

FORT PIERCE DOWNTOWN WATERFRONT CHARRETTE

A Community's Vision

March 15 - 21, 2008

prepared by
TREASURE COAST REGIONAL PLANNING COUNCIL

THE FORT PIERCE DOWNTOWN WATERFRONT CHARRETTE

prepared by

TREASURE COAST REGIONAL PLANNING COUNCIL

with and for

THE CITIZENS OF FORT PIERCE

ACKNOWLEDGMENTS:

This public process is the result of the hard work of many people who truly care about the City's future. Our sincere gratitude to all those who participated during the public event and visited the studio during the week, and special thanks to Mayor Robert J. Benton, III; Commissioner Rufus J. Alexander, III; Commissioner Edward Becht; Commissioner Christine Coke; Commissioner Reginald B. Sessions; City Manager Dennis W. Beach, Assistant City Manager David Recor; FPRA Director Jon Ward; Charrette Steering Committee members: Bob Swisher, Buzz Smyth, Carole Mushier, Donna Benton, Kara Wood, Vincent Gaskains and Larry Lee; Finally, a special thanks to John Wilkes, Director of the Sunrise theatre, Fort Pierce chief of police R. Sean Baldwin, and County Commissioner Chris Craft.

March, 2008

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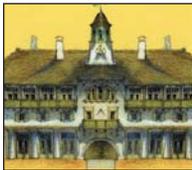
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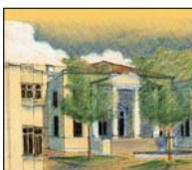
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Fort Pierce Downtown Waterfront **THE CITIZENS' VISION**



Photograph courtesy of the City of Fort Pierce

The City of Fort Pierce is a model of inspiration and wonder.

Over the past two decades, it has engaged its citizenry in numerous public planning efforts to decide its future. It has, most importantly, provided the leadership necessary to implement one of the most outstanding downtown redevelopment efforts in the State.

Great design, quality infrastructure, and care for detail are evident in many private and public development and redevelopment efforts. These efforts follow the path set forth in the various public design charrettes held for the City and its neighborhoods. The result: a downtown comparable to the most desirable world class destinations.

The walkable character and comfortable scale of Fort Pierce's downtown result from the implementation of traditional town planning principles such as an interconnected network of streets and blocks, remarkable civic spaces, and buildings that can accommodate a complete and integrated mix of uses. These traditional, time-tested planning principles em-

bedded in the downtown and the master plans developed over the years, contribute to make of Fort Pierce a very resilient city. A City that can easily adapt and react to change.

Fort Pierce is facing more change and challenges in the near future. A series of significant projects have been completed, a number of opportunities have become available, and there are still some challenges that need to be addressed.

Projects Completed Include:

- A new municipal parking garage on Orange Ave. adjacent to City Hall (along the FEC tracks);
- The Renaissance: a multi-story, mixed use building on Orange Avenue and Melody Lane;
- The Court House expansion;
- Moore’s Creek linear park implemented west of 7th St.

New Opportunities Include:

- The H. D. King Power Plant decommissioned in May of 2008. Over 7 acres currently occupied by the plant will be available for redevelopment;
- Fisherman’s Wharf, the City-owned land north of A1A is prime for redevelopment;
- The Orchid Island orange processing plant on the corner of Avenue B and US1 will potentially relocate, adding two acres to the redevelopment potential in downtown;
- The “JC Penney” lot at the corner of Indian River Drive and Orange Ave. is ripe for redevelopment;

Challenges to be Addressed:

- Edgartown and River’s Edge historic districts are under redevelopment pressure.
- General zoning inconsistencies
- Struggling retailers
- A “lonely” downtown after 5:00pm and during weekends
- Indian River Veteran’s Memorial Park



*Addressing
Challenges;
Embracing
Opportunities.*



Images Opposite Page (top to bottom): New parking garage, the Renaissance, court house expansion. This Page (top to bottom): Public boat ramp at Fisherman's Wharf, building in historic district, H.D. King Plant

To review the impact of recently completed projects, and address these new challenges and opportunities, the City of Fort Pierce conducted a seven-day public planning charrette during which a new Master Plan for the downtown was developed.

This Master Plan, known as the Fort Pierce Downtown Waterfront Citizens' Master Plan (hereon the Citizens' Master Plan) represents a community's vision for economic development and character preservation of the City's core. This Master Plan complements and furthers previous public planning efforts for the area.

The main ideas were developed during a design charrette held from March 15 through 21, 2008.

The Charrette, conducted by the Treasure Coast Regional Planning Council's (TCRPC) Urban Design Studio with a team of sixteen professionals, was organized with the help of the Charrette Steering Committee: a group of dedicated residents, property, and business owners appointed by the City Commission. The Steering Committee met weekly for 4 weeks to plan the event and coordinate public outreach.

The public workshop session of the Charrette was held at the Old City Hall, and was well attended by over 150 residents, property and business owners, representing a good cross section of the community.

During the week of March 15-21, 2008, TCRPC's Urban Design Studio set up its office at the Sunrise Theatre, where the doors remained opened every day between 9:00am and 9:00pm for the community to observe the work as it progressed. Between 60 and 80 residents visited the studio during the week.

A presentation of work in progress was held on March 21, 2008, at the City Hall Commission Chambers, where, with over 80 attendees, additional input was taken into account.

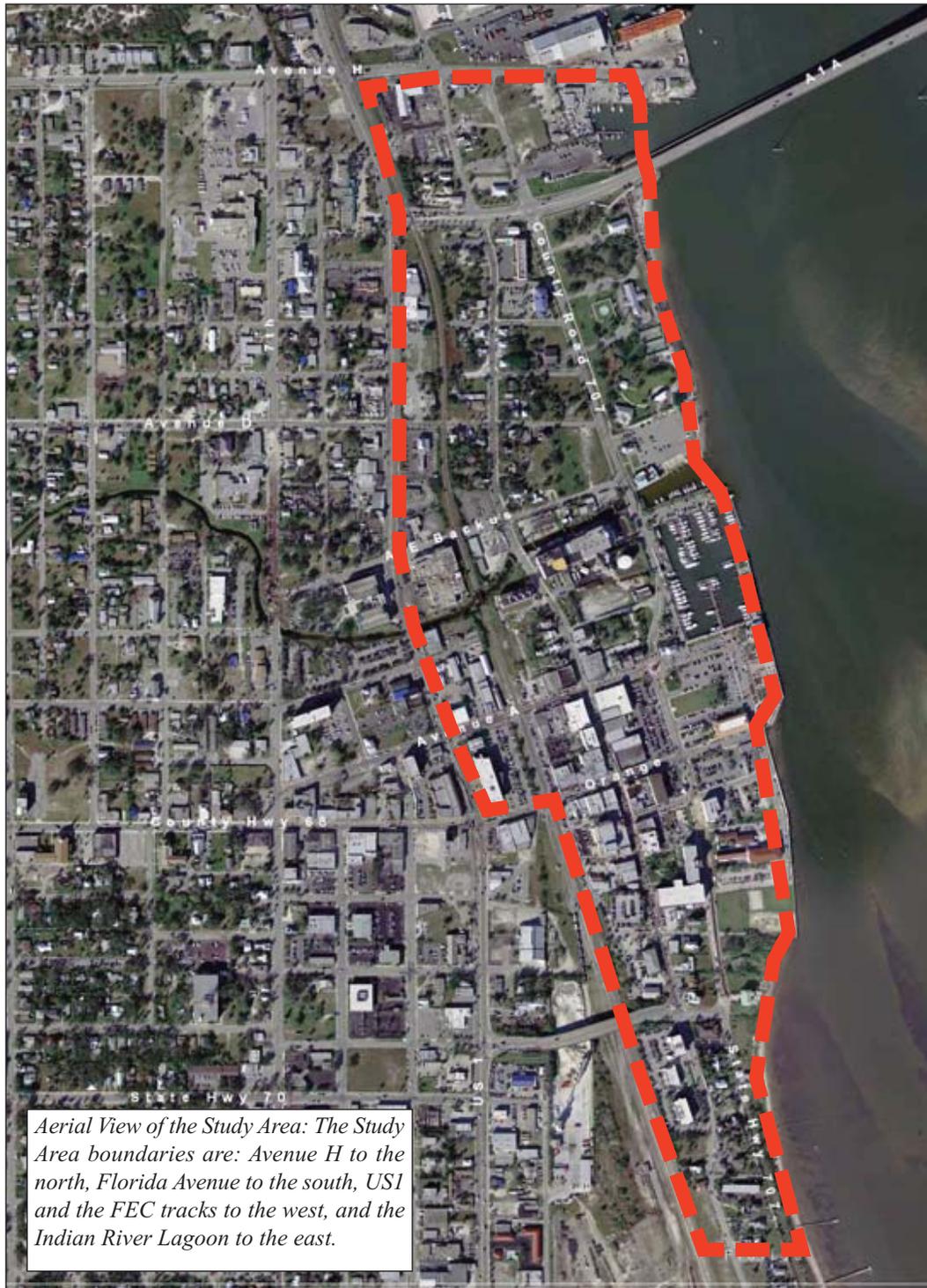
Work continued in the weeks that followed the initial public workshop, leading to a final presentation at a date TBD.

Members of the Charrette Steering Committee:

*Bob Swisher, Chair; Buzz Smyth, Vice Chair
Carole Mushier; Donna Benton; Kara Wood
Vincent Gaskains; Hassie Russ; Larry Lee*

During the Charrette, the citizens, with the assistance of the professional team, studied the many challenges affecting the study area and proposed specific solutions. These proposed solutions are embedded in the Citizens' Master Plan and described in detail in this report.

INOTE: The Citizens' Master Plan and specific project plans and sketches included in this report are conceptual in nature. They are provided to graphically illustrate one possible solution to an identified problem or opportunity. They are not meant to represent the only solution, but to provide a starting point for additional discussion and detailed design.



The Community's Requests

Under the premise of preserving a “small town character”, maintaining an appropriate scale, and achieving the right balance and mix of uses, the community drew up plans for the study area that seek to achieve the following:

1. MAINTAIN PUBLIC ACCESS TO THE WATER:

- Maintain and enhance Marina Square.
- Enhance the connection of the multi-use path under the bridge connecting the downtown with Fisherman's Wharf.
- Create an entertainment district along Moore's Creek where the Creek's waterfront remains public.

2. BUILD AN ENTERTAINMENT DISTRICT AT THE H.D. KING PLANT SITE

- Develop the 7+ acre site into an Entertainment District that anchors the downtown and contributes to make it a regional destination.
- Include a high end hotel.
- Include a proper mix of uses that has restaurants and retail supporting those existing in downtown today.
- Incorporate residential, office, conference, and entertainment (bowling alley, movie theatre, etc.) space.

3- CONTINUE MOORE'S CREEK LINEAR PARK

- Extend the concept of a public, linear waterfront park along Moore's Creek that becomes more urban as it goes through the future Entertainment District.

4. IDENTIFY SPECIAL SITES FOR DOWNTOWN HOTELS:

- In addition to a high end hotel linked to the Entertainment District, identify additional hotel sites (waterfront, in-town, highway) to allow for market flexibility and capacity over time.

5. DEVELOP FISHERMAN'S WHARF AS A MIXED-USE MARINE DISTRICT AND:

- Maintain public ramps.
- Increase parking (trailers).
- Incorporate a dry storage facility.
- Include a large meeting facility that serves as gathering space for the many fishing tournaments that are a trademark of Fort Pierce.
- Reserve a site for a waterfront hotel/motel.
- Encourage marine-related retail and industry.
- Allow for an appropriate mix of uses that includes retail,

restaurants and residential uses.

6. REVITALIZE, PRESERVE, AND ADDRESS REDEVELOPMENT PRESSURE IN THE HISTORIC DISTRICTS (EDGARTOWN AND RIVERSIDE)

- Preserve historic buildings and architecture.
- Create zoning regulations consistent with what the community wants to preserve.
- Preserve the scale and character of the historic districts while preserving pre-existing property rights.

7. ADDRESS ZONING CONFLICTS:

- As development occurs, ensure that the character of the historic districts is preserved.
- Preserve existing development rights.
- Develop strategies to allow property owners to exercise their rights while preserving historic structures.
- Make building “*the good easy and the bad difficult*”.

8. IMPROVE OVERALL PARKING IN DOWNTOWN

- Develop a district-wide parking strategy.
- Replace surface parking with parking structures lined with buildings to enhance the walkability of downtown.

7. ENHANCE VETERAN'S MEMORIAL PARK

- “Clean up” (simplify, organize) the park.
- Enhance the connection under the bridge to Fisherman's Wharf.
- Expand the museum.
- Preserve the public ramps.
- Make the park more “inviting” and the waterfront more accessible.
- Build a new, more efficient amphitheatre.

9- CREATE A DOWNTOWN THAT IS ECONOMICALLY VIABLE

- Develop a marketing plan.
- Design the Entertainment District in a way that works with the downtown businesses.
- Develop a strategy to attract more visitors to Main Street (both those visiting the waterfront, as well as those driving through town).

10- ENCOURAGE A VARIETY OF AUTHENTIC ARCHITECTURAL STYLES

11- REMAIN PREPARED FOR FUTURE COURTHOUSE EXPANSION.

- With the courthouse as an economic engine for the downtown, ensure that there is a strategy to allow for its long-term expansion and growth.



Above: Residents, property and business owners gathered around tables with aerial photographs of the study area. With the assistance of TCRPC's team of professionals, they embedded their ideas, hopes and concerns for the area into plans. These plans were then used by the professionals to create the Citizens' Master Plan. It is interesting to note that Fort Pierce's residents are very sophisticated and familiarized with the charrette process, and expect all projects to be treated in a very public manner.

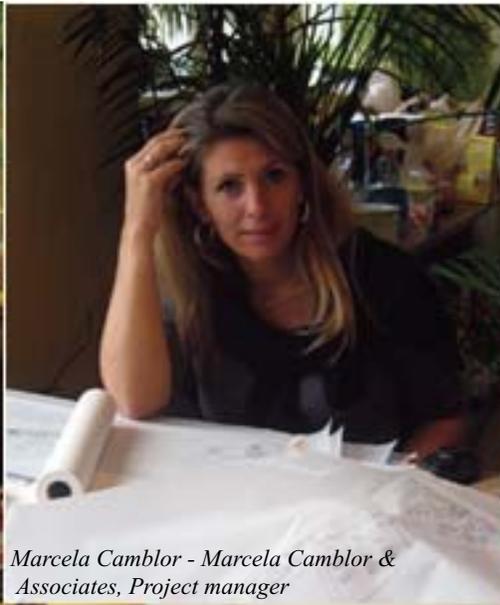
THE CHARRETTE PROCESS: CITIZENS' PRESENTING THEIR IDEAS



THE CHARRETTE PROCESS: TEAM OF PROFESSIONALS



Patricio Navarro - ARX Solutions



Marcela Cambor - Marcela Cambor & Associates, Project manager



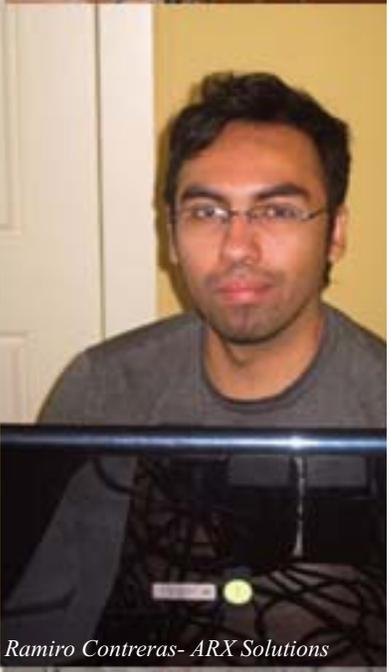
Dana Lind - Urban Design Director TCRPC



Marlene Brunot - GIS Coordinator - TCRPC



Esteban Boiko - ARX Solutions



Ramiro Contreras - ARX Solutions



Ignacio Correa - Canin & Associates, Urban Designer



Ignacio - ARX Solutions



Michelle Hipps - Urban Designer TCRPC



Jose Venegas - Urban Designer



Wynsum Hatton - Planner - TCRPC



Steven Fett - Urban Designer



Juan Caruncho - Architect

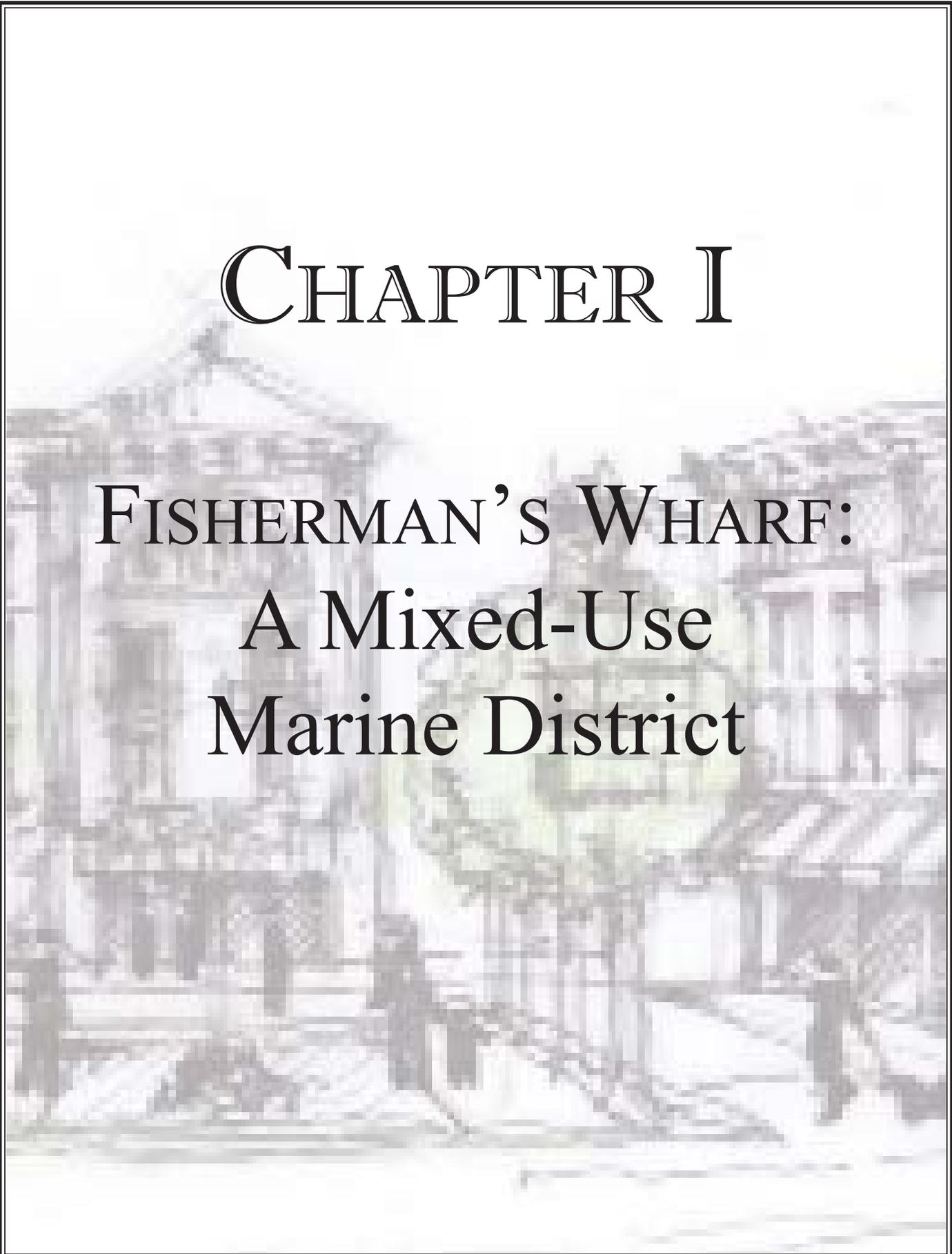


Bob Gibbs - Gibbs Planning

Dan Cary - Dan Cary & Associates, Urban Designer



Carlos Cruz - Urban Designer



CHAPTER I

FISHERMAN'S WHARF: A Mixed-Use Marine District

MIXED USE MARINE DISTRICT

Districts are essential to the redevelopment of Towns and Cities. They emphasize a special single use. They are economic engines, and should follow the same design principles of healthy neighborhoods.



The Citizens' Master Plan proposes to redevelop the area north of downtown known as Fisherman's Wharf into a Mixed-Use Marine District. The proposed District's boundaries are A1A (Seaway Drive) to the south, Avenue H to the north,, US1 to the west, and the Intracoastal Waterway to the east. Much of the land in this District, including the boat ramp, is City or publicly-owned.

During the Charrette, participants expressed consistent ideas that preserve and enhance boating, fishing, and other marine related uses and businesses existing in the area. Charrette participants additionally proposed other ideas to transform the area into a complete regional attraction and destination, as well as an economic engine for the City.



The existing boat ramp serves the entire county. Its privileged location relative to the inlet and easy access from a major regional connector (US1), make it a very desirable facility.

The City currently is host to about 100 fishing tournaments annually. Most tournaments begin and end at this precise location. This led the community to suggest complementing this great attractor with: dry storage facilities, a hotel/motel, gathering space, additional parking (both for cars and trucks with trailers), residential uses, restaurants, and marine industries.

THE PROGRAM FOR THE AREA, PROPOSED BY THE RESIDENTS AND GRAPHICALLY DEPICTED IN THE OPPOSITE PAGE INCLUDES:

- *Expanded parking for trucks and boat trailers:* The plan proposes to double the existing parking area, but also to connect it to additional parking along the FEC tracks.

- *A network of streets organized around a central green:* Buildings lining a formal green that gives identity to the

proposed Mixed Use Marine District can house an 80 to 100 room boutique hotel (or an even smaller motel) that serves those docking their boats or simply seeking a different experience.

This site along the central green, is the first of three sites that the Citizens' Master Plan proposes for a hotel. The Master Plan suggests that, while the City currently has the market capacity to support only one hotel, it has the ability to attract, and should plan for up to three hotels in different sites, and of different scale.

The city should allow the market decide which site to occupy first. These sites should be waterfront, in-town or highway (more urban) locations.

