



Nokomis Groves and Citrus Packing on Albee Farm Road is a community institution and gathering place.

NOKOMIS CENTER REVITALIZATION PLAN

No. 99-03-SP

*“Preserving History, Improving Conditions and Guiding Future
Development in the Nokomis Center.”*

February 27, 2001
Board of County Commissioner Public Hearing
By
Sarasota County Growth Management Business Center

ONE: NOKOMIS CENTER REVITALIZATION PLAN



Residents Attended an All-Day Nokomis Center Workshop to Develop Plan Recommendations

Revitalization Planning

The Nokomis Center Revitalization Plan provides a framework for the preservation, revitalization and long-term development and redevelopment of the Nokomis Center. Figure 1-2 shows the boundaries of the Nokomis Center, which is a two square mile area located in central Sarasota County immediately north of the City of Venice. The revitalization plan sets priorities for the older, generally historic, portions of the unincorporated community of Nokomis. The plan outlines strategies to correct deteriorating facilities and services, recommends projects to enhance the community's positive qualities and includes the following four elements:

- Ten priorities to improve the quality of life and promote redevelopment within the Nokomis Center.
- Boundaries of applicable Apoxsee Future Land Use Map designations and appropriate uses within those areas.
- Recommended amendments to the Apoxsee Future Land Use Map and the County's Zoning Regulations that are necessary to implement key components of the plan; and
- Conditions for Development Approval that new development and redevelopment within the Nokomis Center will be required to meet.

There are thirty projects, which implement the ten priorities for the Nokomis Center. The projects are listed in Table 1-1 at the end of this chapter and are described in more detail on project sheets contained in the Appendix.

Figure 1-1: Study Area Boundaries

(see table of contents for link to document)

Planning for the Nokomis Center

The Nokomis Center Revitalization Plan is the third major planning effort for the Nokomis area. The first result was a combined Community Plan for Laurel / Nokomis accepted by the Sarasota County Board of County Commissioners in June 1995. Several projects identified in the Laurel / Nokomis Community Plan are finished or are underway, such as construction of the Nokomis Community Park and reconstruction of Albee Road. The Community Plan recommended that further planning was needed for the historic Nokomis downtown area. In 1995 and 1996, the Nokomis Area Civic Association (NACA), a coalition of thirty-five neighborhood associations within the Nokomis area, with the Florida House Foundation and volunteer assistance of professional architects, held public meetings and a “charrette” to develop recommendations for the downtown area. The Laurel / Nokomis Community Plan and the community charrette provided guidance for the revitalization plan.

Community Involvement

The Nokomis Center Revitalization Plan was developed with extensive community involvement. On October 11, 1999, Planning Services staff initiated the first of eleven neighborhood workshops for the revitalization plan. Resident input included a list of “Wishes for Nokomis,” a resident photo survey for the Nokomis Center, and an all-day neighborhood workshop on January 22, 2000. The Sarasota County Board of County Commissioners adopted the boundaries for the Nokomis Center at a public hearing on January 25, 2000. In May 2000, Planning Services staff held workshops to develop recommendations for the commercial areas. Preliminary recommendations for the Nokomis Center were presented at workshops between June and August 2000. The draft Nokomis Center Revitalization Plan was presented at an all-day “Open House” workshop on September 18, 2000. The Laurel Civic Association which provides direction and support for the neighboring historic Laurel Community and the Venice Area Chamber of Commerce which works to improve Venice and Nokomis area businesses also participated in the planning efforts.

Where Do We Go From Here

The Nokomis Center Revitalization Plan will need continued support from Nokomis residents. This support can be achieved through a volunteer citizen advisory committee to be appointed by the Board of County Commissioners committee after the Nokomis Center Revitalization Plan is adopted. A citizen based Nokomis Center Revitalization Committee will monitor the plan’s priorities and progress.



NACA placed welcome signs on U.S. 41 at the South Creek and Curry Creek entrances to Nokomis

TEN PRIORITIES FOR THE NOKOMIS CENTER

Ten priorities of the Nokomis Center Revitalization Plan are described below. Priorities were developed with resident input through a year long series of neighborhood workshops. Table 1-1 contains a list of the thirty revitalization projects that will implement the ten priorities. Projects are listed by time frame and include a preliminary cost estimate.



