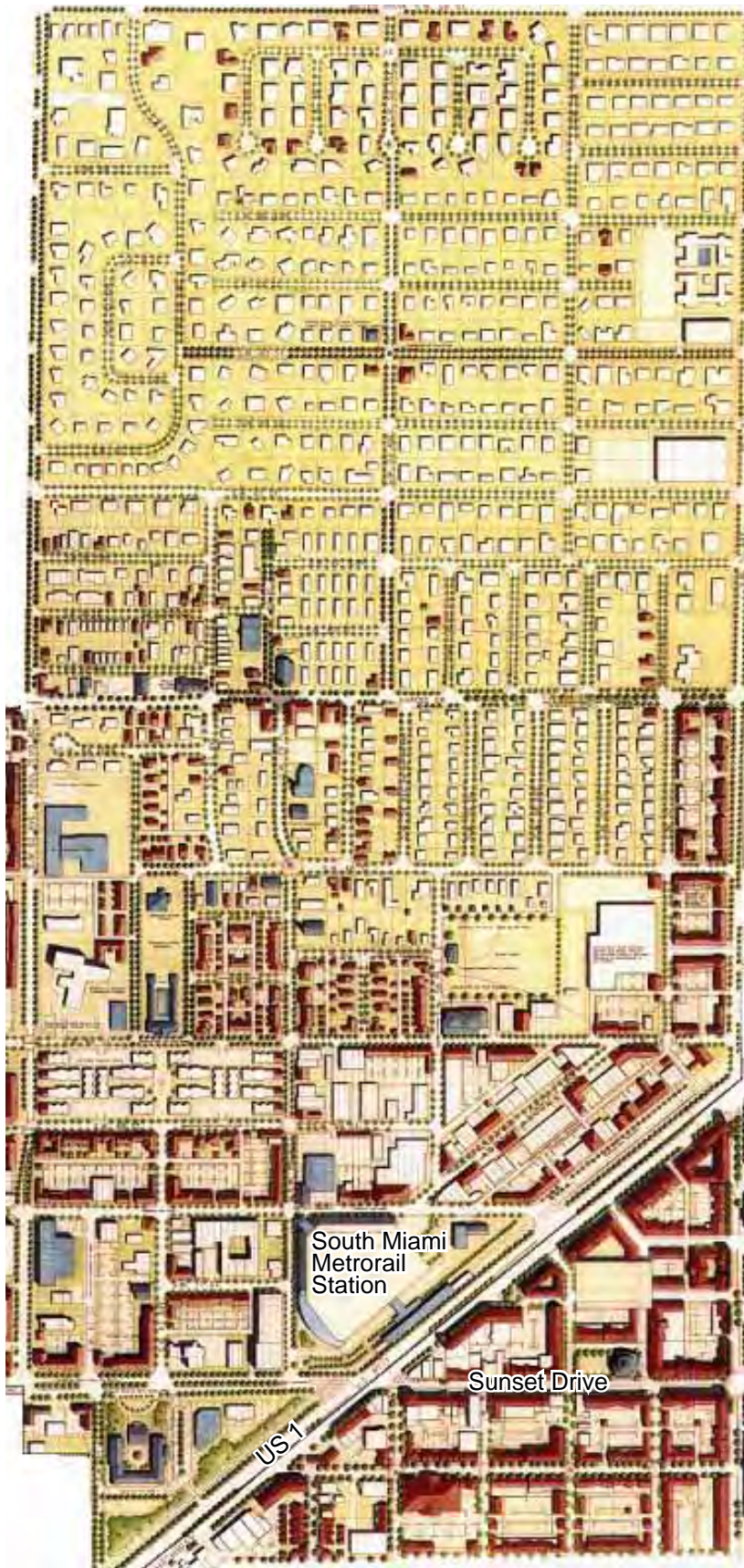
### Status

The City of South Miami has adopted and continues to implement the Hometown Plan and Hometown District Overlay Code. The initial "100% Model" project, the renovation of Southwest 59th Avenue, popularly known as "Dorn Avenue", has brought new life to one end of the downtown and precipitated numerous other building renovations and infill development throughout the district. Substantial streetscape improvements along Sunset Drive have been completed, incorporating wider sidewalks, reducing travel lanes, and introducing traffic calming features; all of which have resulted in greater pedestrian activity. As a complement to the newly revitalized commercial activity along the City's main street, the City formed a Community Redevelopment Agency (CRA) in 1998 to assist in revitalizing the area using the Hometown Plan as the underlying framework of the official CRA plan. In 2008 a new municipal garage lined with restaurants opened, enhancing the district-wide, park-once plan for the Main Street district.

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# Transit-Oriented Development



The Amster Building is a new three-story, mixed-use infill project located directly across US-1 from the South Miami Metrorail station. Its design was made possible by the shared parking and transit proximity parking reduction provisions in the Hometown Plan District Overlay Code. The project was designed by the affiliated firms of Dover, Kohl & Partners and Chael, Cooper and Associates.



Hometown Station is a redevelopment of the South Miami Metrorail station. The "live-work" project entails wrapping the station's parking garage with four story mixed-use liner buildings, and capping the garage with a courtyard apartment building. The development forms a new public square, placing the station at the center of community life.



South Miami Metrorail Station      Streetscape improvements along Sunset Drive      Sunset Place development infill



Amster Building infill      Initial "100% Model" project, Dorn Avenue      New Municipal garage with ground-floor shops      Starbucks Building infill



# Park Avenue

## Winter Park, FL

### PROJECT DETAILS

Project Area: 3/4 mile long corridor  
Client: City of Winter Park  
Year Adopted: 1998

For more information, visit [doverkohl.com](http://doverkohl.com).



New construction (at right) blends seamlessly with historic buildings along Park Avenue.



Public improvements and revised regulations, established by the City and Dover, Kohl & Partners, created a new framework for private mixed-use development along Park Avenue.

### The Project

Park Avenue is among Florida's most gracious main streets, with its urban buildings and signature Central Park. In 1997, the City, under the leadership of Planning Director Don Martin, initiated design improvements and an implementation strategy for the aging main street. Sidewalks were widened for retailing and outdoor dining, vehicular travel lanes were narrowed, and a prescription was provided for the design of main street buildings and civic buildings based on enduring principles of traditional civic art. Glatting, Jackson, Kerchner, Anglin, Lopez, Rinehart and GAI Consultants Southeast assisted Dover, Kohl & Partners in the development of Park Avenue's Streetscape Master Plan.

### Process and Principles

The Avenue's rich history and its special place in the life of Winter Park brought together the varied interests of many people who care deeply about Park Avenue. The details of the Master Plan were resolved in an open, public process. While formal work began in the spring of 1997, some ideas started evolving much earlier. The "Winter Park in Perspective" event in 1994 and the Park Avenue Charrette in 1996 brought forward early concepts for improving the downtown and preserving the unique qualities of the Avenue.

The master plan effort began with regular meetings of the Park Avenue Review Committee, a multi-stakeholder group established by the City Commission to direct the work of staff and consultants. Residents participated in a series of well-attended, public "summits" to review work in progress and offer ideas. "Maintenance-of-Business" workshops and surveys were used to gather input from downtown merchants and property owners. The fundamental public desire was for the improved Avenue to look "as if it had always been this way." The Plan therefore sought to avoid anything that may appear contrived or dated on this classic main street.

### Status

Improvements to Park Avenue have been completed. In 2002, Rollins College constructed a grand main entrance to their campus, located at the terminus of Park Avenue, which further enhances these streetscape improvements. This project, known as the McKean Gateway, and the College's Marshall and Vera Lea Rinker Building (which opened in 2003), were designed by Dover-Kohl's affiliated architecture firm, Chael, Cooper & Associates. Work on both of these architectural projects earned the firm the 2006 Palladio Award for New Design.



Designed with livability in mind, Park Avenue features sidewalks that are wide enough to be comfortable for pedestrians. This welcoming public space is crucial to restaurant and retail success.



The new Marshall and Vera Lea Rinker Building was designed to engage the McKean Gateway on the southwest corner of Park and Fairbanks Avenues.



# Park Avenue Plan Details

As the City was preparing to make considerable repairs to the utilitarian elements of Park Avenue's infrastructure, the opportunity to make other, more visible improvements – in a step-by-step sequence – became apparent. The timing of these improvements also coincided with a period during which the Avenue was maturing to join the class of "great world streets."

Recognizing that Park Avenue, like many other great streets, has a definite beginning, middle and end, Dover-Kohl proposed a design with streetscape elements that were intended to respond to the character of each block. Key features, such as building disposition and placement, sidewalk widths and materials, roadway dimensions, landscaping, crosswalks, street furniture, and signage, were redesigned or introduced. These elements are fundamental to creating a high-quality public space, and are particularly important in maintaining competitive main street environments.

An important phasing sequence was also developed for the project, taking care that businesses experienced reduced disruption during construction. A comprehensive cost analysis was also completed as part of the Master Plan.

## Incremental Redevelopment and Infill

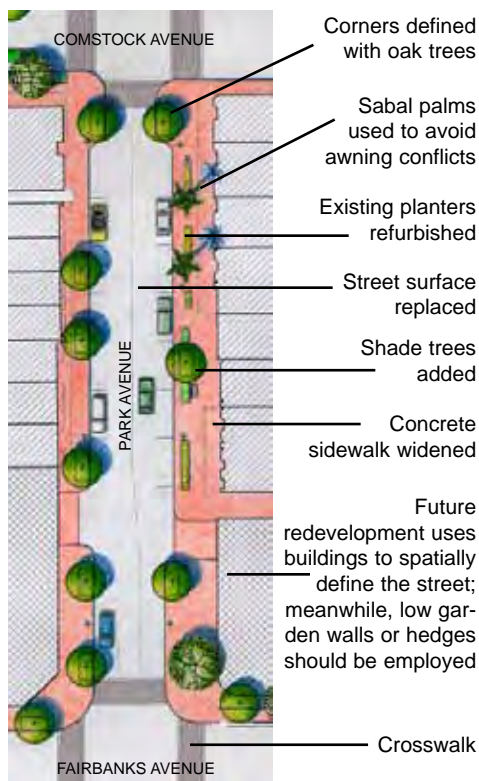


1997 conditions of Park Avenue at Fairbanks Avenue



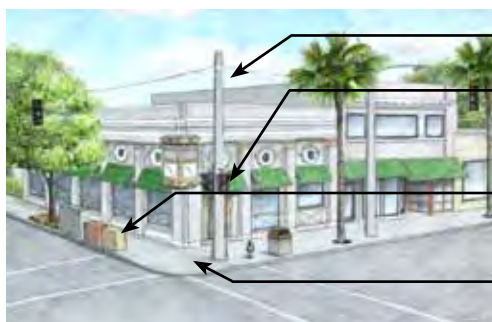
Proposed redesign of Park Avenue at Fairbanks Avenue, with incremental infill completed over time

## Trees, Plantings and Paving



Block Detail

## Utilities and Public Services



Previous conditions along Park Avenue



Redesign of Park Avenue



# Central US 1 Corridor Sector Plan

## *College Park, MD*

### PROJECT DETAILS

Project Area: 3.5 mile corridor  
3,911 acres

Client: The Maryland-National  
Capital Park and Planning  
Commission

Year Produced: 2008

Website: [mncppc.org/cpd/Central\\_US1/](http://mncppc.org/cpd/Central_US1/)

For more information, visit [doverkohl.com](http://doverkohl.com).



Existing conditions in Downtown, shown above, include unappealing surface parking lots with wide curb cuts that interrupt the sidewalk. In the proposed evolution of Downtown, depicted on the top right, a parking garage lined with storefronts and offices and other infill buildings physically define the street.



In the Hollywood Commercial District, one- and two-story commercial uses set back far from the street and vast expanses of parking characterize the existing conditions.



The evolution of Hollywood Commercial District includes street-oriented, multi-story structures, appropriately scaled in relation to neighboring homes.



### The Project

During most of its history, US 1 in College Park felt like a rural highway, passing through farmland, natural areas, and streetcar neighborhoods. In the 1950s, the character of US 1 changed dramatically when the land on either side was zoned for commercial, auto-oriented development. Since this change in zoning, fast-food restaurants, strip shopping centers, and car dealerships have sprung up along the length of the corridor, creating unanticipated levels of traffic congestion and degrading the character of College Park's main thoroughfare. Recent efforts to improve the character and transportation opportunities along US 1 through a Mixed-Use-Infill (MUI) Zone have failed to achieve the results desired by the community. The higher densities permitted under this zoning overlay have further strained the traffic load on US 1, while providing no incentive for transit-served, pedestrian-oriented development. The Central US 1 Corridor Sector Plan is both a physical plan to guide appropriate growth and development and a policy document to serve as a blueprint for action for elected officials, planning staff, residents, and investors. Dover, Kohl & Partners worked with Cunningham Quill Architects, Ronnie McGhee Associates, Hall Planning & Engineering, Bolan Smart Associates, and UrbanAdvantage to create this plan.

### Process

Direct community input shaped the ideas and recommendations found in the Central US 1 Corridor Sector Plan. The project began with a Kick-Off Community Workshop in September 2008. Over the following two months, meetings were held between the planning team, Prince George's County council members, M-NCPPC staff, the Mayor and City Council of College Park, City staff, and transportation agencies working on the corridor. Following those initial meetings, the design team conducted a five-day open planning process in December 2008, combining hands-on community brainstorming with "designing in public." More than 200 residents and stakeholders participated.