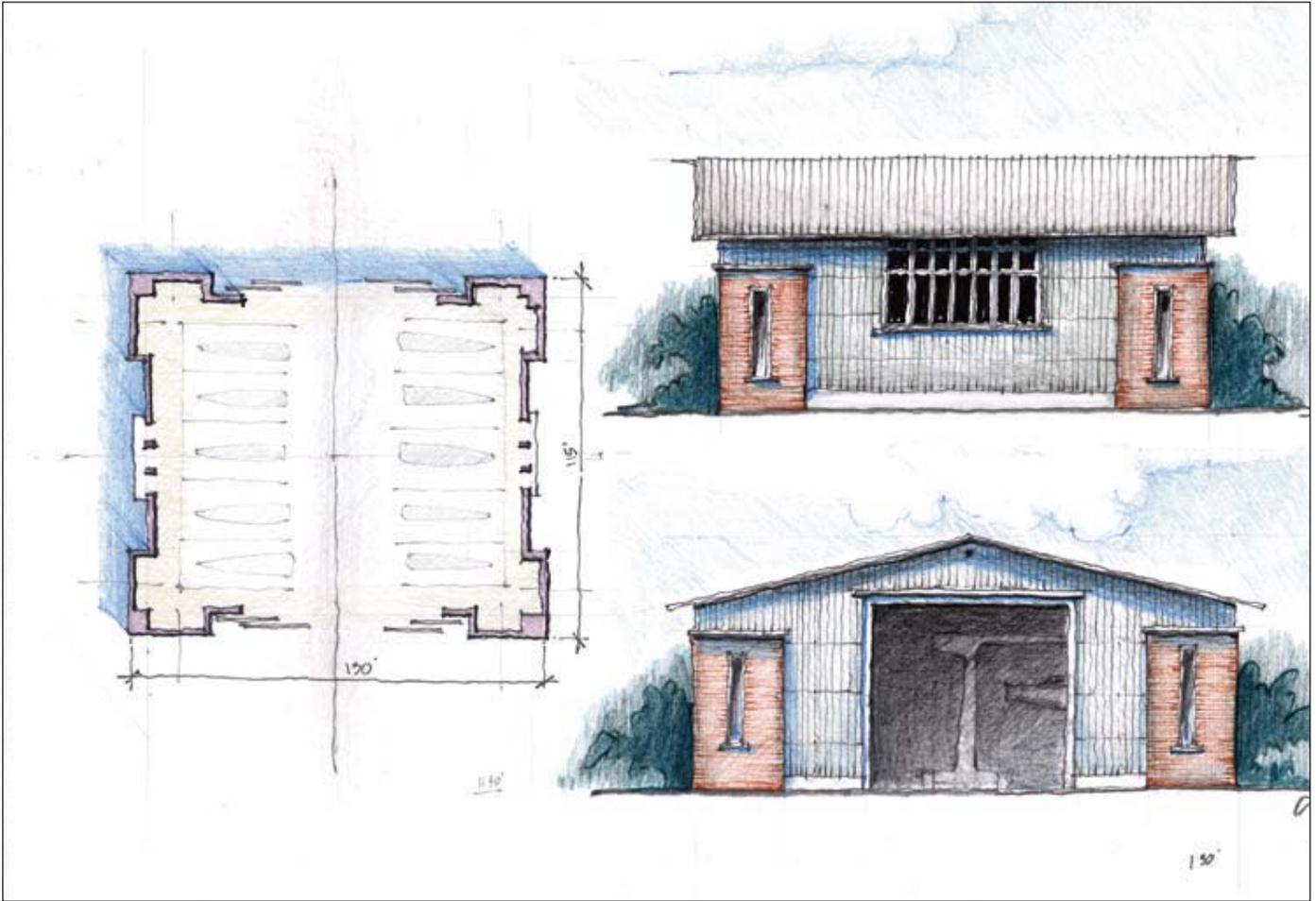
The proposed green is "skewed", so that the two, three and four story buildings proposed along it allow waterfront views from every room.

- *A large gathering facility:* A place to allow those tourna-



Opposite page: View of City-owned boat ramps. Above: Bird's-eye view of the Citizens' Master Plan proposal for the Fisherman's Wharf Mixed-Use Marine District: 1) Expanded parking for the district, initially as a surface parking lot, over time developing into a structured parking facility; 2) Junior anchor (retail, marine related); 3) Mixed-use buildings along central plaza, housing hotel/motel; 4) Central plaza, designed to create a pedestrian oriented core and identity for the district; 5) Existing restaurants, to remain; 6) Gathering space shaping the expanded parking area; 7) Expanded parking/boat ramp area; 8) Restaurant/retail (bait & tackle) space; 9) Dry storage facilities (not visible in this image).





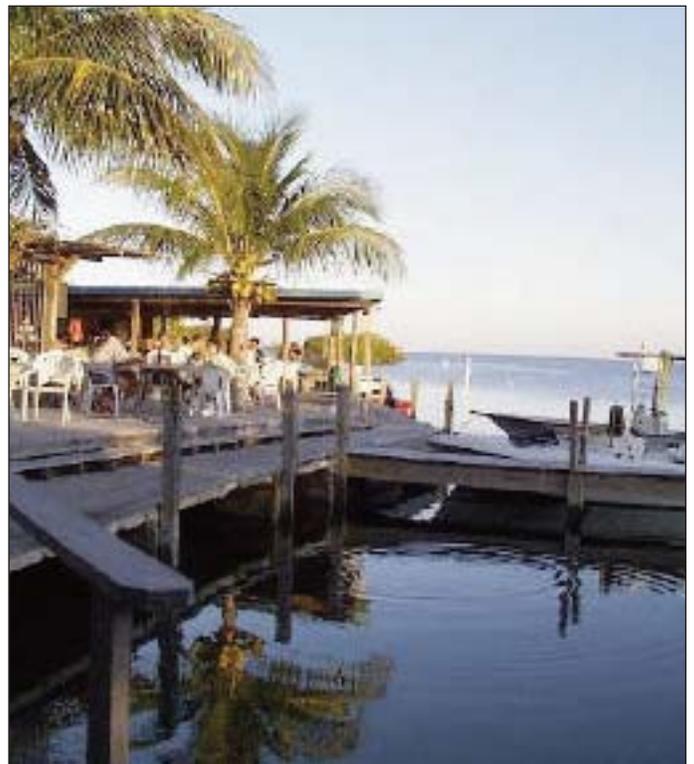
ment participants a comfortable place to gather before and after each event.

- *Waterfront (informal) restaurants.*

- *Dry storage facilities:* shown above, and designed in accordance with the scale and character of the District.

- *A “junior anchor” (major marine retailer)* to support other retailers (bait and tackle, boat parts and repairs, fishing charters, etc.) in the District. This “junior anchor” is proposed on the corner of 2nd Street and A1A. This is a location with direct visibility from US1, and is close to the end-user (fishermen and boaters).

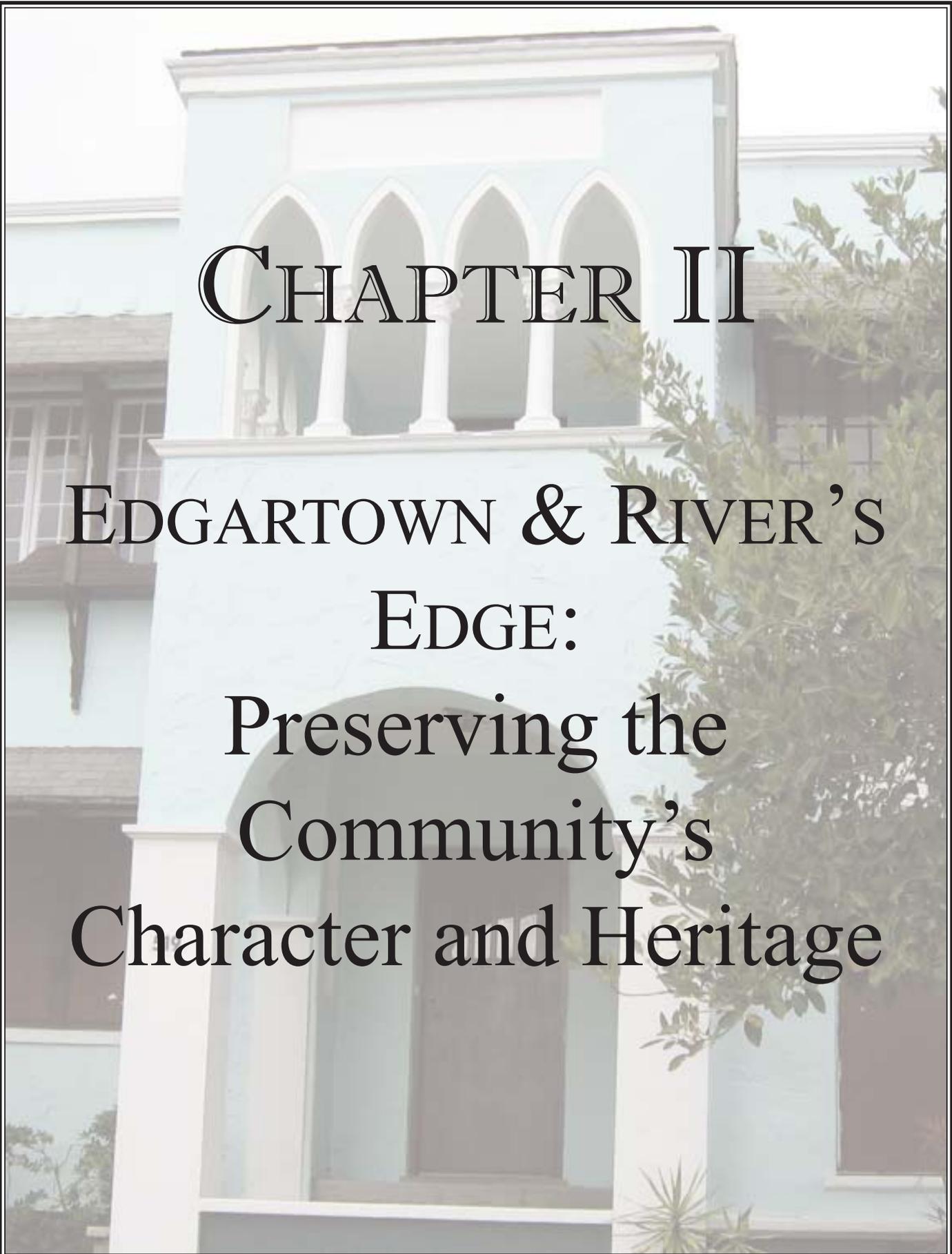
Opposite page: Different views of the mixed use buildings (including hotel) that line the central plaza. Top: Plan and elevation views of proposed dry-storage facilities. These facilities, while simple barns, present architectural features and proportions that allow them to coexist directly adjacent to other uses and many pedestrian oriented activities. Right: View of proposed scale and character of waterfront restaurant opportunities.



- *A series of mixed-use buildings* with marine-related retail, light industrial uses, and restaurant space on the ground floor, and residential uses on upper stories.

Critical to a successful implementation of this Mixed Use Marine District is a joint strategy between the City and the Fort Pierce Redevelopment Authority (FPRA) that:

- a) consolidates City and County-owned lands,*
- b) encourages public-private partnerships,*
- c) establishes incentives for redevelopment, and,*
- d) attracts one or more anchor retailers (marine related)*



CHAPTER II

EDGARTOWN & RIVER'S

EDGE:

Preserving the
Community's
Character and Heritage

PRESERVING HISTORY AND RESPECTING PROPERTY RIGHTS

Charrette participants made it clear: They wish to safeguard both.

Edgartown and River's Edge are two of the City's historic districts.

These districts generated ample debate during the charrette. After long discussions regarding character and value, the cost of bringing back structures to habitable condition, maintenance, ownership, and discrepancies between what is built and what current zoning dictates, there was clear consensus: the community wishes to preserve these districts and their structures, and preserve landowners' property rights.

The team of professionals conducted a thorough analysis of both districts and all existing structures, and compared them to existing zoning regulations. Despite some discrepancies regarding the amount some believe current zoning allows, there are inconsistencies between current zoning and the actual built environment (the historic structures). In general, current zoning allows for more development than these structures represent. But this same zoning presents many more restrictions (e.g. setbacks, parking) than were present at the time these structures were built.





This chapter will not analyze why such discrepancies exist. Rather, it will propose a series of strategies to preserve the districts, their character and scale, while addressing existing development rights. It will also suggest strategies to accomplish the community’s vision without incurring into Bert Harris Act takings issues.

Opposite Page: Left: The Citizens’ Master Plan and a strategy to preserve existing historic structures, fulfill property rights and enhance the public realm in both historic districts.

Right: A series of images depicting single and multi family residential buildings typical of both historic districts.

This Page: Images of buildings and their use, scale, and character built under current zoning regulations for the historic district. While the districts have historic designation, current regulations are not consistent with existing structures, and have yielded buildings of a very different scale, massing, and character. The resulting pattern of development is more consistent with suburban areas than with the City’s traditional downtown.



THE ZONING “GAP”

A series of diagrams representative of what current zoning yields will help to explain the “gap” between the historic built environment, and what zoning currently allows.

These diagrams will also make evident how other variables – e.g. parking and setback requirements – affect overall development, reducing perceived development rights and negatively impacting the character of the districts.

It is important to note that the following analysis is preliminary in nature. If the City decides to pursue the report’s recommendations, an in-depth zoning analysis must be conducted prior to any modifications to existing regulations.

AN ANALYSIS OF THE CITY’S ZONING CODE:

The following diagrams depict an imaginary parcel along Indian River Drive, in one of the historic districts. The parcel, straddling both sides of Indian River Drive (much like many parcels currently do in the River’s Edge district), is shown as a vacant parcel to illustrate different development scenarios under the current zoning.

Current regulations in this particular case require side setbacks of 15’ on each side, 25’ front setback, 15’ rear setback. A simple formula allows 60% of the total par-

cel (without encroaching on setbacks) to be developed to a height of up to 65’.

This relatively simple language has led many to believe that the entire area can be built up to six stories of commercial or residential uses.

But all uses, and especially commercial uses, need parking, which is also required by code.

The diagrams that follow “test” how parking affects the ability to develop all parcels within these districts.

The first series, (Image I), shows a one story building occupying 60% of the land, leaving all required setbacks.

It quickly becomes evident that the entire lot on the waterfront side needs to be paved and dedicated to fulfilling parking requirements for this single story commercial building. With no additional space to accommodate parking, it is not possible to build additional height, despite the code’s allowance. *Note: The location of parking here is arbitrary, it could be placed on the western parcel.*

Density is an element that also restricts building size. In Edgartown, a maximum of 15 units to the acre (du/ac) - a relatively low density for multi-family developments - restricts the ability to go up in height. This density is too low to develop a six story building, unless the units being built are excessively large, risking market absorption.

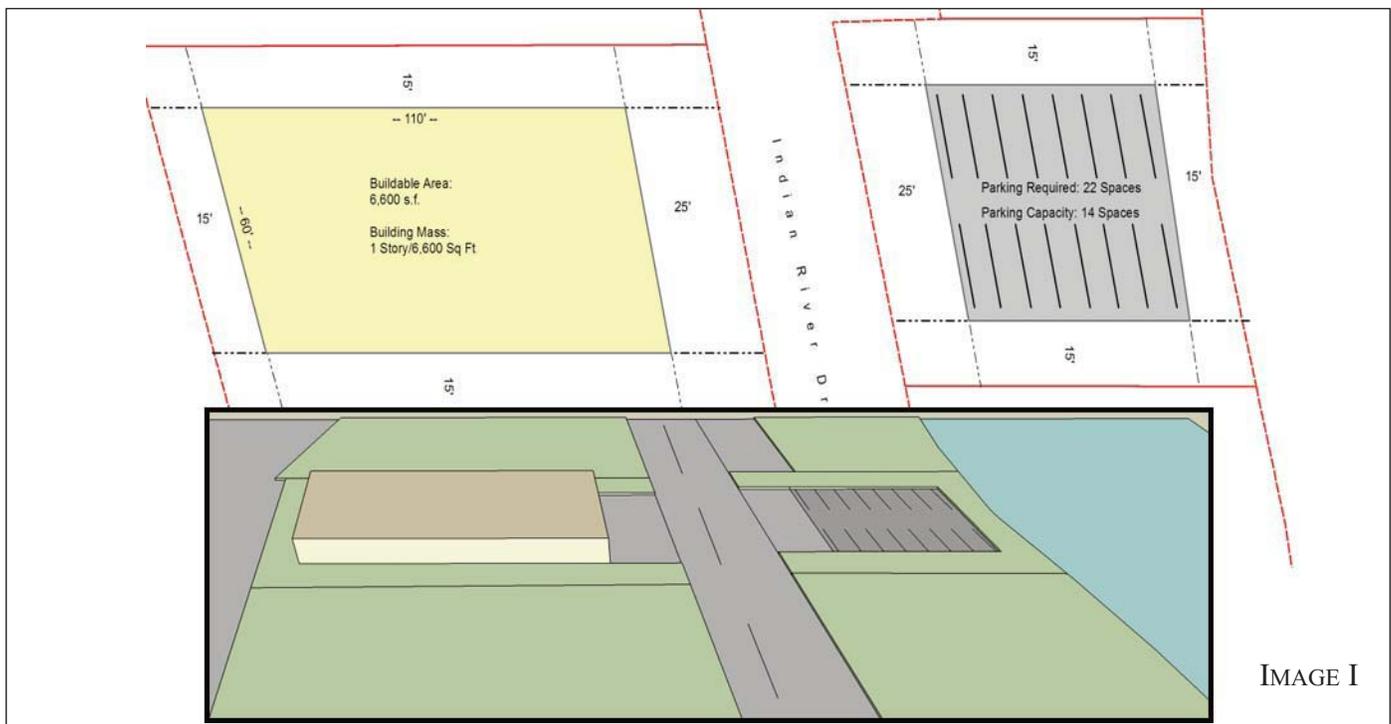


IMAGE I

The second series (Image II) shows a two story footprint. Only a 3,300sf floor plate results buildable when parking for 6,600sf of commercial space is accommodated.

As the habitable area increases, parking requirements increase, and the buildable footprint decreases. It is evident in this diagram that the waterfront parcel and half of the western parcel are necessary to accommodate parking.

This pattern of development, commonly referred to as a “sea of asphalt” scenario, is typical of sprawling, suburban developments, and totally inconsistent with the traditional and historic pattern within these districts.

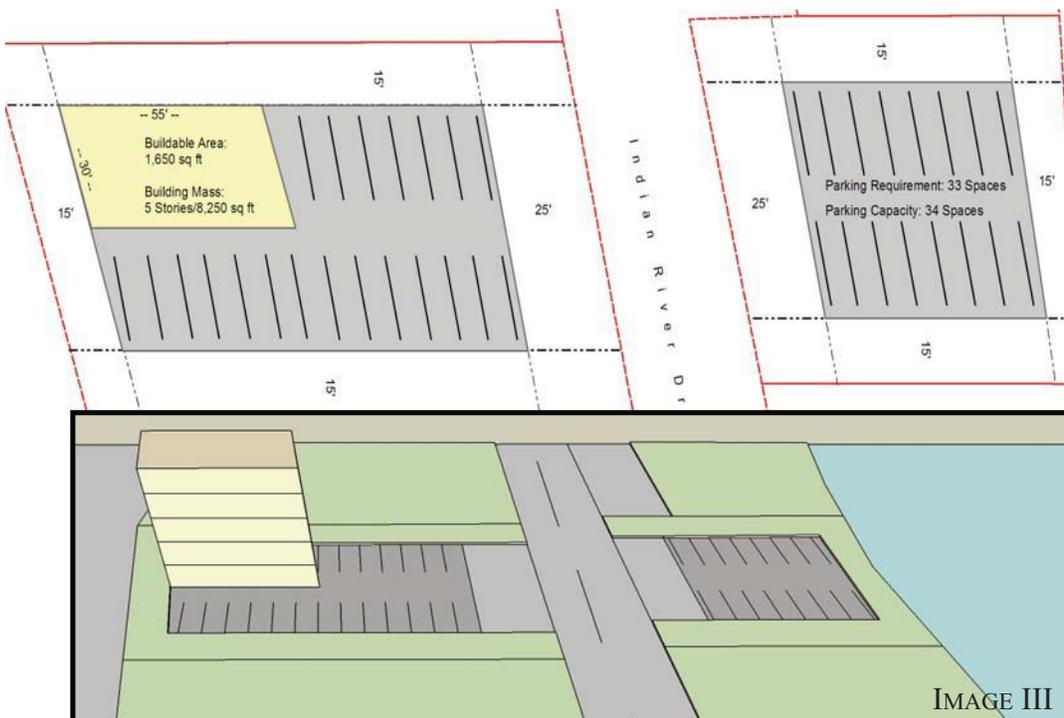
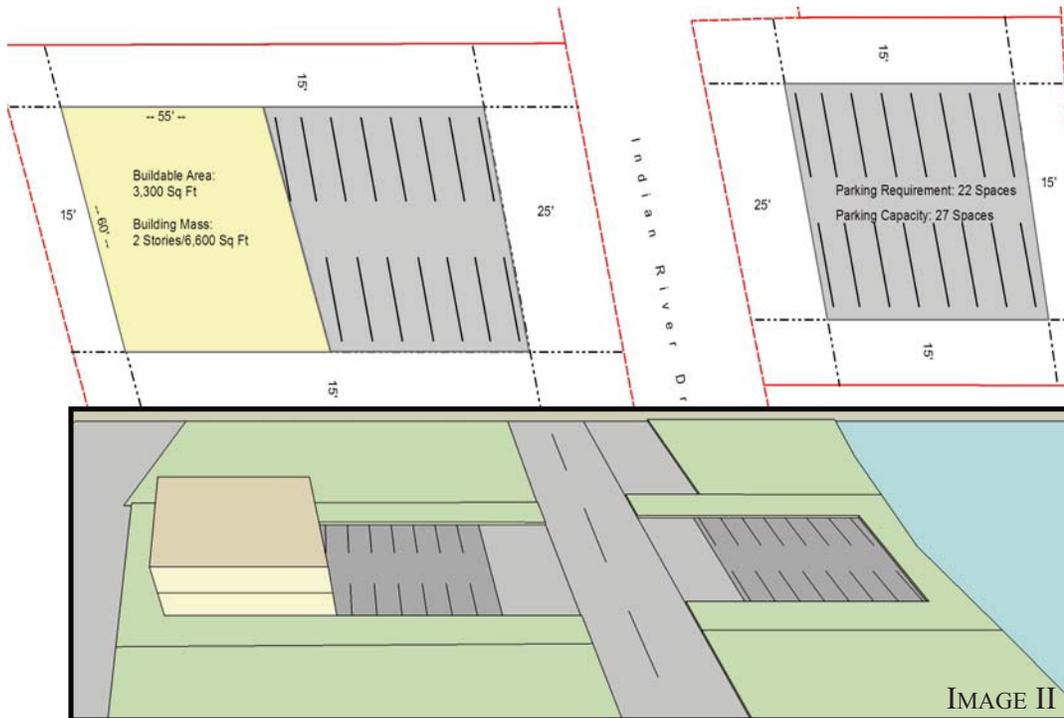
A perfect example of the impact of current zoning is visible in the commercial buildings currently existing south of Citrus Ave.

The third and last series (Image III) shows a 65’ tall building, the maximum allowed under the current code. This scenario, just like the others, still needs to be parked. Once parking is factored in, the buildable floor plate is of only 1,650 sf.