1. Water and Sewer Lines

Poor well water quality and outdated septic tanks make water line extensions and the elimination of septic tanks a high priority in the Nokomis Center. The County will install water lines and sewer mains on U.S. 41 before the roadway is reconstructed beginning in 2003 and water lines on Edmondson Road, Colonia Lane and Albee Road when these roads are reconstructed in the future. The County should investigate installing sewer lines on Colonia Lane when the road is reconstructed. The County can extend water lines to all Nokomis within five years, if residents pay their fair share, but sewer line extensions are at least a decade away. Block grants may be available to reduce costs to residents.



2. Colonia Lane Reconstruction and Streetscape

The County has scheduled reconstructing Colonia Lane beginning in 2005 with sidewalks and bicycle lanes. Streetscape features such as decorative streetlights, street signs, paver bricks, and landscaping within the right-of-way for the roadway project will improve the appearance of the commercial areas, but additional funding is needed. Residents have asked the County to minimize impacts on adjacent properties and to investigate advancing the reconstruction from 2005 to 2004 to address immediate needs for sidewalks and other safety concerns.



3. Waterway Dredging and Improvements

Boating is part of the Nokomis “way of life.” Decisions regarding future dredging of Lyons Bay, Dona Bay, Shakett Creek and Curry Creek, as well as private canals leading to the creeks, will be coordinated through the County’s Waterways Advisory Group. Residents want waterway projects to include stormwater quality improvements and marine habitat restoration. Boat ramp improvements, channel markers and canoe trails are needed to reduce boating conflicts.



4. Pocono Trail Environmental Lands

The Pocono Trail environmental lands site has nearly 10 acres of undeveloped native habitats on four parcels adjacent to Shakett Creek. The site contains mangrove swamps, mesic hammocks, and scrubby flatwoods. These habitats are disturbed to some degree, but restorable. The site may be eligible for nomination and purchase through the County’s Environmentally Sensitive Lands Protection Program.



5. Rails to Trails

The County is negotiating for the purchase of the Seminole Gulf Railway Corridor to be funded through the Infrastructure Surtax passed by County residents in 1997. Rails to Trails improvements will consider access from Nokomis and Laurel Community Parks, waterway overlooks, trail crossings at Laurel Road and Colonia Lane, and access to the Venetian Waterway Park. Other access can be located at the County-owned property on Riverview Drive. The County should investigate raising the Shakett Creek trestle to the height of the U.S. 41 bridge to improve boating access.



6. Residential Sidewalks and Traffic Calming

Many residential streets in the Nokomis Center are narrow with little or no shoulder area and with deep drainage ditches along both sides of the roadway. Sidewalks will improve safety for pedestrians and will be coordinated with the County’s Sidewalk Program, but additional funding is needed. Residents have also identified problems with traffic intrusion, or “cut-through” traffic. Street trees and traffic calming techniques such as road striping, directional signage and road closures will improve these streets, but will require resident approval.



7. Landscaping on U.S. 41

The Florida Department of Transportation (FDOT) will widen U.S. 41 beginning in Fiscal Year 2003, but there are no plans for landscaping. The County Street Tree Advisory Committee will coordinate with FDOT to plant landscaping in the medians and along the rights of way, where possible. Trees should be planted in grates in the sidewalks in the Commercial Center south of Dona Bay to beautify the Neighborhood Commercial Center and to allow relief from buffer and landscaping requirements for new development.



8. Transportation Enhancements

The County will reconstruct several County thoroughfare roadways within the Nokomis Center. Transportation enhancement projects on these roads such as decorative streetlights, landscaping and paver bricks will complement the planned roadway reconstruction:

- Edmondson Road Landscaping
- Albee Road Gateway
- Colonia Lane Streetscape and Gateway

Transportation enhancements on U.S. 41 will improve the appearance of the U.S. 41 commercial corridor and provide a link to the enhancement on County roadways. These projects will support the revitalization effort, but additional funding is required.



9. Code Enforcement and Community Outreach

Code enforcement in the Nokomis Center will involve education, voluntary compliance, strict enforcement and will be coordinated with County sponsored clean-up days and community outreach efforts to improve the appearance of the Nokomis Center. The Sarasota County Sheriff’s Office - Nokomis Laurel Community Policing Office, which addresses drug and other crime-related problems within the Nokomis Center, will assist when necessary. The County should adopt an ordinance for the permitting and maintenance of privacy fences.



