

CHARLOTTE COUNTY MEDICAL DISTRICT



FINDINGS + RECOMMENDATIONS APRIL 23RD, 2010



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Project Objectives

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- 1. Develop an initial Vision Plan for the District including “First Steps.”**
- 2. Prepare Recommended Policy and Future Land Use Map Amendments needed to Implement the Vision Plan.**
- 3. Deliver a Design Handbook with Illustrations and Guiding Ideas to Support the District and its intent to support aging in place.**
- 4. Facilitate the Hospital master plan updates to support redevelopment objectives of the District.**

Community Context

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EXISTING CONDITIONS

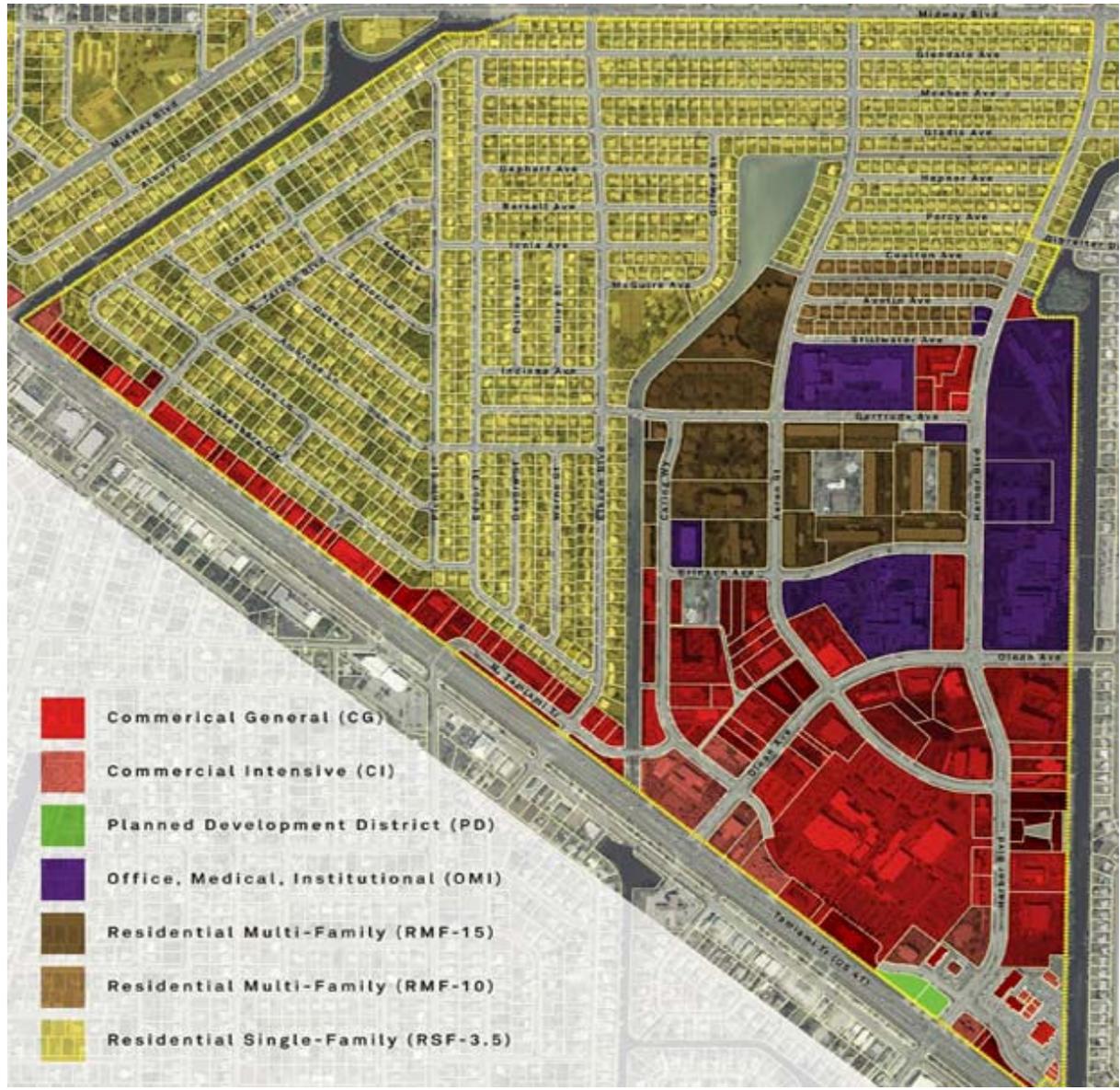
The Medical District

Future Land Use Map



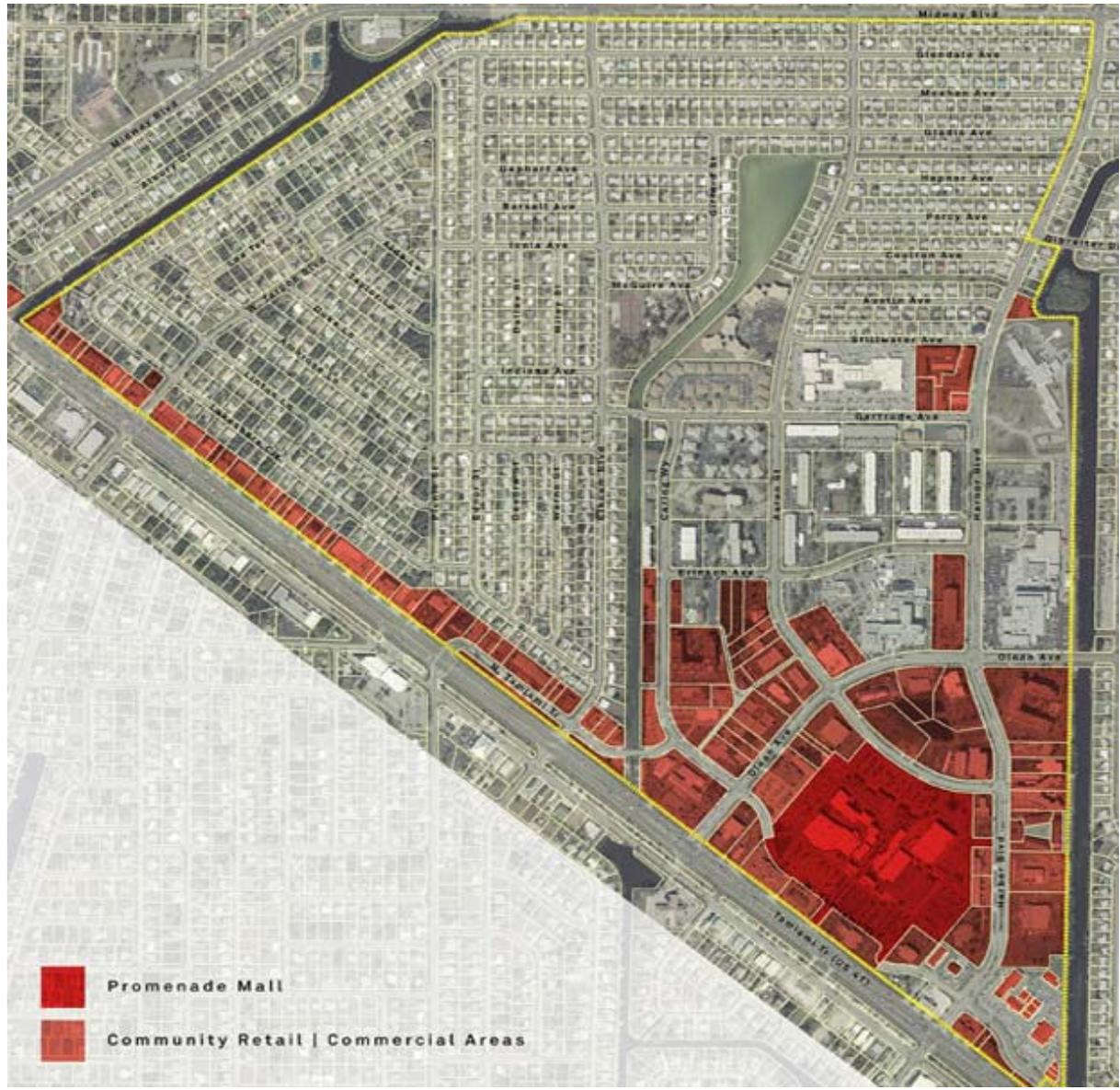
The Medical District

Existing Zoning



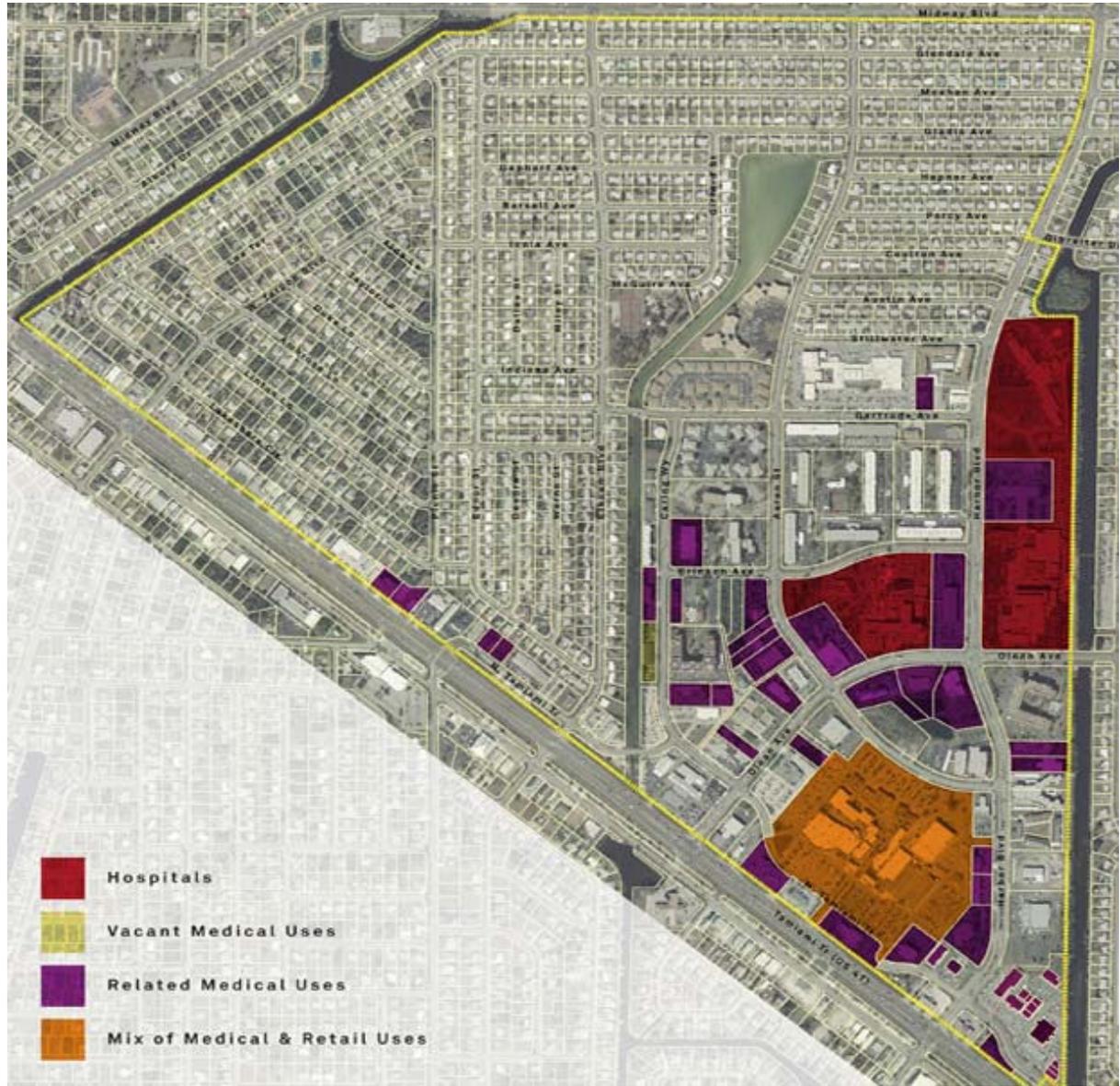
The Medical District

Commercial Uses



The Medical District

Medical Uses



The Medical District

Residential



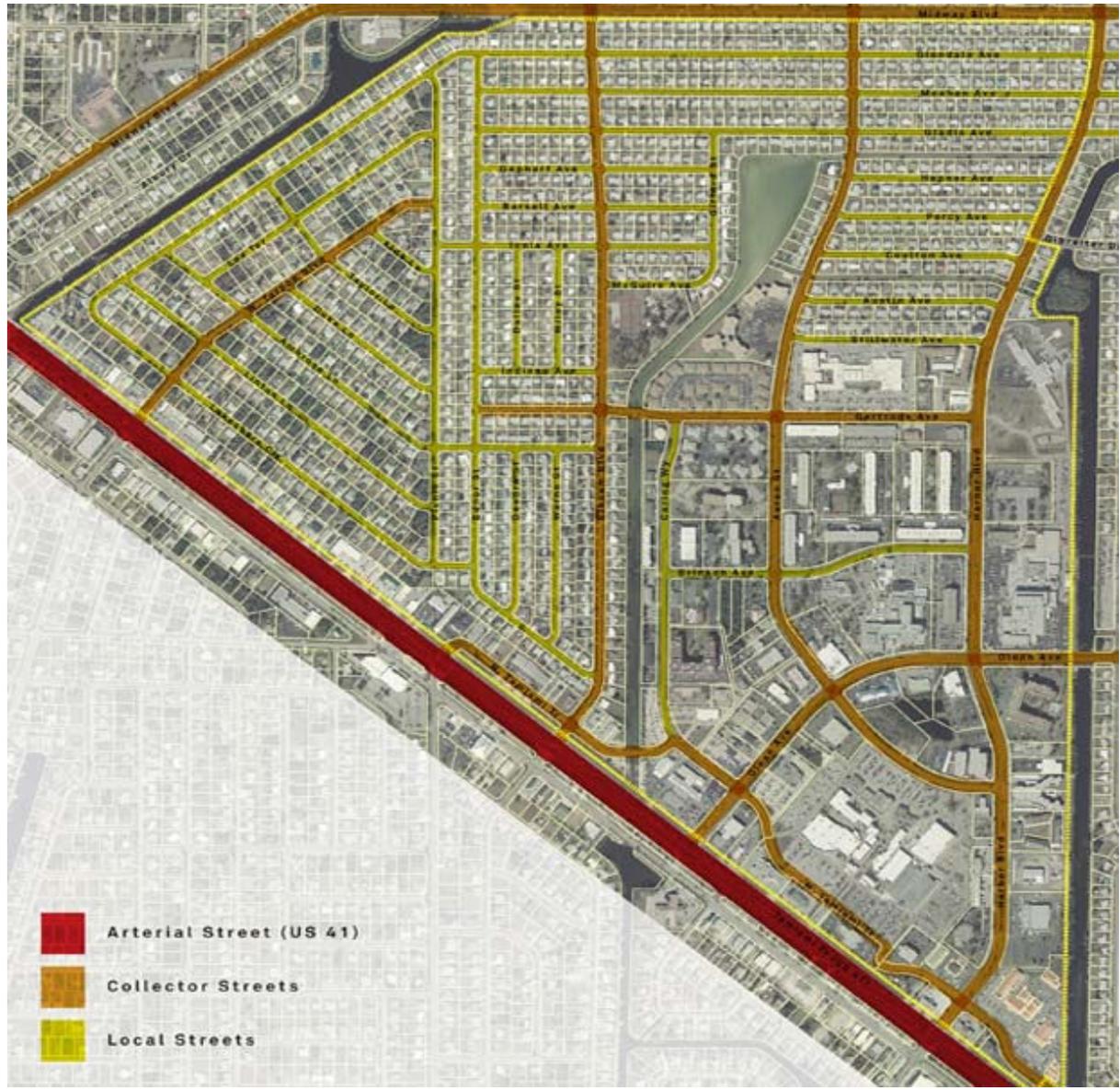
The Medical District

Civic Centers, Parks, & Open Space



The Medical District

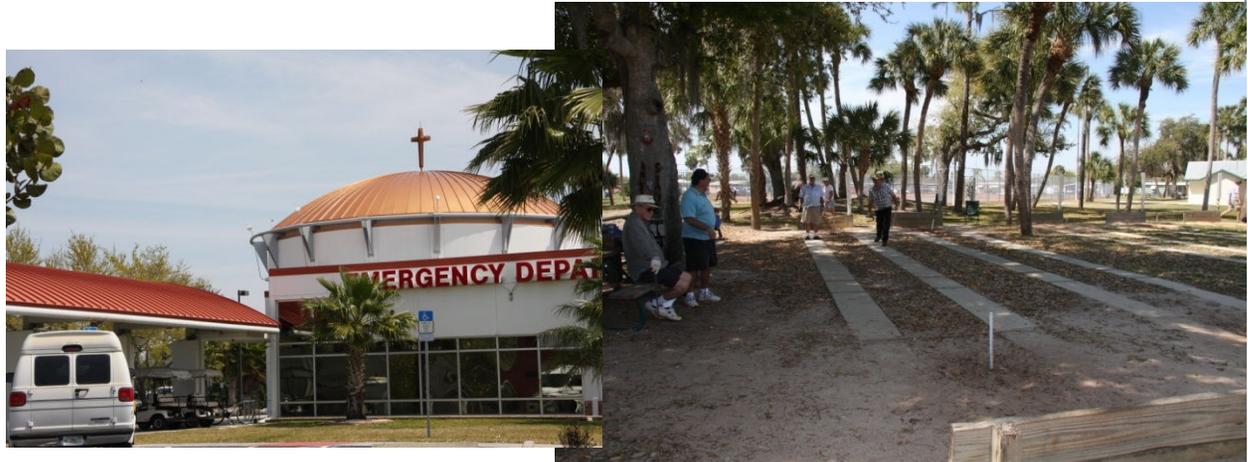
Circulation & Streets



CONGRATULATIONS!!