### Planning Foundations

The community identified six Planning Foundations at the onset of the design process. The first of these was to develop US 1 as a series of higher-intensity, walkable districts; the Plan was also to be fully integrated into any plan for multimodal transportation. A priority for citizens was to bring back neighborhood-oriented commerce, local agriculture, and architecture that respects community character. Creating sustainable urbanism was also paramount, with guidelines for using green-building principles, protecting natural resources and access to parks, improving water quality, and reducing energy consumption through sustainable infrastructure. Reform of the development process was called for, as was improved coordination among government agencies and with the University of Maryland.

### Status

The Central US 1 Corridor Sector Plan and Sectional Map Amendment was approved by the Prince George's County Planning Board in December 2009, and is awaiting consideration by the County Council in January 2010.



# Walkable Centers Connect the Corridor

The Illustrative Master Plan for the Central US 1 Corridor identifies key areas for future growth. These include Uptown, Autoville and Cherry Hill Road, Hollywood, Upper Midtown, Lower Midtown, University View, the University of Maryland, and Downtown College Park. To ensure that each of these areas combines to form a cohesive vision for the complete growth of College Park, transit-ready, walkable centers are designed at the heart of these neighborhoods.

This new configuration connects higher-intensity developments with lower-intensity parkway and boulevard sections through a balanced transportation network and a variety of tailored street designs. Walkable centers, spaced at about a half mile apart along the corridor, concentrate pedestrians and form excellent transit stops for a trolley, electric bus, or shuttle system. In between these centers, transit is able to move more rapidly, as development will be less intense and the corridor will take on a more rural, parkway character.

To create a natural variety along the length of the corridor, travel lanes within the walkable centers are designed to be narrow (10') with on-street parking and wide sidewalks located between street-fronting buildings and parallel parking spaces.

In contrast, those portions of US 1 that extend between two walkable centers have a more rural design. Travel lanes can be of a more conventional width (11'-12'), with no on-street parking and more organic landscaping that separates a wide shared-use path from the travel lanes.



The existing conditions on US 1 in Upper Midtown do not encourage walking or biking.



This illustration depicts how US 1 in Upper Midtown can develop over time as a walkable center served by transit.





*“Put in the things that make a town a town.”*

- Cape Coral Resident

# Cape Coral, FL

## *A Downtown Plan for a 1960's Suburb*

### Cape Coral Downtown Plan

Location: Cape Coral, Florida

Project Size: Approximately 350 acres

Charrette Date: September 2001

Client: Cape Coral Community  
Redevelopment Agency

Charrette Team: Victor Dover  
Joseph Kohl  
Carrie Osborne  
James Dougherty  
James Murphy  
Ibrahim Mohasseb  
Andrew Georgiadis  
Jeff Schroeck  
Margaret Marshall  
Dorcas Perez

Consultants: Hall Planning and Engineering  
*transportation planning*

Spikowski Planning Associates  
*implementation and code*

ZHA, Inc.  
*market analysis*

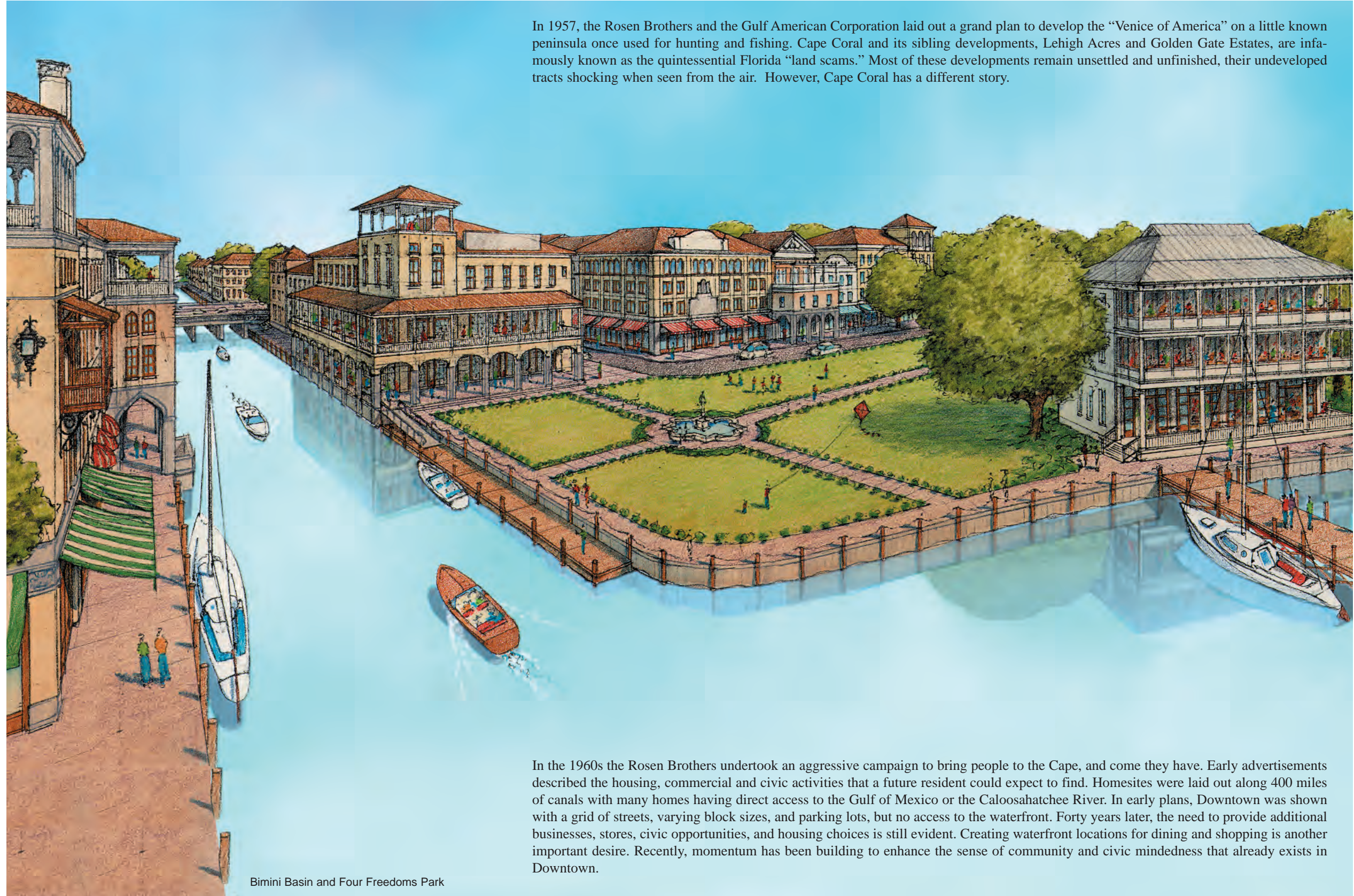
### Status:

The new master plan for the Cape Coral Community Redevelopment Area, named DesignDowntown, was unanimously approved by the Community Redevelopment Agency, the Planning and Zoning Board, and the City Commission in early 2002. Revised land development regulations, a Form-Based Code for the area, was adopted by the City of Cape Coral in November 2005; fifteen projects are currently in the design, permitting, or construction phase.

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www.doverkohl.com

In 1957, the Rosen Brothers and the Gulf American Corporation laid out a grand plan to develop the “Venice of America” on a little known peninsula once used for hunting and fishing. Cape Coral and its sibling developments, Lehigh Acres and Golden Gate Estates, are infamously known as the quintessential Florida “land scams.” Most of these developments remain unsettled and unfinished, their undeveloped tracts shocking when seen from the air. However, Cape Coral has a different story.



Bimini Basin and Four Freedoms Park

In the 1960s the Rosen Brothers undertook an aggressive campaign to bring people to the Cape, and come they have. Early advertisements described the housing, commercial and civic activities that a future resident could expect to find. Homesites were laid out along 400 miles of canals with many homes having direct access to the Gulf of Mexico or the Caloosahatchee River. In early plans, Downtown was shown with a grid of streets, varying block sizes, and parking lots, but no access to the waterfront. Forty years later, the need to provide additional businesses, stores, civic opportunities, and housing choices is still evident. Creating waterfront locations for dining and shopping is another important desire. Recently, momentum has been building to enhance the sense of community and civic mindedness that already exists in Downtown.

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# A Vision for Downtown Cape Coral



### Four Freedoms – Bimini Basin (left)

At the western end of Downtown, this site is the only park in the part of the Cape. Plans include adding a new civic building and docks along the edge.

To the north, on the Cape Coral Parkway edge, mixed-use buildings will be added. Across the street, a connection can be made between the Rubicon and Versailles Canals, with rowhouses added facing the new segment of canal.



### East Gateway – Bikini Basin (left)

As the eastern entrance to Downtown, more than 45,000 cars pass this site in peak traffic. Near the corner of Cape Coral Parkway and Del Prado Parkway, this is an important place to make the right impression.

A small basin, with a possible connection to the Bikini Basin, becomes the open space in front of a mixed-use building. Outdoor dining can occur on the edge next to the water; parking is included on the interior of the building. Offices and residences would occupy the upper floors.



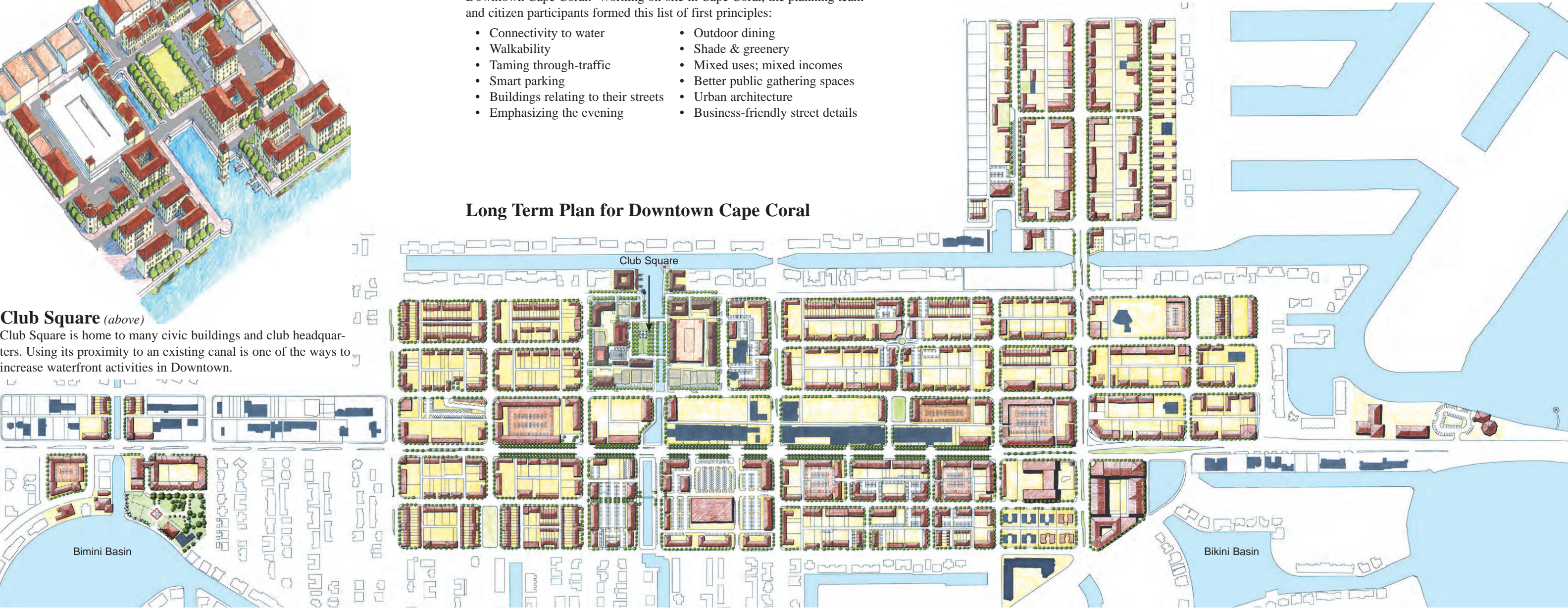
**Club Square (above)**  
Club Square is home to many civic buildings and club headquarters. Using its proximity to an existing canal is one of the ways to increase waterfront activities in Downtown.