10. Urban Design and Community Beautification

Urban Design Conditions for new commercial and multi-family development include signage, standards for building design and building orientation. Owners of existing businesses are encouraged to retrofit unsightly views, such as dumpsters, outdoor storage areas and mechanical equipment. An Urban Design Manual can be created to address elements for decorative street lighting and road and directional signs, as well as standards for new public construction.

FUTURE LAND USES

The Nokomis Center Future Land Use Map and Conditions for Development Approval, which all new development within the Nokomis Center will be required to meet, are contained in this section. Figure 1-2, Future Land Use Map and Plan At A Glance, establishes appropriate land uses within the Nokomis Center, including the boundaries of the commercial and industrial areas (i.e., the U.S. 41 Commercial Areas and the Colonia Lane Commercial and Industrial Area) and areas for Multi-Family development. The Plan At A Glance outlines key revitalization strategies and projects for the Nokomis Center. Certain plan recommendations will require comprehensive plan amendments to maintain consistency with the Sarasota County Comprehensive Plan Apoxsee and amendments to the Sarasota County Zoning Ordinance and/or Land Development Regulations (LDR), as described in this chapter.

U.S. 41 Commercial Areas

The Apoxsee Future Land Use Map designates a Commercial Corridor along U.S. 41 and a Neighborhood Commercial Center around the intersection at Colonia Lane and U.S. 41. The Commercial Corridor designation is used to recognize extensive areas of existing commercial and office zoning, particularly along major highways such as U.S. 41. The Neighborhood Commercial Center designation is used to recognize existing areas that are already zoned commercial and to accommodate additional areas where neighborhood commercial uses can be developed.

U.S. 41 Commercial Corridor

The U.S. 41 Commercial Corridor in Nokomis is shown in dark red on Figure 1-2: Nokomis Center Future Land Use Map and Plan At A Glance and on Figure 1-3: Insert Map A. The Commercial Corridor is located along U.S. 41 north of Dona Bay and includes parcels already zoned CI (Commercial, Intensive), CG (Commercial, General), and CN (Commercial, Neighborhood). One parcel is zoned OPI (Office, Professional, and Institutional) but has direct access to U.S. 41.

Many parcels in the Commercial Corridor have limited commercial development potential because of insufficient lot size and depth. To improve development potential within the Commercial Corridor, thirty-seven parcels with non-commercial zoning are being recommended for Commercial Corridor designation. Thirty-five of the thirty-seven parcels are zoned for multi-family uses and have direct or secondary access to U.S. 41. The remaining two parcels are zoned OPI and have direct access to Albee Road. Parcels being recommended for the Commercial Corridor designation are shown on Figure 1-2 with a dark blue border. All of these parcels will be required to meet Conditions for Development Approval related to access, landscaping and buffering as part of any proposal for rezoning to commercial or site and development plan approval. Parcels zoned for multi-family residential development are consistent with the Commercial Corridor designation and may continue or may be developed under existing zoning.

Neighborhood Commercial Center

The Nokomis Neighborhood Commercial Center is shown in light red on Figure 1-2 and on Figure 1-3: Insert Map B. The Neighborhood Commercial Center is generally located south of Dona Bay, east and west of U.S. 41. The boundary of the Neighborhood Commercial Center is already designated on the Apoxsee Future Land Use Plan and includes parcels zoned CG (Commercial, General) and CN (Commercial, Neighborhood). A portion of one parcel with non-commercial zoning is being recommended for designation within the Neighborhood Commercial Center. This parcel is contiguous with parcels already zoned commercial and is shown on Figure 1-2 with a dark blue border. The parcel will be required to meet Conditions for Development Approval related to access and buffering adjacent residential uses as part of any proposal for rezoning to commercial or site and development plan approval.

Many of the parcels within the Neighborhood Commercial Center have severe limitations to development, including insufficient size and depth and lack of central water and sewer. Some businesses in the commercial center have insufficient on-site parking or parking conflicts such as backing onto the adjacent roadway. Zoning regulations for setbacks and type of materials for parking lots further limit development

Figure 1-2: Future Land Use Map And Plan At A Glance

(see table of contents for link to document)

Figure 1-2: Insert Map

(see table of contents for link to document)

potential. Successful revitalization of the Nokomis Commercial Center depends on extending water and sewer services to the area, providing zoning code relief, and solving parking problems. The Nokomis Commercial Center Overlay District, Arts and Office Live/Work District, the Commercial Buffer Area and the Institutional Green Space address these conflicts, as discussed in the following sections.