**Many communities
would like to be
where you are.**

**You have
successfully
reached
the end...**



CONGRATULATIONS!!

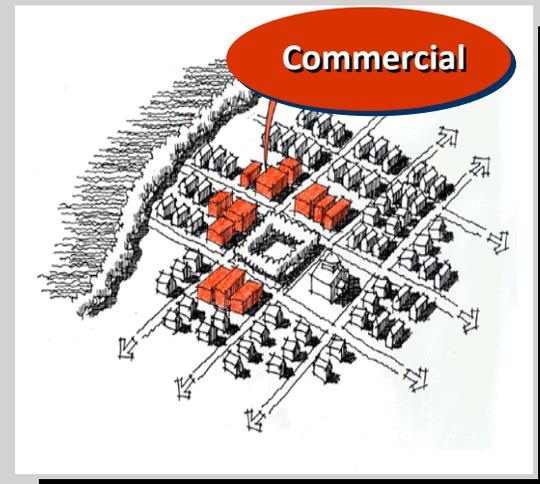
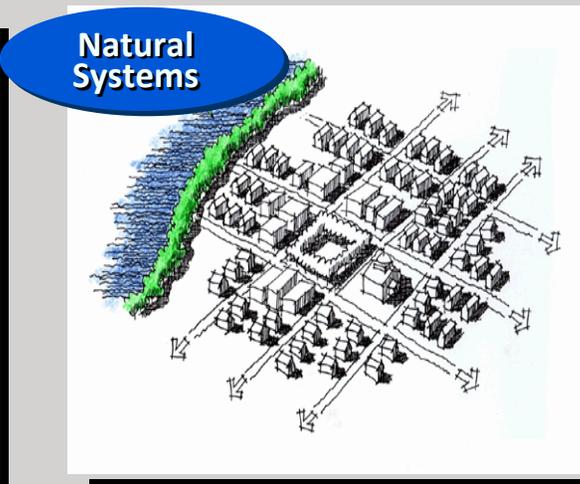
**Many communities
would like to be
where you are.**

**You have
successfully
reached
the end...
... of the
*BEGINNING!***



A Traditional Model of Community

15



There are many different kinds of uses available to the people in the District

- 2 Hospitals
- Medical Support
- Commercial/Retail
- High, Medium, and Low Density Residential
- Some Parks & Open Space
- High Quality Civic Center/Library



Connectivity + Livability is Critical

17

Many of the essential community components already exist in the district, but the connectivity between these destinations is unsafe and uncomfortable



Principles of Livability

- Walkable
- Beautiful
- Safe (*Safety*)
- Comfort (*Shade*)
- Convenient (*Easy*)



Foundations

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- **Public Components**
 - Land Use Pattern
 - Transportation Network
 - Streets, Parks, and Open Space Beautification
- **Private Development Components**
 - Renovation + Renewal
 - Reinvestment + Reorientation
 - Redevelopment + Rebuild

Aging Gracefully

20

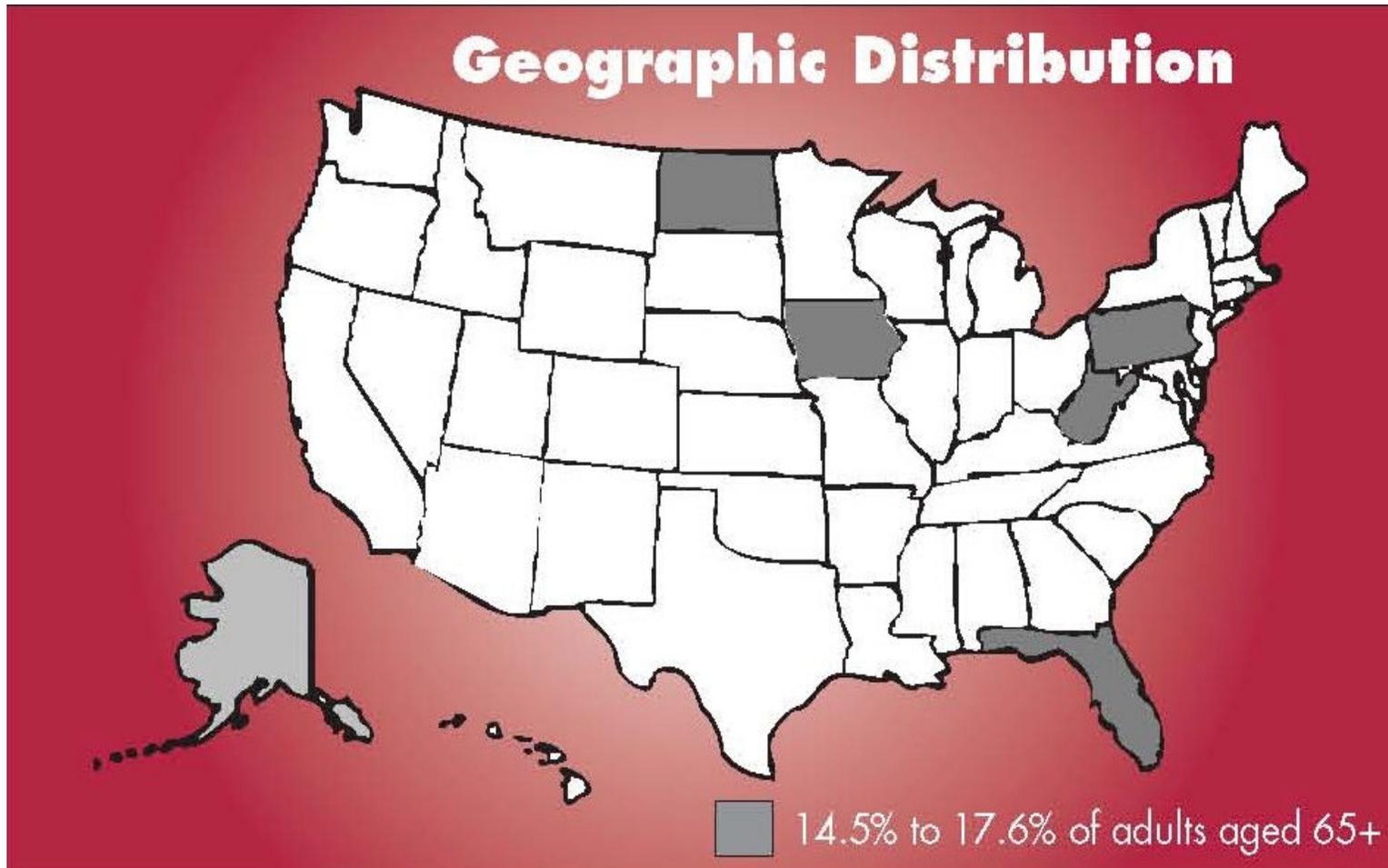
Are we building **Community Places** that are **Livable** for our 55+ Population?

21



Are we building **Community Places** that are **Livable** for our 55+ Population?

22



From Greatest Generation to Boomers!