### Approach

In late 2001, the *DesignDowntown* public workshops were held in Downtown Cape Coral. Working on-site in Cape Coral, the planning team and citizen participants formed this list of first principles:

- Connectivity to water
- Walkability
- Taming through-traffic
- Smart parking
- Buildings relating to their streets
- Emphasizing the evening
- Outdoor dining
- Shade & greenery
- Mixed uses; mixed incomes
- Better public gathering spaces
- Urban architecture
- Business-friendly street details

### Long Term Plan for Downtown Cape Coral





Few planning firms are more highly decorated. Here is a list of awards received by Dover Kohl:

**Award of Excellence for Best Practice: Seven50: Southeast Florida Regional Partnership Plan**

American Planning Association, Florida Chapter, Gold Coast Section, 2014

**Best Corridor Plan CNU Charter Award: Columbia Pike Initiative**

Congress for the New Urbanism, 2014

**Best City Plan CNU Charter Award: Curridabat Master Plan with Castillo Arquitectos**

Congress for the New Urbanism, 2014

**Special Jury CNU Charter Award: Jean Lafitte Tomorrow Resilience Plan**

Congress for the New Urbanism, 2014

**Award of Merit: Seven50: Southeast Florida Regional Partnership Plan**

Florida Chapter of the American Planning Association, 2014

**Benjamin Banneker Award for Outstanding Social Commitment and Community Initiatives for the Columbia Pike Neighborhoods Area Plan**

American Planning Association National Capital Area Chapter, 2012

**Comprehensive Planning Award for Plan El Paso**

American Planning Association Texas Chapter, 2012

**Driehaus Form-Based Codes Award for the City of Bradenton Form-Based Code**

Form-Based Codes Institute, 2012

**Outstanding Plan Award: Jamestown Mall Area Plan**

American Planning Association Missouri Chapter, 2012

**Driehaus Form-Based Codes Award for the Compact Communities Code for Lee County, FL**

Form-Based Codes Institute, 2011

**National Award for Smart Growth Achievement: Programs, Policies, and Regulations for Plan El Paso 2010**

United States Environmental Protection Agency, 2011

**Charter Award of Excellence for the Southeast Lee County Plan for Conservation and Development on the Region, Metropolis, City, Town Scale**

Congress for the New Urbanism, 2010

**John Nolen Medal for Contributions to Urbanism in Florida**

Florida Chapter of the Congress for the New Urbanism, 2010

**Neighborhood Design Award: Glenwood Park**

International Making Cities Livable, 2010

**Award of Merit for Grassroots Initiatives for the Prospects for Lee County Plan**

American Planning Association, Florida Chapter, 2009

**Faculty Award for Outstanding Contribution to the Profession**

University of Miami School of Architecture, 2009

**Outstanding Master Planning Project, Award of Excellence for the University of Miami Miller School of Medicine Campus Master Plan**

Florida American Planning Association, Gold Coast Section, 2009

**Outstanding Master Planning Project, Award of Merit for The Hometown Plan: South Miami, FL**

Florida American Planning Association, Gold Coast Section, 2009

**Outstanding Planning Award for a Plan: Montgomery Downtown Plan and SmartCode**

Alabama State Chapter of the American Planning Association (ALAPA), 2008

**Charter Award of Excellence for the City Plan 2025: Fayetteville, AR on the Region, Metropolis, City, Town Scale**

Congress for the New Urbanism, 2007

**Charter Award of Excellence for La Candelaria: Antigua, Guatemala on the Neighborhood, District, Corridor Scale**

Congress for the New Urbanism, 2007

**The Driehaus Form-Based Codes Award for the Towns, Villages, Countryside Land Development Regulations, St. Lucie County, Florida**

Form Based Codes Institute, 2007

**The Outstanding Award for Private Study**

Florida Planning and Zoning Association (FPZA), 2007

**Achievement in Comprehensive Plan Development Award for the City Plan 2025**

American Planning Association, Arkansas Chapter, 2006

**Current Topic Award: Housing Choice and Affordability for the Pulelehua Master Plan**

American Planning Association Hawaii Chapter, 2005

**Charter Award of Excellence for Glenwood Park**

Congress for the New Urbanism, 2003

**Charter Award of Excellence for I'On**

Congress for the New Urbanism, 2003

**Award for an Outstanding Planning Project in the Small Jurisdiction presented to North Augusta Riverfront**

South Carolina Chapter of the American Planning Association, 2002



**Place Planning Award: Collier County Community Character Plan**

Environmental Design Research Association / Places Journal, 2002

**Platinum Award for Best Smart Growth Community in the Nation: I'on Village**

National Association of Homebuilders, 2001

**Award of Excellence for Outstanding Contribution for the Mobility Study for Outstanding Public Participation and Planning**

The Planning Commission (Tampa), 1998

**Certificate of Appreciation for the Winter Park Mobility Study**

American Institute of Architects, 1998

**Ten Successes of the New Urbanism: Port Royal Master Plan**

Congress for the New Urbanism, 1996

- c. **Provide an organizational chart for the development team including the overall management structure and roles in developing the City Center site.**

See Exhibit 1.c., attached.

- d. **Provide the name, address, telephone number, fax number and email address for each Principal, Partner, or Joint Venture Partner participating in the development project. Provide a brief description to include qualifications and years of experience for each individual as well as resumes.**

**Timothy L. Hernandez, AICP, Principal**

New Urban Communities

398 NE 6<sup>th</sup> Avenue

Delray Beach, FL 33483

Phone: (561) 279-8706 x 201

Fax: (561) 272-3951

Email: [thernandez@newurbancommunities.com](mailto:thernandez@newurbancommunities.com)

**Tim Hernandez** is a Principal of New Urban Communities Corporation, a builder/developer focused on infill, redevelopment and traditional neighborhood development opportunities in South Florida. New Urban Communities has developed numerous noteworthy communities in South Florida over the past decade, including The Courtyards of Delray, Atlantic Grove, Old Palm Grove, and Coda in Delray Beach; Osceola Woods, Greenwich and Botanica in Jupiter, East Village in Fort Lauderdale, Belle Isle in Wilton Manors, and Mirabella in Miramar. New Urban's latest projects are the Village at Victoria Park in Fort Lauderdale, Pompano Beach Fishing Village in Pompano Beach, and a new phase of Coda. At New Urban, Mr. Hernandez is involved in all phases of the development process from strategic direction to design, entitlement, land development, construction, marketing and sales.

Prior to founding New Urban with his partner Kevin Rickard, he spent 16 years with Pulte Home Corporation in Illinois and South Florida as a Director and Vice President in marketing, land acquisition, and land development. Before coming to Pulte, Mr. Hernandez was Senior Planner and Director of Community Development and Planning for the City of North Chicago, Illinois. He also served for 7 years as a member of the Lake County, (IL) Regional Planning Commission.

Mr. Hernandez holds a BS with High Honors in Urban Planning from Michigan State University and an MBA in Finance with Distinction from the Kellogg School at Northwestern University. He is a member of the American Institute of Certified Planners, the Urban Land Institute, and the Congress for the New Urbanism. He has taught a masters level course in Urban Planning at Florida Atlantic University and has volunteered his time as a member of the Palm Beach County Transportation Performance Standards Committee and the Fort Lauderdale Northwest/Progreso/Flagler Heights Community Redevelopment Advisory Board. He served on the (Florida) Governor's Action Team for Energy and Climate Change and has served on the Board of Directors of the Abacoa Partnership for Community, the Broward Housing Partnership, Fort Lauderdale Little League and Bonnet House Museum and Gardens.

**Kevin E. Rickard, Principal**

New Urban Communities  
398 NE 6<sup>th</sup> Avenue  
Delray Beach, FL 33483

Phone: (561) 279-8706 x 202

Fax: (561) 272-3951

Email: [krickard@newurbancommunities.com](mailto:krickard@newurbancommunities.com)

**Kevin Rickard** is a Principal of New Urban Communities Corporation, a builder/developer focused on infill, redevelopment and traditional neighborhood development opportunities in South Florida. New Urban Communities has developed numerous noteworthy communities in South Florida over the past decade, including The Courtyards of Delray, Atlantic Grove, Old Palm Grove, and Coda in Delray Beach; Osceola Woods, Greenwich and Botanica in Jupiter, East Village in Fort Lauderdale, Belle Isle in Wilton Manors, and Mirabella in Miramar, New Urban's latest projects are the Village at Victoria Park in Fort Lauderdale, Pompano Beach Fishing Village in Pompano Beach, and a new phase of Coda. At New Urban, Mr. Rickard is involved in all phases of the development process from strategic direction to design, entitlement, land development, construction, marketing and sales.

Prior to founding New Urban with his partner Tim Hernandez, he owned and operated Rickard Group Custom Homes, which had projects in Delray Beach, Wellington and Boca Raton, and worked for LJ Hooker Homes as a project Manager and Morgan



Stanley Dean Witter as a Vice President-Investments.

Mr. Rickard holds a BS in Business Administration from Western Michigan University. He is a licensed General Contractor. He currently serves on the Boca Raton Board of Rules and Appeals and is member of the National Association of Homebuilders. He has served a member of the Board of Directors of the Gold Coast Builders Association.

Resumes for Mr. Hernandez and Mr. Rickard are attached as Exhibit 1.d.

- e. Provide the name, title and company affiliation of any other team members included in the Organizational Chart or known at this stage of the RFQ. Provide a brief description to include qualifications and years of experience for each individual as well as resumes.**

**Brian Grossberg, Director of Finance**

New Urban Communities  
398 NE 6<sup>th</sup> Avenue  
Delray Beach, FL 33483

Phone: (561) 279-8706 x 216

Fax: (561) 272-3951

Email: [bgrossberg@newurbancommunities.com](mailto:bgrossberg@newurbancommunities.com)

As Director of Finance for New Urban Communities, **Brian Grossberg** manages all financial functions and is heavily involved in the day-to-day operations. During his eleven-year tenure with New Urban he has worked on all aspects of the development process, structured debt and equity financing and set leasing and sales strategies. Previously, he was an Assistant Vice President at GE Equity, the private equity arm of General Electric, where he underwrote new investments and served on the Board of Directors of numerous portfolio companies and as an Advisory Board member to several venture capital firms. Before earning his MBA, Mr. Grossberg worked in the Financial Advisory Services Group of PricewaterhouseCoopers, where he consulted on mergers and acquisitions. He also worked in the Real Estate Tax Consulting Practice for Price Waterhouse in Atlanta, GA. Mr. Grossberg holds an MBA from Duke University, where he graduated second in his class and was a Fuqua Scholar. He also earned a Masters and BS in Accounting with highest honors from the University of Florida. Mr. Grossberg is a Certified Public Accountant.

**Jason King, AICP, CNU-A, Principal**

Dover Kohl & Partners  
1571 Sunset Drive  
Coral Gables, FL 33143

Phone: (305) 666-0446  
Fax: (305) 666-0360  
Email: [jking@doverkohl.com](mailto:jking@doverkohl.com)

Jason is a Principal and Senior Project Director at Dover-Kohl. He has extensive experience with smart growth, comprehensive planning, new communities and form-based codes and leads many of the largest projects with the office. His previous experience as a municipal planner assists in the creation of successful, effective plans and codes. He is a specialist in Geographic Information Systems (GIS), Transfer of Development Rights programs, new town design, and the Smartcode.

Jason joined Dover-Kohl in February 2006, bringing his valuable experience in municipal planning and GIS to the firm. Jason leads projects across the country through to implementation, and has participated in over 50 design and comprehensive plan charrettes worldwide. He has presented at several APA conferences and his writings and graphics have been published in numerous planning texts.

Jason received his Bachelor of Arts in English and Masters in Community Planning from the University of Rhode Island. Jason has served as project director for many of Dover-Kohl's Comprehensive Plans, City Plans, regional and sustainability plans, including the Seven50 Southeast Florida's Plan for Prosperity for the seven southeast counties in FL, Downtown Master Plan and SmartCode for Montgomery, AL; the Comprehensive Plan for El Paso, TX; the Comprehensive Plan for Hammond, LA; and the DR/GR Regional Plan for Lee County, FL.

**Joseph Kohl, AICP, CNU-A, Principal**

Dover Kohl & Partners  
1571 Sunset Drive  
Coral Gables, FL 33143

Phone: (305) 666-0446  
Fax: (305) 666-0360  
Email: [jkohl@doverkohl.com](mailto:jkohl@doverkohl.com)

**Joseph Kohl** was among the founders who established Dover, Kohl & Partners in 1987 serves as Principal-in-charge. Concerned with ever increasing urban sprawl, Joe and Victor 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.

Joe received his Bachelor of Architecture degree from Virginia Polytechnic Institute, where he also studied at their Washington-Alexandria Center for Architecture. He received his Master of Architecture in Suburb and Town Design from the University of Miami. Joe is a founding member of the Congress for the New Urbanism (CNU), the leading organization promoting walkable, neighborhood-based development as an alternative to suburban sprawl, and is a CNU-Accredited Professional. Joe is also a founder and board member of the Form-Based Codes Institute, a not-for-profit think tank that focuses on quality control, education, and advancement of form-based codes as an alternative to Euclidean zoning. He served as the Institute's treasurer and he frequently instructs courses on the application and implementation of Form-Based Codes. Joe has also taught numerous design and media courses at the University of Miami.

**Victor Dover FAICP, CNU-A, Principal**

Dover Kohl & Partners  
1571 Sunset Drive  
Coral Gables, FL 33143

Phone: (305) 666-0446  
Fax: (305) 666-0360  
Email: [vdover@doverkohl.com](mailto:vdover@doverkohl.com)

A revolutionary makeover is underway to revitalize cities and suburbs, to promote walking and cycling, and appeal to a new generation of creative, demanding citizens. **Victor Dover**, urban designer and co-author of *Street Design: The Secret to Great Cities and Towns* (Wiley, January 2014), is an expert on how to fix our streets, and, in the process, shape enduring cities that people really love.

For 25 years, Dover has been designing walkable, sustainable development. His work spans five continents and ranges from revitalizing historic downtowns to retrofitting suburbia. Dover and his firm devised award-winning neighborhoods like I'On in Mount Pleasant, South Carolina and Glenwood Park in Atlanta, Georgia. His projects also include *Plan El Paso*, hailed as "America's Best Smart Growth Plan," and Arlington, Virginia's Columbia Pike revitalization plan and code. Here in the Sunshine State, his many projects include South Miami's downtown renaissance and the recent "Seven50" regional plan for the seven counties of Southeast Florida for the next fifty years. The work of Dover, Kohl & Partners has been featured in every major textbook on city planning published in the last decade.

Victor is a Fellow of the American Institute of Certified Planners. He served as the national chair of the Congress for the New Urbanism from 2010 – 2012. He was instrumental in founding and setting the educational curriculum for the National Charrette Institute and the Form-Based Codes Institute, both leading think tanks. He's

also an avid bike commuter and a four-time Ironman triathlete.