Nokomis Commercial Center Overlay District

The Nokomis Center Commercial Overlay District (NCCOD) can be applied to the area designated as the Nokomis Commercial Center. The NCCOD will encourage new commercial development and redevelopment by providing zoning code relief in coordination with planned road widening, parking and landscaping improvements. The NCCOD will require a Zoning Ordinance amendment, which will need to be completed after this plan is adopted. (See Project Sheet FLU-1.) The NCCOD can:

- Provide a variance from current zoning setback, landscaping, lot area and loading requirements for new development.
- Allow a variance from current parking requirements in coordination with a parking plan.
- Allow various land uses that are not currently permitted in the underlying CG or CN zoning district, such as bed and breakfast establishments and residences located above or behind the business.

Creation of a parking plan with direct input from effected business is being recommended as part of the Colonia Lane reconstruction project. A public parking plan will allow consideration of shared stormwater facilities for area businesses. (See Project Sheet TR-10.) The development of public parking will reduce conflicts between existing parking and traffic circulation and enhance the existing commercial center.

Arts and Office Live/Work District

The Nokomis Center Arts and Office Live/Work District is designated for the area east of U.S. 41 and west of Nash Avenue, shown with a gray border on Figure 1-2. This area includes those parcels with RMF-1 zoning located immediately east of the Commercial Center and bounded by Pocono Trail on the north, Nash Avenue on the east, and the RMF-1 zoned parcels south of Nippino Trail. The Arts and Office Live/Work District will allow limited commercial and office uses, such as bed and breakfast, artist galleries, artist studios, and home-based office uses. Property owners will be required to submit a rezoning application for the Arts and Office Overlay District (AOOD). The district allows the existing zoning districts to remain, however, the specific changes permitted by the district supercede the underlying district regulations. Good examples of the types and character of uses that can be created through the AOOD are found already in Nokomis Center along Nippino Trail.

Commercial Buffer Area

Three parcels with non-commercial zoning are being recommended as Commercial Buffer Area. The Commercial Buffer Area will provide distance between existing commercial properties on the west side of U.S. 41 south of Colonia Lane and the adjacent residential single-family area. These parcels are located west of U.S. 41 and are shown on Figure 1-2 with a red border. Parcels within the Commercial Buffer Area will be required to meet conditions related to access, landscaping and buffering, and residential appearance. No reduction in zoning code setback or landscaping requirements will be allowed. All three parcels recommended as Commercial Buffer Area are located on a dedicated alleyway or are contiguous with parcels zoned commercial. One of these parcels is currently being used for a commercial parking lot.

The concept of a Commercial Buffer Area was developed in response to complaints expressed by Nokomis residents regarding the adverse affect from existing commercial properties on adjacent residential neighborhoods. Some of the residents concerns are listed below:

- Commercial dumpsters, open storage equipment, etc., are located in existing commercial areas west of U.S. 41 and are visually exposed and unsightly to the adjacent residences.
- Truck and commercial traffic will intrude into the Colonia Lane neighborhood west of U.S. 41 when medians are closed in the future.
- Cut through automobile and truck traffic on Colonia Lane, which has no sidewalks, is unsafe for

- residents and children living along Colonia Lane.
- Existing commercial development west of U.S. 41 will have an adverse effect on residential property values and owner occupancy. This has occurred primarily with the single-family residence located on Colonia Lane located behind the former Nokomis Hardware Store. The property owner has expressed a desire for a commercial designation.
 - Vacant residential parcels are being used for commercial parking.
 - There is uncertainty related to the type of future commercial development on the CN (Commercial Neighborhood) property west of U.S. 41.
 - Commercial parcels are long and narrow and have a limited capacity for new development.
 - Commercial areas west of U.S. 41 should be purchased as green space.

The Commercial Buffer Area will encourage better traffic circulation and provide a better buffer for the adjacent residential area. Direct access from the Commercial Buffer Area will be required to U.S. 41 or to an adjacent alleyway, limiting the amount of traffic intrusion into the adjacent residential area. Conditions relating to landscaping and appearance will ensure that commercial uses are compatible with the adjacent residential area.