23

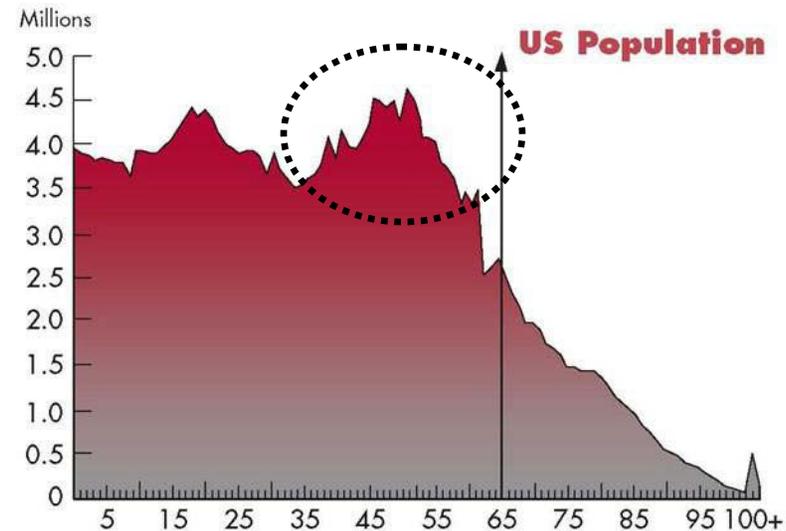


Currently – Americans at 65+

“The Greatest Generation”

38,264,329 People

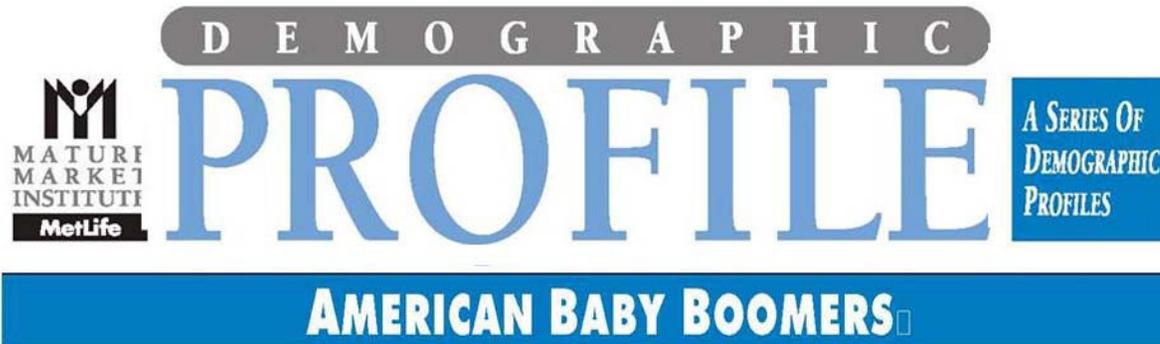
12% of US Population



By 2030, the 65+ Population will more than **double to 74,000,000**

Who are the Baby Boomers?

24



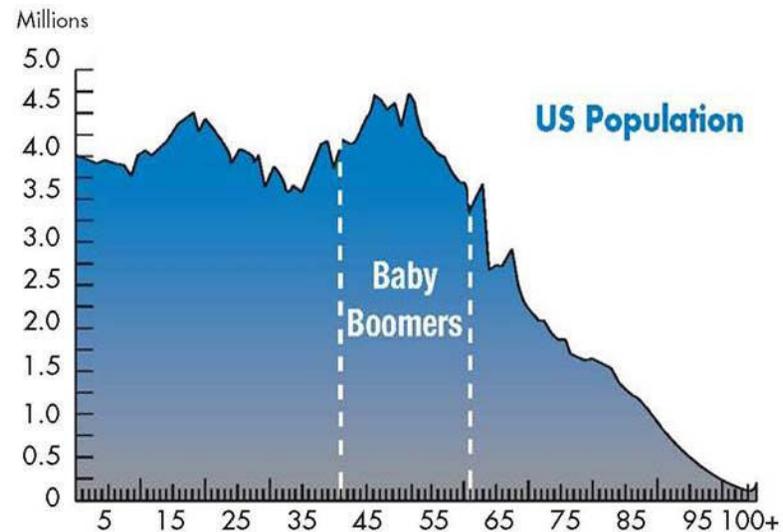
Born between 1946 & 1964

Ages 43 to 61

76,402,903 People

26% of Population

In 2030: 20% of US will be 66-84



What Have They Accomplished?

25

Shaping America – the first documented
"Generation"

Interstate Highway System

Suburban Housing

Rock and Roll

Sexual Revolution

Civil Rights Movement

Americans with Disabilities Act

Computers/iPhones

Cold War

Wal-Mart

Space Exploration

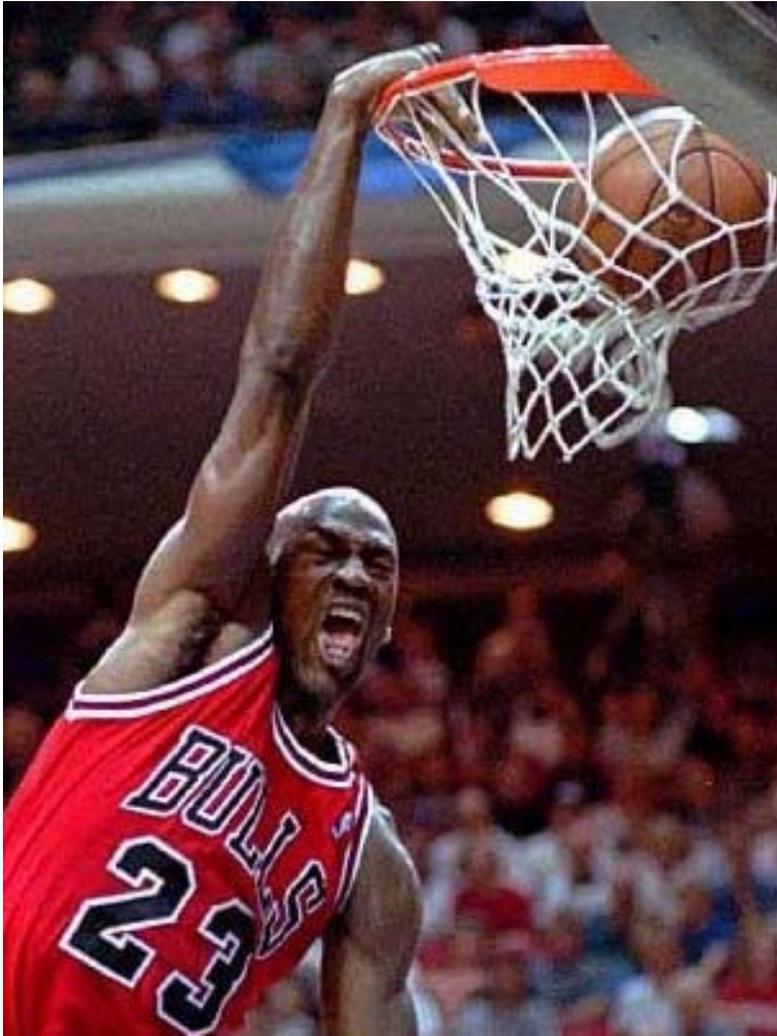
Moon Landing

Mars Vehicle Landing



Who are the Baby Boomers?

26



Compared to their Predecessors, they are:

More Independent

Better Educated

Stronger Self Identity

More Disposable Income

More Likely to Work Past 65

More Healthy

More Physically Active

Expected to Live Longer

More Highly Diverse

What Living Needs are the Most Important?

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Security

Transportation

Access to Basic Shopping

Access to Special Services

Access to Healthcare

Access to Work

Diverse Social Interaction

Physical Activity

Source: Met Life Mature Market Institute

What Living Needs are the Most Important?

28

Security

Transportation

Access to Basic Shopping

Access to Special Services

Access to Healthcare

Access to Work

Diverse Social Interaction

Physical Activity

Source: Met Life Mature Market Institute

Sense of Safety

Diminishing Auto Skills

Grocery

Home Support

Doctor

30% 65-69 will work

15% 65-74 Live Alone

Maintain Health and Ability to Engage

Safety Social Connection & Physical Fitness

29

Maintaining social and physical fitness is extremely important. Senior Lifestyle is often described as a series of radical changes due to minor circumstances.



Changing Needs and Mobility

30

Health + Housing

Independent Living

In-Home Services

In-Home Care

Assisted Living

Congregate Care

Nursing

Access

Still Driving

Transit

Walking

Point Shuttle

Family Member

Ambulance

Aging Gracefully

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Experiencing the natural transition of ability, mobility and need for support - within an environment that *maximizes one's ability to independently manage one's environment* and engage one's community in meaningful, fulfilling ways.



HOME: *Why would we ever want to leave?!*

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“Upwards of 90% of people say they would like to stay right in their own communities as they age”

~ Robert H. McNulty – Partners for Livable Communities

Census Bureau: Fewer than 5% of 55+ will move in a given year

Of those who move:

- **49% stay in their same County**
- **Fewer than 25% leave their State**

Of those who move out of state:

- **The overwhelming reason is... ..to be close to ***FAMILY*****

HOME: Why would we ever want to leave?!

33



City Living Just Got Easier...

Join BHV today and enjoy these benefits tomorrow

Social & cultural events: Discussions with community leaders in the arts, politics, medicine, and the media; concerts; dining out; day trips to New England museums.