**James Dougherty, AICP, CNU-A, Director of Design**

Dover Kohl & Partners  
1571 Sunset Drive  
Coral Gables, FL 33143

Phone: (305) 666-0446

Fax: (305) 666-0360

Email: [jdougherty@doverkohl.com](mailto:jdougherty@doverkohl.com)

**James Dougherty**, AICP, CNU, ASAI is the Director of Design at Dover, Kohl & Partners Town Planning, in Coral Gables, Florida. James has dedicated his career to helping communities envision and implement a more walkable, sustainable future. He began working with Dover-Kohl in 1996 and has since participated in over 120 design and form-based coding charrettes in the United States and abroad. He participates in all aspects of the office's work, including public involvement, development of master plans, regulating plans and form-based codes. James works closely with the firm's Principals, Project Directors and Urban Designers to establish the design direction of each of the office's projects. He also specializes in the creation of three-dimensional illustrations, using a blend of hand-drawn and computer techniques. James' graphics and visualizations illustrating sustainable urban design and form-based code principles have been published in over a dozen books. James is honored to be the recipient of the Congress for the New Urbanism Florida's "2012 Charles A. Barrett Memorial Award for Continuing Excellence in Architecture and Urban Design". James is a member of the American Society of Architectural Illustrators and has been honored with Awards of Excellence in their Architecture in Perspective 24 & 25 juried competitions.

Resumes are attached as Exhibit 1.e.





RFQ MCRA 2015-03

REQUEST FOR QUALIFICATIONS

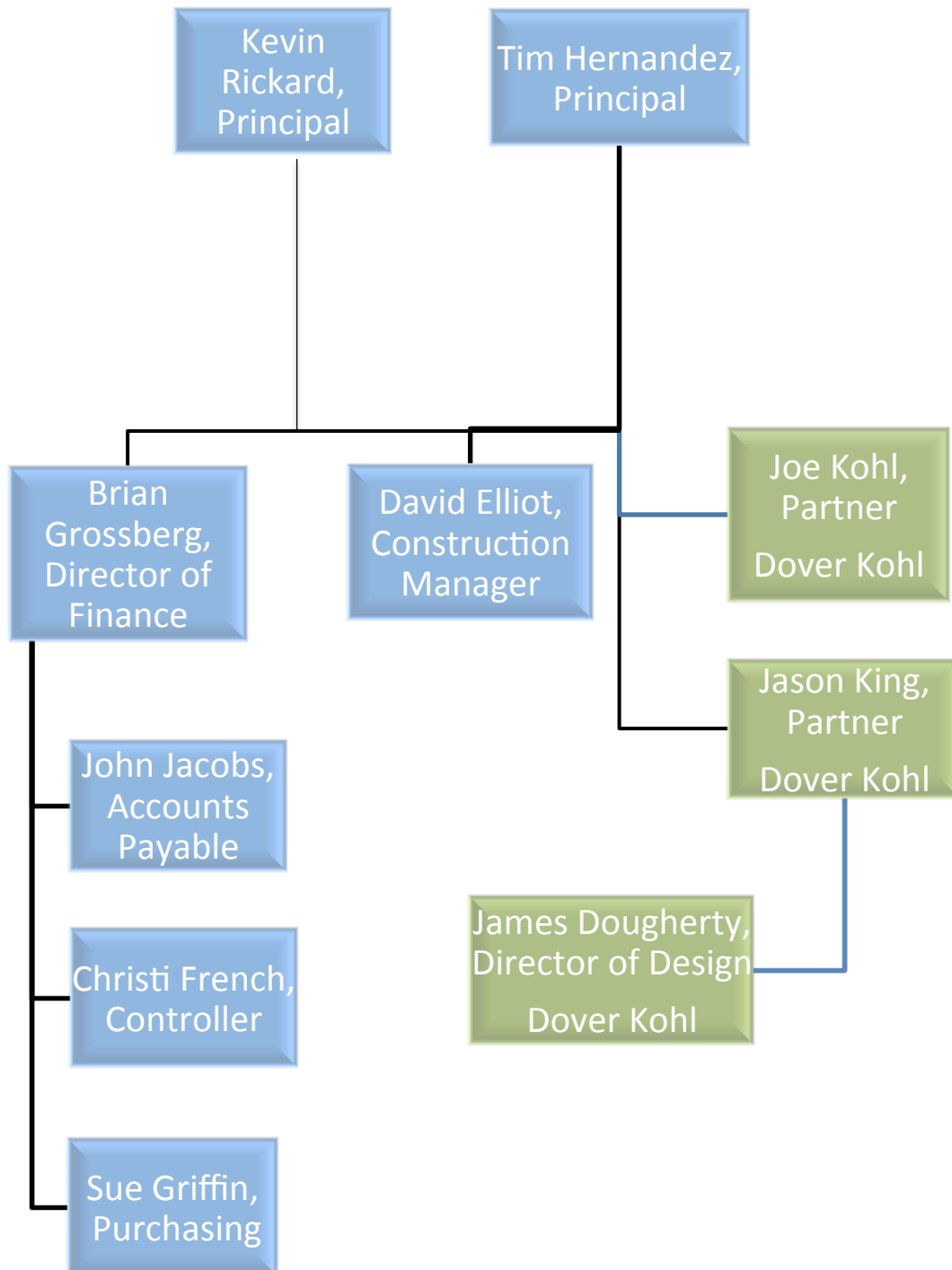
MARGATE CRA (MCRA) CITY CENTER DEVELOPMENT

## **EXHIBIT 1.c. ORGANIZATIONAL CHART**



DOVER, KOHL & PARTNERS  
town planning

# Exhibit 1.c Organizational Chart







RFQ MCRA 2015-03

REQUEST FOR QUALIFICATIONS

MARGATE CRA (MCRA) CITY CENTER DEVELOPMENT

**Exhibit 1.d.**  
**RESUMES OF PRINCIPALS**



DOVER, KOHL & PARTNERS  
town planning

**Timothy L. Hernandez, AICP**

2820 NE 40<sup>th</sup> Street

Fort Lauderdale, FL 33308

Phone: (954) 610-7400 Email: [thernandez@newurbancommunities.com](mailto:thernandez@newurbancommunities.com)

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**SUMMARY**

Respected building and development executive with extensive industry experience. Co-founder of acclaimed firm specializing in urban infill and redevelopment; grew revenues to peak of \$65 million. Domestic and international (Pacific Rim, South America, Mexico, Caribbean) experience with public builder. Managed staff of 45 employees. Northwestern University/Kellogg School MBA and Michigan State University Urban Planning degree.

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**EXPERIENCE**

**NEW URBAN COMMUNITIES, 2000-Present**

**Delray Beach, FL**

***Co-Founder, Co-Owner and Principal***

- Built company from scratch. Focus on infill, redevelopment, mixed use and new urbanist development, with products ranging from affordably priced townhomes to custom homes valued in excess of \$1,000,000. Sold entitled and developed lots to other builders. New Urban's peak revenues were \$65 million on sales of 200 units in 2007.
- Involved in all aspects of business from pro forma analysis, budgeting, acquisition, development and project financing to sales, construction and customer service.
- Represented New Urban at hundreds of public hearings in front of dozens of agencies and with media. Twice featured on cover of Professional Builder magazine (for Old Palm Grove and Botanica)
- Innovative projects include Atlantic Grove in Delray Beach (55 townhomes, 48,000 sf of commercial, 20 lofts, \$26 million); Old Palm Grove in Delray Beach (11 townhomes, 33 single family homes, \$18 million); Courtyards of Delray in Delray Beach (32 townhomes, \$11 million); Belle Isle in Wilton Manors (51 townhomes and 9 live work units, \$20 million); Osceola Woods in Jupiter (146 townhomes, \$30 million), Botanica in Jupiter (540 townhome, condominium and single family homes and 75,000 sf anchored commercial center) and others.

**PULTE HOME CORPORATION, 1984-2000**

**Deerfield Beach, FL**

***VP-Land & Marketing, South Florida Division, 1992-2000***

- Senior Management position with responsibility for all Division Marketing research, land acquisition and disposition, site design, entitlement, land development and department administration.
- Member of Division Operating Committee.
- International market research and acquisition experience in Puerto Rico, Mexico, Australia, Chile and Argentina.
- Chairman, National Land Council.
- Member of Divosta Homes acquisition team, in charge of asset valuation. Pulte paid \$155 million for Divosta.
- Notable communities include Plum Bay/Plum Harbor in Tamarac (600 townhomes and single family homes), Sanctuary in Palm Beach Gardens (184 single family homes), Prosperity Harbor in North Palm Beach (125 single family homes and townhomes), Egret Landing in Jupiter (200 single family homes), Coconuts at Bonaventure in Weston (346 townhomes), Sanibel/Captiva in Tamarac (511 townhomes and attached single family homes), Fiesta in Margate (324 townhomes), Kokomo Key in Delray Beach (133 townhomes), St. Andrews Grand in Boca Raton (44 townhomes), The Villages of Renaissance (612 single family homes and townhomes) and others.

***Director of Planning, Illinois Division, 1984-1992***

**Hoffman Estates, IL**

- Management position for \$100 million division with primary responsibility for all site design, governmental relations, development cost estimating, budgeting and entitlements.
- Major involvement in development, land acquisition, and the establishment of community associations.
- Coordinated all site planning, landscape architecture, civil engineering and permitting.
- Represented Pulte at hundreds of public hearings in Cook, Lake, McHenry, DuPage, and Kane Counties.
- Worked closely with marketing, sales and construction in demographic analysis and product development.
- Notable communities include Castleford/Hearthstone in Hoffman Estates (200 townhomes), Spinnaker Cove in Carol Stream (386 single family and townhomes), Cherbourg in Buffalo Grove (210 townhomes), Chateau Lorraine in Bloomingdale (164 single family homes), Chesapeake Farms in Grayslake, Amber Grove in Bartlett, Stratford Lakes in Bloomingdale (142 single family homes), Orchard Gate in Westmont, (184 townhomes) Tiffany Place in Streamwood (266 townhomes), Copper Oaks in Algonquin (252 single family homes and 123 townhomes) and others.



**CITY OF NORTH CHICAGO, ILLINOIS****North Chicago, IL  
1982 - 1984*****Director of Community Development and Planning***

- Department head position reporting directly to strong Mayor of City of 45,000.
- Represented City on Lake County Economic Development and Community Development Commissions.
- Staff to City Council
- Executive Director of Five Points Economic Development Corporation, a mezzanine lender to local businesses. Made \$1 million of loans to local businesses. Underwrote loans with primary lenders.

***Senior Planner*****1980 - 82**

- Staffed Planning Commission, Zoning Board of Appeals; member of Development Review Committee. Reported to Director of Community Development and Planning.
- Supervised complete revision of the Zoning, Sign and Subdivision ordinances.
- Wrote successful Community Development Block Grant applications of +/- \$2.0 million annually.

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**EDUCATION****KELLOGG SCHOOL OF MANAGEMENT  
NORTHWESTERN UNIVERSITY****Evanston, IL  
June 1984**

- **Master of Business Administration, Finance.** Graduated with Distinction

**MICHIGAN STATE UNIVERSITY****East Lansing, MI****School of Urban Planning and Landscape Architecture****Bachelor of Science, Urban Planning****June 1980**

- Member of The Honors College; graduated with high honors
- President of Associated Students in Urban Planning (ASUP).

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**PROFESSIONAL/COMMUNITY**

Member, Governor's Action Team for Energy and Climate Change, State of Florida, 2008-2010  
Panelist, Florida Public Officials Design Institute at Abacoa, 2004-2010  
Member, Urban Land Institute, 1994 – Present  
Member, American Planning Association, 1974 - Present  
Member, Congress for the New Urbanism, 1998 - Present  
Member, American Institute of Certified Planners, 1983 - Present  
Member, Lake County, IL Regional Planning Commission, 1986 - 1992  
Member, Community Appearance Board, City of Fort Lauderdale, 1998 - 2000  
Member, City of Fort Lauderdale Community Redevelopment Agency Advisory Board, 2000 - 2007  
Member, Palm Beach County Transportation Performance Standards Committee, 2001 - 2006  
Member, Palm Beach County Managed Growth Tier System Peer Review Committee, 2001-2002  
Member, City of Delray Beach Downtown Master Plan Implementation Committee, 2002-2008  
Director, Bonnet House, Inc (aka Bonnet House Museum and Gardens)., 2006-2014  
Director, Coral Ridge Country Club Estates Homeowners Association, 2012-Present  
Director, Abacoa Partnership for Community, 2002-Present  
Director, Fort Lauderdale Little League, 2004-2011  
Director, Southeast Florida Smart Growth Partnership, 2015-Present

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**SPEAKING**

Seaside Institute, Urban Land Institute, Congress for New Urbanism, Professional Builder Magazine Benchmark, Homebuilders Association of Greater Chicago, Gold Coast Builders Association, National Association of Homebuilders, American Planning Association, Florida Planning and Zoning Association, Palm Beach Planning Congress, Florida Institute of Government, Florida Atlantic University Urban and Regional Planning program, University of Miami Architecture, Town Planning and Real Estate Development programs, and numerous others.

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**LEISURE**

Running, golf, skiing, literature, cinema and music. History and exploration of cities.