Institutional Green Space

Two parcels are being recommended as Institutional Green Space as permanent green space areas. Both parcels are owned by Sarasota County and are shown on Figure 1-2 with a light green border. These parcels are located west of U.S. 41, are being used for stormwater management, and are zoned for Government Use (GU). The parcels provide a buffer between U.S. 41 and the adjacent residential area. The County is considering purchasing the small waterfront parcel on Dona Bay west of U.S. 41 for a wastewater lift station. The lift station should be designed to provide additional greenspace. In the future, other parcels in the Commercial Center west of U.S. 41 purchased for public use should also be designated as green space.

Colonia Lane Commercial and Industrial Area

The Colonia Lane Commercial and Industrial Area is located on Colonia Lane and extends from just west of the railroad tracks to Ravenna Street. The area is designated on Figure 1-2 as Industrial Enclave, Commercial Enclave, and Neighborhood Commercial Center and is also shown on Figure 1-3: Insert Map C.

Industrial Enclave.

The Industrial Enclave is shown in magenta on Figure 1-2. The Industrial Enclave is located north of Palm Avenue along both sides of the railroad corridor and recognizes existing ILW (Industrial, Light Warehouse), CI (Commercial, Intensive) and CM (Commercial, Marine) commercial zoning. The Industrial Enclave designation does not allow for any expansion or intensification of these areas. New development and redevelopment will be allowed within the Industrial Enclave consistent with the existing zoning regulations and the Conditions for Development Approval contained in this plan.

Commercial Enclave

The Commercial Enclave is shown in red on Figure 1-2. The Commercial Enclave is located on Colonia Lane between the railroad tracks and Ravenna Street and recognizes existing Commercial Intensive (CI) zoning and existing commercial uses. The one exception is the Jesse Knight Cemetery, which is shown on Figure 1-2 as Institutional Use but is currently zoned CI. The Commercial Enclave designation does not allow for any expansion or intensification of this area. New development and redevelopment will be allowed within the Commercial Enclave consistent with the existing zoning regulations and the Conditions for Development Approval contained in this plan.

Neighborhood Commercial Centers

Two Neighborhood Commercial Centers are shown on Figure 1-2 with a dark green border. The first is located in the vicinity of the railroad tracks. The second is located between River Boulevard and Ravenna Street. The Neighborhood Commercial Center designation recognizes existing commercial and industrial zoning and allows for some expansion of these areas. Neighborhood Commercial Centers have a ten-acre

maximum and are implemented with the Neighborhood (CN) Zone District. Both Colonia Lane Neighborhood Commercial Centers include parcels with residential zoning which can be considered for rezoning to commercial in the future. These parcels will be required to meet Conditions for Development Approval related to access, landscaping and buffering as part of any proposal for rezoning to commercial or site and development plan approval.

Neighborhood Commercial Center - West

The Neighborhood Commercial Center – West is located east and west of the railroad tracks and includes parcels zoned ILW (Industrial, Light Warehousing). Two parcels with residential zoning are being recommended to be allowed to be considered for the Colonia Lane Neighborhood Commercial Center – West designation without an amendment to Apoxsee. These parcels are located north of Colonia Lane and west of Central Avenue and are shown with the number “1” on Figure 1-3 Insert C. The parcels are zoned for single family residential uses and include the Kenmar Apartment building which is a high-density residential development above the density allowed by the zone district. Both parcels will be required to meet conditions related to access, landscaping, buffering and conditions related to historic preservation as part of any proposal for rezoning to commercial or site and development plan approval.

Existing parcels with the Commercial, Intensive (CI) and Industrial, Light Warehousing (ILW) Zone Districts are inconsistent with the Neighborhood Commercial Center designation, however there are benefits to the designation. Streetscape improvements are being recommended in the Colonia Lane Neighborhood Commercial Centers and will create a focal point for Colonia Lane Industrial and Commercial Area and the surrounding residential neighborhoods. Improvements within the Colonia Lane Neighborhood Commercial Centers will support the Colonia Lane Commercial Enclave and create a link with the Neighborhood Commercial Center at U.S. 41. Conditions for Development Approval for parcels within the Neighborhood Commercial Centers will contribute to improving the appearance and functioning of the entire Colonia lane Industrial and Commercial Area.