Transportation: For doctor appointments, airport, grocery shopping, and social visits.

Exercise: Walking group, Tai Chi, exercise classes, and personal trainers.

Computer training & support: For PCs or Macs in your own home.

Health care & home services: Home care, delivered meals, and access to MGH Senior Health and emergency care worldwide.

Chores: Errands, home repairs, housecleaning, and more.

Contact us today!
617. 723. 9713
www.beaconhillvillage.org

Baby Boomers: What's Next...?

Could it be that Baby Boomers have stumbled upon the Fountain of Youth? It's possible. As they enter the "retirement" phase of their lives (7918 Boomers turned 60 every day of 2006), they are the healthiest, best educated, and most affluent group ever to move through their fifties. And, if they are in reasonably good health, they have twenty to thirty more years of life to enjoy. Their parents' vision of retirement — golden years of leisure in Sun City, golfing, playing shuffleboard — has, for the most part, faded. Retirement is no longer the reward for a life well lived. It's old hat, boring. To many, it seems socially irresponsible. Often it's economically unaffordable. We all agree that 65 is just not that old. We have too much energy to quit, too many dreams to pursue, too many places and people to see, to buy the concept that 65 is "quittin' time." (After all, that concept came in with Social Security in 1935, almost 75 years ago.)

This new extension of life, as exciting as it seems, has caught many of us unprepared. Our parents' generation offers few role models. What is next? How do we



Judy Goggin.

deal with this gift of longevity in meaningful, satisfying ways? Demographers for the past decade — estimating that there will be 57.8 million of us between 66 and 84 by 2030 — predict the end of Social Security and the demise of our health care system as we all opt for new joints, new hearts, and new faces. But such negativity belies that fact that the human spirit is ever resourceful and creative. Countering these dire predictions are triumphant stories of new beginnings. A different version of aging in America is emerging and it is exciting.

The "second stage" or "third age" tags are beginning to replace "retirement." And if many of us are uncertain about how to take the next step, how to retrain ourselves or start a different career, there are countless articles and books, life coaches, experts, and contemporary role models to whom to turn. Just google "Baby Boomers" or "Second Journey" and a new world opens up. The author Sara Davidson in her book *Baby Boomers: What's Next in Life?* describes this tran-

Continued on page 2

Encore: Finding Work That Matters in the Second Half of Life.

Speaker:
Judy Goggin
Vice President, Civic Ventures

Join us on

Thursday March 13
from 5:30 to 7:00 p.m.

64 Beacon Street

RSVP to BHV 617-723-9713

The "Beacon Hill Village"

A non-profit grassroots
Concierge Service that arranges

- Rides
- In-home services
- In-home care
- Activities
- Affinity Groups
- Gardening
- House Cleaning
- Grocery Shopping

Bonded, screened contractors offering reduced rates to the Village

Nearly 50 custom /local programs nationally

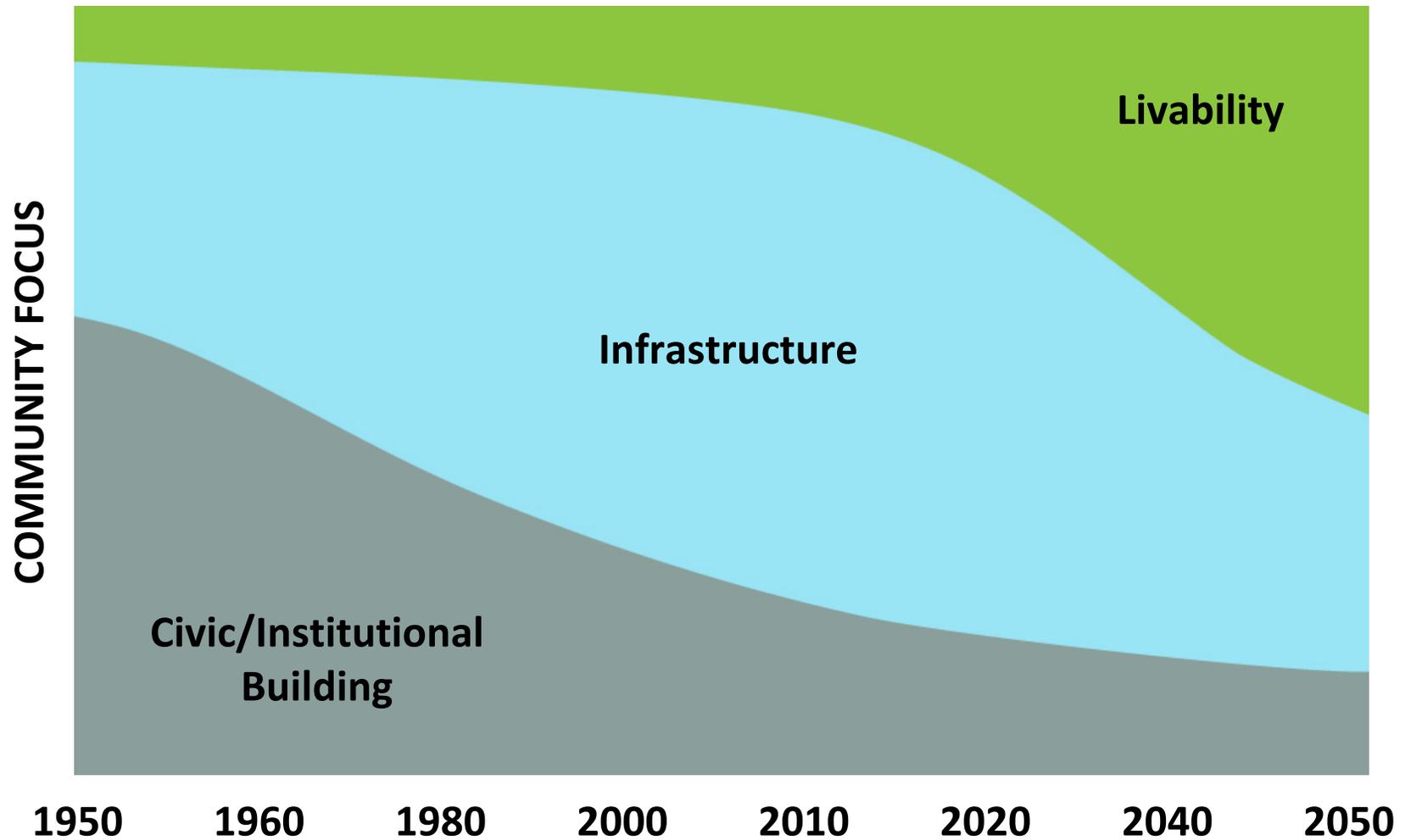
Annual Fee (\$600-\$900)

\$100 for low/med income

"Call Beacon Hill Village for anything and everything. We will work with you to find a solution for your needs."

Charlotte County | Community Context

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Findings + Recommendations

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**NEIGHBORHOOD STABILIZATION
HOSPITAL DEVELOPMENT
PUBLIC REALM INFRASTRUCTURE
PRIVATE LAND DEVELOPMENT
SIGNAGE, WAYFINDING, BRANDING**

Neighborhood Stabilization

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ISSUES FOR ENHANCEMENT
CASE STUDY EXAMPLES + TYPICAL STREET SECTIONS
STRATEGIES + FIRST STEPS

Neighborhood Stabilization Issues for Enhancement

The neighborhoods in the study area are comprised of generally homogenous single family residential areas, surrounding a higher density center that includes more diverse multifamily structures.



Neighborhood Stabilization Issues for Enhancement

- Age of the homes (shown on the map to the right – darker green indicate the older structures).
- Declining real estate and income markets.
- Significant population migration, dating to 2004, which has changed the historic social structure.
- Lack of infrastructure to support neighborhood desires such as walkability, safety, open space/ recreation, calmed traffic, or character /identity.

Again, the high percentage of structures reaching 50+ years in age makes this area a prime candidate for redevelopment over the next 20 years.



Neighborhood Stabilization Issues for Enhancement

Left Top: Original Mackle Development units at Elkcarn & Gertrude with minimal infrastructure, lack of street trees, minimal sidewalks, no neighborhood identification, and frequent speeding.

Bottom: Vacant rental units creating a sense of divestment and blight.

Right Top: Frequently seen children walking and riding bikes to and from school; Open swale drainage, utilities, a lack of street trees.



Neighborhood Stabilization Issues for Enhancement

The higher density multifamily developments in the “town center” area generally appear stable.

Many serve a population of older residents and in some cases, subsidized housing. Some of the properties are in condo ownership and are therefore not likely to redevelop, others however, are rental apartments that could eventually be replaced by updated development.