## **Kevin E. Rickard**

1239 Cocoanut Road, Boca Raton, FL. 33432  
561-279-8706 [krickard@newurbancommunities.com](mailto:krickard@newurbancommunities.com)

### **Experience**

#### **New Urban Communities, 2000-Present Delray Beach, FL** ***Co-Founder, Co-Owner and Principal***

Built company from scratch. Focus on infill, redevelopment, mixed use and new urbanist development, with products ranging from affordably priced townhomes to custom homes valued in excess of \$1,000,000. Sold entitled and developed lots to other builders. New Urban's peak revenues were \$65 million on sales of 200 units in 2007.

Involved in all aspects of business from pro forma analysis, budgeting, acquisition, development and project financing to sales, construction and customer service.

Represented New Urban at hundreds of public hearings in front of dozens of agencies and with media.  
Twice featured on cover of Professional Builder magazine (for Old Palm Grove and Botanica)

Innovative projects include Atlantic Grove in Delray Beach (55 townhomes, 48,000 sf of commercial, 20 lofts, \$26 million); Old Palm Grove in Delray Beach (11 townhomes, 33 single family homes, \$18 million); Courtyards of Delray in Delray Beach (32 townhomes, \$11 million); Belle Isle in Wilton Manors (51 townhomes and 9 live work units, \$20 million); Osceola Woods in Jupiter (146 townhomes, \$30 million), Botanica in Jupiter (540 townhome, condominium and single family homes and 75,000 sf. anchored commercial center) and others.

#### **Rickard Group Custom Homes, 1992 – 2000** **Founder, Owner**

Built the company to provide quality homes for our clients that exceeded their expectations. Provided the opportunity for clients to have their specific home designed and built on a lot owned by them or to have us build their dream home on lots in which we owned.

Involved in all aspects of financing, land development, permitting, design build, budgeting, scheduling, and construction management.

Offered a wide variety of opportunities for clients to buy or build custom homes in price ranges from the \$500,000 - \$2,000,000.

Built over 70 custom homes during our period of operations and developed a lasting reputation for delivering a quality product that has stood the test of time.

#### **LJ Hooker Homes 1989 – 1992** **Project Manager**

Joined this Australian based developer/builder as a Customer Service Manager.

Within three months promoted to Project Superintendant where I was responsible for the day to day scheduling and construction management of a 115 lot single family development.

Promoted to Project Manager where I coordinated Project Superintendents, Service Managers in their responsibilities over three active communities.



**Morgan Stanley Dean Witter 1982 – 1989**  
**Vice President, Investments**

Provided Wealth Management services to a wide range of cliental throughout the United States. Managed an investment portfolio in excess of \$100,000,000 for both individuals and businesses.

Selected for the Bright Star Leadership Program to develop and train future leaders.

One of only 2% of first year employee's to receive the designation of Vice President, Investments.

**Education**

Western Michigan University 1978 – 1982  
Bachelor of Science in Business Administration

**Affiliations**

City of Boca Raton Board of Adjustment and Appeals  
Member of the National Home Builder Association  
Member of Congress for New Urbanism  
Member of Urban Land Institute  
Former Board of Director Gold Coast Builder Association  
Former Board of Director Saint Joan of Arc Stewardship Committee

**Speaking**

Congress for New Urbanism  
Professional Builder Benchmark Series  
Gold Coast Builders Association  
Florida Mayor's Symposium (April 2015)



RFQ MCRA 2015-03

REQUEST FOR QUALIFICATIONS

MARGATE CRA (MCRA) CITY CENTER DEVELOPMENT

## **Exhibit 1.e.**

# **RESUMES OF TEAM MEMBERS**



DOVER, KOHL & PARTNERS  
town planning



## BRIAN T. GROSSBERG

8896 Rockridge Glen Cove, Boynton Beach, FL 33473  
(561) 376-1886 brian.grossberg@alumni.duke.edu

### Experience

2004 - Present

#### NEW URBAN COMMUNITIES CORPORATION

Delray Beach, FL

##### *Director of Finance*

Manage all financial functions for real estate firm focused on the acquisition, construction, and sale of residential and mixed-use developments on infill sites throughout South Florida and Northeastern Illinois.

- Work with Principals to set acquisition and disposition strategies; analyze feasibility of prospective investments.
- Negotiate and close all financing transactions for acquisitions, development, and construction.
- Perform market analysis, set pricing, and create marketing strategies for developments.
- Supervise all accounting and tax functions, and reporting requirements of investors and lending institutions.
- Manage cash flow and risk function, negotiate all insurance policies, and establish personnel needs.
- Direct broker relationships for dispositions and commercial leasing.
- Work with municipalities to obtain development entitlements.
- Created and currently direct title company and mortgage company joint ventures.
- Review and approve homeowners' association and condominium association documents and budgets.

2001 - 2004

#### GE EQUITY

Stamford, CT

Summer 2000

##### *Assistant Vice President, Private Equity Division of General Electric*

Performed all phases of the private equity investment process: sourcing, screening, due diligence, financial modeling, term sheet negotiation, legal document review, and portfolio management.

- Analyzed business plans for prospective deals and determined investment suitability.
- Managed a \$65 million portfolio of eight direct investments and seven fund investments. Participated in board decisions regarding capital structure, operations, strategic partnerships, and exit strategies.
- Developed roll-up strategy for cash strapped digital asset management company resulting in a merger that added a complementary product offering and created a \$10 million cash position.

1997 - 1999

#### PRICEWATERHOUSECOOPERS LLP

Atlanta, GA

##### *Senior Associate, Corporate Finance Group*

Performed business enterprise and intellectual property valuations to advise clients in strategic transactions.

Analyzed business strategies, industry trends and economic forecasts and designed detailed financial models.

- Managed team to assist a Fortune 100 telecommunications company establish an intellectual property holding company for its 26,000 patent portfolio. Restructuring resulted in \$30 million annual increase in net income.
- Reviewed merger documents, prepared equity valuations and assisted CEO and attorneys in preparing expert testimony for a paper products company. Resulted in successful defense of a \$300 million lawsuit.
- First non-MBA promoted to Associate level in Corporate Finance Group of Atlanta office.

1995 - 1997

##### *Senior Associate, Tax and Legal Services*

Provided advisory services and developed structures to minimize tax implications. Supervised Associates in preparing corporate, partnership, trust and individual tax returns, and handled client and IRS correspondence.

- Specialized in real estate transactions and authored technical tax memoranda on like-kind exchanges, partnership income and debt allocations, and passive activity losses.
- Created financial models to analyze alternative deal structures for the transfer of foreign investments in U.S. real property to a U.S. Real Estate Investment Trust.
- Appointed by Managing Partner to lead group of 30 Associates in weekly staff development meetings.
- Only consultant selected out of 100 to receive Outstanding Continuing Education Participant Award.

### Education

1999 - 2001

#### DUKE UNIVERSITY, Fuqua School of Business

Durham, NC

##### *Master of Business Administration, May 2001.*

GPA: 3.97. Graduated second in class. Fuqua Scholar. Accounting, Economics and Finance Teaching Assistant.

1994 - 1995

#### UNIVERSITY OF FLORIDA, Fisher School of Accounting

Gainesville, FL

##### *Master of Accounting, May 1995.*

GPA: 3.94. Received full-tuition merit fellowship for graduate studies.

CPA: scored in top 1% in the nation on 1995 exam.

1990 - 1994

##### *Bachelor of Science in Accounting with Highest Honors, May 1994.*

GPA: 3.86. President's Honor Roll, Dean's List. Student Government Outstanding Service & Leadership Award.

# Jason King, AICP, CNU-A

*Principal, Senior Project Director*



## Education

Master of Community Planning (MCP)  
Bachelor of Arts in English (BA)  
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 Keys, Florida

Assistant Planner, 2002-2004  
WASHINGTON COUNTY  
Hopkinton and Richmond, Rhode Island

## Affiliations

Certified by the American Institute of  
Certified Planners (AICP)

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

Certified Charrette Planner,  
National Charrette Institute

## Selected Lectures

APA National Conference: "Form-Based  
Codes 10+ Years Later", 2012

CNU 19 National Congress: "Today's Best  
Form-Based Codes", 2011

Florida Department of Community Affairs:  
"Comprehensive Planning for the  
21st Century", 2010

Alabama Public Works Conference:  
"Public Works & Civic Art", 2009

FAPA Annual Conference: "Protecting  
Sensitive Habitat in the Florida Keys", 2005

Jason has extensive experience with smart growth, comprehensive planning, new communities 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 50 design and comprehensive plan charrettes worldwide.

## Selected Projects

### SEVEN50, THE PROSPERITY PLAN FOR SOUTHEAST FLORIDA, 2012-2014

Seven50 is the plan for the seven counties of Southeast Florida for the next fifty years. The region includes 121 municipalities and over six million people. Plan creation involved over 5,000 people participating in a series of regional summits and local workshops and over one million people via an interactive website with online weekly polls, a scenario modeler, social media, discussion forums, and a regional data warehouse. Jason led a fifteen-firm, multidisciplinary consultant team as it worked closely with local universities and regional planning councils, the Florida Department of Transportation, and a 200-member public and private partnership. Jason was principal author of the Seven50 Prosperity Report. Seven50 was funded by the US Office of Sustainable Housing and Communities and was featured on *National Public Radio* and in *The New York Times*.

### EL PASO COMPREHENSIVE PLAN, El Paso, Texas, 2010-2012

Jason headed the Plan El Paso planning initiative which involved multiple charrettes and a multidisciplinary team which worked with residents, stakeholders, and officials from the City, state and Fort Bliss Army Base, to create the El Paso's overarching policy document. The plan was unanimously approved by the El Paso City Council and was awarded a 2011 National Award for Smart Growth Excellence by the US Environmental Protection Agency. Jason advises plan implementation which involves capital projects, land development policy, TOD development, and the form-based coding of large sections of the City.

### 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. Jason headed the Transect planning for the SmartCode based-code which received a Driehaus Form-Based Codes Award in 2012.

### 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. The plan was adopted by the City in 2011 and implementation is underway.

### 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. The Plan received an award from 1,000 Friends of Florida, a Florida APA Project Award (2009), a CNU Charter Award of Excellence (2010), and a Driehaus Form-Based Codes Award (2011).

### MASTER PLANNING & CODING, Montgomery, Alabama, 2007

Jason served as Town Planner and later as Project Director for the Downtown Plan, where he has focused efforts on plan implementation. He has worked closely with the Planning Department throughout the implementation process, assisting in the review of new development and leading design implementation workshops for the City. Since the Downtown Plan Jason has led five additional master plan and coding charrettes in the City. In 2008 the Downtown Plan received an Outstanding Planning Award from the Alabama Chapter of the American Planning Association.

## Publications

*New Town St. Jerome*, King, 2013

*A Legal Guide to Urban & Sustainable Development for Planners, Developers & Architects*, Slone, 2008

*Form-Based Codes*, Parolek, 2008

*Sustainable Urbanism*, Farr, 2008

*The SmartCode Solution to Sprawl*, Emerson, 2007



### Representative Projects

FORT ORD REGIONAL URBAN DESIGN GUIDELINES, Monterey County, CA, 2015

SAN MARCOS UNIFIED DEVELOPMENT ORDINANCE, San Marcos, TX, 2014

CARLSBAD VILLAGE & BARRIO MASTER PLAN & CODE, Carlsbad, CA, 2014

SMITH LAKE, Cullman, AL, 2014

WHEELER DISTRICT, Oklahoma City, OK, 2014

SEVEN50, THE PROSPERITY PLAN FOR SOUTHEAST FLORIDA, FL, 2012-2014

CITY OF COCOA BEACH GATEWAYS MASTER PLAN, Cocoa Beach, FL, 2014

PATCHWORK FARMS NEW COMMUNITY, Vestavia Hills, AL, 2013

EL PASO STADIUM, El Paso, TX, 2013

PLAN EL PASO, THE EL PASO COMPREHENSIVE PLAN, El Paso, TX, 2012

JEAN LAFITTE RESILIENCE PLAN, Jean Lafitte, LA, 2012

BRADENTON FORM-BASED CODE, Bradenton, FL, 2011

MAXWELL BOULEVARD NEIGHBORHOOD PLAN, Montgomery, AL, 2011

PASCO COUNTY TRANSFERABLE DEVELOPMENT RIGHTS, Pasco County, FL 2010

THE PLAN FOR OAK PARK AND CENTENNIAL HILL, Montgomery, AL, 2010

JAMESTOWN MALL REDEVELOPMENT PLAN, St. Louis, MI, 2010

CONNECTING EL PASO, El Paso, TX, 2010

WEST FAIRVIEW AVENUE, Montgomery, AL, 2010

HAMMOND COMPREHENSIVE MASTER PLAN, Hammond, LA, 2009

DAMARISCOTTA MASTER PLAN CHARRETTE, Damariscotta, ME, 2009

DENNISPORT MASTER PLAN, Dennisport, MA, 2009

TULANE COURT PLAN, Montgomery, AL, 2009

PROSPECTS FOR SOUTHEAST LEE COUNTY, Lee County, FL, 2009

CENTRAL US 1 CORRIDOR PLAN, College Park, MD, 2008

OCEAN SPRINGS PUBLIC DESIGN FORUM, Ocean Springs, MS, 2008

MONTGOMERY SMARTCODE WORKSHOP, Montgomery, AL, 2008

DEXTER AVENUE STREETScape PLAN, Montgomery, AL, 2008

FORT MONROE MASTER PLAN, Hampton, VA, 2008

DOWNTOWN MASTER PLAN, Ocean Springs, MS, 2008

LISI LAKE MASTER PLAN, Tbilisi, Republic of Georgia, 2008

ALABAMA STATEHOUSE PLAN, Montgomery, AL, 2007

MULTIWAY BOULEVARD DESIGN WORKSHOP, Winter Springs, FL, 2007

NEW GIZA NEIGHBORHOOD, Cairo, Egypt, 2007

UNIVERSITY OF MIAMI MILLER SCHOOL OF MEDICINE, Miami, FL, 2007

FAIRFAX BOULEVARD MASTER PLAN, FAIRFAX, VA, 2007

JUNIPER POINT NEIGHBORHOOD PLAN AND CODE, Flagstaff, AZ, 2006

SARASOTA COUNTY MIXED-USE INFILL ZONING DISTRICT, Sarasota, FL, 2006

LIMEHOUSE MASTER PLAN AND CODE, Summerville, SC, 2006

CITY PLAN 2025, Fayetteville, AR, 2006

FORT MONROE REUSE PLAN, Hampton, VA, 2006

HARBOR MASTER PLAN, Ocean Springs, MS, 2006

DOWNTOWN PLAN, Montgomery, AL, 2006

# James Dougherty, AICP, CNU

*Director of Design*



## Education

Master of Architecture  
Town and Suburb Design Program  
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