Neighborhood Commercial Center - East

The Neighborhood Commercial Center – East is located between River Boulevard and Ravenna Street and includes parcels zoned CN (Commercial, Neighborhood). Ten small parcels with residential zoning are being recommended for designation within the Colonia Lane Neighborhood Commercial Center - East. Nine of these parcels have existing commercial uses. Parcels west of River Boulevard are associated with the adjacent commercial development. One parcel east of River Boulevard is vacant. The others are a nursery landscaping business, which is a non-conforming use in a Neighborhood Commercial Center. All ten parcels will be required to meet conditions related to access, landscaping and buffering as part of any proposal for rezoning to commercial or site and development plan approval.

Multi-Family Areas

There are several areas designated for multi-family residential development within the Nokomis Center. These areas include areas designated for Medium Density Residential Development (≥ 5 and ≤ 9 dwelling units per acre) and High Density Residential Development Residential (>9 to ≤ 13 dwelling units per acre), as designated on the County’s Comprehensive Plan. No new areas are being designated for High Density residential development, but there are new areas being designated for Medium Density Residential Development.

Areas Being Designated for Medium Density Residential Development

Two areas shown with a purple border on Figure 1-2 are being designated as Medium Density Residential (≥ 5 and ≤ 9 units per acre). These areas are currently designated as Moderate Density Residential (≥ 2 and < 5 units per acre) on the Apoxsee Future Land Use Map. The areas are located adjacent to the Commercial Corridor and are currently zoned RMF-2 (Residential Multi-Family, 9 units per acre). Medium Density Residential designation will require an amendment to the Apoxsee Future Land Use Map, which can be processed by the Growth Management Business Center during a future County-initiated update of the Comprehensive Plan. The Medium Density designation will make the comprehensive plan consistent with the existing zone districts.

Potential Areas for High Density Residential Development

As noted above, there are no new areas being designated for High Density Residential Development in the Nokomis Center. Two areas along Albee Farm Road (i.e., the Nokomis Groves) are currently being used for commercial agricultural uses and may be appropriate for High Density Residential Development in the future because of their location along a major thoroughfare roadway connecting to interstate and state highways. A Medium or High-Density Residential designation will require an amendment to the Apoxsee Future Land Use Map and will allow consideration of rezoning to multi-family uses.

The Nokomis Grove area is currently designated as Moderate Density, on Apoxsee and noted as Commercial Agricultural Uses on Figure 1-2. The intent of the future land use plan is to allow this use to continue. Any future land use designations should consider the importance of this commercial agricultural use as a community institution and gathering place within the Nokomis Center.

Flexible Side Yard Set-backs in the Residential, Combination Zone District

The Nokomis Center has one of the largest areas zoned Residential, Combination (RC) zone districts in Sarasota County. The RC district was developed to recognize residential areas that contain a mix of conventional single family and mobile homes. Well over half of the dwelling units in the Nokomis Center RC district are mobile homes. All are on well and septic tank systems. Most lots in the district do not meet the minimum required parcel width. A typical home on a fifty-foot lot in the RC Zone District is approximately thirty feet wide by fifty feet long, approximately 1,750 square feet in size. Minimum side-yard setback requirements contribute to infill development at a scale in keeping with surrounding residential structures.

Flexible side yard set-backs and innovations in housing styles will assist low-moderate income homeowners with new home construction, especially in the RC district within the Nokomis Center. The County can encourage larger home construction and affordable housing design by reducing the side-yard setback by three feet from 9' to 6' (i.e., 12 feet combined), requiring garages to be located in the rear and allowing driveway construction in the side-yard. Once water lines are extended to the Nokomis Center, the added flexibility in the zone district will allow construction of a thirty-four or thirty-five foot wide house. Front yard setbacks can be reduced if sewer service becomes available in the future, but should be not less than 20' to ensure adequate area for the driveway. (See Project Sheet NH-2.)

Urban Infill and Redevelopment Areas

The Nokomis Center may be eligible for other funding sources, such as the Florida Department of Community Affairs Urban Infill and Redevelopment Assistance Grant Program. The Nokomis Center should be designated on the County's Comprehensive Plan as an "Urban Infill and Redevelopment Area." This designation requires

Table 1: Nokomis Center Revitalization Projects

(see table of contents for link to document)