While this study did not evaluate the long term viability of these structures, many of the condominiums appear viable structures (despite their age) and are reported to be affordable to the users.

However, their overall dated exterior appearance, lack of amenities, and likely age of support utilities, kitchens, bathrooms, and roofs creates some question regarding the long term position of some of the buildings.



Neighborhood Stabilization

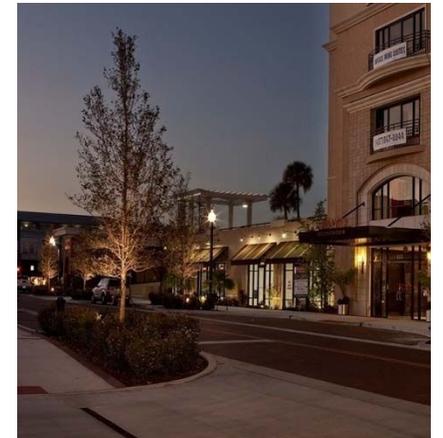
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ISSUES FOR ENHANCEMENT
CASE STUDY EXAMPLES + TYPICAL STREET SECTIONS
STRATEGIES + FIRST STEPS

Case Study: Kissimmee CRA Developer + Business Incentives

REDEVELOPMENT GRANTS - In the past 9 years: 470 Grants totaling \$1,077,500.

- Façade & Signage Rehabilitation
- Assemblage of Properties
- Community Development Block Grant
- Art In Downtown
- \$250K Annual Developer's Assistance Fund
- \$50k Owner Occupancy Fund
- \$150k General Business Incentive Program
- 50% Impact Fee Assistance, (5 Yr Amortization on remaining 50%)
- Paint Voucher
- \$10k Live Where you Work Grant
- Teacher Housing Assistance
- Consulting Services Reimbursement



“Our incentives are by far our most successful dollar for dollar investment, a 6 to 1 return” ~ Gail Hamilton, Kissimmee CRA Director

Case Study: Kissimmee CRA Large Scale Development

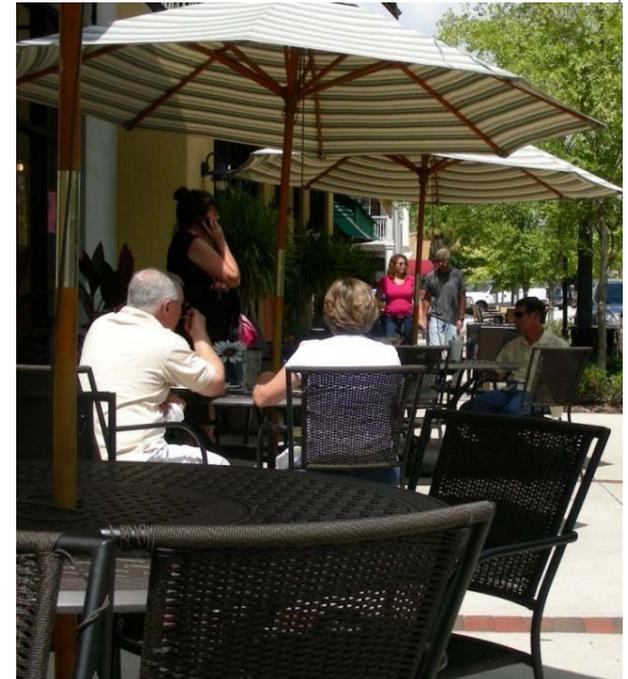
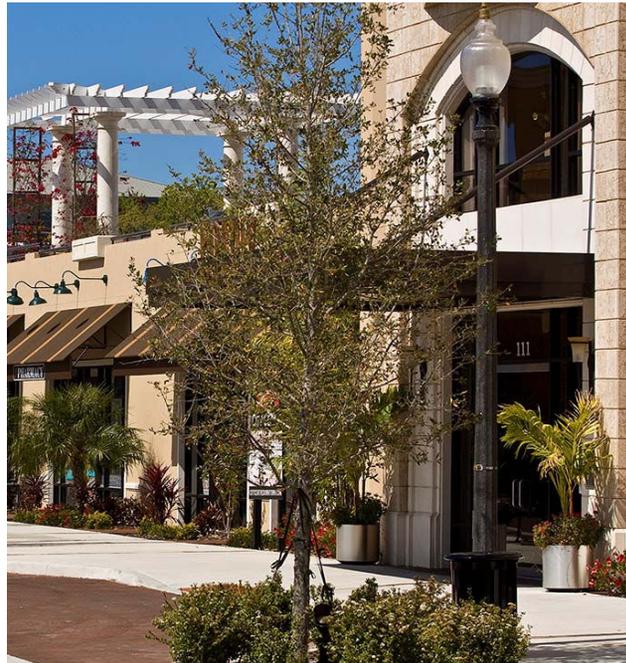
City Centre Project

A \$25 million, mixed-use, 8-story development, with ground floor retail, office and residential above, and a 2-level parking garage.

Investment: Worked with the developer to help estimate and adjust total hard construction cost, number of parking spaces for tenants, number of parking spaces in garage, cost of site assembly, time of completion of project, current assessed valuation of all parcels, and identification of phases and timing.

Result: New businesses and renovations of other buildings in the downtown district, 9 new restaurants, and new political attitude for downtown.

This has resulted in new private re-investment in the community of about \$8.5 million.



Case Study: Community Land Trust Hannibal Square Community Land Trust

What is it?

- A non-profit corporation owns the land.
- Homes are sold to low-income buyers for prices made affordable by the fact that they will not own the land.
- Trust provides 99-year renewable ground lease to homebuyers.

Why do it?

- Proven ability to inject stability into neighborhood.
- Provides low- or middle-income families an opportunity to become homeowners.
- Affordability in Perpetuity is achieved by separating land value from the house value for the purpose of transferring title to the house without selling the land.



How to do it.

1. Identify existing non-profit groups that could help to establish Land Trust.
2. Identify publicly-owned parcels that could be donated to Land Trust.
3. Identify vacant parcels that could be purchased.
4. Assist Land Trust with legal, administrative, and regulatory issues as necessary.
5. Provide start-up funding.
6. Help with fundraising, host events, engage business community, etc.

Case Study: Community Land Trust Hannibal Square Community Land Trust

The Hannibal Square Community Land Trust was started in 2004 by a citizen-based organization, with extensive oversight and guidance from the Winter Park CRA.

Start-up funding provided by:

- City of Winter Park
- Winter Park CRA
- Local realtors, homebuilders, banks, & businesses
- SHIP dollars
- Fundraising + private donations

Over the last 6 years, the Trust has purchased dilapidated private property and, with the help of Habitat for Humanity, built 14 new homes that are **Owner Occupied**.

Sales Range: \$126,000 - \$160,000

Families and the
Neighborhood are **THRIVING!**



Case Studies: Revitalization Neighborhood Character, Beautification, Traffic Calming

Holden Heights

- Entry Signs
- Picket Fences

Audubon Park

- Signage
- Branding
- “Community Market” every week

Vancouver Neighborhoods

- Traffic Calming, Mini-Circles
- “Green Streets” Program



Case Study: Infill Typologies

Townhomes + Mid-Rise

Townhomes

Townhomes are a good housing typology because they allow for a higher density (18-25 du/ac) but can still fit within a single family neighborhood urban form and character.

Mid-Rise Apartments/Condos

As the residential “center” begins to redevelop, mid-rise apartments or condos can infill in the higher density areas. Typically, mid-rise assumes a 40-70 du/ac, but can be adequately designed to fit within the character and form of the neighborhood.

The image on the lower right is called “Cheney Place” in downtown Orlando. It is about 77 du/ac, but the architectural design of the facades and the treatment of the edges allow it to feel in scale with the area.