Faculty, 2007 - present  
FORM-BASED CODES INSTITUTE

Adjunct Professor, 2006, 2012  
UNIVERSITY OF MIAMI  
School of Architecture  
Coral Gables, Florida

James Dougherty is the Director of Design at Dover, Kohl & Partners. James has dedicated his career to helping communities envision and implement a more walkable, sustainable future. James began working with Dover-Kohl in 1996 and has since participated in over 120 design and form-based coding charrettes in the United States and abroad. James works closely with the firm's Principals, Project Directors and Urban Designers to establish the design direction of each of the office's projects. He participates in all aspects of the office's work, including public involvement, development of master plans, regulating plans and form-based codes. James also specializes in the creation of many of the company's 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, where he serves as an Adjunct Professor. He is certified by the American Institute of Certified Planners and by the Congress for the New Urbanism. James is an instructor with the Form-Based Codes Institute (FBCI), and has led numerous sessions at FBCI workshops. James has successfully completed all portions of the Architectural Registration Exam.

James' graphics and visualizations illustrating sustainable urban design and form-based code principles have been published in over fifteen books. He co-curated the 2012 exhibit "The Art of the New Urbanism" featuring over 200 visualization artworks by leading practitioners of the New Urbanist movement. James was honored to receive the 2012 Congress for the New Urbanism Florida's "Charles A. Barrett Memorial Award for Continuing Excellence in Architecture And Urban Design".

## Affiliations

Member, American Planning Association, 2005 to present (AICP certification)  
Member, Congress for the New Urbanism, 2002 to present (CNU-A certification)  
Member, American Society of Architectural Illustrators, 2008 to present  
Awards of Excellence, Architecture in Perspective 24 and 25 competitions

## Lectures

"The Importance of Art and Illustration in the New Urbanism" Lowe Museum, 2011, Miami, FL  
"Brief History of American Urbanism," "Brownfield and Greenfield Projects," and  
"Infill and Redevelopment Projects," Form-Based Codes Institute, 2007-2012  
"Neo-Traditional Design - Do's and Don'ts," Virginia Homebuilders Association, 2008  
"Designing in Public - New Urbanist Charrettes," Co-keynote speaker with Elizabeth Plater-Zyberk, American Institute of Architecture Students, South Quad conference, 2008, Miami, FL

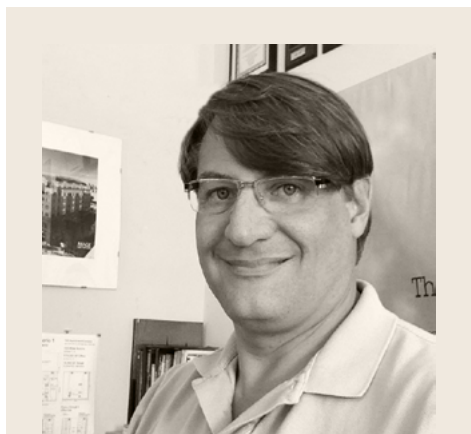
## Publications of Illustrations and Writings

Sustainable Urbanism and Beyond, Tigran Haas, 2012  
Sprawl Repair Manual, Galina Tachieva, 2010  
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



# 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

Intern Architect, 1985  
WARD/HALL ASSOCIATES  
Fairfax, Virginia

### Teaching

Faculty, 2004 - present  
FORM-BASED CODES INSTITUTE

Visiting Professor, 1986-1991  
UNIVERSITY OF MIAMI  
School of Architecture

Faculty, 1986  
FLORIDA GOVERNOR'S SUMMER PRO-  
GRAM FOR ARCHITECTURE AND DESIGN

Joseph Kohl was among the founders who established Dover, Kohl & Partners in 1987. Concerned with ever increasing urban sprawl, Joe and Victor 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.

Joe received his Bachelor of Architecture degree from Virginia Polytechnic Institute, where he also studied at their Washington-Alexandria Center for Architecture. He received his Master of Architecture in Suburb and Town Design from the University of Miami. Joe is a founding member of the Congress for the New Urbanism (CNU), the leading organization promoting walkable, neighborhood-based development as an alternative to suburban sprawl, and is a CNU-Accredited Professional. Joe is also a founder and board member of the Form-Based Codes Institute, a not-for-profit think tank that focuses on quality control, education, and advancement of form-based codes as an alternative to Euclidean zoning. He serves as the Institute's treasurer and he frequently instructs courses on the application and implementation of Form-Based Codes. Joe has also taught numerous design and media courses at the University of Miami.

### Service

Member of the Board, Form-based Codes Institute, 2004 to present

Treasurer, Form-Based Codes Institute, 2004 to 2012

Instructor, Form-Based Codes Institute courses:

FBCI 201 Course, Tampa FL, April 2013

FBCI 201 Course, Providence RI, June 2011

FBCI 201 & 301 Courses, Portland ME, May 2011

Panelist, Urban Land Institute's Technical Advisory Panel, Coral Springs, FL, May-June 2013

Panelist, FBCI Codes Forum, Chicago IL, April 2013

Trustee Member, Chamber South, 2008

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

Professional Design Advisory Board, Fairchild Tropical Garden, 1994-1996

### Selected Lectures

"Introduction to New Urbanism," Univ. of Miami Law School, November 2013

"1<sup>st</sup> Generation Transit-Oriented Developments, What Did We Learn?" Rail-volution Annual Conference, Hollywood CA, October 2012

"Form-Based Coding: the Tool for Sustainable Community Design," National Trust for Historic Places National Conference, Austin TX, October 2010

"Form-based Codes," Governor's Annual Conference on Smart Growth, Atlantic City NJ, 2005

"Retail Architecture and the Street," Congress for the New Urbanism, Milwaukee, WI, June 1999

"Making complete neighborhoods," Jax Pride 1999, Jacksonville, Florida, March 1999

"Infill Development in the Urban Corridor, Miami to West Palm Beach," First South Florida Sustainable Building Conference and Exhibition. 1997

# Victor B. Dover, FAICP, 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 PRO-  
GRAM FOR ARCHITECTURE AND DESIGN

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. Victor has personally led over 100 charrettes worldwide. He holds a Bachelor of Architecture degree from Virginia Tech and a Master of Architecture degree from the Suburb & Town Design Program at the University of Miami. Mr. Dover lectures widely around the United States and internationally on the topics of livable communities and sustainable development.

Mr. Dover was cited by *Architecture* magazine as being among "the country's best urban designers and architects." Work by Dover & Kohl has been published in *Southern Living*, *Urban Land*, *Metropolitan Home*, and featured on *HGTV*, *National Public Radio*, CNN's *Earthwatch*, and in *BusinessWeek* magazine. Their projects are also profiled in a number of planning textbooks, including *The New Urbanism* by Peter Katz, *Community by Design* by Kenneth Hall, *Sustainable Urbanism* by Doug Farr, and *Retrofitting Suburbia* by Ellen Dunham-Jones and June Williamson.

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 is a CNU-Accredited Professional. 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 is a Fellow of the American Institute of Certified Planners. He 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

Paul Harris Fellow, Rotary International, 1996

Assistant District Governor, Rotary Club of South Miami, 1998-1999 and President, 1996-1997

Co-Chair, Administrative Council, First United Methodist Church of South Miami, 1997-1999

Director, Jubilee Community Development Corp. (Miami District, United Methodist Church), 1994-1996

## 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, DC

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 (ACNU), 2008 and 2005, Brisbane, Australia

Urban Land Institute (ULI), "Reality Check," 2007, Charleston, South Carolina

USGBC Greenbuild international conference and expo, 2006, Denver, CO

American Institute of Architects, 2005, Las Vegas, NV

New Partners for Smart Growth Conference, 2005, Miami Beach

The Princes Foundation, 2004, London, England

Hawaii Congress of Planning Officials, 2003, Maui, HI

Council on European Urbanism (CEU), 2003, Brussels & Bruges, Belgium

The Seaside Institute, "The Florida Tapes," 1998, Seaside, Florida

AIA "21st Century Outlook" National Conference on Green Building, 1997, Miami, Florida





RFQ MCRA 2015-03

REQUEST FOR QUALIFICATIONS

MARGATE CRA (MCRA) CITY CENTER  
DEVELOPMENT

February 11, 2015

## **SECTION 2**

## **SAMPLE PROJECTS AND REFERENCES**

New Urban  Communities

DOVER, KOHL & PARTNERS  
town planning

## 2. Sample Projects and References (30 points)

- a. Provide a summary of at least 3 and not more than 5 past development projects completed in the last 10 years similar to what would be proposed for City Center including financing structure, timeline from design to completion, and project Principals, Partners or Joint Venture Partner involved in the project and their roles.

***Atlantic Grove, Delray Beach.*** Atlantic Grove was a seminal development in Delray Beach, the first major development project west of Swinton Avenue in at least three decades. Atlantic Grove encompassed just 4.6 acres but included 55 townhomes, 20 lofts, and 48,000 sf of retail, restaurant and office space. The project was a joint venture between New Urban and two local not-for-profit organizations, The TED Center and the Delray Beach Community Development Corporation. New Urban and the two not-for-profits, contributed the equity and debt financing was provided by Wachovia Bank (now Wells Fargo). The following table summarizes sources and uses of capital:

Sources	
Internal Partner Equity (NU Affiliate)	\$542,980
Outside Partner Equity	\$542,980
Institutional Debt Financing	\$12,956,851
<b>Total Sources</b>	<b>\$14,042,811</b>

Uses	
Land Acquisition	\$1,375,394
Land Development Hard Costs	\$2,030,399
Vertical Construction	\$9,817,145
Soft Costs	\$819,873
<b>Total Uses</b>	<b>\$14,042,811</b>

Principals Tim Hernandez and Kevin Rickard were involved in the project from acquisition, through entitlement, land development, sales and construction, managing all of these activities. Brian Grossberg came on board in 2004. The following table summarizes the project timeline:

Activity	Start Date	Completion Date
Acquisition	N/A	October 2002
Entitlements	February 2001	April 2002
Land Development	October 2002	August 2003



Sales and Construction	December 2002	January 2005
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***Botanica/Sea Plum, Jupiter.*** Botanica/Sea Plum is a 145 acre traditional neighborhood development in Jupiter. The community includes 138 single family detached homes, 134 townhomes, 336 condominium units and a 61,000 sf, Publix anchored commercial town center. The development was a 50-25-25 joint venture between New Urban, Caster Developers of Delray Beach the Miller Group of Miami. Each joint venture partners provided its proportionate share of the equity. The acquisition and development financing was provided by Ocean Bank and the Northern Palm Beach County Improvement District. Construction financing was provided by Regions Bank. The following table summarizes sources and uses of capital:

<b>Sources</b>	
Internal Partner Equity (NU Affiliate)	\$2,639,791
Outside Partner Equity	\$2,639,791
Institutional Debt Financing	\$40,868,474
Northern PBC Improvement District	\$4,226,250
<b>Total Sources</b>	<b>\$50,374,306</b>

<b>Uses</b>	
Land Acquisition	\$3,000,000
Land Development Hard Costs	\$3,576,780
Vertical Construction	\$37,728,768
Soft Costs	\$6,068,758
<b>Total Uses</b>	<b>\$50,374,306</b>

Principals Tim Hernandez and Kevin Rickard were involved in the project from acquisition through entitlement, land development, sales and construction, managing all of these activities. Brian Grossberg joined the company in 2004 and has been involved in the project from that point forward. The following table summarizes the project timeline:

<b>Activity</b>	<b>Start Date</b>	<b>Completion Date</b>
Acquisition	N/A	July 2000
Entitlements	July 2000	August 2001
Land Development	February 2002	March 2004
Sales and Construction	May 2004	Est. September 2015

**Greenwich, Jupiter.** Greenwich is a 15 acre mixed-use development in Jupiter. It is comprised of 105 townhomes, 21 rental apartments, and 94,000 sf of retail and office space. The project was challenging from a design standpoint with many access points and low density residential along its eastern edge, but is considered one of Jupiter's most successful mixed use developments. New Urban contributed the equity and debt; financing was provided by Regions Bank. The income producing component retained by New Urban was recently refinanced with Legacy Bank. The following table summarizes sources and uses of capital:

<b>Sources</b>	
Internal Partner Equity (NU Affiliate)	\$5,219,168
Outside Partner Equity	\$0
Institutional Debt Financing	\$28,297,848
<b>Total Sources</b>	<b>\$33,517,016</b>