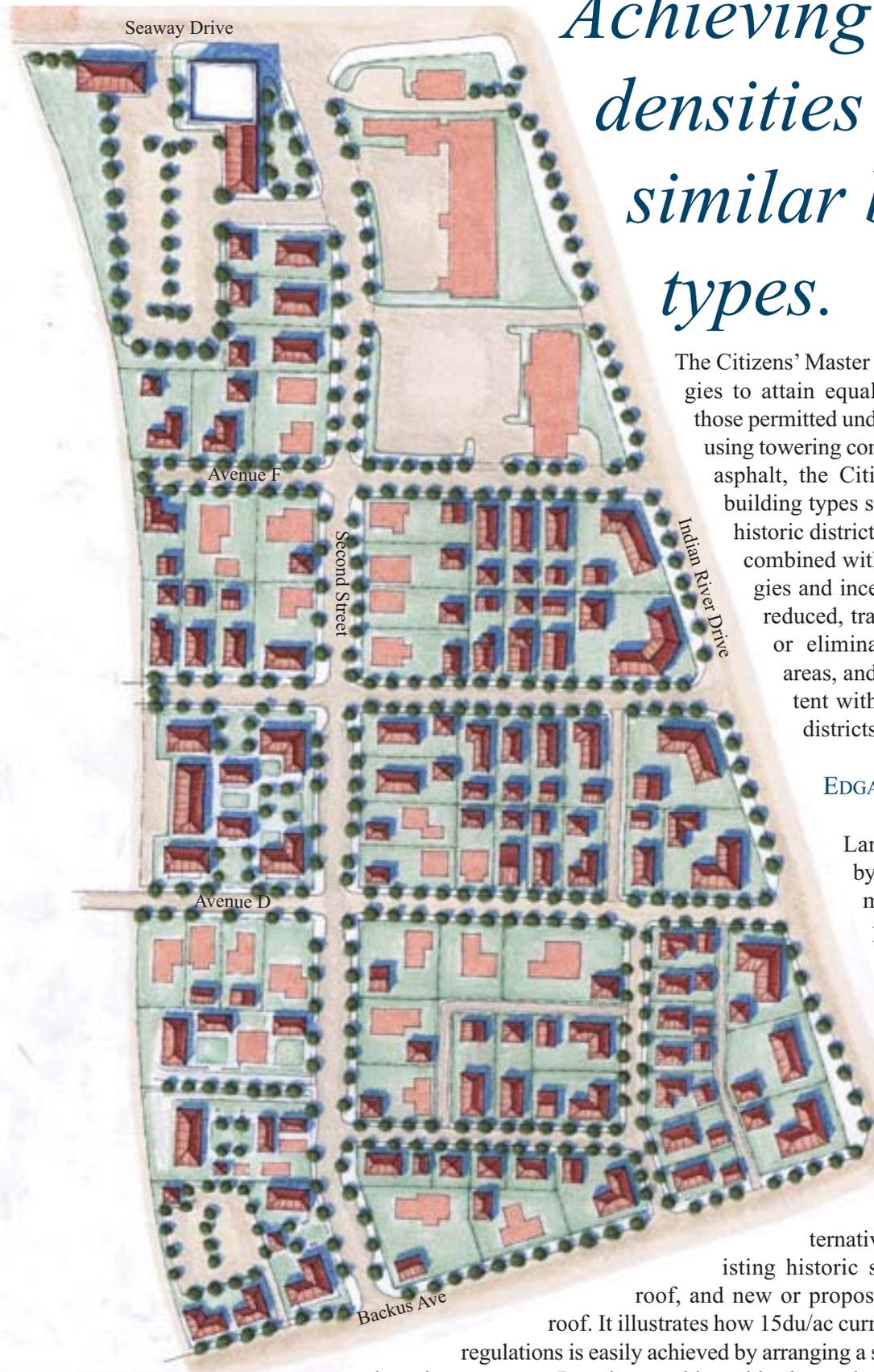
These diagrams show that it is possible to achieve the height permitted under the current code, but the pattern of development is totally inconsistent with the character the community wishes to preserve. They also show that more height does not necessarily equate to more square footage.

The consequence of implementing this type of zoning is an environment that is not walkable environment, where parking erodes the existing fabric that community and local leaders worked so hard to achieve.

The consequence of implementing this type of zoning is an environment that is not walkable environment, where parking erodes the existing fabric that community and local leaders worked so hard to achieve.



Achieving higher densities using similar building types.



The Citizens' Master Plan suggests different strategies to attain equal densities and intensities to those permitted under current zoning. Rather than using towering commercial boxes surrounded by asphalt, the Citizens' Master Plan proposes building types similar to those existing in the historic districts today. These building types, combined with district-wide parking strategies and incentives (parking requirements reduced, transferred to off-site locations, or eliminated), yield equal buildable areas, and a scale and character consistent with the historic character of the districts.

EDGARTOWN:

Large parcels can be developed by platting smaller lots, building more than one structure per parcel consistent in scale and character with others in the district, and eliminating on-site parking requirements (only as an incentive to those fulfilling the spirit and intent of the Citizens' Master Plan). New, incentive-based zoning regulations need to be drafted to allow for this alternative.

The master plan shows existing historic structures without a hatched roof, and new or proposed structures with a hatched roof. It illustrates how 15du/ac currently indicated under existing regulations is easily achieved by arranging a series of multifamily buildings in a cluster pattern. In order to achieve this cluster development, on-site parking requirements are removed, and parking is dealt with in a district-wide basis. Additionally, setback requirements are sig-

nificantly reduced. These incentive-based strategies to densify and intensify historic parcels are simple, based on design, and can yield much higher returns on investment given the uniqueness and character of the resulting environment. The City of Delray Beach is a great example of a local government that has adopted this approach towards preservation.

Intensifying, by adding structures within existing, developed parcels.

The Citizens' Master Plan additionally proposes infill strategies to make "better neighbors" out of the existing multi-story commercial buildings embedded within the low-scale historic districts (shown in page II-5).

RIVER'S EDGE

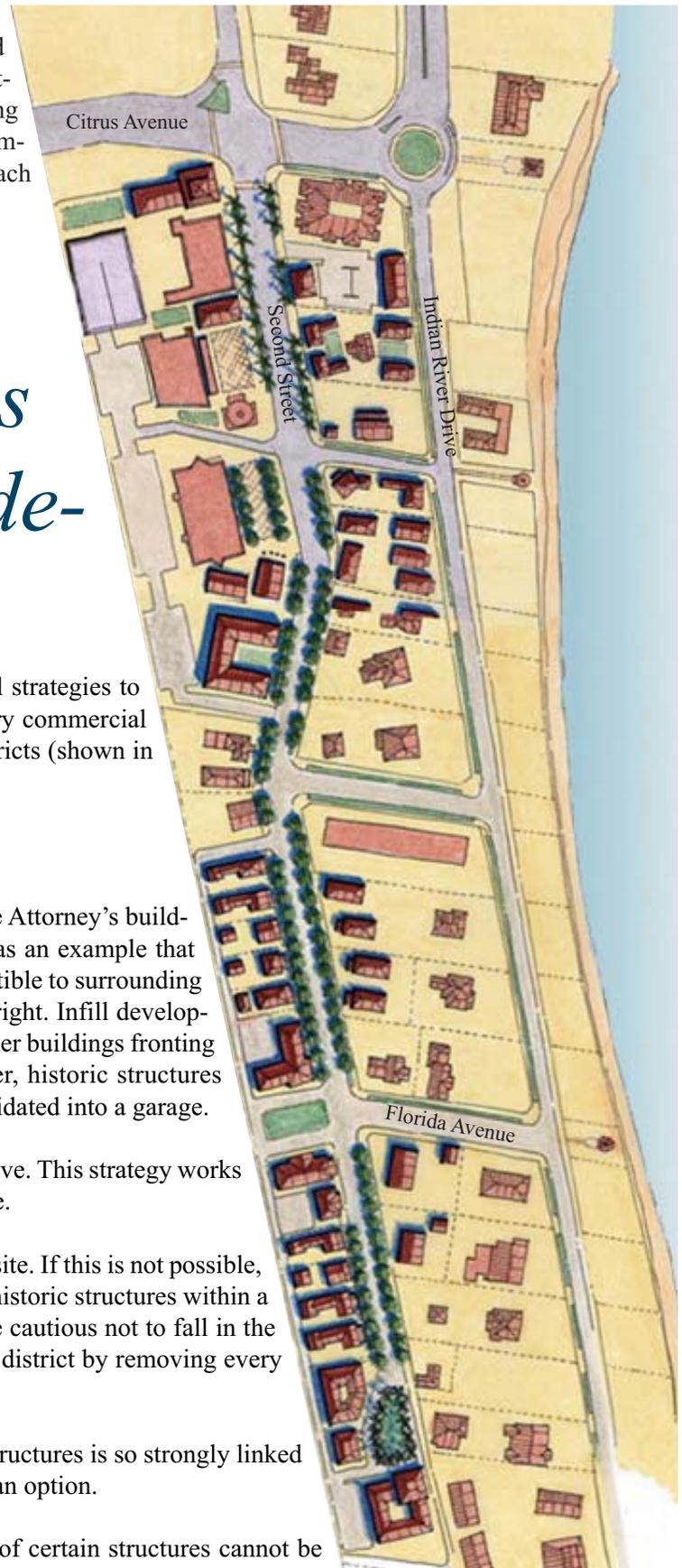
A strategy to make the scale and character of the State Attorney's building on 2nd Street and Citrus Avenue (used here just as an example that can be applied to other similar structures) more compatible to surrounding historic structures is shown in the Master Plan to the right. Infill development, in the form of hardscaped plazas, greens, and liner buildings fronting 2nd Street are used to better respond to other smaller, historic structures across the street. In this case, parking becomes consolidated into a garage.

Relocating historic structures is also a feasible alternative. This strategy works for a few buildings, when no other alternative is viable.

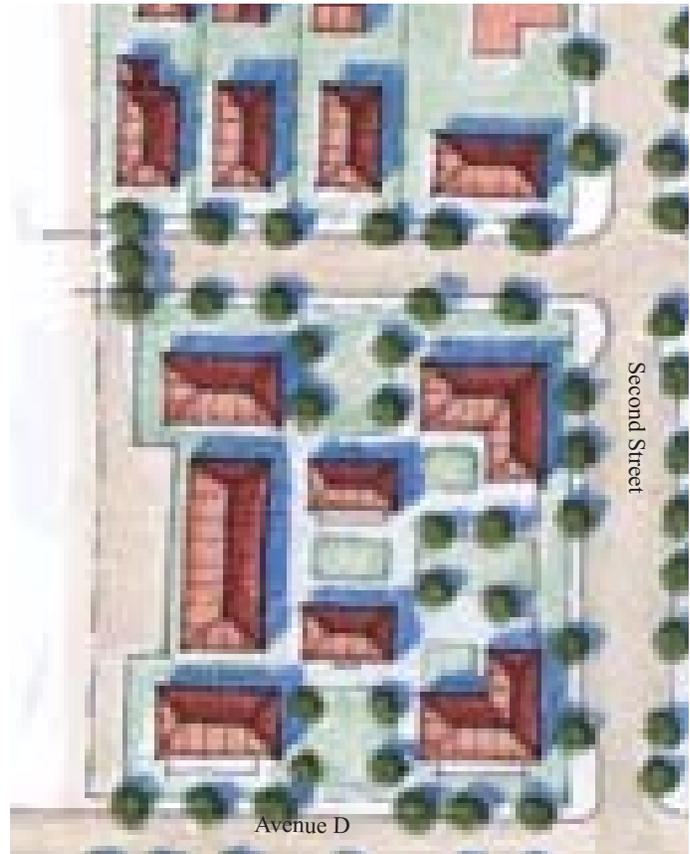
Ideally structures should be relocated within the same site. If this is not possible, they should remain within the same district. Keeping historic structures within a certain district is very important. The City needs to be cautious not to fall in the "trap" of implementing a strategy to "save" a historic district by removing every historic structure in it.

It is also important to note that the history of certain structures is so strongly linked to the sites in which they sit, that moving them is not an option.

If a determination/agreement of historic significance of certain structures cannot be reached locally, advice from expert consultants should be sought by the City.



Densifying by Clustering Similar Building Types.



Top Left: Aerial photograph of existing condition. This image shows a large parcel in the Edgartown historic district. If developed following current regulations, a single building surrounded by parking would probably result.

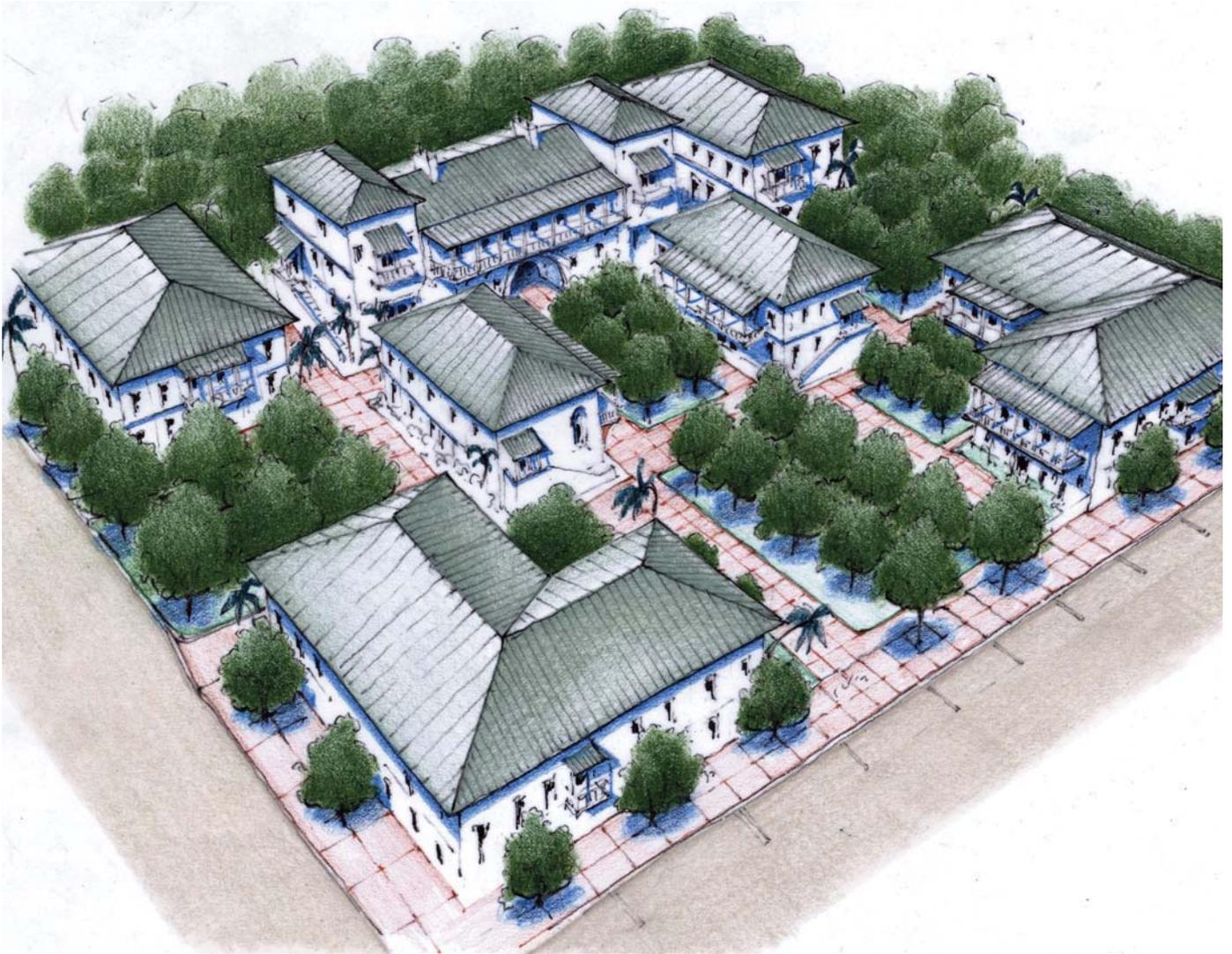
Top Right: The Citizens' Master Plan proposal showing seven buildings that are between two and three stories in height (shown with hatched roofs). It represents just one of many ways in which density can be achieved with buildings that are consistent with the character and nature of the historic district.

The combined buildings achieve the maximum density of 15 du/ac allowed for the area, while maintaining a scale and character compatible with that of surrounding buildings.

Opposite Page Top: Aerial view of a small "village" clustering concept to achieve densities and intensities allowed under current zoning.

Opposite Page Bottom: Perspective view of village clustering concept from central green.

This analysis shows that by dealing with parking on a district-wide basis and modifying certain setback requirements, it is possible to create a low-scale development with ample green and open space that achieves existing entitlements. It is important to note that parking and setback variances should only be provided to those projects seeking to conform to the strategies proposed in the Citizens' Master Plan.



A Transfer of Development Rights Program

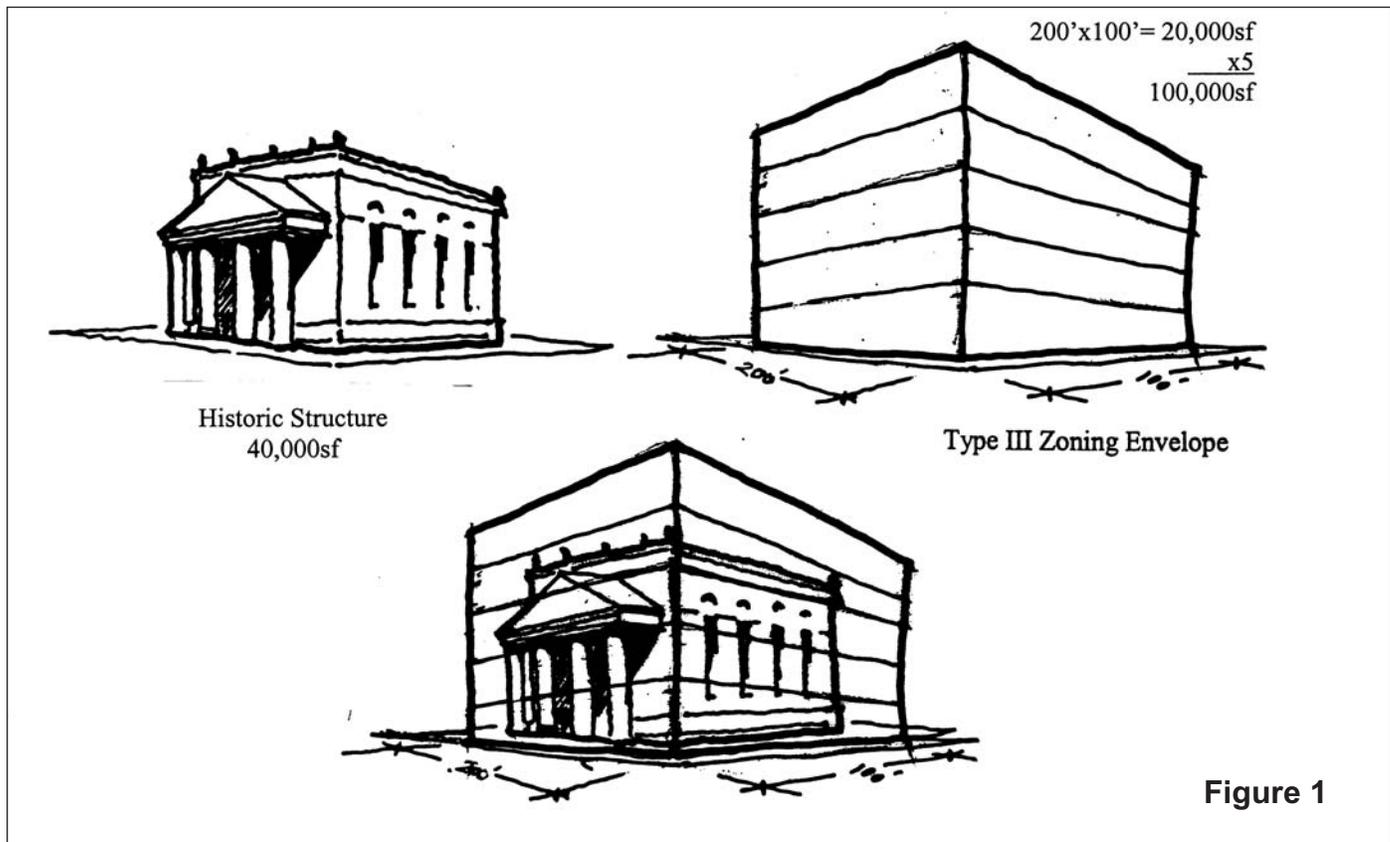


Figure 1

For those parcels where densification, intensification, or relocation is not an option, the Citizens' Master Plan proposes the implementation of a Transfer of Development Rights (TDR) Program.

TDR programs have been created to achieve two main goals:

- 1) To preserve open space, agriculture, historic buildings or housing; and,
- 2) To make such preservation efforts fair and acceptable by compensating landowners who lose or see restricted the right to develop their property.

TDR programs are relatively easy to implement, but need to be closely monitored and administered.

Local governments implement TDR programs to bring into play the "market" to realize and pay for density, intensity, and general development location decisions.

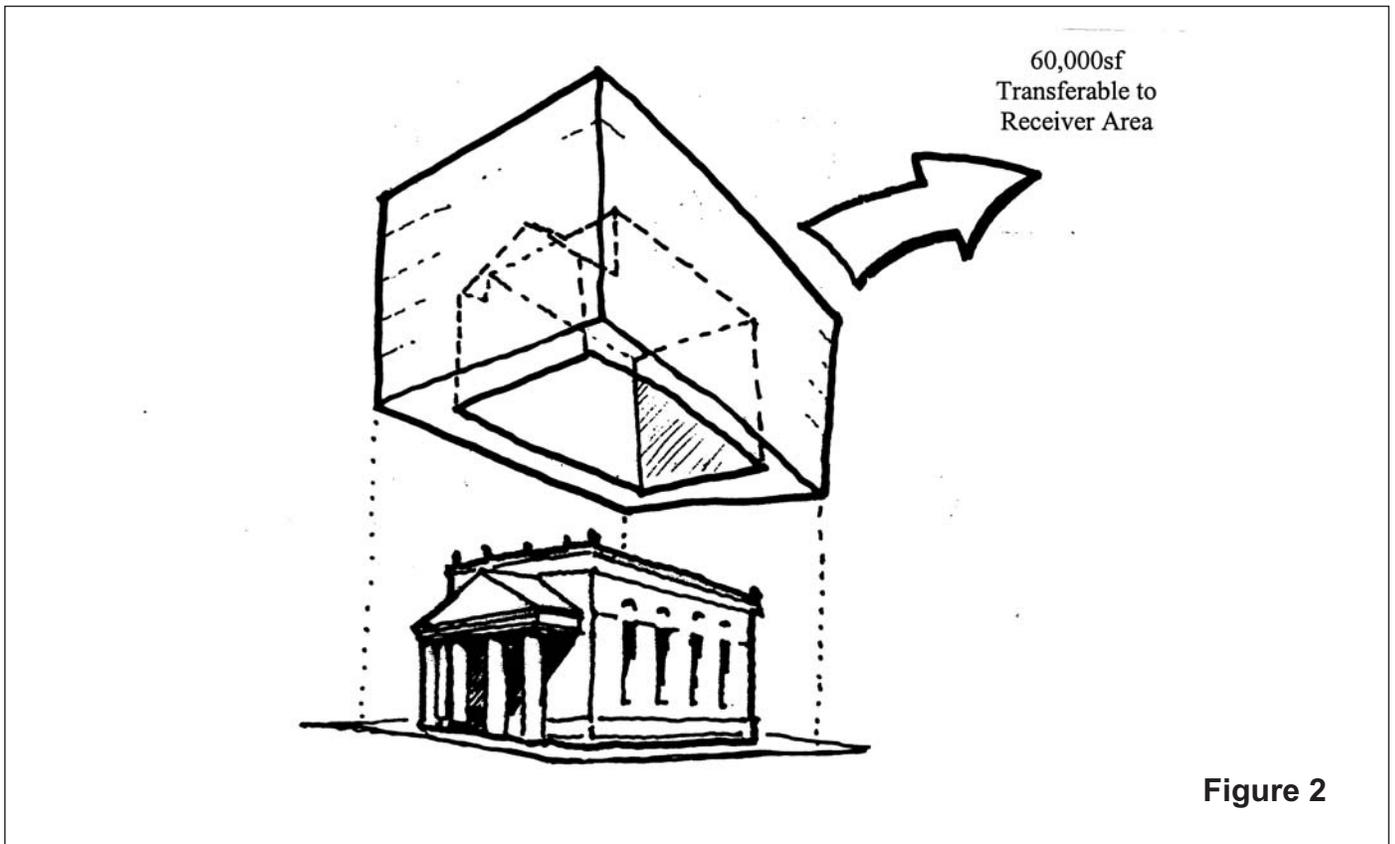
TDR programs essentially allow landowners to "sep-

arate" development rights from certain properties (sending areas) and sell them to purchasers who want to increase the density or intensity in areas that local governments have selected as receiving areas. Local governments may also buy development rights in order to restrict growth.