Typical Residential Street



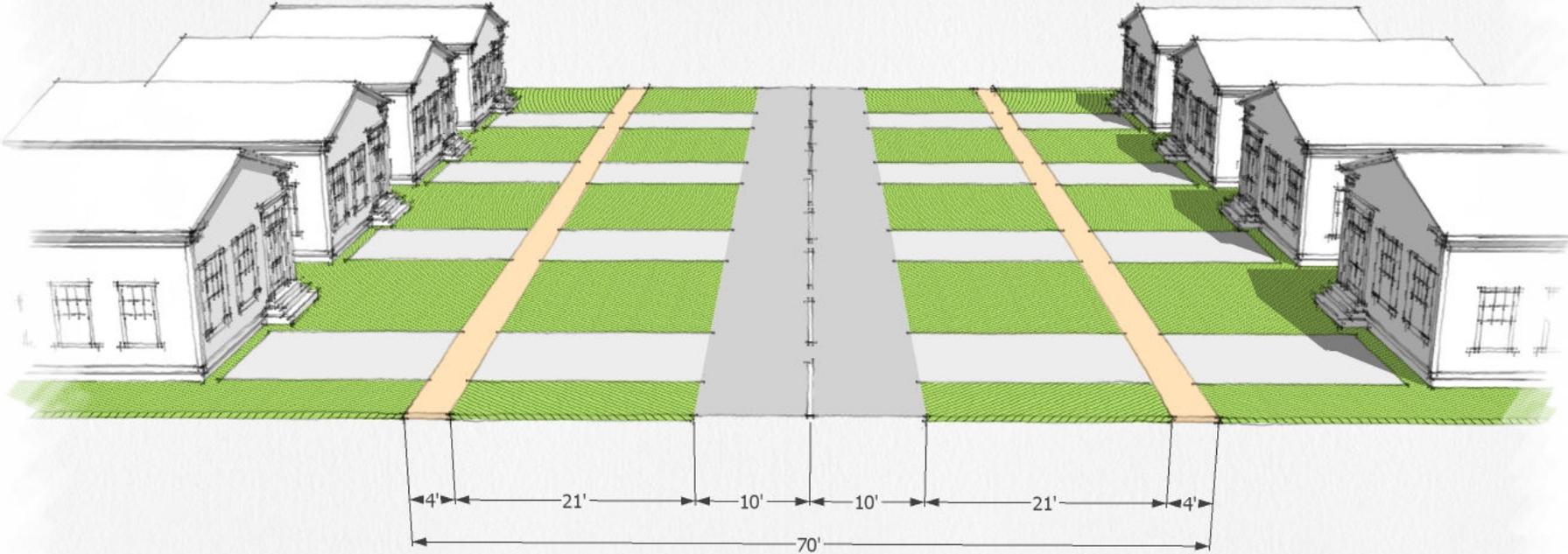
Typical Residential Street



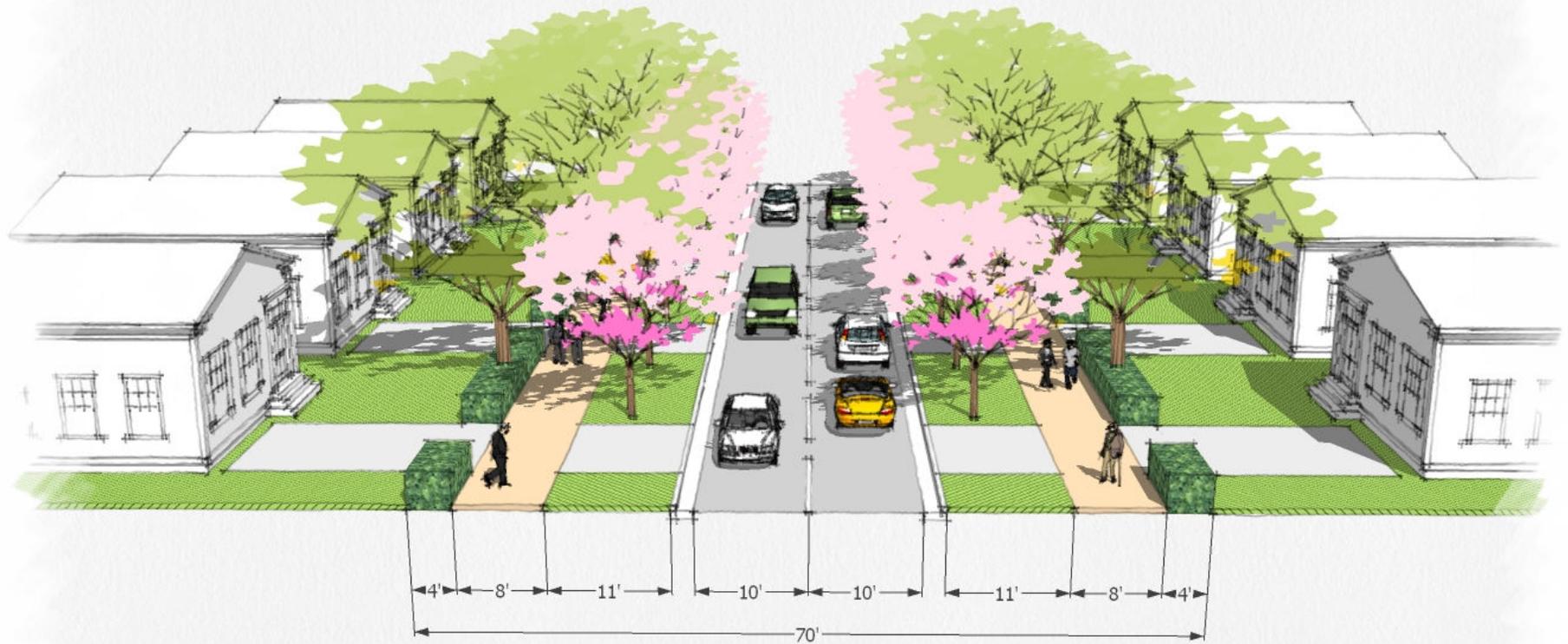
Design Intentions:

- Addition of curbs and gutters to street
- 6" sidewalks on both sides of street
- 7" tree lawn for residential street trees and planting

Typical Residential Collector Street



Typical Residential Collector Street



Design Intentions:

- Addition of curbs/gutters to street
- 11" tree lawn for ornamental trees and planting
- 8" sidewalks on both sides of street
- Street trees and planting to provide landscape character for adjacent residential

Neighborhood Stabilization

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ISSUES FOR ENHANCEMENT
CASE STUDY EXAMPLES + TYPICAL STREET SECTIONS
STRATEGIES + FIRST STEPS

Findings for the Study Area | Strategies and First Steps

Strategies and First Steps

The issues of Neighborhood Stabilization are complex. However, the following ideas were discussed during the workshop and the public meeting:

- Continued Public Dialogue and Updates
- Increased Code Enforcement (Investigation of Collier County neighborhood program)
- Neighborhood Association Development
- Stronger Police Presence in the Neighborhoods, especially near McGuire Park
- Potential Assembly of some Critical Parcels
- Reduction of Rentals/Duplexes
- Incentive Programs for Home Ownership and Housing Reinvestment (see Kissimmee CRA incentives)
- Housing Redevelopment Programs (Land Cost Assistance)
- Neighborhood Ambassadors/Neighborhood Nurses

Action Items

Infrastructure Coordination:

- Adding Curb/Gutter to all streets.
- Adding Sidewalks on both sides of the streets.
- Adding Street Trees to all streets.
- Implementing traffic calming where appropriate.

Land Use/Zoning Coordination:

- Allow higher density residential development in some areas to facilitate redevelopment.
- Consider an increase to 24 du/ac for Townhomes in some areas.
- Consider an increase to 60 du/ac for Mid-Rise, up to 6 stories in the large property areas such as the mall site.
- Consider Multi-Family, Mixed-Use Buildings that can also accommodate structured parking.

Hospital Development

55

ISSUES FOR ENHANCEMENT
STRATEGIES + FIRST STEPS

Hospital Development Issues for Enhancement

The study area has a very significant healthcare presence, due in large part to the historic market population of the area as a retirement node and an area of growth. Numerous medical clinics are anchored by two community scale hospitals:

Fawcett Memorial Hospital

- 9.8 Acres
- 247,130 Building SF
- 238 Beds
- 865 Employees, 302 Physicians
- 300 Volunteers
- +/- 200 Surface parking lots + valet services

Peace River Regional Medical Center

- 20 Acres
- 260,659 Building SF
- 219 Beds
- 900 Employees, 300 Physicians
- 200 Volunteers
- +/- 200 Surface parking lots + valet services



Hospital Development Issues for Enhancement

The medical office/clinical space has expanded into former retail space, especially at the Promenades Mall and several former bank sites. This may relate as much to the current weakened economy as it does to the strength of the area healthcare market. There is also a fair amount of empty medical office space. It is undetermined if this relates to a downturn in the market, or the increasing unsuitability of aged and retrofitted buildings for modern procedures.