<b>Uses</b>	
Land Acquisition	\$4,482,324
Land Development Hard Costs	\$3,882,773
Vertical Construction	\$20,951,848
Soft Costs	\$4,200,071
<b>Total Uses</b>	<b>\$33,517,016</b>

Principals Tim Hernandez and Kevin Rickard were involved in the project from acquisition, through entitlement, land development, sales and construction, managing all of these activities. Brian Grossberg joined New Urban in 2004 and was involved in all aspects of the project from that point forward. The following table summarizes the project timeline:

<b>Activity</b>	<b>Start Date</b>	<b>Completion Date</b>
Acquisition	N/A	May 2003
Entitlements	September 2002	August 2004
Land Development	November 2003	June 2005
Sales and Construction	October 2004	November 2011

**Pompano Beach Fishing Village, Pompano Beach.** Pompano Beach Fishing Village is a 6.5 acre retail and restaurant redevelopment at the Pompano Pier. The development is a 70-30 joint venture between New Urban and Caster Developers of Delray Beach. Each joint venture partner is providing its proportionate share of the equity. Acquisition and development financing is TBD at this time. The following table

summarizes sources and uses of capital:

<b>Sources</b>	
Internal Partner Equity (NU Affiliate)	\$2,135,000
Outside Partner Equity	\$915,000
Lessee Equity	\$9,231,250
Institutional Debt Financing	\$18,313,750
<b>Total Sources</b>	<b>\$30,595,000</b>

<b>Uses</b>	
Land Acquisition	N/A
Land Development Hard Costs	\$1,835,000
Vertical Construction	\$28,175,000
Soft Costs	\$585,000
<b>Total Uses</b>	<b>\$30,595,000</b>

Principals Tim Hernandez and Kevin Rickard were involved in the project acquisition and entitlement and are currently or will be land development, leasing and construction, managing all of these activities. Brian Grossberg is a minority partner in this project and is responsible for all financial analysis and securing financing. The following table summarizes the project timeline:

<b>Activity</b>	<b>Start Date</b>	<b>Completion Date</b>
Acquisition/Lease	December 2014	Est. December 2017
Entitlements	January 2014	January 2015
Land Development	Est. December 2015	Est. December 2016
Leasing and Construction	September 2013	Est. December 2020

***Belle Isle, Wilton Manors.*** Belle Isle was arguably the most significant development in the transformation of Wilton Manors' main street, Wilton Drive. Formerly the site of a trailer park, the 2.88 acre, development included 51 for sale townhomes and 9 live-work units. The \$14.6 million project was developed by New Urban. New Urban contributed the equity and SunTrust Bank supplied the debt component. The following table summarizes sources and uses of capital:

<b>Sources</b>	
Internal Partner Equity (NU Affiliate)	\$1,426,723
Outside Partner Equity	\$0
Institutional Debt Financing	\$13,191,281



<b>Total Sources</b>	<b>\$14,618,004</b>
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<b>Uses</b>	
Land Acquisition	\$3,059,558
Land Development Hard Costs	\$1,492,104
Vertical Construction	\$9,041,281
Soft Costs	\$1,025,061
<b>Total Uses</b>	<b>\$14,618,004</b>

Principals Tim Hernandez and Kevin Rickard were involved in the project from acquisition, through entitlement, land development, sales and construction, managing all of these activities. Brian Grossberg joined New Urban in 2004 and was involved in the project from that point forward. The following table summarizes the project timeline:

<b>Activity</b>	<b>Start Date</b>	<b>Completion Date</b>
Acquisition	N/A	March 2003
Entitlements	March 2002	January 2003
Land Development	December 2003	April 2004
Sales and Construction	March 2004	September 2008

- b. **List any public private projects completed by the entity (if any) and give the names and contact information for any public sector partners. If the entity has not engaged in any public private projects please provide public sector references who can speak to the entities capability. Please provide a minimum of 2 projects or references.**

**Public Private Projects:**

**Pompano Beach Fishing Village**

Public Sector Contact:

Kim Briesemeister, Co-Executive Director  
Pompano Beach CRA  
3109 E. Atlantic Blvd., Suite B  
Pompano Beach, FL 33062

Telephone: (954) 829-3508  
Fax: (954) 783-4484  
Email: [kim@rma.us.com](mailto:kim@rma.us.com)

Chris Brown, Co-Executive Director

Pompano Beach CRA  
3109 E. Atlantic Blvd., Suite B  
Pompano Beach, FL 33062

Telephone: (561) 706-5545  
Fax: (954) 783-4484  
Email: [chris@rma.us.com](mailto:chris@rma.us.com)

### **Atlantic Grove**

Public Sector contacts:

Jeff Costello, Director  
Delray Beach CRA  
20 North Swinton Avenue  
Delray Beach, FL 33444

Telephone: (561) 276-8640  
Fax: (561) 276-8558  
Email: [Costelloj@mydelraybeach.com](mailto:Costelloj@mydelraybeach.com)

### **References:**

Michael Busha, Executive Director  
Treasure Coast Regional Planning Council  
421 SW Camden Avenue  
Stuart, FL 34994

Telephone: (772) 221-4060  
Fax: (772) 221-4067  
Email: [mbusha@tcrpc.com](mailto:mbusha@tcrpc.com)

James Murley, Executive Director  
South Florida Regional Planning Council  
3440 Hollywood Boulevard, Suite 140  
Hollywood, FL 33021

Telephone: (954) 985-4416  
Fax: (954) 985-4417  
Email: [jmurley@sfrpc.com](mailto:jmurley@sfrpc.com)

## Background

Atlantic Grove was the first private development in the historic West Settlers district in over three decades. A partnership between New Urban and two not-for-profit organizations, the TED Center and the Delray Beach CDC, Atlantic Grove introduced middle class housing, services and employment into a lower income area on the western fringe of downtown Delray Beach. The site plan incorporated traditional town principles with an emphasis on pedestrian linkages to the established downtown areas to the east and the neighborhood to the north.

The property was the subject of an RFP, which New Urban and its partners won. The Mixed Use, new urbanist design won wide acclaim. New Urban and the two CDCs provided equity for the project, and acquisition, development and construction financing was provided by Wachovia Bank, LISC and the Florida Community Loan Fund.



## Site Data

Residential: 55 townhomes,  
20 lofts

Commercial: 48,000 sf of  
office and retail

Acreage: 4.6 acres

Value: \$23,000,000

Acquisition: 2002

Completion: 2005



Site Aerial



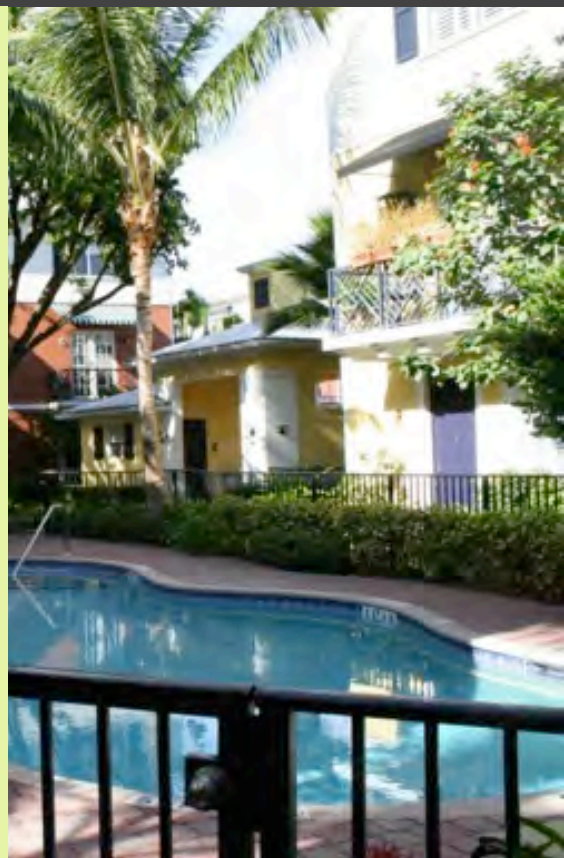




## Background

Belle Isle was the first major residential redevelopment project on Wilton Drive, the City's main street. The former home of a trailer park, New Urban acquired the property and relocated the remaining residents, eliminating a major community eyesore and invigorating the main street in one fell swoop. Design features included Live work units facing Wilton Drive, on street, parallel parking, two internal green courtyards and a needed infusion of residential within walking distance of other businesses. The development is credited with being a major impetus in the transformation of Wilton Drive into a regional destination.

Equity for the project was provided by New Urban. Acquisition, development and construction financing was provided by SunTrust Bank.



## Site Data

Residential: 51 townhomes  
+ 9 live work units

Commercial: 5400 sf of  
retail, restaurant and office  
space

Acreage: 2.88 acres

Value: \$22,000,000

Acquisition: 2003

Completion: 2008





# Belle Isle

Wilton Manors, Florida



Site Aerial and Elevations





## Background

Greenwich is a mixed use, new urbanist development within the Abacoa TND in Jupiter. The project presented a design challenge transitioning from lower density residential neighborhood to a busy commercial thoroughfare while incorporating workforce housing and maximizing the amount of commercial uses. Design features include an iconic clock tower, green courtyards, and a sidewalk system linking the neighborhood to other commercial uses and the Abacoa Greenway system.

New Urban provided the equity and acquisition, development and construction financing was provided by Regions Bank.

## Site Data

Residential: 58 townhomes,  
47 live work units

Commercial: 94,000 sf of  
office, medical office and  
retail

Acreage: 14.0 acres

Value: \$34,000,000

Acquisition: 2003

Completion: 2011





Site Aerial



Elevations







# Pompano Beach Fishing Village Pompano Beach, Florida

## Background

Pompano Beach Fishing Village is the redevelopment of the Pier parking lot property directly on the beach in the City of Pompano Beach.

The property was the subject of an RFQ for a long term lease on the property, which New Urban and its partner Caster Developers won. The pedestrian oriented plan includes Pier Street, a new street connecting the Ocean and Intracoastal, and a city funded parking garage. New Urban and Caster are providing the equity, and the development and construction lender is to be determined.

## Site Data

Commercial: 48,500 sf of beach oriented retail and restaurant

Acreage: 6.5 acres

Value: \$31,000,000

Acquisition: 2014

Completion: 2020  
(projected)







# Pompano Beach Fishing Village Pompano Beach, Florida

## Master Plan



### LEGEND

- |                                      |  |
|--------------------------------------|--|
| 1 POMPANO BEACH PIER                 | R2 +/- 10,800 SF TOTAL BUILDING PAD *                              |
| 2 PIER PLAZA                         | R3 GROUND LEVEL +/- 12,500 SF TOTAL BUILDING PAD *                 |
| 3 ON STREET PARKING                  | R4 UPPER LEVEL BANQUET HALL +/- 5,000 SF                           |
| 4 IMPROVED STREETSCAPE               | R4 1 STORY LINER BUILDING +/- 6,650 SF TOTAL BUILDING PAD *        |
| 5 VILLAGE IDENTITY SIGNAGE           | HA 4.5 STORY 120-150 ROOM HOTEL +/- 36,900 SF TOTAL BUILDING PAD * |
| 6 SIGNALIZED INTERSECTION/ CROSSWALK | HA HOTEL AMENITY   |
|                                      | V VALET STATION  |

## Parking Structure





## Background

Botanica is a major TND adjacent to Abacoa in the Town of Jupiter. New Urban and its partners, Caster Developers and the Miller Group, were the master developers for this major development, which included a Publix anchored town center, 608 residential units and a 60 acre greenway system replete with upland and wetland preserves, boardwalks and bikepaths. New Urban also built 123 single family homes within the community. Residents can walk not only to Publix but to Starbucks, SunTrust Bank and a variety of other shops and restaurants.

The property was lauded by 1000 Friends of Florida for its compact, pedestrian oriented, mixed use, environmentally friendly design. New Urban and its partners provided the equity for the project, and acquisition and development financing was provided by Ocean Bank and the Northern Palm Beach County Improvement District. Construction Financing was provided by Regions Bank.



## Site Data

Residential: 138 single family homes, 134 townhomes, 336 condominiums

Commercial: 61,000 sf of retail and restaurant

Acreage: 145 acres

Value: \$150,000,000

Acquisition: 2000

Completion: 2015



Site Aerial





## Background

Old Palm Grove was the first development of small lot single family homes built in east Delray in over 20 years. The development, built on the site of a nursery and vacant restaurant, was instrumental in helping to stabilize Delray's North Federal Highway corridor.



## Site Data

Residential: 11 townhomes and 33 single family homes

Acreage: 4.6 acres

Value: \$25,000,000

Acquisition: 2003

Completion: 2007



Site Aerial







# Coda

## Delray Beach, Florida

### Background

The site of Coda was originally the Lighthouse Rehab Center. Coda was the first major market rate residential development in Delray Beach's Southwest neighborhood.