The images on these two pages (top) graphically depict a TDR program designed to preserve a historic structure and transfer development intensity. In the example above (*Figure 1*) a 40,000sf structure is located in a zoning district that allows that same parcel to develop a building of up to 100,00sf.

To preserve the historic structure, a TDR program allows the ability to transfer the difference (60,000sf) to a designated receiving site.

TDR programs occasionally offer incentives to increase the amount transferred (apply a multiplier or percentage increase to the purchaser), as an incentive



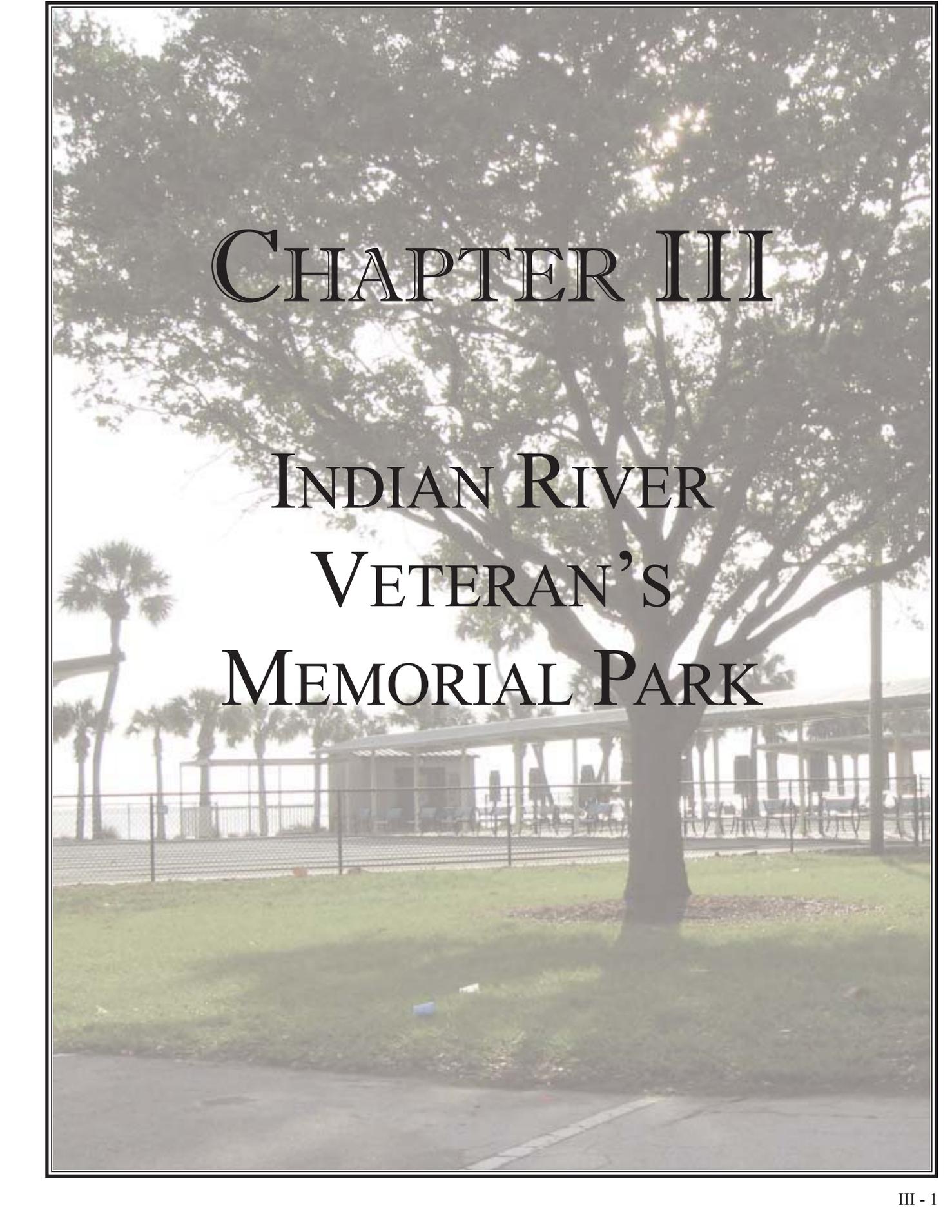
to “kick-start” the program.

This is a delicate program, but it could successfully address many of the historic preservation issues in the City.

A careful analysis of sending and receiving sites, as well as total amounts available to transfer needs to be done before implementing a program of this nature.

The image to the left shows the governor’s house. A potential TDR sending site within the City of Fort pierce.

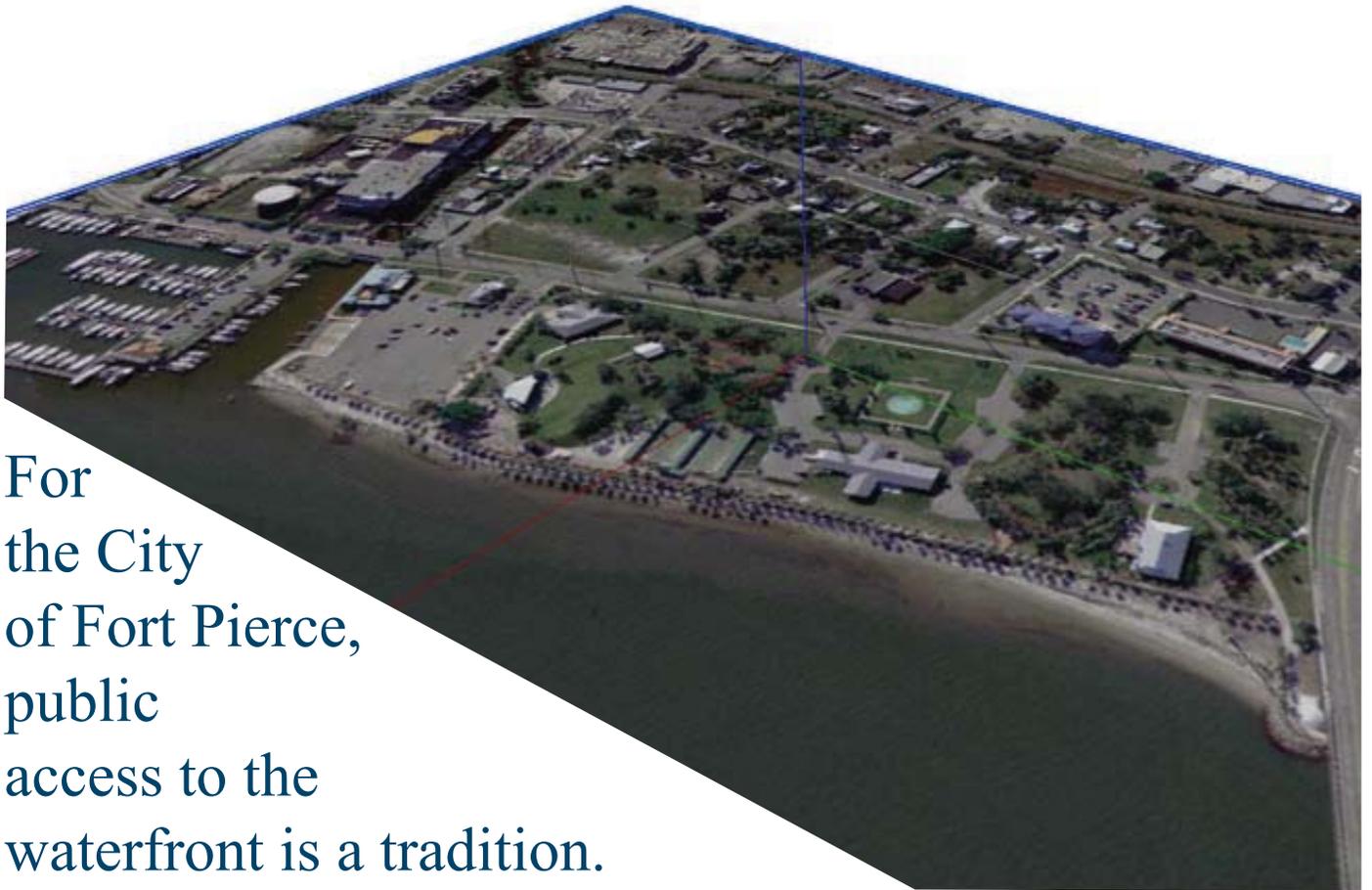


A photograph of Indian River Veteran's Memorial Park. The image shows a large, leafy tree in the foreground, a paved path, a grassy area, and a fenced-in area with a building in the background. The text is overlaid on the image in a serif font.

CHAPTER III

INDIAN RIVER VETERAN'S MEMORIAL PARK

INDIAN RIVER VETERAN'S MEMORIAL PARK



For
the City
of Fort Pierce,
public
access to the
waterfront is a tradition.

Indian River Veteran's Memorial Park is an approximately 14 acre municipal park adjacent to the downtown area of Fort Pierce and the Indian River Lagoon.

Home of the City's homage to the nation's Veterans, the A.E. Bean Backus Gallery and museum, the manatee observation center, the house of seven gables, public boat ramps, a waterfront amphitheater, the Fort Pierce Yacht Club, a community center, and bocce ball courts, the park hosts dozens of events annually: everything from festivals, to concerts, weddings, and picnics.

The variety of activities available at this urban, waterfront park result from a City and a redevelopment agency that heavily encourage public access to the waterfront.

A UNIQUE WATERFRONT PARK





During the charrette, residents felt that despite the many activities planned year-round in the park, it still is a lonely, unsupervised area. The waterfront at this point is hardly visible, unless close to the edge of the lagoon.

At the time of the charrette, the City had approved plans to build a Veteran’s Memorial. The Citizens’ Master Plan incorporates that memorial into the plan, and additionally proposes a simple strategy that “simplifies” the park to allow for views of the water from Indian River Drive, and to make it feel safer.

To this purpose, the Citizens’ Master Plan proposes a combination of a formal and an organic network of paths, both of which converge at the Veteran’s Memorial, making this the center piece of the park.

Based on the community’s input, the Citizens’ Master Plan proposes the following improvements/additions to the park:

- a) Allow for and encourage the expansion of the A.E. Bean Backus museum and gallery;
- b) Rearrange the amphitheater to face the park, with the Indian River Lagoon as a backdrop;
- c) Preserve and enhance the Yacht Club as a means to bring activity and eyes into the park;
- d) Formalize the parking for the Yacht Club: rather than having big areas of asphalt, design it as a formal piazza. This piazza serves the double purpose of acting as a park-

ing lot when needed, and when cars are gone it becomes an integrated part of the civic realm;

e) Design all parking lots within the park in the same fashion as described for the Yacht Club parking lot;

f) Create a system of trails that run east-west within the park, aligned to each neighborhood street running in the same direction. Each of these trails that open at the end of every street should be terminated with a pavilion. This will contribute to “bring the water into the neighborhood” and make residents feel a closer connection to the park and the waterfront.

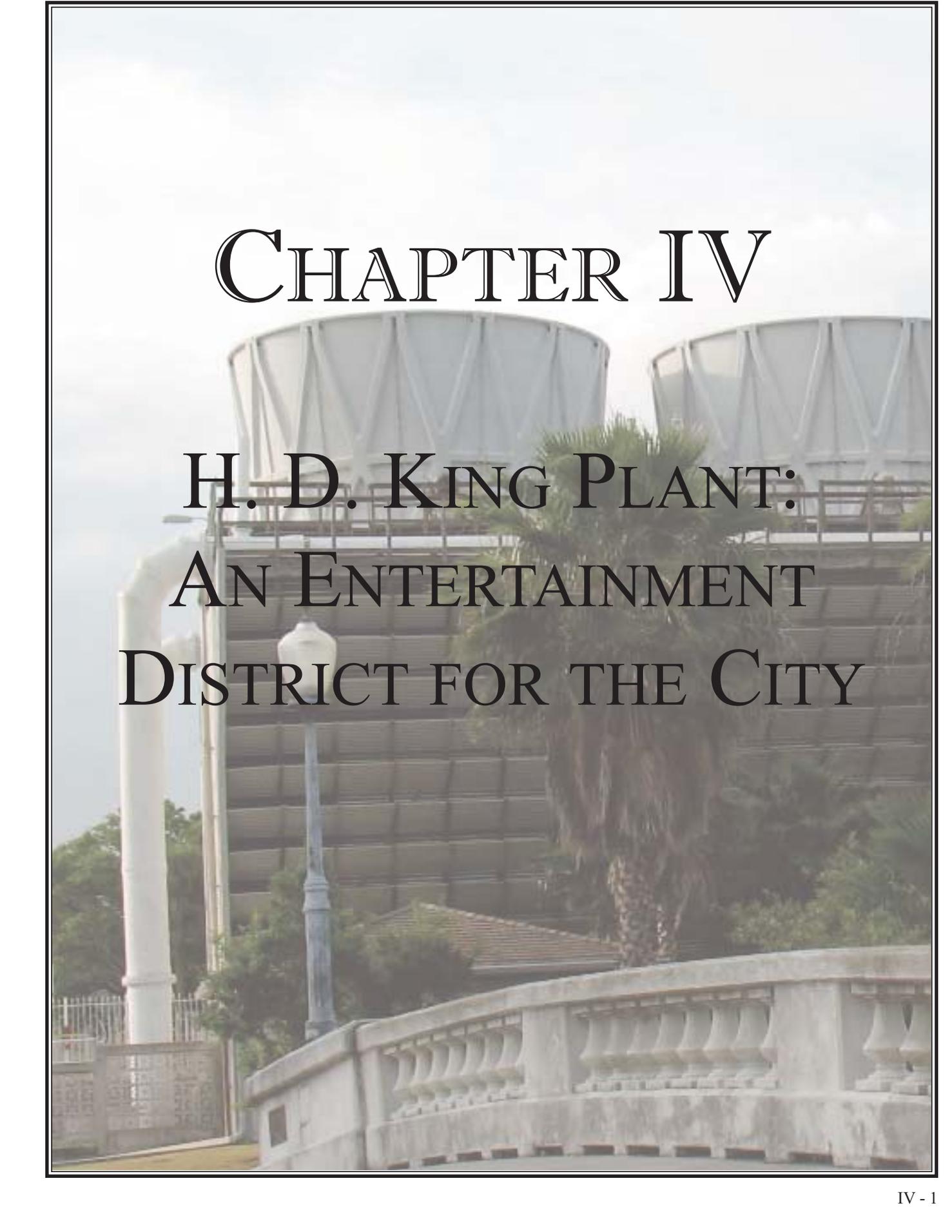
g) Relocate the community center to Marina Square (behind the library - Indian River Drive and Orange Avenue).

h) Remove the bocce ball courts

i) Front the park with taller, denser mixed-use buildings. This will help put “eyes on the park (*Jane Jacobs*)” providing natural surveillance, making the park more active, and contributing to frame the public realm.

Opposite page: Park Plan - Points of Interest: 1) Gazebo, 2) Parking designed as a piazza, 3) expanded Yacht Club facility, 4) architectural features such as fountains or monuments, 5) organic and formal system of paths, 6) Veterans Memorial, the heart of the park, 7) A E Backus expanded facility, 8) relocated amphitheater, 9) house of seven gables, 10) manatee observation center, 11) public boat ramp. Top: Aerial view of proposed improvements to the Indian River Veterans Memorial Park.





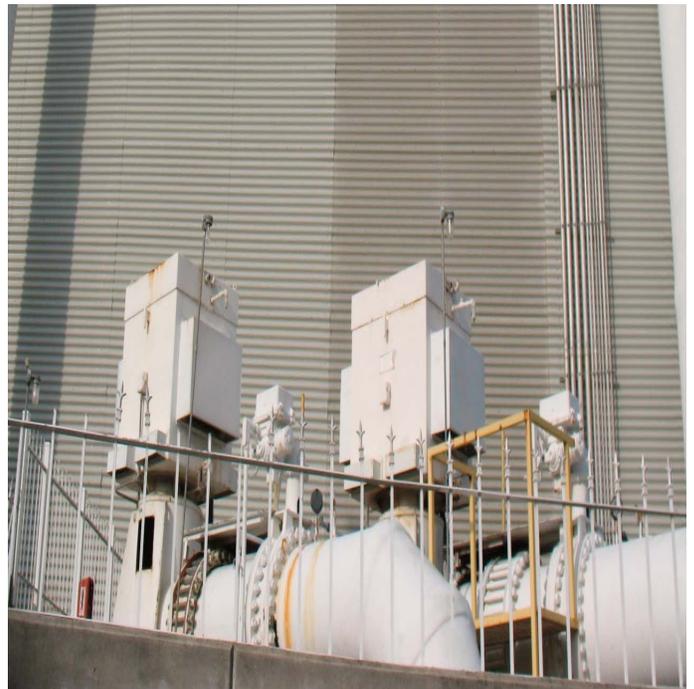
CHAPTER IV

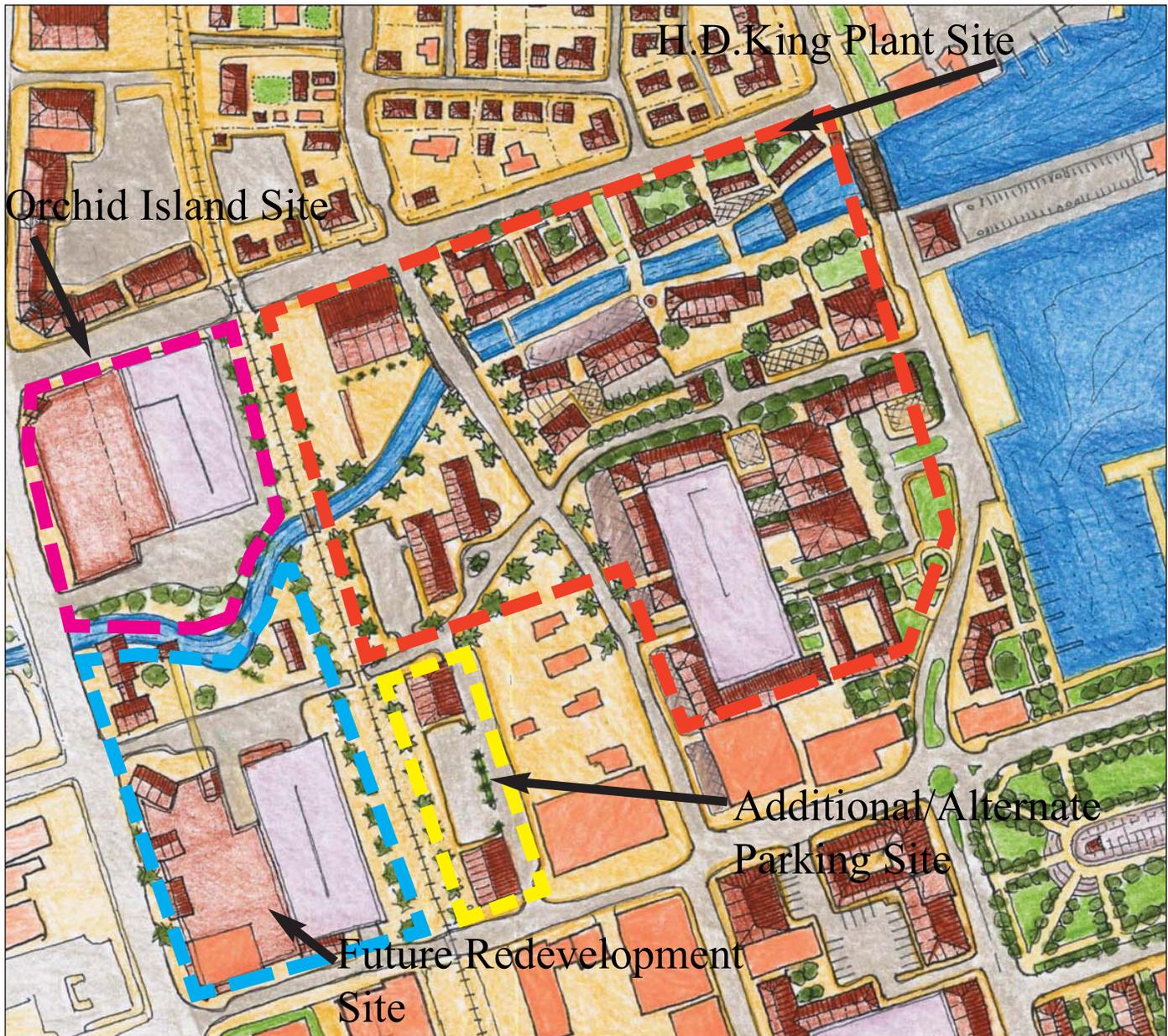
H. D. KING PLANT: AN ENTERTAINMENT DISTRICT FOR THE CITY

AN ENTERTAINMENT DISTRICT FOR DOWNTOWN

Districts are the essential elements of development and redevelopment of cities. They form identifiable areas that encourage citizens to take responsibility for their maintenance and evolution. Districts generally emphasize a special single use, and should follow the principles of neighborhood design: Interconnected networks of streets should be designed to encourage walking, reduce the number and length of automobile trips, and conserve energy. Districts should be directly linked, and embedded within the City's fabric. In order to ensure natural surveillance and an environment that is safe and active 24 hrs a day, throughout the week, Districts should include a broad range of housing types and price levels to bring people of diverse ages, races, and incomes into daily interaction, strengthening the personal and civic bonds essential to an authentic community. Civic, institutional, and commercial activity should be embedded in the Districts, just as they are within the rest of the City. The economic health and harmonious evolution of districts should be guided by simple, clear, and concise form based codes that serve as predictable guides for change. Public open space is an essential component of all Districts. In the case of the FP Entertainment District, it is proposed as a series of urban waterfront plazas.