### Site Data

Residential: 52 townhomes

Acreage: 2.4 acres

Value: \$20,000,000

Acquisition: 2006

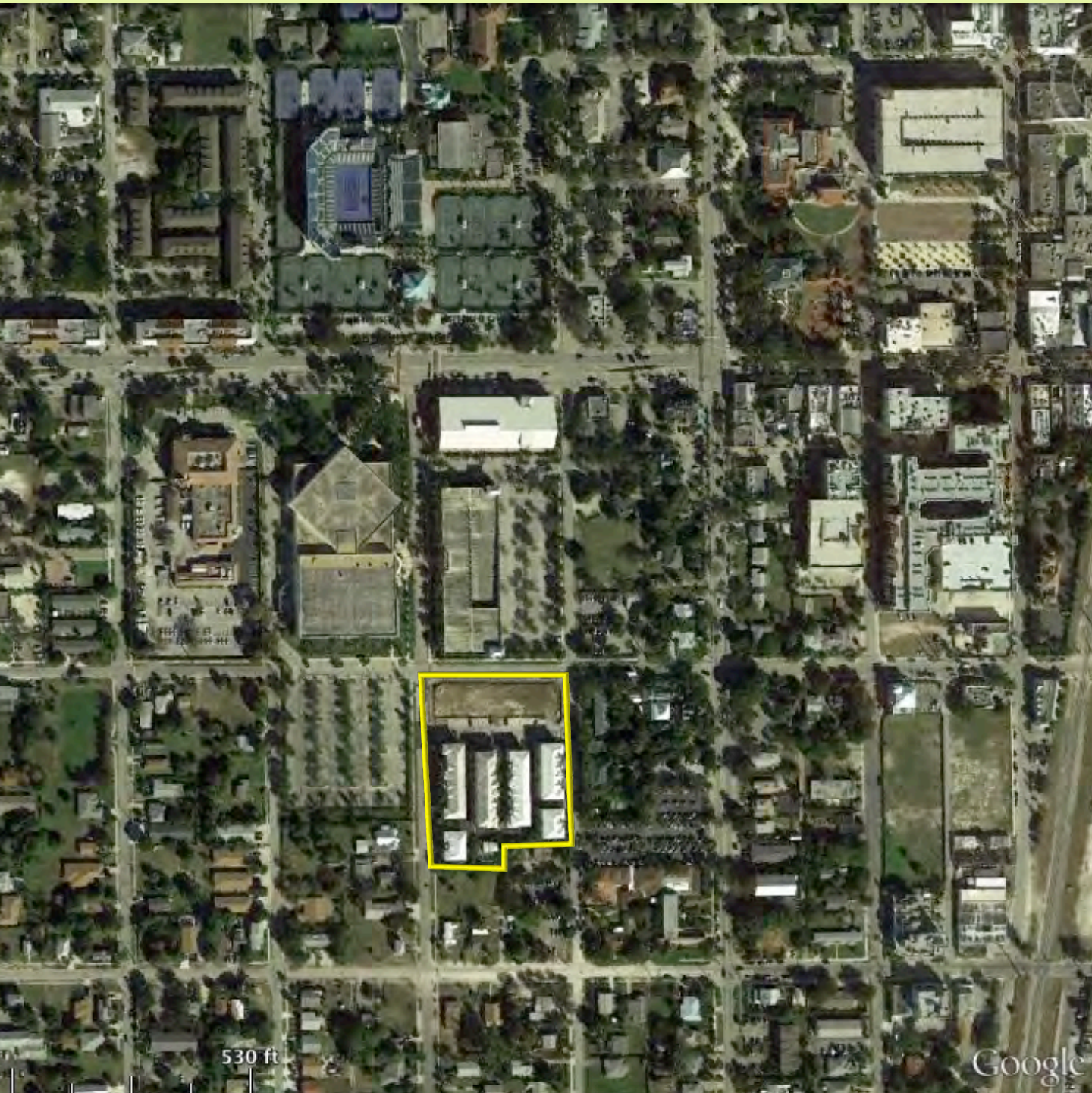
Completion: 2015







## Site Aerial





RFQ MCRA 2015-03

REQUEST FOR QUALIFICATIONS

MARGATE CRA (MCRA) CITY CENTER  
DEVELOPMENT

February 11, 2015

## **SECTION 3**

## **FINANCIAL CAPACITY AND CAPABILITY**

New Urban  Communities

DOVER, KOHL & PARTNERS  
town planning



### **3. Financial Capacity and Capability (30 points)**

- a. Provide a general statement as to the method and structure of financing a proposed project for the City Center site.**

For financing purposes, one or more entities will be formed to develop the property. These entities will be limited liability companies formed, most likely on a parcel-by-parcel basis. The structure of financing will vary depending on what is developed on each parcel, but it will be a combination of equity and debt for the acquisition and development components and debt for the construction component. Sources of equity will be New Urban and private investment partners to be determined. Sources of debt will be commercial banks and private investment partners to be determined.

- b. Provide a statement as to any current or pending bankruptcies, disbarments, lawsuits, or loan defaults.**

There are no current or pending bankruptcies or disbarments affecting New Urban. Affiliated Illinois entities of New Urban Communities are involved in two legal actions stemming from the housing crash. The settlement agreement in the first action, involving Harris/BMO is currently being drafted. In the second action, involving Wells Fargo, the subject property is currently under contract with a scheduled closing date this year for an amount in excess of the principal value of the loan. Both of these cases are therefore expected to be settled and/or dismissed within the next year and are considered immaterial from a financial exposure perspective.

- c. Provide relevant financial information to substantiate the entities ability to finance or secure financing for the Project including but not limited to: available equity and/or a percentage share of equity that can be provided by the proposer to the project, identification of other equity partners and the relationship thereof with the proposer, or written statements from financing sources as to the entities past performance and likelihood of financing for this project (does not require a letter of commitment). Provide copies of audited financial statements of the primary developer for the past two years.**

The principals of New Urban Communities Corporation have secured over \$150,000,000 of land acquisition, land development, construction, and permanent financing over the past decade including almost \$10,000,000 in financing during 2014 for two new development projects, The Village at Victoria Park and Coda Phase II. BBX Capital contributed both equity and debt financing for the Victoria Park project and has expressed strong interest in participating in additional projects with New Urban,

including the Margate City Center redevelopment.

The development team has worked with numerous financial institutions to finance its developments, including Regions Bank, Seacoast National Bank, Centennial Bank, Bank Atlantic, Bank of America, Wells Fargo Bank, Harris Bank, City National Bank, SunTrust Bank, and Wachovia Bank. These long standing banking relationships will enhance the development team's ability to secure financing for the MCRA City Center Development as many of these institutions are expected to show interest in providing the debt financing. Please find attached in Exhibit 3.c. a letter of recommendation from Joseph Erwin at Regions Bank, in which he indicates interest in providing debt financing for the development, and a letter from Seth Wise of BBX Capital, in which he indicates interest in providing both equity and debt financing for the development.

The 2012 and 2013 financial statements for New Urban Communities Corporation, which were compiled by Plante & Moran, are attached as Exhibit 3.





RFQ MCRA 2015-03

REQUEST FOR QUALIFICATIONS

MARGATE CRA (MCRA) CITY CENTER DEVELOPMENT

## **EXHIBIT 3.c**

### **FINANCING INTEREST LETTERS**



DOVER, KOHL & PARTNERS  
town planning



December 18, 2014

Margate Community Redevelopment Agency  
c/o City of Margate Purchasing Division  
Patricia Greenstein, Purchasing Manager  
5790 Margate Boulevard  
Margate, FL 33063-3699

Re: RFQ Margate CRA City Center Development

To Whom It May Concern:

Regions Bank is pleased to inform you that **New Urban Communities Corporation** ("New Urban") and its principals, **Mr. Kevin Rickard** and **Mr. Tim Hernandez**, are valued and highly regarded customers of our bank. In total, I have provided New Urban with project financing of approximately \$60 million for land acquisition, development and construction, as well as letters of credit for numerous projects located in Boca Raton, Delray Beach, Fort Lauderdale, Jupiter and Wilton Manors, Florida. New Urban has proven itself to be a professional, responsible and valuable client and has met all financing commitments in a timely manner. New Urban is a well-established business entity that has knowledgeable employees that take pride in the production of a quality product.

I have personally known Messrs. Rickard and Hernandez for over ten years and it is my pleasure to provide you with this letter. To the extent that New Urban Communities is awarded the project, Regions Bank would certainly welcome the opportunity to consider providing the required financing for the subject development.

Should you require more specifics about our relationship with New Urban Communities, Kevin Rickard or Tim Hernandez, please feel free to contact me at (561) 837-8224.

Sincerely,

Joseph C. Erwin  
Senior Vice President



January 7, 2015

Margate Community Redevelopment Agency  
5790 Margate Boulevard  
Margate, FL 33063-3699

Re: Margate CRA City Center Development

Ladies and Gentlemen:

Please accept this letter as confirmation that BBX Capital (NYSE: BBX) is pleased to be the capital partner for New Urban Communities in the Margate City Center redevelopment project. BBX Capital was formally known as BankAtlantic Bancorp until we sold BankAtlantic to BB&T two years ago and changed the name. BBX Capital is now involved in the ownership, financing and investment in real estate and operating businesses.

The principals and executives of BBX Capital have enjoyed a long relationship with New Urban Communities and its principals, Tim Hernandez and Kevin Rickard. While we owned BankAtlantic, we financed two New Urban development projects, totaling over \$40 million in acquisition, development and construction. The first was a 187 unit residential development known as Mirabella, located in Miramar, Florida. The second was a mixed use development known as Dakota in the Abacoa TND in Jupiter.

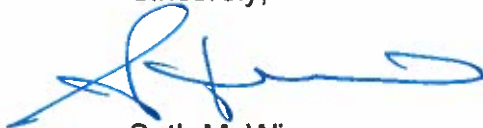
During our long relationship, we have enjoyed collaborating with New Urban. We find them to be highly professional in their conception and execution of projects. They are extremely sensitive to the marketplace and are conscious of designing and building communities that will stand the test of time. They are committed to delivering a quality product and have displayed the highest integrity in standing behind their commitments.

BBX is currently partnering with New Urban on the Village at Victoria Park development in Fort Lauderdale. We are providing both equity and subordinated debt financing for this innovative 30 unit cluster home development on the former BankAtlantic corporate headquarters site

BBX is excited about the opportunity to invest in and/or partner with New Urban in the redevelopment of the Margate City Center.

Should you require more details about our relationship with New Urban Communities, Kevin Rickard or Tim Hernandez, please feel free to contact me at (954) 940-4900.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Seth M. Wise', with a stylized, flowing script.

Seth M. Wise  
President  
BBX Capital Real Estate





RFQ MCRA 2015-03

REQUEST FOR QUALIFICATIONS

MARGATE CRA (MCRA) CITY CENTER DEVELOPMENT

## **EXHIBIT 3**

### **FINANCIAL STATEMENTS**

**Proprietary Confidential Business Information  
pursuant to Ch. 288.075 of the Florida Statutes**



DOVER, KOHL & PARTNERS  
town planning



RFQ MCRA 2015-03  
REQUEST FOR QUALIFICATIONS  
MARGATE CRA (MCRA) CITY CENTER DEVELOPMENT  
February 11, 2015

**SECTION 4**  
**ESTIMATED TIMELINE FOR**  
**DEVELOPMENT OF PROPOSAL**



DOVER, KOHL & PARTNERS  
town planning



#### 4. Estimated Timeline for Development of Proposal (10 points)

The MCRA is currently in the process of compiling most of the base information that would be needed for the proposer to conduct its due diligence including an aggregated boundary and topographic survey, utility locations and completion of Phase II environmental assessments through the Florida DEP. This information will be readily available to qualified proposer(s) shortlisted after the RFQ process.

**a. Provide an anticipated timeline for initial due diligence, conceptual planning for the project and development of a project pro forma and financing strategy.**

Activity	Projected Duration	Projected Start*	Projected Completion*
Due Diligence Period	4 months	March 2015	June 2015
Conceptual Planning	6 months	March 2015	August 2015
Pro Forma Development	2 months	July 2015	August 2015
Development of Financing Strategy	3 months	August 2015	October 2015

\* Dates will slide into the future if project is awarded later than March 2015.

**b. Provide a list of additional information that would be helpful in expediting the due diligence process.**

- Detailed market research studies for retail, office, for sale residential and apartments
- Realtor focus groups for above product categories
- Geotechnical report for all parcels
- Preliminary engineering analysis with locations and inverts of all existing utilities, capacities, etc.
- Service availability letters from FPL, ATT, Comcast, TECO, City (Sewer and Water)
- Title commitments and exceptions for all parcels
- Confirmation of available residential units and commercial FAR on a parcel by parcel basis
- Broward County Planning Council Platting Determination Letter

**c. Provide any additional information related to challenges to development of the City Center site and expedition of the proposal process.**

The biggest challenges to development of the City Center site revolve around marketing and design. Securing financing in the post-real estate crash era requires both exhaustive market research to demonstrate the viability of the product mix and a design that accommodates and offers a compelling value proposition for future residents, commercial tenants and customers.

The scale of the project necessitates the selection of a development team with a strong local presence, a demonstrated track record and a broad perspective on what works and what doesn't in similar situations. This is not a project for beginners.

The following response contained in Addendum No. 1 to the RFQ is concerning to us:

*"This Request for Qualifications process is competitive, but there may be more than one developer selected to negotiate. The MCRA is not looking for a master developer but potentially multiple developers to enter into negotiations with on multiple sites. Ultimately, the MCRA Board will have to give final approval under the RFQ process as to the developers selected to move to the next step."*

Not selecting a master developer will unnecessarily introduce large doses of chaos and confusion into the design, entitlement, development and marketing processes. It will inevitably result in multiple developers arguing over the allocation of density, the placement of uses, and a litany of design issues including access, infrastructure and architecture. It will further result in needless competition amongst the multiple developers for the "best" users, duplication of uses, and internal price competition. Selecting multiple developers to develop individual sites within the City Center will cause time delays and dramatically reduce the likelihood of designing and building a successful redevelopment on the property.

Thank you for the opportunity to submit this response.