Excerpts from the Chapter of the New Urbanism





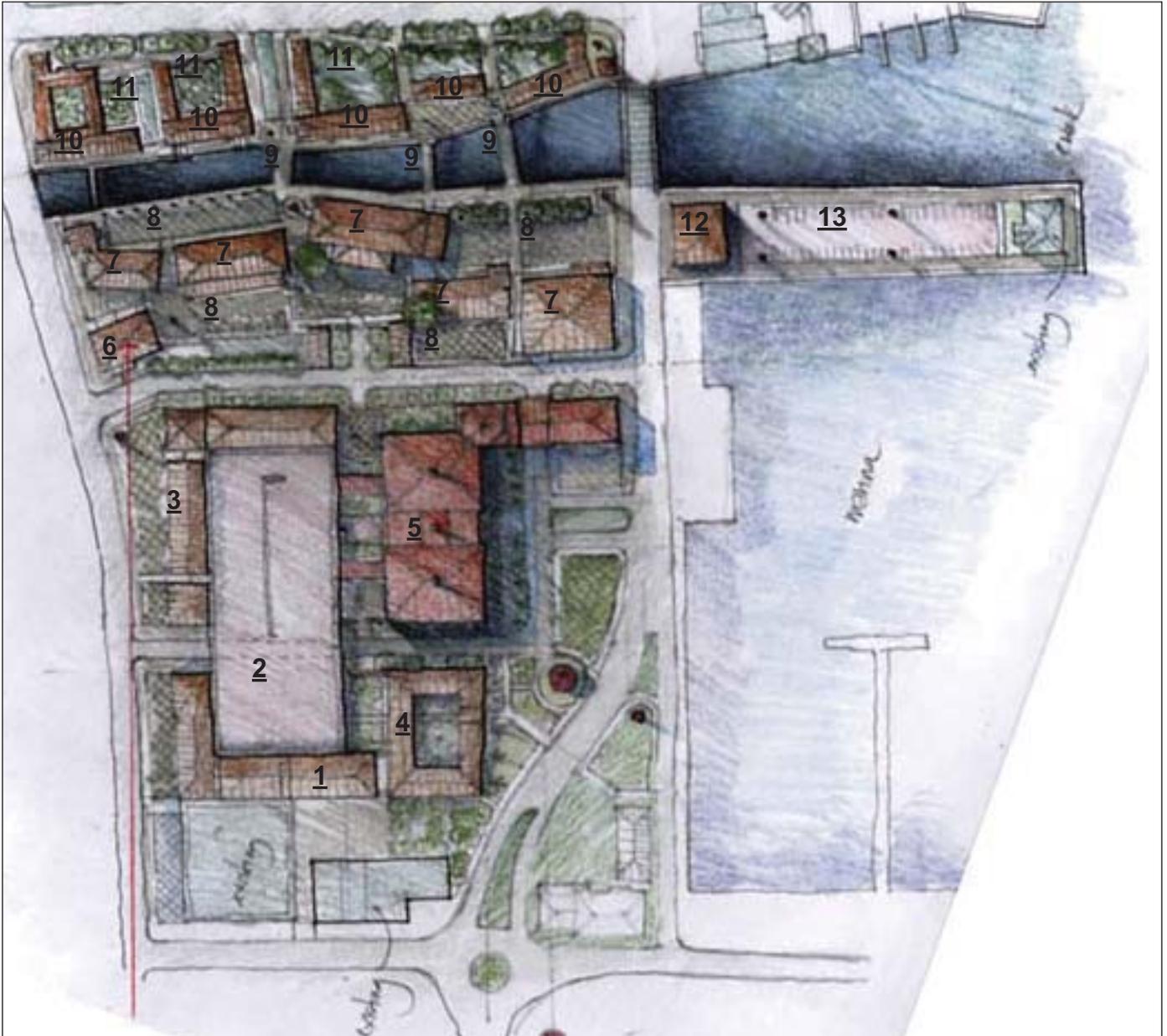
The citizens’ envision the H.D. King plant as a great opportunity for the downtown. They hope for an Entertainment District that will become a new “engine” for the City.

As a power plant, the H. D. King plant provided the City with electricity for decades, Now decommissioned (May 2008) if redeveloped into an Entertainment District, it has the ability to provide the energy to boost the downtown, transforming the City into the world-class destination it strives to become.

The program and design principles embedded in the Citizens’ Master Plan for the Entertainment District are as follows:

- a) A signature hotel. A 250 to 300 room hotel, with 50,000sf of meeting/banquet space.

During the charrette residents expressed the desire to have a convention center attached to the hotel. This idea was explored by the team, who determined the site and area constraints where such that a convention center would not fit or be appropriate here. This proposed signature hotel is the only area where the Citizens’ Master Plan suggests height beyond what is allowed today, provided the architecture is not only authentic, but exceptional. This hotel should be



seen as a landmark. It should be visible while entering the City from every direction. It should be to Fort Pierce what the Breaker's is to Palm Beach or the Biltmore to Coral Gables. While additional height is proposed, it is proposed with organic massing, festive tower elements and a comfortable pedestrian scale.

b) A 40,000 to 60,000 retail anchor such as a bass pro shop (on US 1). This type of retailer would successfully attract consumers, and bring energy to the area without competing with existing retailers. This type of retailer is the kind of destination that people will drive very long distances to get to . With the added package of amenities the downtown has to offer, it becomes the perfect addition to the City.

Left: The Entertainment District in the context of the Citizens' MasterPlan. The image shows all parcels that would over time redevelop to become part of the Entertainment District.

Above: Master Plan for the Entertainment District - Points of interest: 1) & 3) Liner mixed-use buildings wrapping parking structure linking the District to the Main Street; 2) parking structure; 4) & 5) hotel/entertainment program; 6) mixed-use building terminating 2nd street vista; 7) two, three and four story mixed use buildings; 8) public plazas; 9) pedestrian bridges; 10) multi-family residential buildings; 11) residential greens; 12) Fort Pierce Marina; 13) Fort Pierce Marina parking lot as an urban piazza (dual use).

H. D. KING PLANT: A N ENTERTAINMENT DISTRICT

c) 50,00sf of retail. This retail would be in the form of shops and restaurants along Moore's Creek canal, "turning the corner" on to Second Street.

d) A series of two, three, and four-story mixed use buildings housing residential and office uses on upper floors, and retail on the ground floor to provide for 24 hour natural surveillance of the area.

e) Residential, multi-family development on the north side of Moore's Creek.

f) A green grocer (on US 1), or small independent grocer.

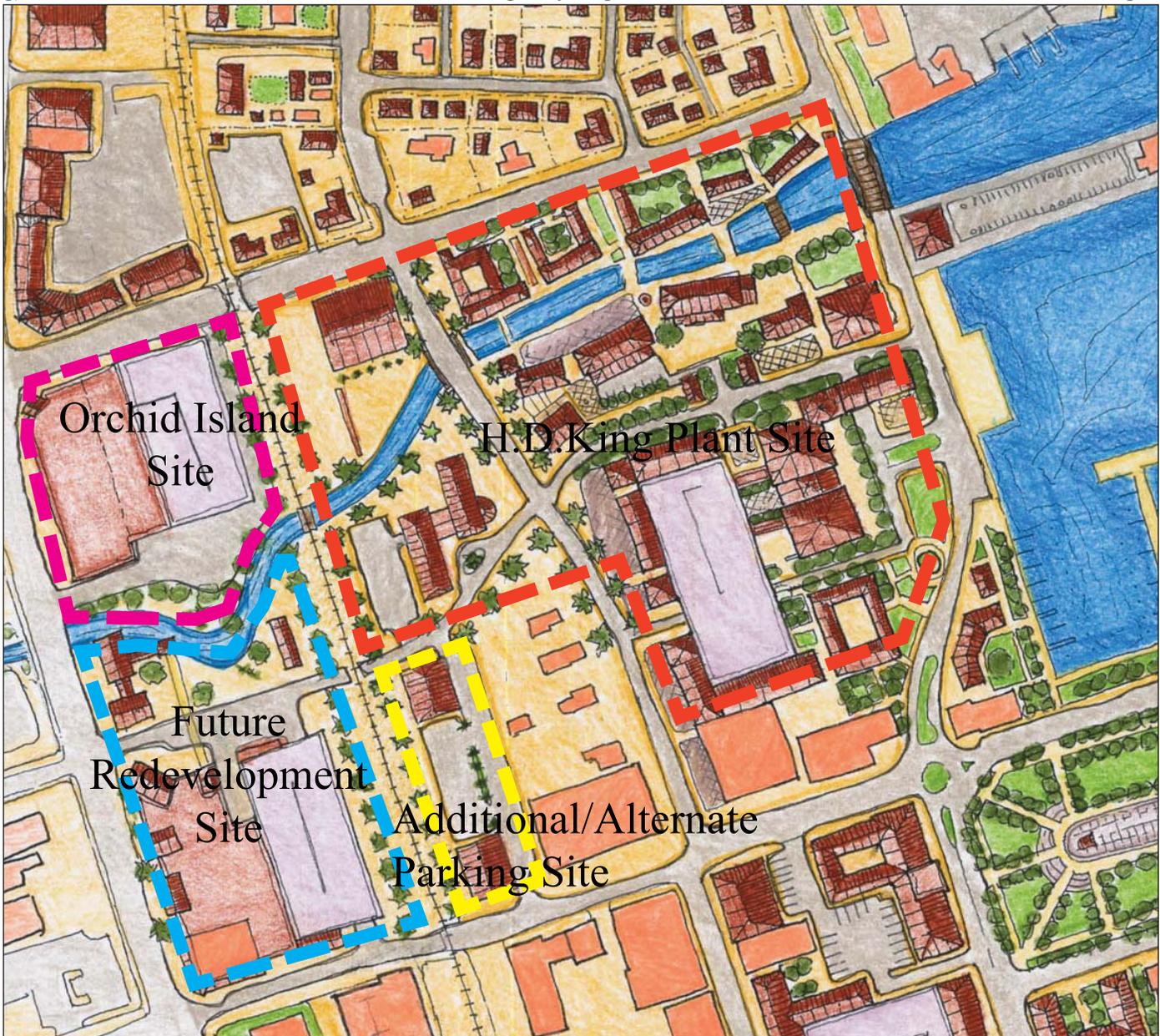
g) Entertainment area to house uses such as a bowling alley

hotel.

h) A new street under the FEC tracks connecting the retail anchors to the west, and the District to the East.

i) The switching station, which, at the time of the charrette needed to remain. It is proposed enclosed in a structure similar to that suggested for the dry storage facilities along Fishermans' Wharf. This is a building that fits with marine related feel of the area. They are smaller structures transitioning into the neighborhood.

The parcel where the Entertainment District is proposed is split by Moore's Creek, with the majority of the developable area concentrated on the south side. Due to this split



or small movie theatre proposed in conjunction with the

and site constraints, the land on the south side of the creek is proposed to house the mixed-use program described above. The developable area remaining to the north of the creek is reserved for multifamily residential development, still allowing for urban waterfront plazas and public access. This differentiation accomplishes two important objectives: 1) a seamless link to Main Street on the south side, and, 2) compatible uses and appropriate transition to the historic neighborhood north of the Entertainment District.

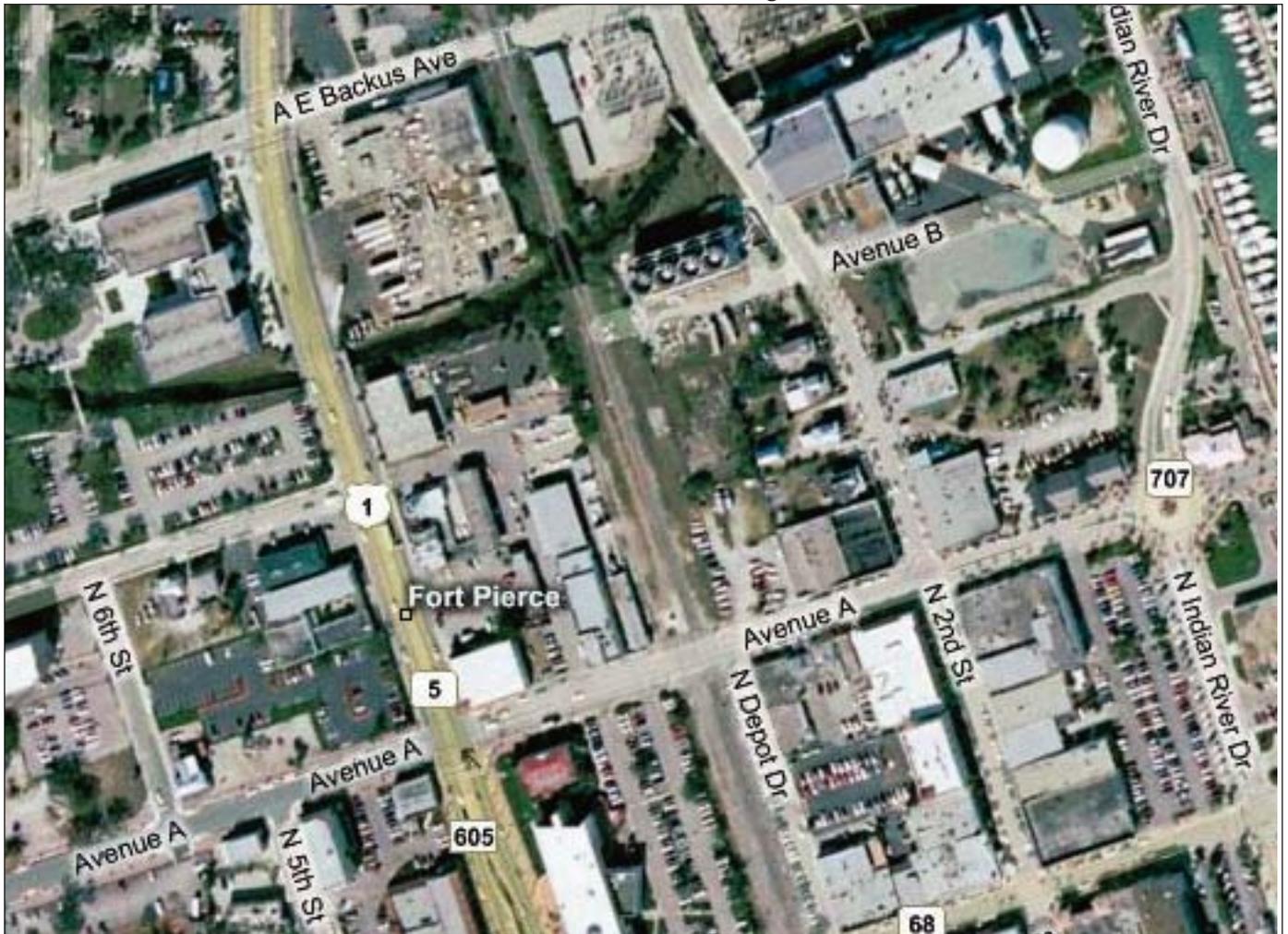
The Citizens' Master Plan additionally proposes that the Entertainment District not only take advantage, but fully develop around Moore's Creek. The Creek should be the centerpiece of the development. For that, it proposes raising the vehicular bridge on Indian River Drive (same clearance as the 2nd Street bridge) to allow small vessels into the District access to waterfront restaurants and other public amenities. All other bridges proposed are pedestrian and should allow equal clearance.

AN OPPORTUNITY TO BRING DOWNTOWN PRESENCE TO US1

The current lack of presence, or a "branding port" that announces the downtown to those 40,000 to 60,000 cars driving up and down US1 every day, is partly the reason why many of the downtown businesses are struggling. Thousands of visitors and passers-by drive past US 1 every day without ever noticing the incredible district that is happening just two blocks away.

To address this lack of visibility and presence of a branding port along US1, the Citizens' Master Plan incorporates additional properties to the proposed Entertainment District. One of these sites is Natalie's Orange processing plant on US1. While this parcel is not part of the H. D. King plant, there has been discussion about its user relocating to another, more convenient industrial District.

The site where Natalie's Orange Processing Retail is key for the long term health of the downtown and its businesses



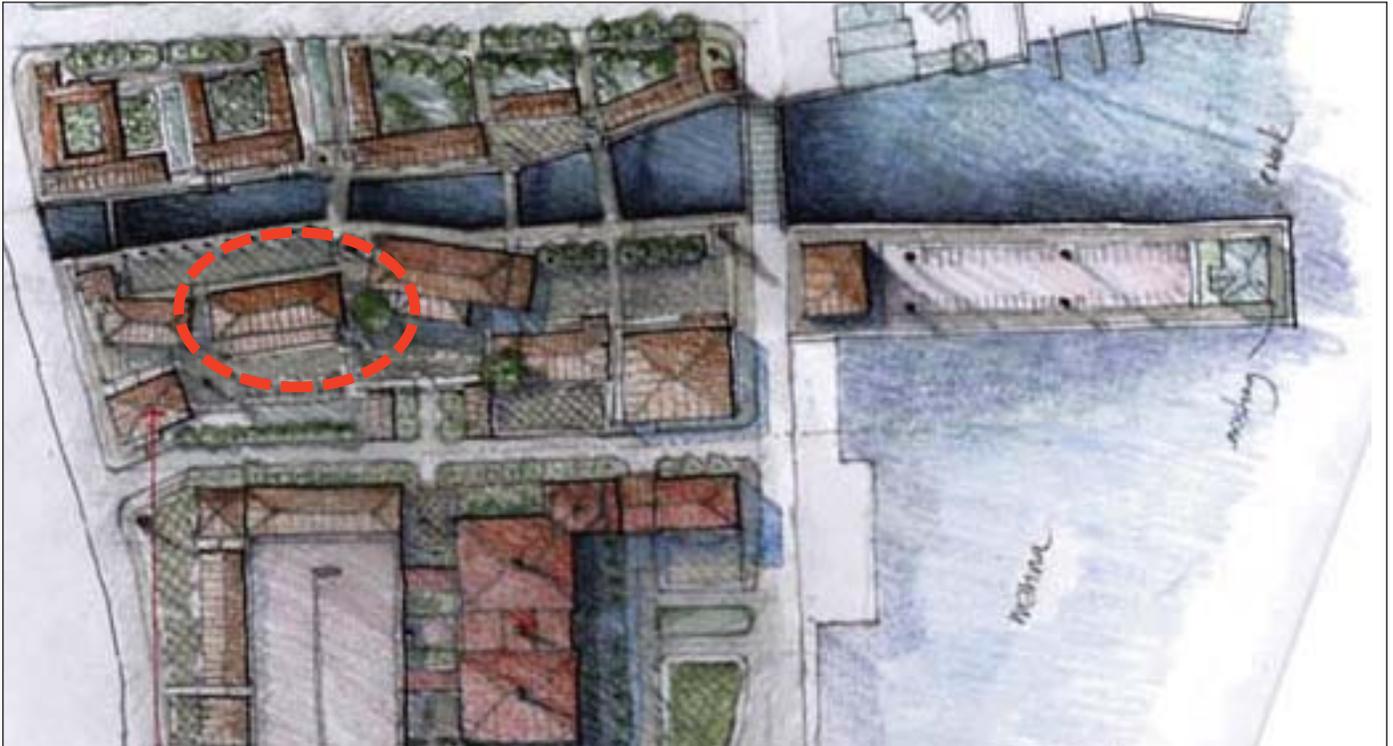
LINKING THE ENTERTAINMENT DISTRICT TO MAIN STREET



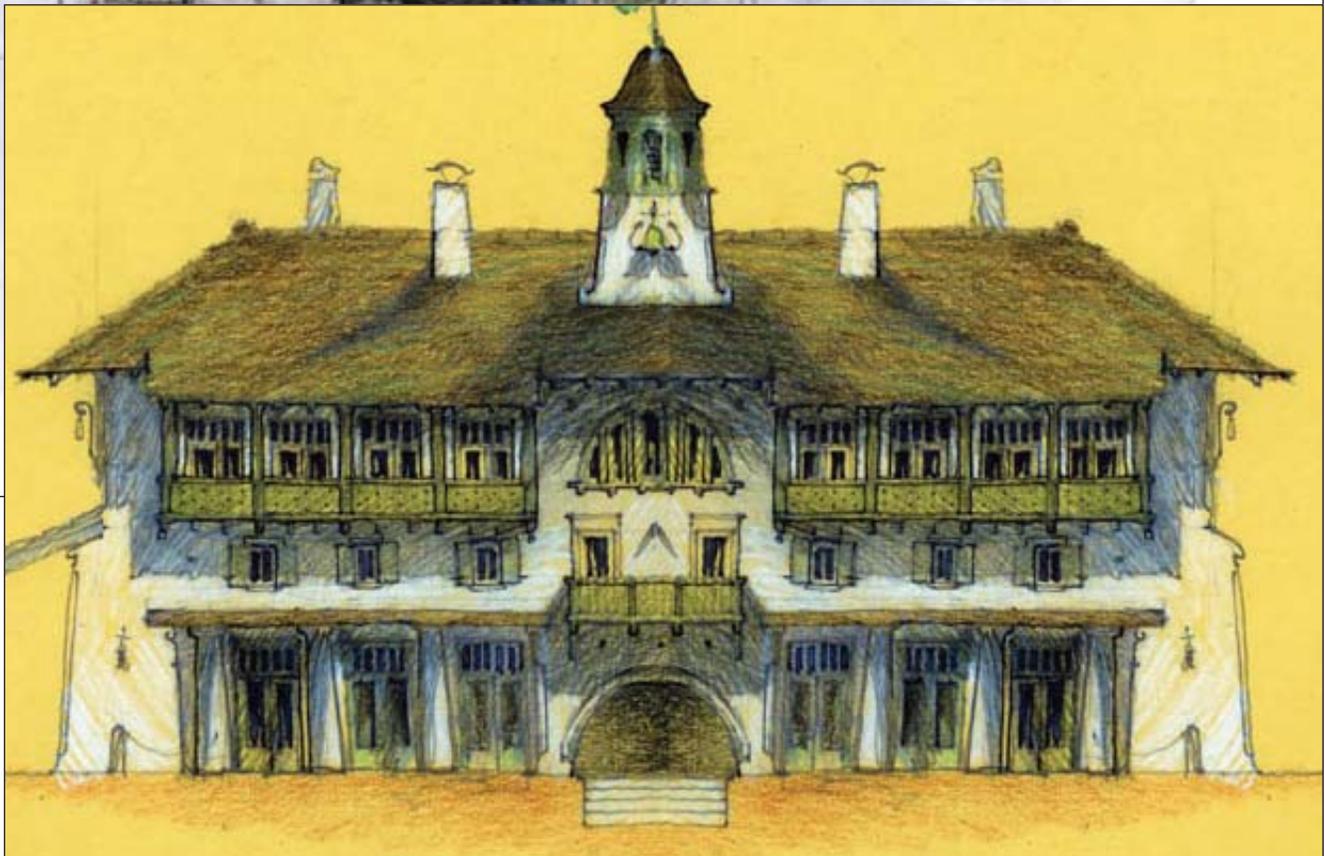
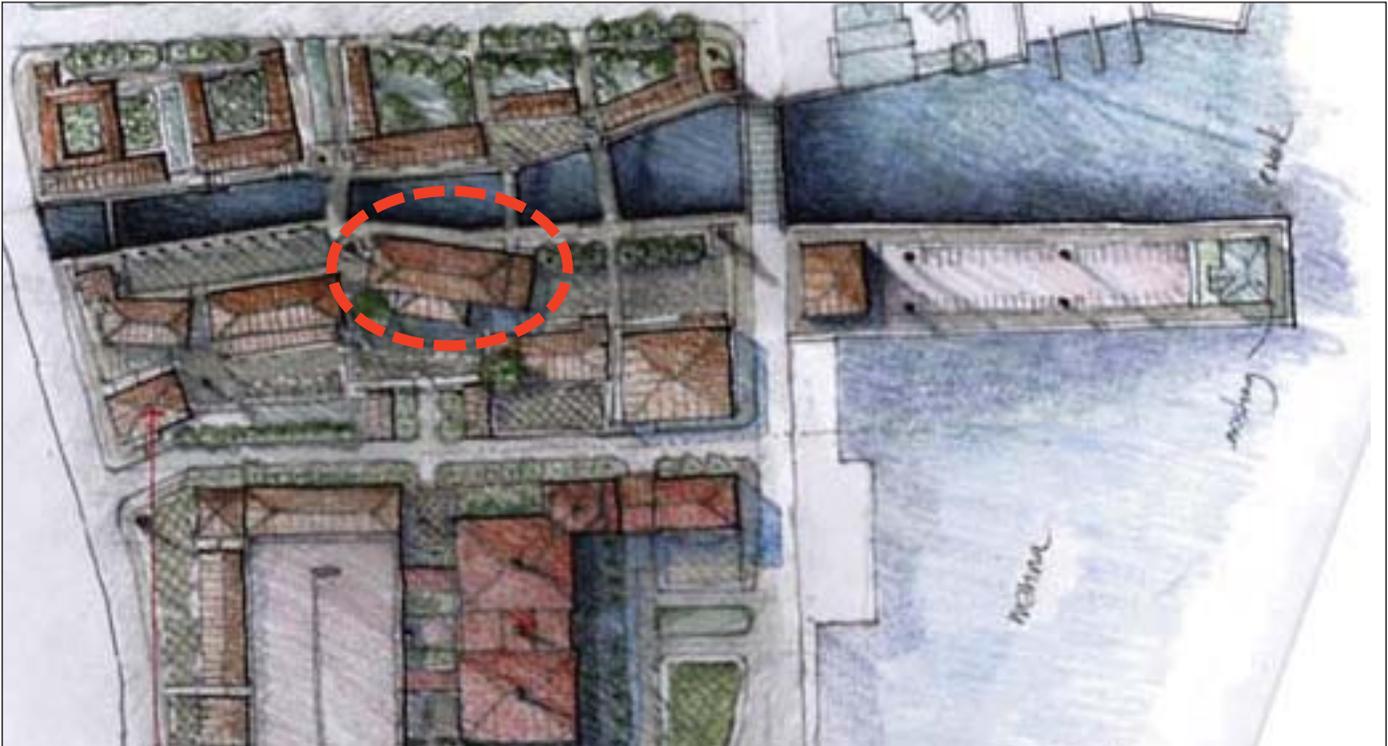
This site will provide the opportunity for the Entertainment District and the downtown as a whole to have presence on US1.

This is key to making the District, which has the potential of becoming the face of the downtown, visible. The Citizens' Master Plan proposes this site to be redeveloped, housing a couple of large retailers (bass pro shop and green grocer). These anchors serve a double purpose: announce the downtown that lies to the east, and anchor other retailers in the District and the downtown.

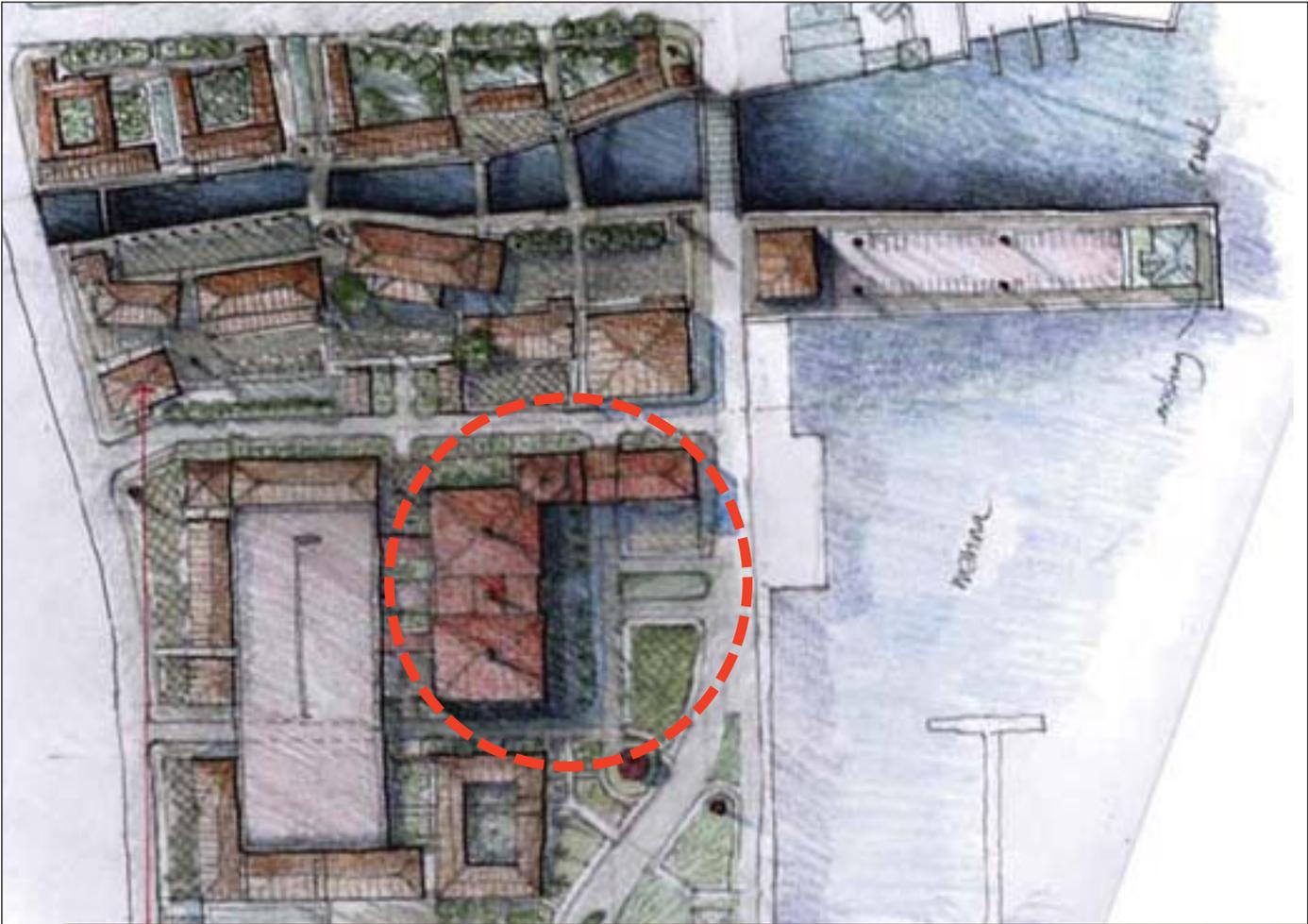
Top: Plan view of mixed use building along the canal, terminating the Second Street vista. Above: View of H. D. King power plant terminating Second Street vista.

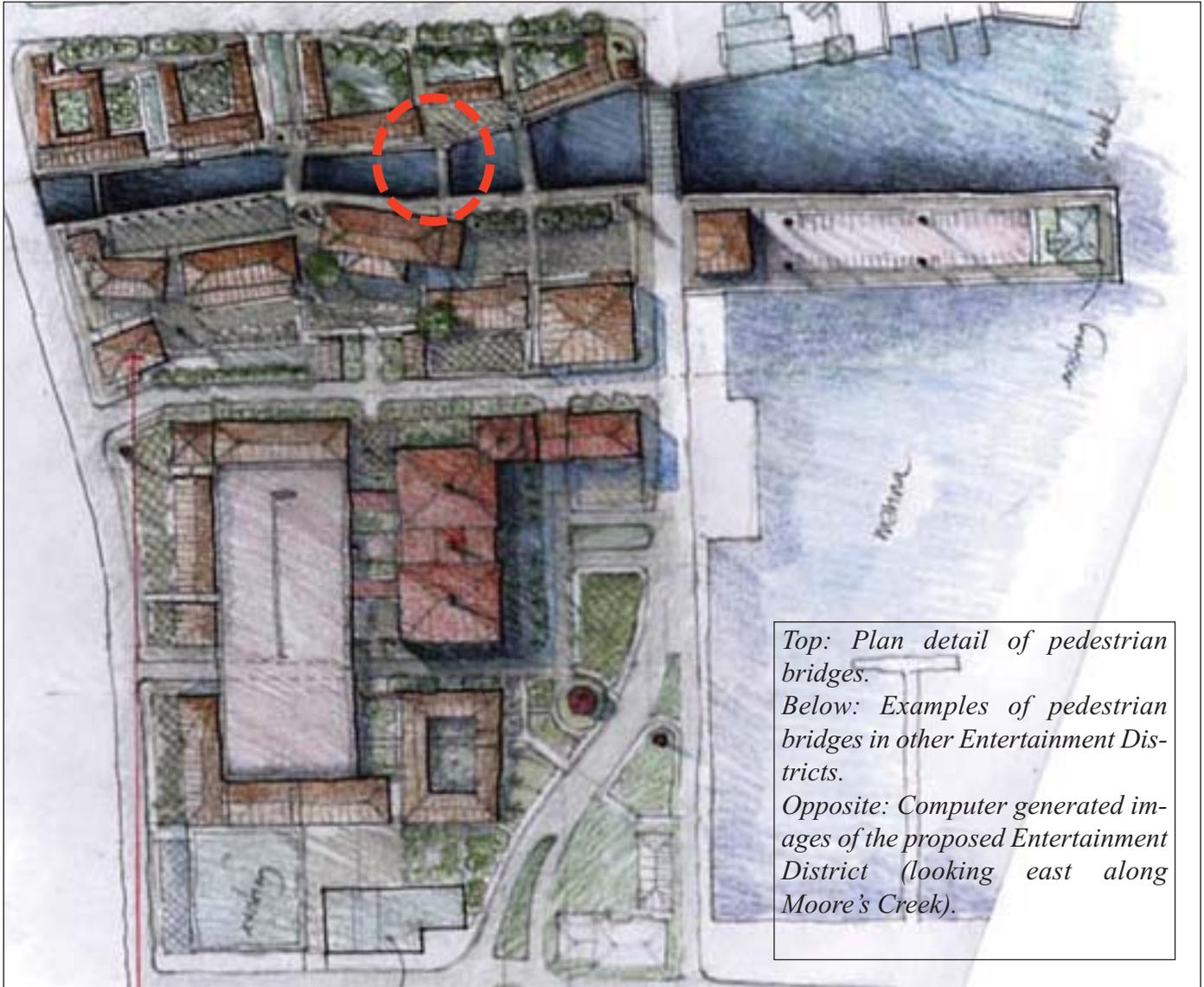


Top: Plan view of a mixed use building housing retail and restaurants on the ground floor and office and residential uses on the second floor. The building is set back from the water, framing a waterfront plaza. Above: Elevation view of proposed building. The architecture proposed is an authentic Florida Vernacular style that is appropriate for an urban area. This change of style (from mediterranean generally throughout the City) is done to provide the City with other style choices for redevelopment.



Top: Plan view of a mixed use building housing retail and restaurants on the ground floor and office and residential uses on the second and third floors. The building close to the water, leaving only a sidewalk, and framing two plazas to the east and west. This configuration of buildings contributes to an environment where the pedestrian “discovers” special places as they walk through the District. Opposite: Plan and elevation views of the signature hotel facing a waterfront plaza. The hotel’s authentic architecture is at the same time festive, organic and of sufficient mass to create an icon for the City.



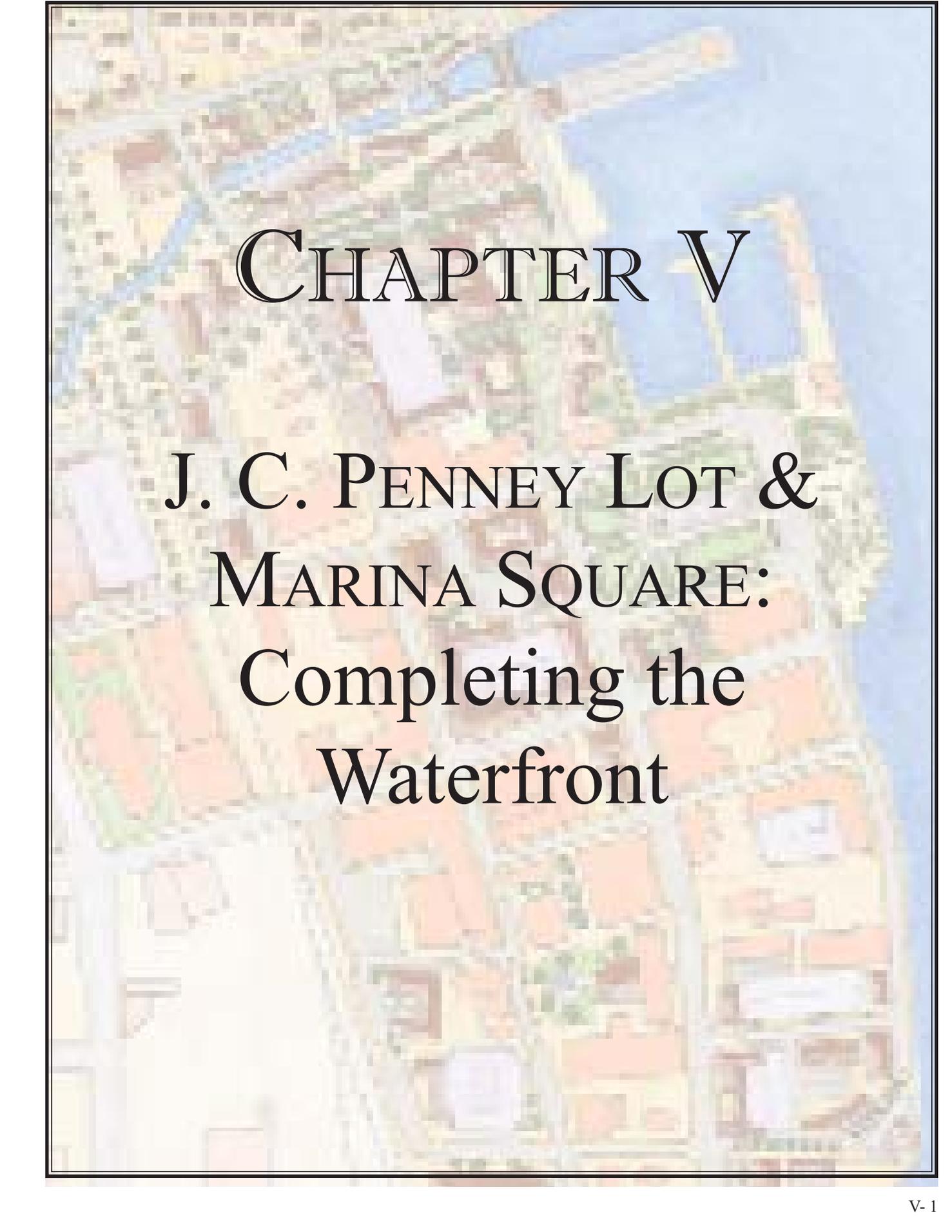






Proposed view of waterfront plaza along the creek.

*The H.D. King Power Plant:
Continuing its legacy of providing
“energy” to the City*

An aerial photograph of a city waterfront, showing a dense urban area with various buildings and a body of water in the background. The image is framed by a thin black border.

CHAPTER V

J. C. PENNEY LOT & MARINA SQUARE: Completing the Waterfront

MARINA SQUARE

Furthering a Pedestrian Oriented Environment



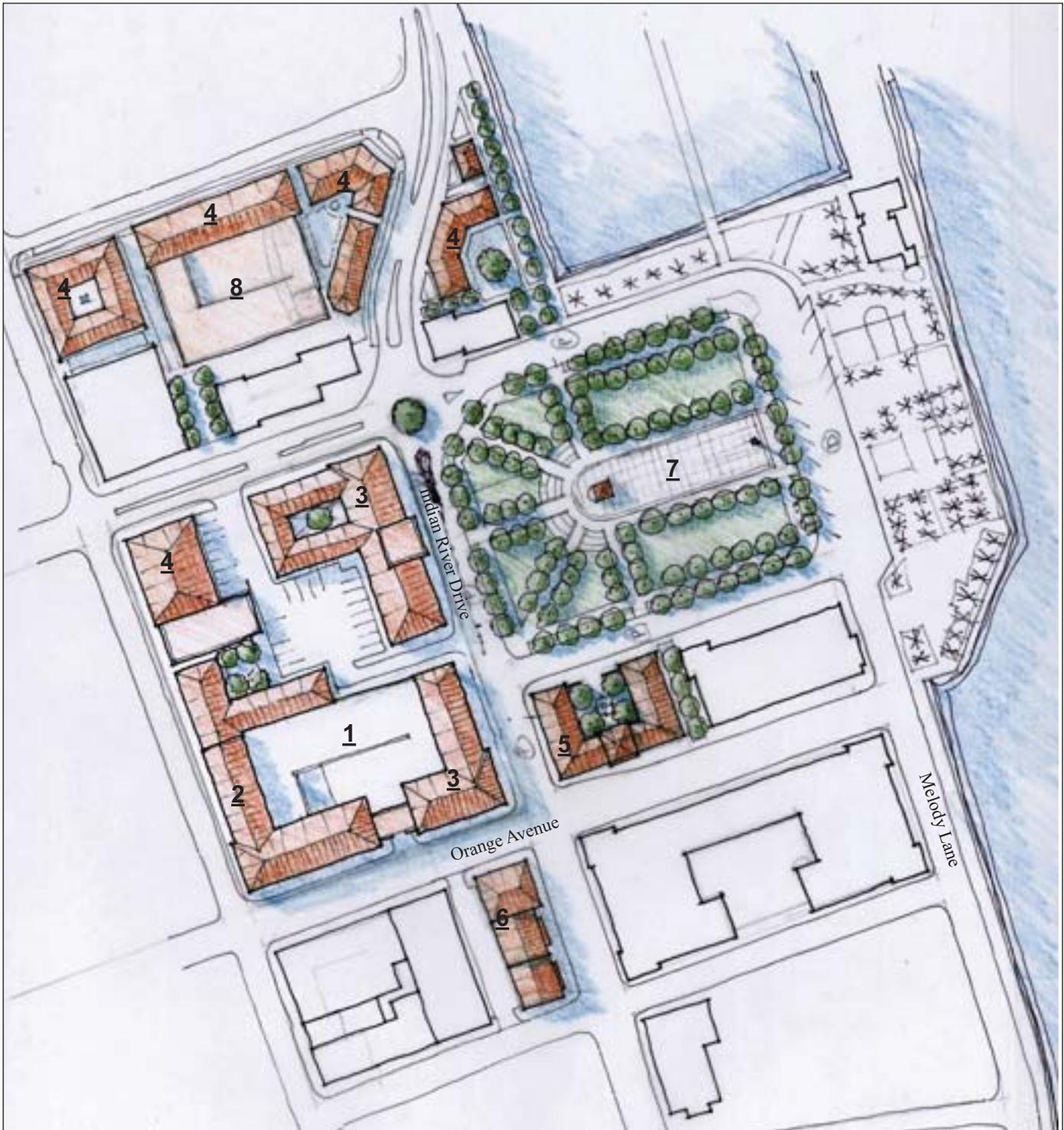
Parking for downtown and all of its amenities is necessary, but it doesn't look or feel good when exposed, or when it becomes the predominant element of an area within the City. This is what is happening around Marina Square. This area of the downtown offers many amenities and destinations, all of which are still accessed by car. The result is a series of surface parking lots that make it difficult to walk to and from different waterfront and downtown destinations. In many cases, the amount of parking present diminishes the impact and hinders access to the waterfront that is the City's signature.

In order to address of surface parking and parking needs in

Above: The aerial photograph above makes evident the large amounts of land dedicated to parking

the area, the Citizens' Master Plan proposes the construction of a parking garage at the site of the old J C Penney parking lot. This garage should be lined and combined other with a hotel (third hotel site proposed by this plan), or a mixed use building.

This idea, suggested by the residents during the charrette, is not a new one for the City. Previous plans addressed this same concern. The charrette team tested the JC Penney site and its ability to accommodate the desired parking and



Plan view of proposed improvements to Marina Square: 1) Parking garage, 2) Mixed use building wrapping garage, 3) Boutique hotel or mixed use buildings, 4) Future redevelopment (mixed use buildings), 5) Relocated community center, 6) Infill development (mixed use), 7) Current parking lot designed as a formal plaza, 8) Potential future site for parking garage (if needed).



hotel/mixed use building, and concluded that this parcel (roughly 120' wide), is too narrow to accommodate in an efficient manner the community's vision.

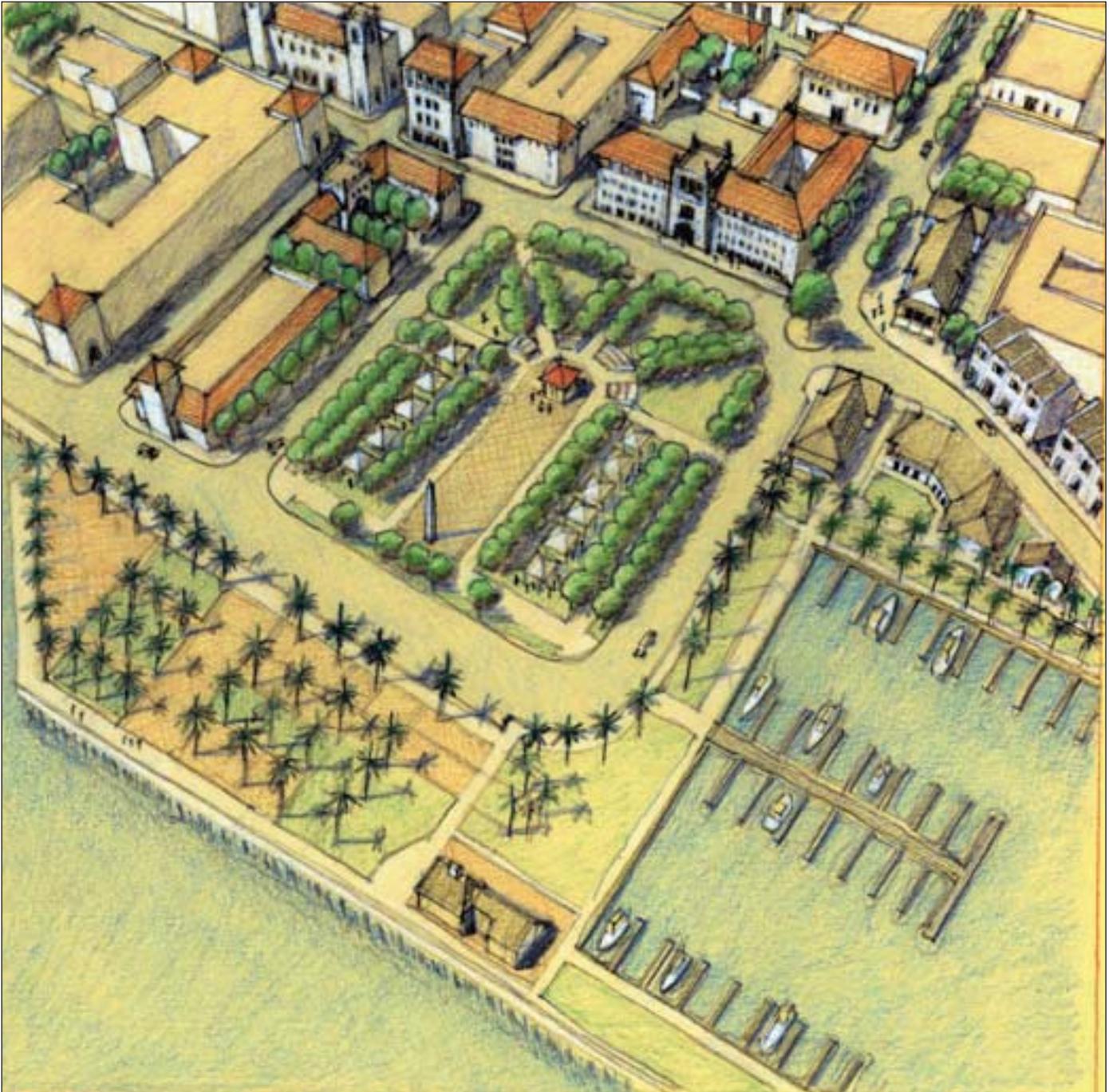
Above: View of the building (site) proposed to be incorporated into the municipal garage/hotel project.

The Citizens' Master Plan suggests incorporating the parcel at the south east corner of Orange Avenue and 2nd Street to this site. This would allow for a very efficient parking structure oriented along Orange Avenue, wrapped with a 150 room boutique hotel (or residential units), and retail/restaurants on the ground floor. It is important to note that the Citizens' master Plan proposes wrapping the garage with different, *separate* buildings (as opposed to one continuous structure). This is key to maintaining the City's scale and character.

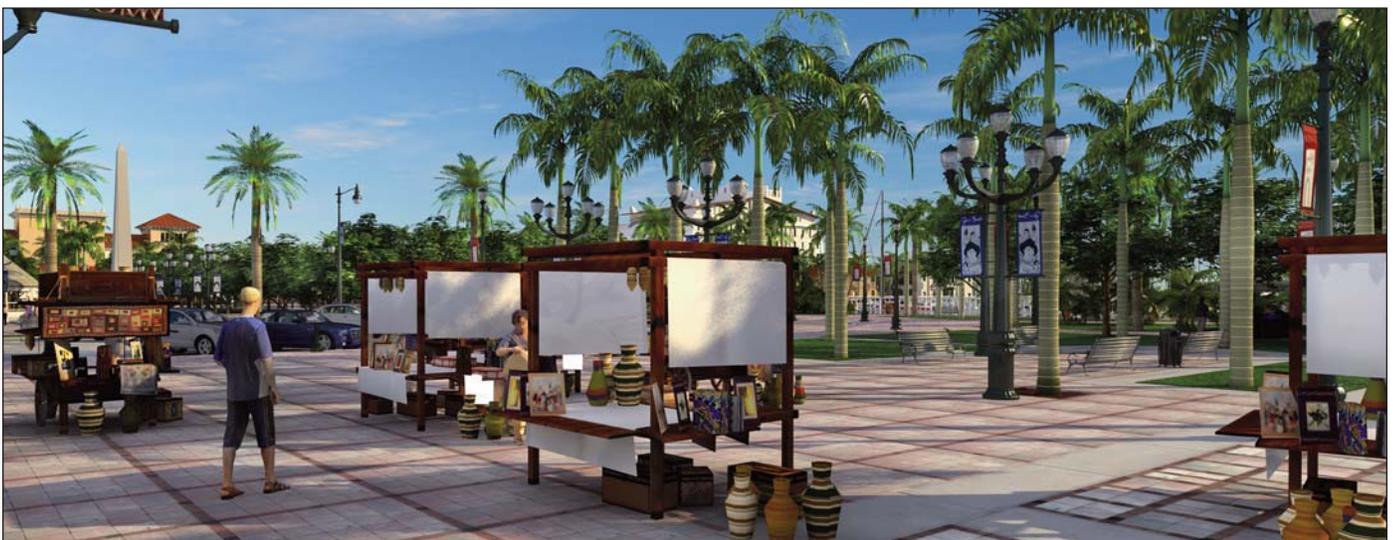
zones for a farmer's market or other events to be organized in this public space.

The Citizens' Master Plan additionally recommends relocating the community center from Indian River Veteran's Memorial Park to the current library parking lot. This will accomplish fronting an expanded Marina Square with buildings as opposed to parking.

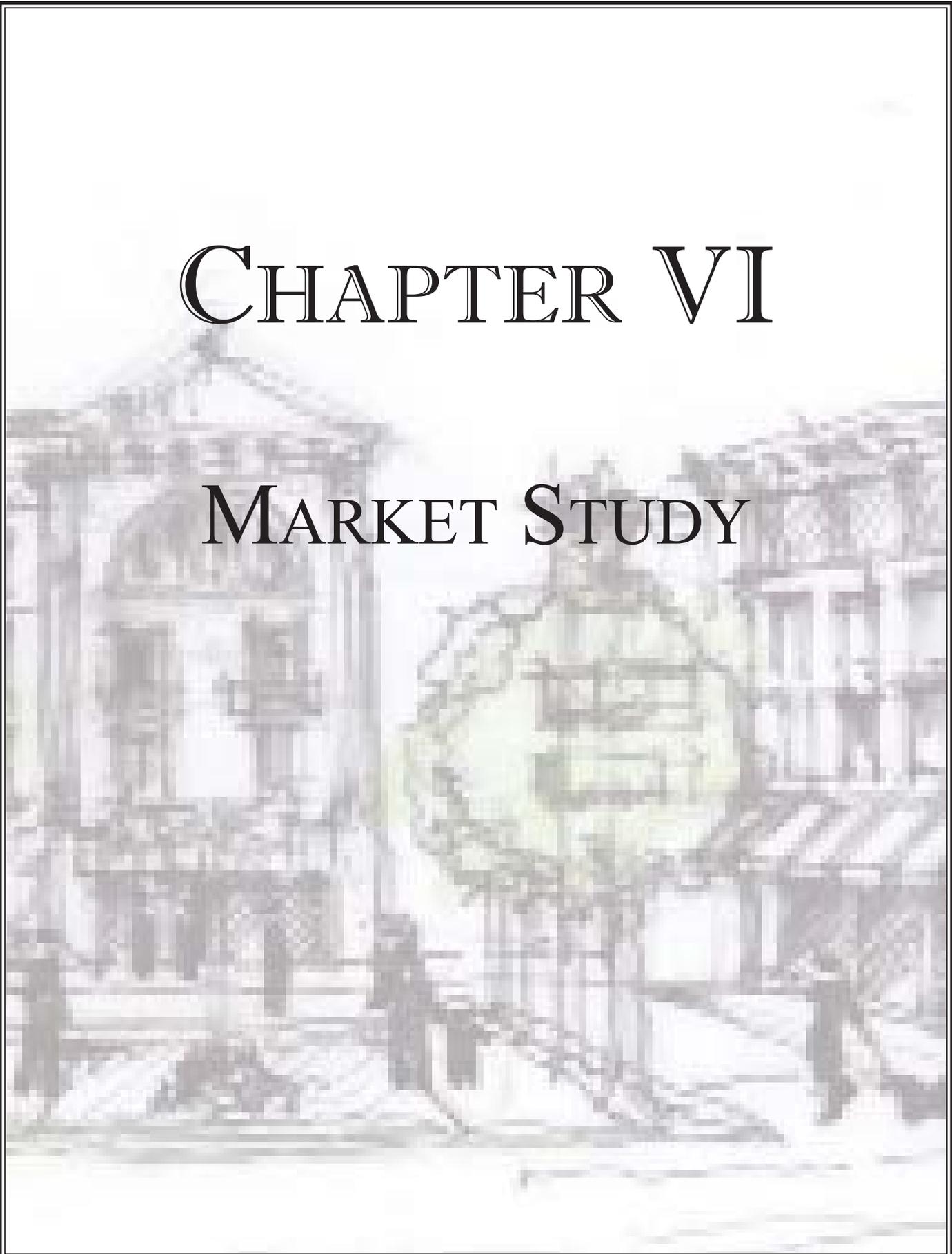
The expanded Marina Square is essentially proposed as a series of lawns and paved areas that allow three different



*Above: Bird's eye view of Marina Square and future development proposed fronting this civic space.
Opposite Page: Computer generated views of the Marina Square expansion.
Page V-8 Top: View of proposed hotel from the redesigned City Marina parking lot (redesigned into a dual use parking lot/piazza)
Page V-8 Bottom: View of Marina Square and the proposed Entertainment District hotel in the background.*







CHAPTER VI

MARKET STUDY

MARKETING STRATEGY

Developing a competitive edge for downtown Fort Pierce.



EXECUTIVE SUMMARY

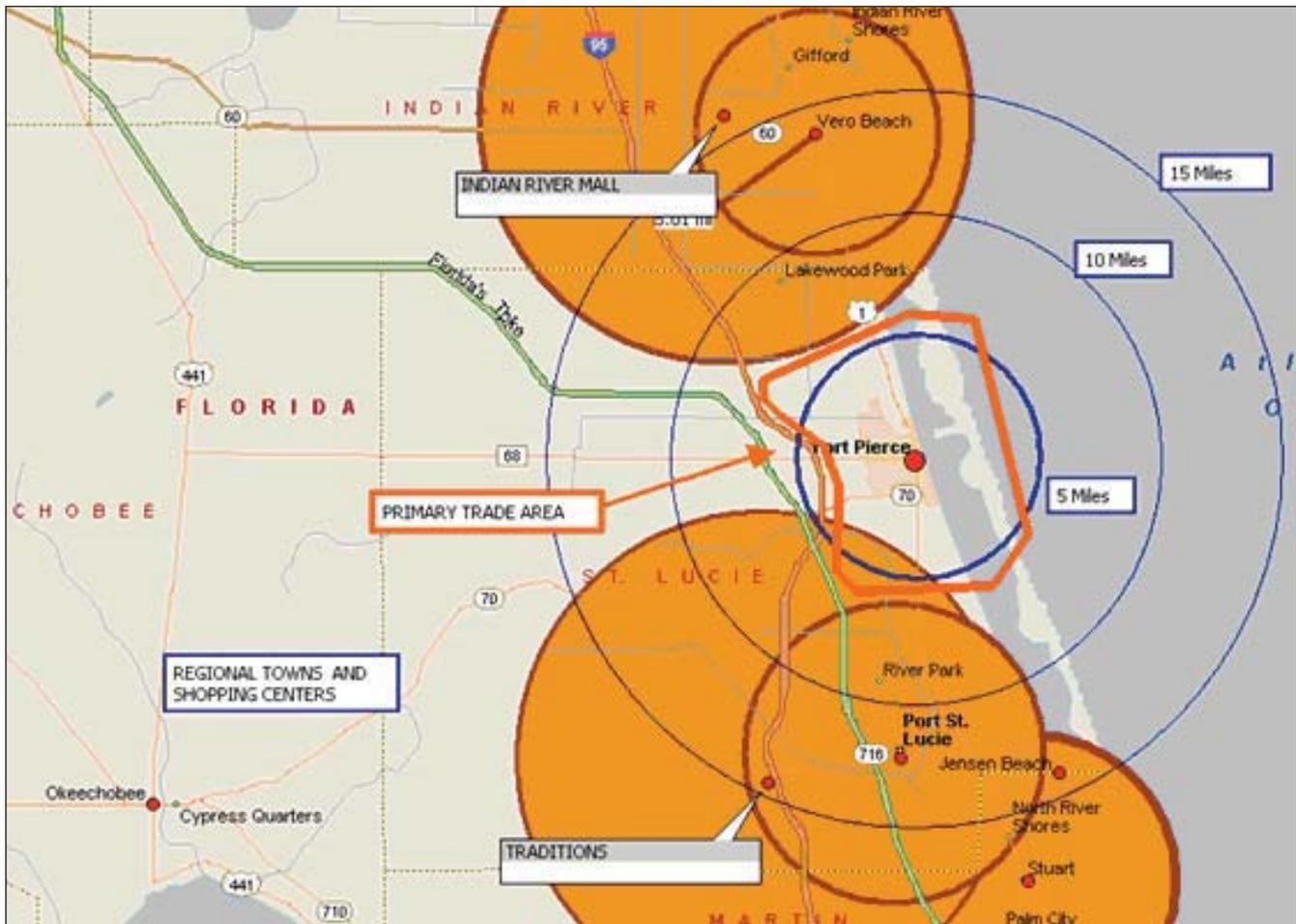
The City of Ft. Pierce is a historic waterfront community with an attractive downtown commercial business district. Located half way (15 miles) between Vero Beach and Stuart, the City is nationally regarded as having one of the highest growth rates during the past decade. Much of this growth is orientated southwest of the downtown, along the I-95 corridor in the Tradition planned community area.

Although the downtown Ft. Pierce area remains an active commercial center, it does not appear to be meeting its market potential or fully serving many of the neighborhood retail needs of the community. The downtown generally lacks any substantial critical mass of retailers or restaurants. While the downtown area has numerous popular regional attractions including a large public marina, the Sunrise Theatre, library, and active waterfront park, its commercial dis-

trict is not drawing significant numbers of shoppers from these anchors.

Many of the waterfront and theater users, as well as vacationing visitors, are not dining or shopping in the downtown because of a general lack of viable restaurant and retail business options. In fact, many of the better restaurants and retailers located in downtown Ft. Pierce maintain limited hours and are closed when visitors and tourists are most likely to seek their services.

This study finds that the downtown's primary trade area extends approximately five miles from its core and includes 25,500 households, with a population of 67,300 in 2007. The primary trade area is reported to have over one billion dollars of retail and restaurant sales in 2007. However, the primary trade area's 2007 demand is estimated at only one-half billion dollars, resulting in a statistical oversupply of

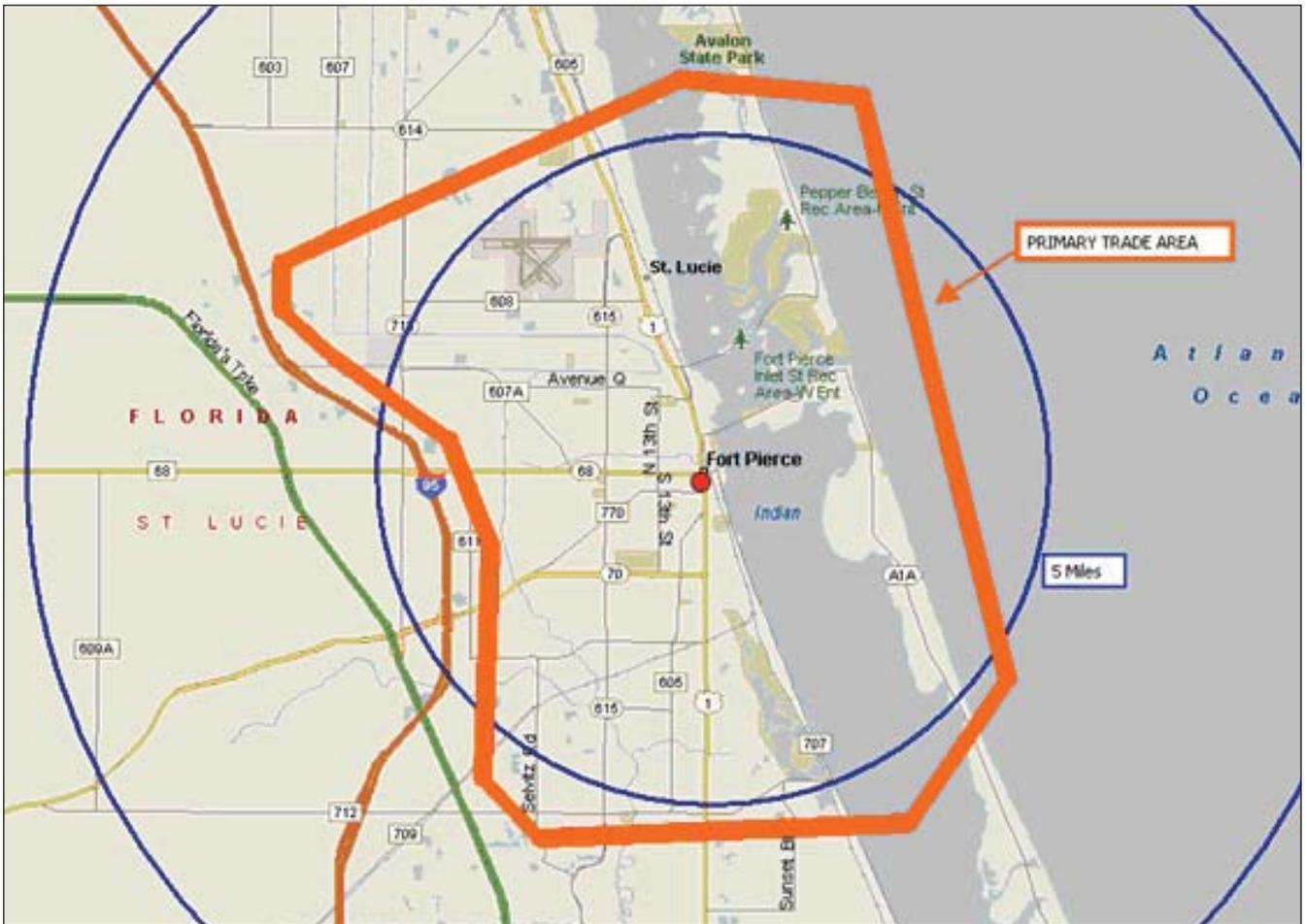


Map 1: Downtown Ft. Pierce is located in the middle of a commercial void as shown above. This void is approximately a five mile radius from the core downtown.

\$500 million of retail and restaurant goods and services.

This commercial oversupply demand is likely a result of undocumented tourist and snowbird sales and strong regional competition from existing shopping centers. Based upon this five mile demand, the downtown can support an additional 20,000 square feet of commercial development including: restaurants, specialty food stores and electronics.

The 2007 Ft. Pierce ten mile radius includes a population of 160,000 with 67,000 households. Should the downtown successfully expand its trade area to ten miles, it can support an additional 25,000 square feet of businesses. These additional supportable businesses include: apparel, books, department electronics, home furnishings, office supply, shoe stores and bars, restaurants and specialty food establishments.



Map 2: The estimated primary trade area for the downtown is shown above within the orange line.

BACKGROUND

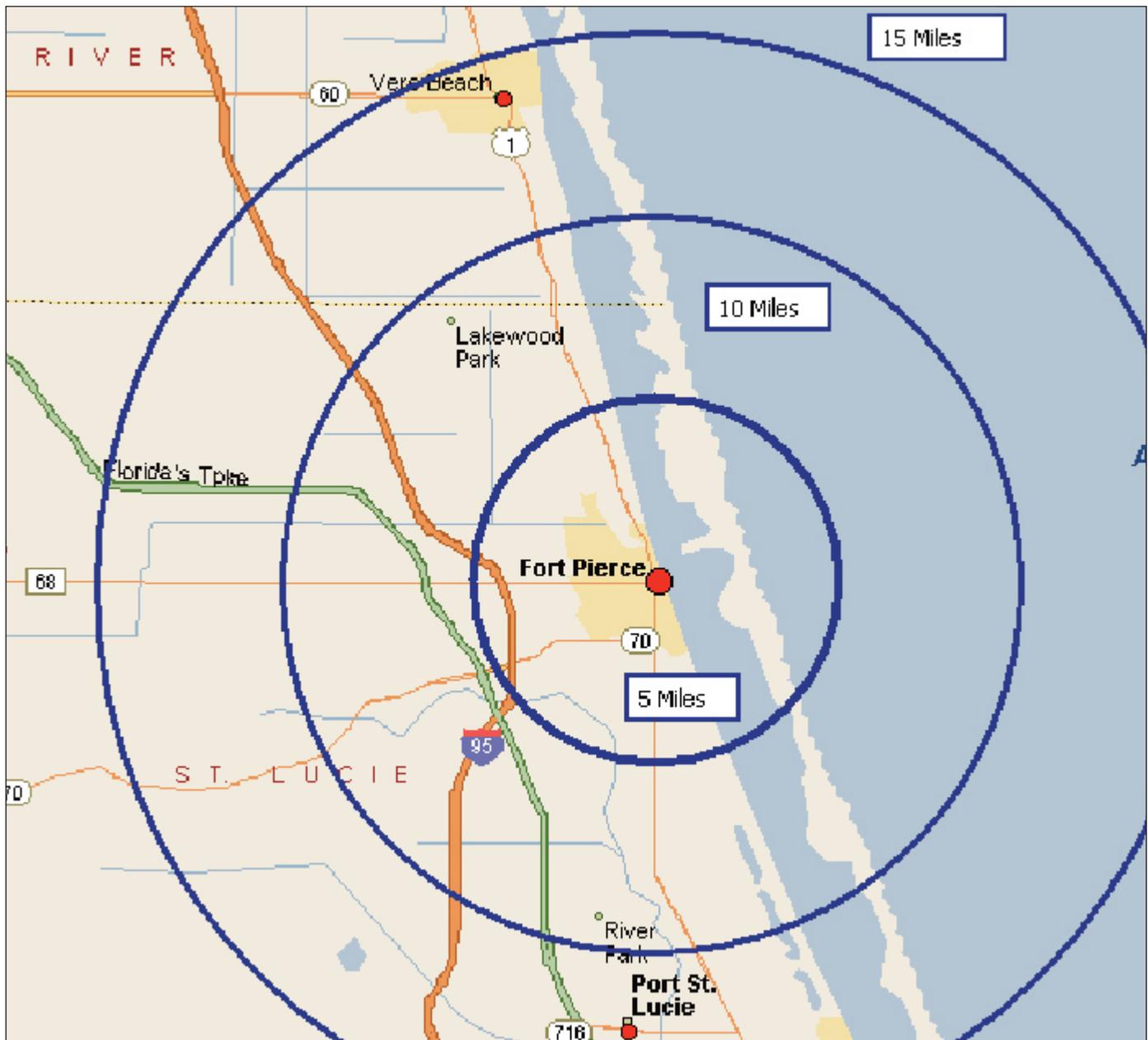
Gibbs Planning Group, Inc. (GPG) was commissioned by the Treasure Coast Regional Planning Council (TCRPC) to participate for five days in a master planning charrette for downtown Ft. Pierce, Florida. This study was conducted from February 23-27, 2008 and is based on a series of interviews with local residents, business owners, community leaders and GPG's experience with public and private sector commercial centers.

GPG did not conduct any market studies or independent surveys as a part of its scope of services for this study. Interviews of local residents, business owners and commu-

nity leaders that were conducted during the charrette have not been independently verified by GPG.

LIMITS OF STUDY

This report is intended to provide the TCRPC with general retail principles and guidelines to be used in the master plan of the subject study area. The findings and recommendations of this study should not be the sole basis for urban planning, design, public policy, land acquisitions, leasing or real estate development.



DEMOGRAPHIC CHARACTERISTICS

Using data from both ESRI and Claritas, GPG obtained the population and demographic characteristics for the defined trade area for five, ten and fifteen mile rings from downtown Ft. Pierce. This study estimates that the five mile ring is the downtown’s likely primary trade area. This trade area could be expanded with dramatic new retail development and marketing for downtown Ft. Pierce.

The following table presents and compares the 5, 10 and 15 mile ring demographic characteristics from the center of downtown Ft. Pierce:

Characteristics	5 Mile	10 Mile	15 Mile
2007 Population	67,335	160,074	332,571
2012 Population	81,056	201,400	422,500
2007 Households	25,545	67,040	137,562
2012 Households	30,964	86,248	175,349
2007-2010 Population Annual Growth Rate	3.78%	4.7%	4.9%
2007 Families	15,741	44,183	93,041
2007 Per Capita Income	\$18,811.	\$23,522.	\$25,944.
2007 Ave. H. Hold Income	\$48,261.	\$57,105.	\$62,423.
2007 Median H. Hold Income	\$32,711.	\$41,327.	\$45,827.
% White Alone	49.5%	70.6%	78.0%
% Black Alone	40.8%	22.3%	15.6%
% Hispanic Origin (Any Race)	15.9%	11.3%	10.4%
Median Age	38.6	45.4	45.3

Opposite page: Map 3: 5, 10 and 15 mile rings are shown above.

PARKING

Downtown Ft. Pierce appears to have sufficient parking for the existing amounts of retail and commercial businesses. However, many of the prime parking lots are filled during the day, and parking for shoppers is difficult. A new public parking deck should provide for needed employee and office parking, allowing for on-street and prime parking lots to be available for shopping. Nevertheless, in order for such a system to be effective, a carefully managed parking system should be implemented. This parking system should include the following:

- 2 hour maximum parking in the prime surface lots, including the former JC Penney lot.
- Restricted parking on the first level of the new City parking deck, to not allow for parking until 10:00 am. This will keep these stalls open for shoppers.
- Parking meters for the prime downtown retail blocks.

WATERFRONT LINKAGES

It is almost impossible to see the downtown shopping district from the marina or the waterfront plaza. This lack of view likely limits impulse cross-shopping from waterfront visitors. This study recommends the following improvements:

- Install a way finding graphic signage system to direct waterfront visitors to the downtown area.
- Install larger signage on the library for it to be better identified.
- Allow for retailers to install larger and more graphic signage along their waterfront (east) elevations.

Below and Opposite Page Top: Two great downtown attractions, from which it is very difficult to see Main Street, or even perceive that something is happening beyond the waterfront. Opposite Below: View of the library. It is very difficult for visitors to determine that this is a civic building and that the public is welcome.







Above: Aerial view showing the proximity of the downtown to the waterfront, where most of the City's major attractors are located. The aerial view also reveals the disconnect between the waterfront and the downtown.

Opposite Top: A series of "way-finding" guided signage should be the first step to link waterfront visitors to the library and Main Street.

Opposite Below: A simple sign announcing the presence of a public building should be installed.



RETAILERS COMMENTS

ping trips.

As a part of this study, GPG interviewed several small independent Ft. Pierce area merchants. These merchants were selected at random, and are not necessarily representative of the area's businesses. In addition, GPG has not independently verified the business owner's comments. Please find below a summary of the Ft. Pierce business owners comments:

1. Sales Trends: Many retailers reported that their retail sales during the past five years have been flat or on the decline. This downward performance is said to be a result of a shortened season and more competition off of the island.

Residents & Business Owner Comments

During the Charrette, GPG interviewed approximately 10 residents and business owners that visited the planning studio on their own discretion. GPG did not randomly select individuals or focus groups for these interviews. The following represents the general comments of the Ft. Pierce residents and business owners' comments discussed with GPG during the charrette:

1. Existing Retailers: Many of the residents expressed that while they liked downtown Ft. Pierce, they would like to see more restaurants, stores and 'places to shop'.

2. Desired New Retailers: Many residents and business owners stated that they would like national retailers such as Whole Foods, Border's and Old Navy to move into the downtown. Others liked the area as it is, and would not like any changes to be implemented. The residents expressed mixed opinions about what to do with existing property development rights.

3. Parking: All residents and business owners stated that parking was very difficult in the downtown. Many would like to see a second parking deck constructed closer to Second Street.

4. Hours: Most residents stated that they were frustrated that many of the restaurants and retailers were closed in the evenings and on weekends.

5. Other Shopping Destinations: Most residents stated that they like the new Tradition shopping center and that it has become a prime location for much of their shopping. The residents also shop in the Palm Beach area for major shop-

ANCHOR ATTRACTIONS

Fort Pierce's downtown possesses a great variety of anchor attractions. But despite the beauty, high quality and amount of interest these attractors generate, they don't seem to be benefiting the downtown as much as they should



SIMPLE POLICIES THAT CAN BRING 24-HOUR LIFE TO DOWNTOWN

1. Define Who Your Target Customer Is
2. Clear Connections, Visibility & Signage
3. Announce the Retail District Along US1
4. Develop A Simple Merchandising Plan
5. Keep The Court House
6. Think Form, Not Density

1. DEFINE YOUR TARGET CUSTOMER



Downtown Fort Pierce has a number of waterfront attractors that are used essentially by three different types of visitors:

- 1) Those coming to the beaches, bringing their own food and necessities;
- 2) Those coming to downtown marinas (boat owners, charters), generally bringing their own food and necessities as well, and,
- 3) Those who visit waterfront restaurants to enjoy a special dining experience.

These three destinations are major attractors of visitors. But they are set up in such a way that the people they are bringing are not supporting the local businesses.

The City needs to decide if it wants to broaden its customer base. If so, it needs to determine who it wants those customers to be.

Finally, the City needs to develop strategies to entice those waterfront visitors into main Street and the rest of the downtown.

2. CLEAR CONNECTIONS, VISIBILITY AND SIGNAGE



The City has done a superb job with its waterfront facilities. These facilities, nevertheless, remain “disconnected” from the downtown. This means the downtown absorbs all the “negative” impact of visitors (traffic, parking), and none of the “positive” (increased sales, new residents).

As a first step, “way-finding” signage needs to be installed. The immediate second step is to remove (re-develop as proposed by the Citizens’ Master Plan) the sea of parking that separates the waterfront from Main Street, and work towards fronting it with civic and mixed use buildings.

3. U.S. HIGHWAY 1 EXPOSURE ANNOUNCE DISTRICT ALONG US1



The historic downtown Ft. Pierce commercial district lacks any direct exposure from the tens of thousands of vehicles that travel U.S. 1 daily. This lack of visibility significantly reduces the downtown’s commercial viability and is a missed opportunity to brand the downtown as an attractive commercial destination. GPG recommends the following to address this issue:

- Encourage leading retailers and restaurants to open at U.S. 1 and Avenue A, Orange and Citrus Avenues.
- Implement a more effective graphic and way finding signage system along U.S. 1 to announce the downtown shopping district.



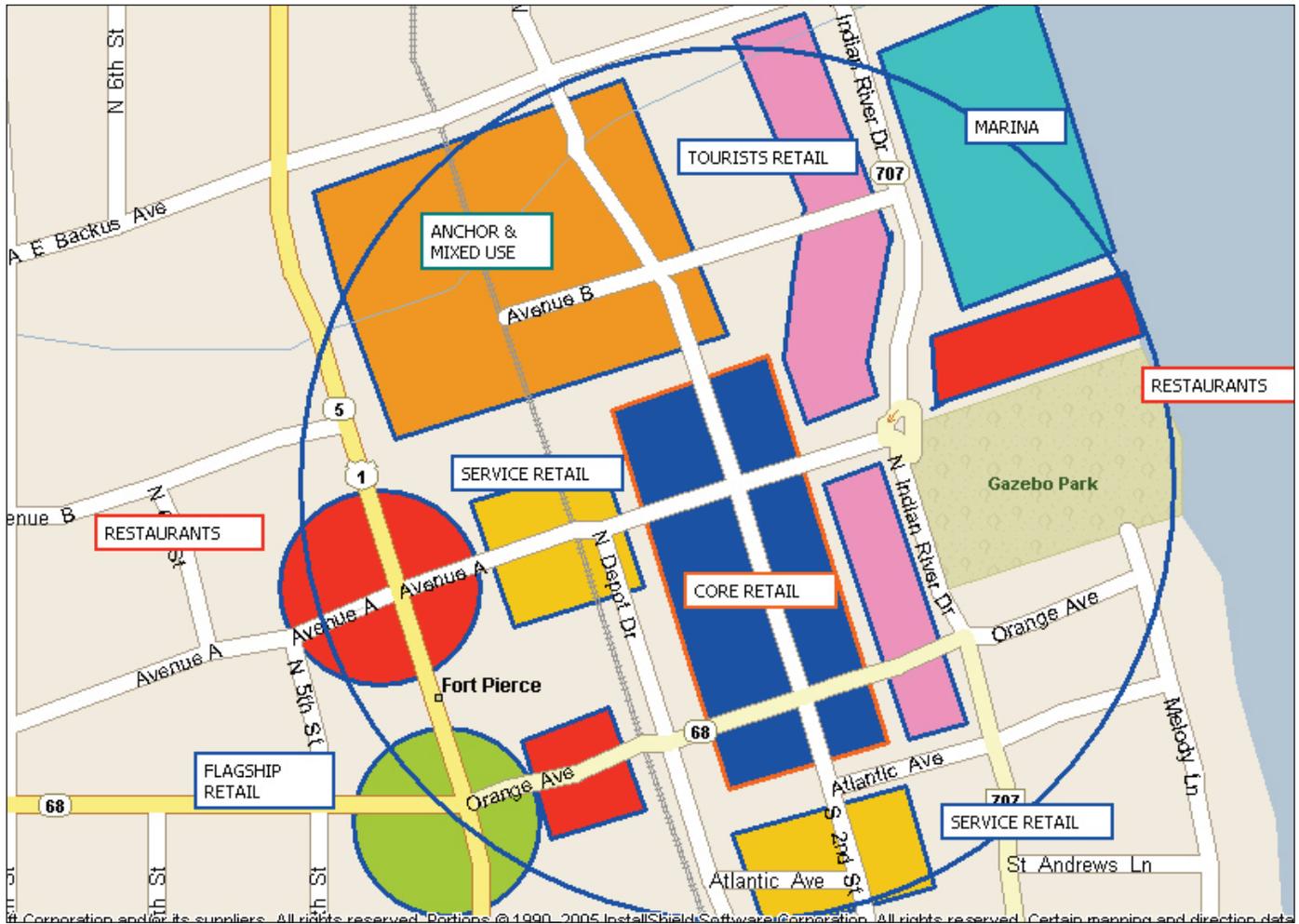
1. Physical Character: The Ft. Pierce area has a pleasant village scale that complements much of Palm Beach’s quality. This study found that some of Ft. Piece’s landscaping and maintenance is in need of repair.

Top: Aerial photo depicting Main Street, the City’s shopping district, and two of the locations recommended for “branding ports”.



Top: Plan view of the shopping district and all branding port locations suggested by the Citizens' Master Plan. A fourth branding port location (not shown in this map) is recommended at the intersection of Second Street and Seaway Drive.

4. DEVELOP A SIMPLE MERCHANDISING PLAN



Top: Merchandising plan proposed by the Citizens' Master Plan. The City's retail functions no different than retail in a mall. As such, it needs to be carefully organized and planned. The first step towards this organization is the plan above. If the City were to accept national retailers in the downtown area, it should require them to behave in accordance with the City's image and scale. Shown above, two national retailers in downtown historic Charleston, SC.

A few Merchandising Recommendations for existing downtown retailers:

1. Keep Simple Window Displays
2. Maintain Open Floor plans
3. Adhere to Extended Hours
4. Have a Front & Center Table
5. Do Lifestyle Displays
6. Keep Clean Surfaces
7. Offer Daily Specials
8. Tell Your Story
9. Keep/ Install Clear Store Windows
10. Update Interiors Yearly
11. Seek Product Depth
12. Encourage Cross Merchandise w/others
13. Use Dimensional Signage



CHAPTER VII

GENERAL RECOMMENDATIONS

READY FOR THE FUTURE

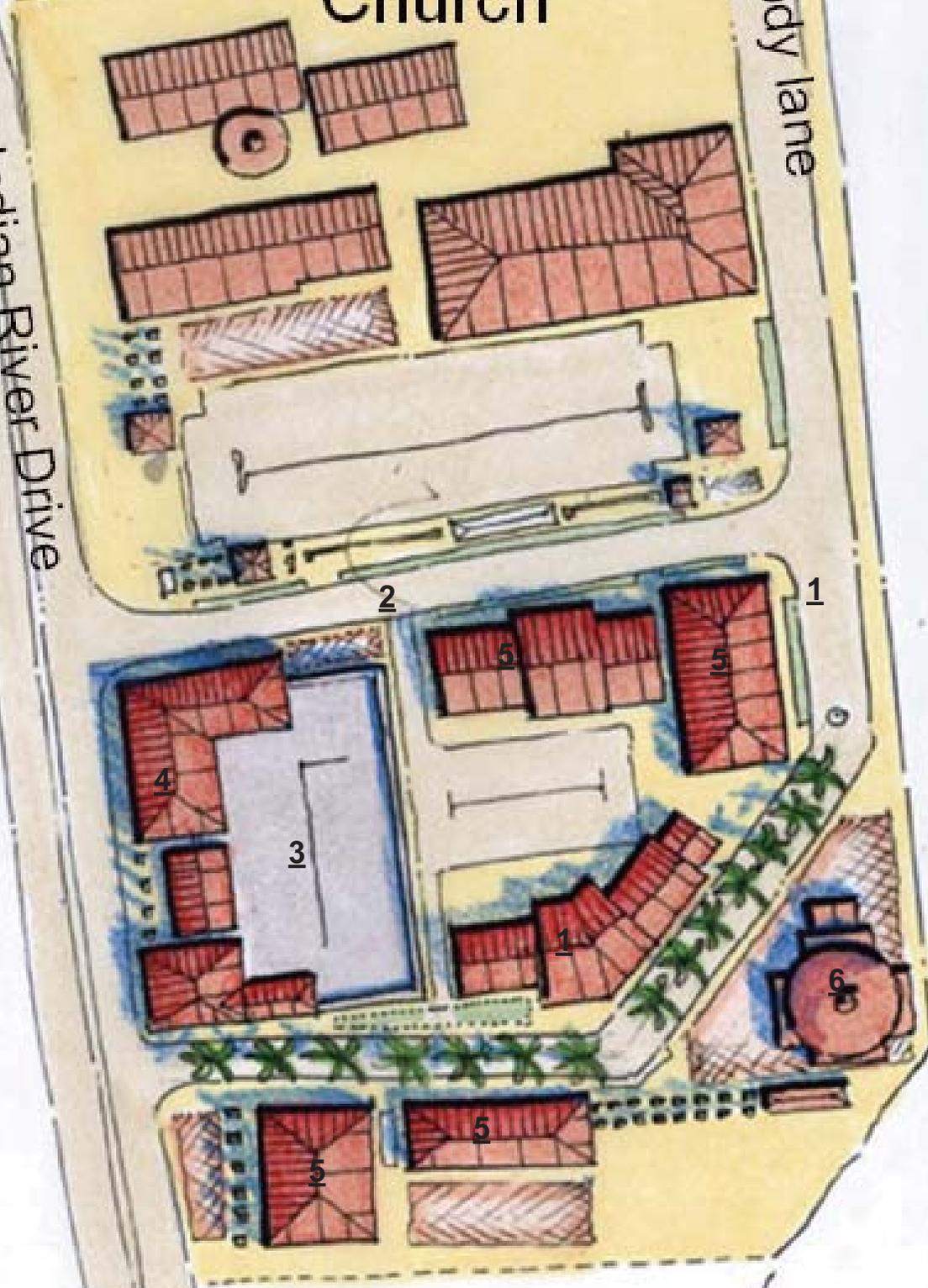


The Citizens' Master Plan recommends an infill strategy to allow for future Court House expansion within the downtown. This expansion is proposed as a series of buildings wrapping the existing garage on Second Street (rear) in existing parking lots along the FEC, as well as by redeveloping existing structures into more intense and efficient buildings (proposed here for the building on the corner of Citrus Avenue and Second Street (note that this is a long-term proposal)).

St. Andrew's Church

Melody lane

Indian River Drive



Additional expansion space is available in the vacant parcel south of St. Andrew's Church. The Citizens' Master Plan proposes:

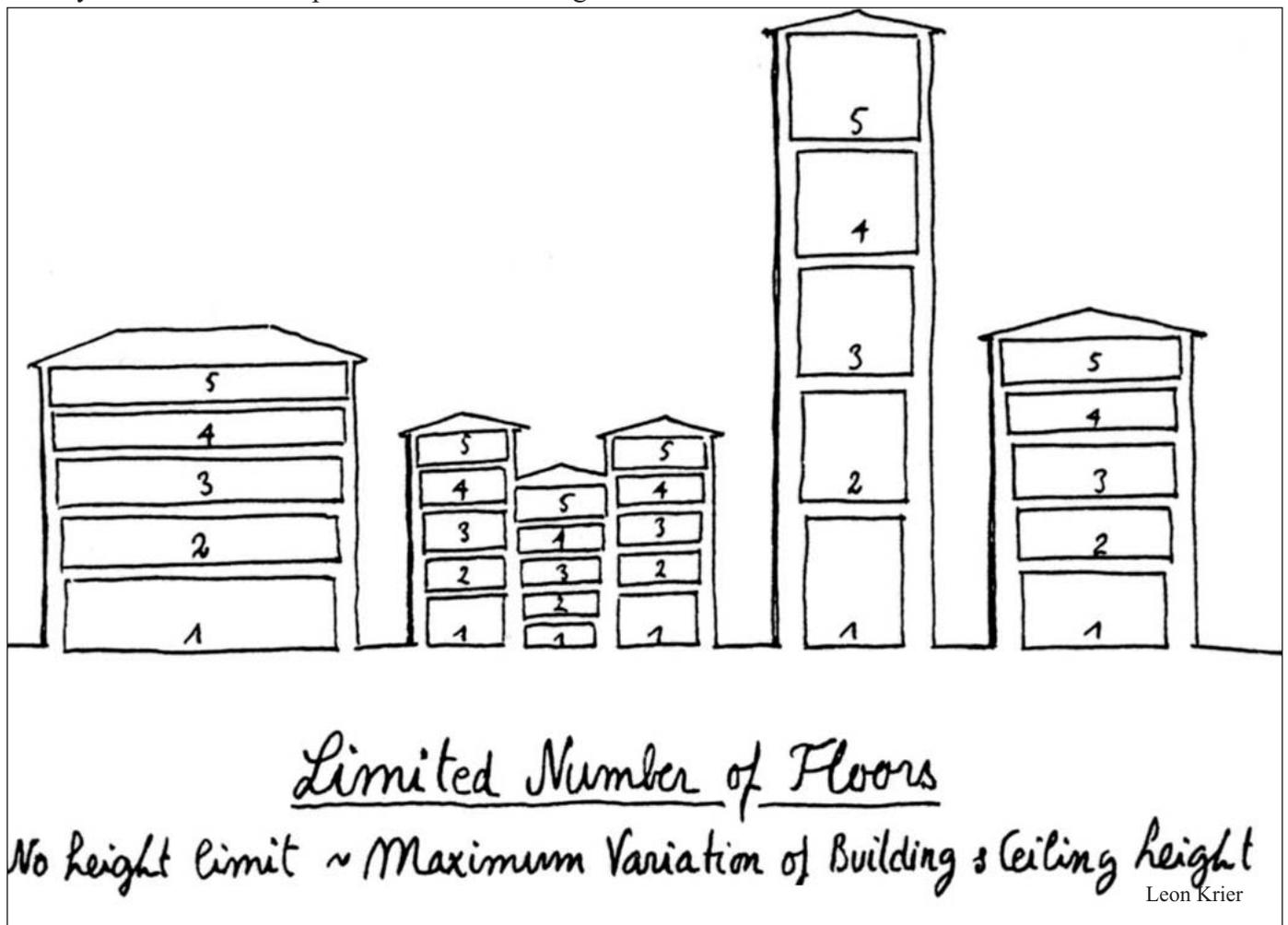
- a) Extending Melody Lane along the waterfront, formally intersecting Indian River Drive as a tree-lined boulevard (1),
- b) Formalizing the church's parking lot and creating a street independent of this parking lot to access from Melody Lane to Indian River Drive on the south side of the church (2),
- c) A civic building terminating the Melody Lane vista (6),
- d) A new garage to support future development (3),
- e) Office buildings (4),
- f) Mixed use and residential buildings (5).

DENSITY VS. DESIGN

Some cities (Fort Pierce included) have attached a density value to all development. While this is a good

strategy for some locations, it is not for all. Density is essentially an arbitrary number that, in most cases, is no guarantee of good design, appropriate character or scale. Additionally, in areas like the downtown where property values are higher than in other parts of the City, limited densities do not result in smaller buildings, but in larger units. This, over time, results in a usually unintended consequence of creating a downtown only for the very wealthy, with insufficient residents to support local retailers.

The Citizens Master Plan recommends that the City focus on FORM, SCALE, and MASSING of buildings appropriate for the downtown. At the same time it should increase or remove as part of an incentive-based form based code, density requirements for the downtown. It also recommends transitioning to a "maximum story" system to determine height (as seen below). This will ensure a more organic and authentic pattern of development over time.





THE BEAUTIFUL 10%

The image above is of the Bartow Courthouse. The core building is very similar to Fort Pierce's Court House. It is essentially a simple box with little detail, to which a formal entrance of classical architecture has been added.

The Citizens Master Plan recommends adding such formal entrance to the existing Courthouse building (seen on image in opposite page). It also recommends reserving classical architecture and language for civic buildings.