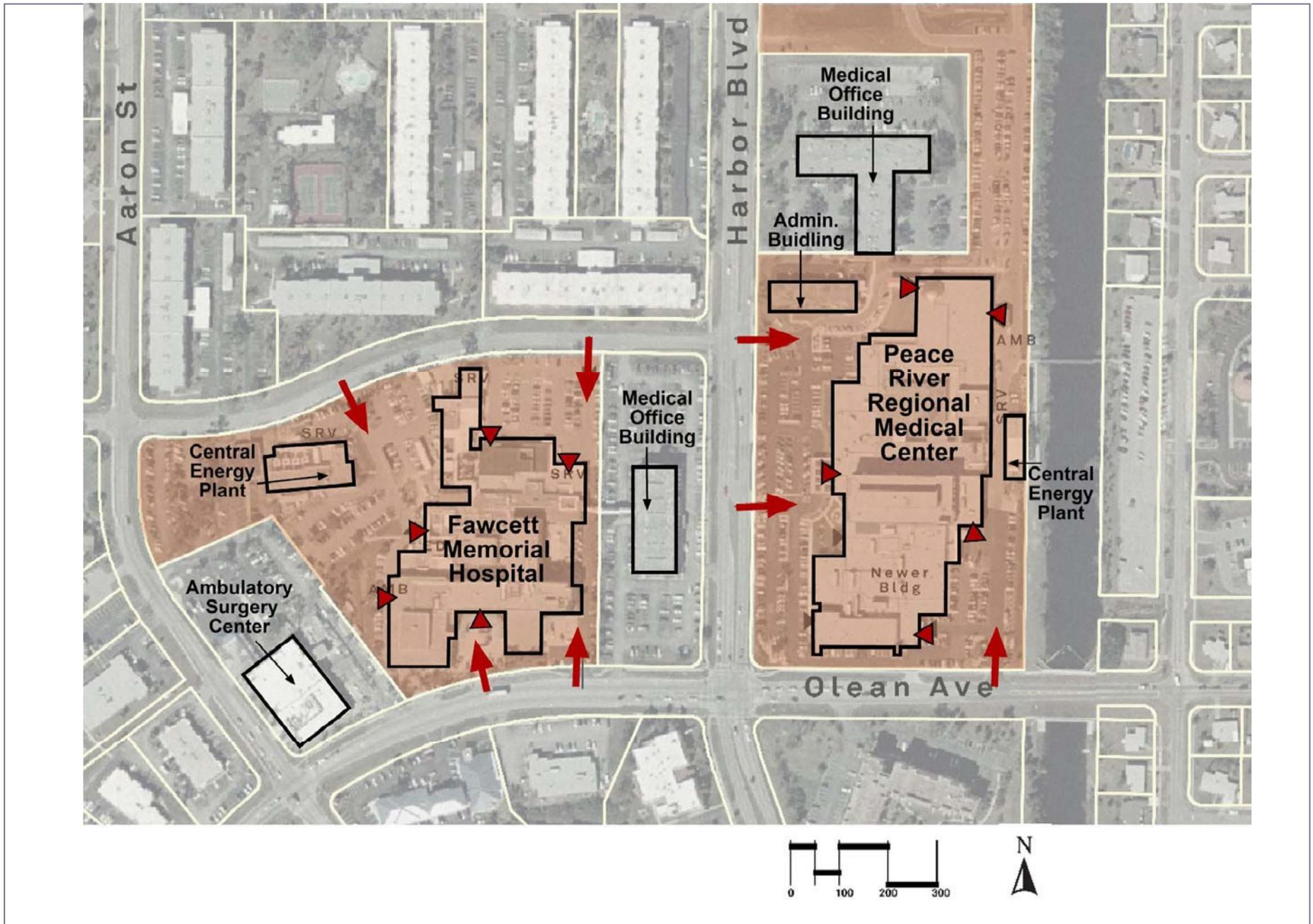
However, assuming the area maintains or increases its need for healthcare services, it is assumed that the national trend line of higher order procedures migrating out of hospitals and into independently owned clinical/office space will continue, and new/updated modern medical space will be desired.

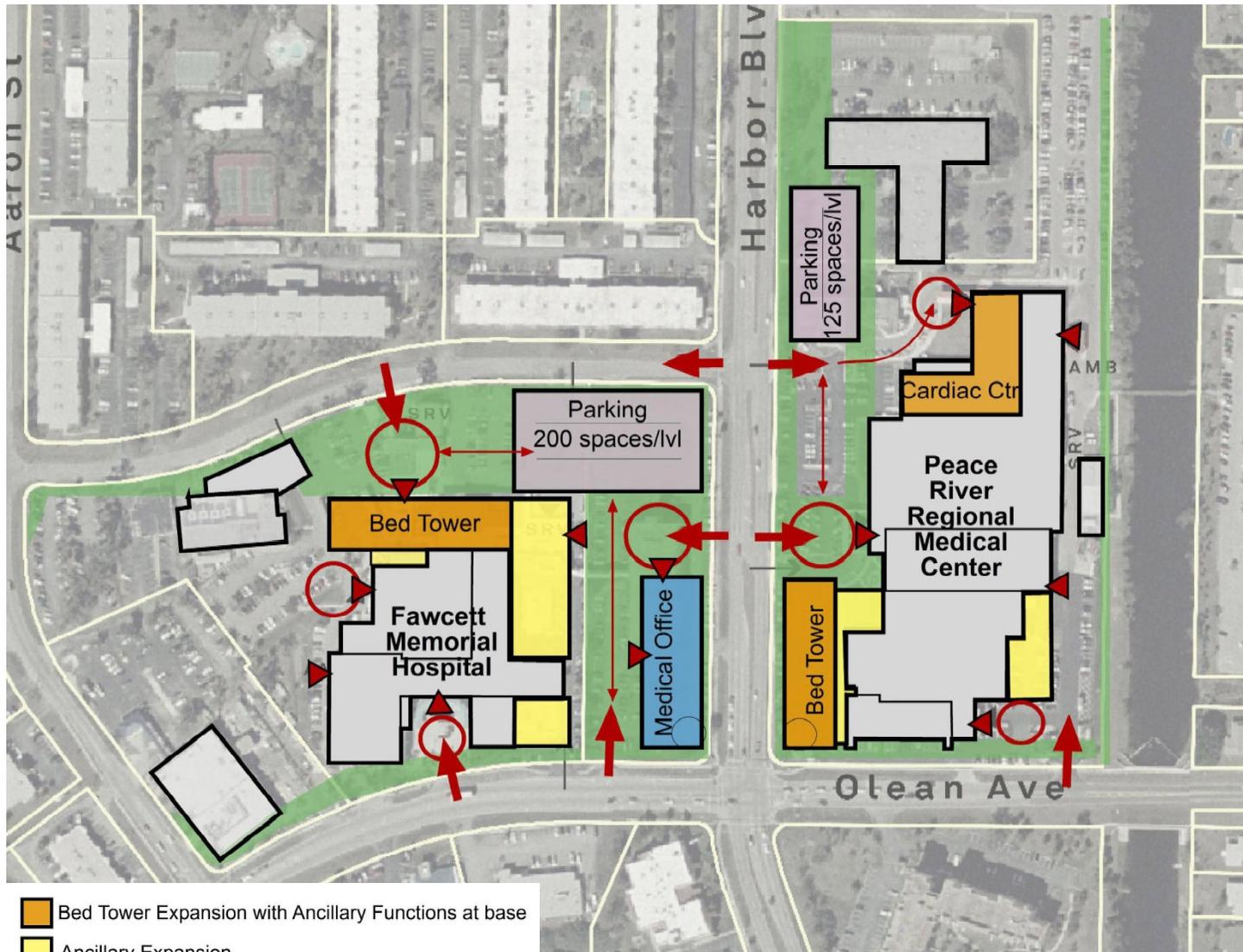


Hospital Development

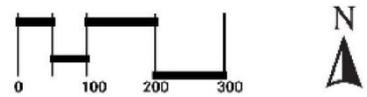
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**ISSUES FOR ENHANCEMENT
STRATEGIES + FIRST STEPS**





- Bed Tower Expansion with Ancillary Functions at base
- Ancillary Expansion
- New Medical Office
- New Parking Structure



Findings for the Study Area | Strategies and First Steps

Strategies and First Steps

The Area is anticipated to remain a significant healthcare node, although there are several internal threats. These include internal degradation of the physical facilities, weakening of the surrounding market base and external competition, which is creating market "leakage."

If maintaining a healthcare node in this area is a goal, then continued public and political support of a branded, marketable, and high quality evolution is important. Both properties have a significant limitation of available land, both due to ownership, but also the configuration of their platforms. All the recommendations of this report point toward that end; however, there are a few very specific reinvestment challenges that the hospitals face: **Parking Limitations** and **Zoning Constraints**.

Ellerbe Becket | AECOM Technical Report

At the end of this report is a technical report authored by Ellerbe Becket | AECOM, an architecture firm specializing in healthcare facilities. The report goes into more detail and offers more details on conclusions and recommendations for the two hospitals.

Action Items

Land Use/Zoning Coordination:

- Expansion for enhanced procedural space, new services, or conversion of outdated semi-private rooms to private will require **structured parking**.
- **"Urban" Land Development Standards** will be necessary to accommodate additional development on fixed site areas.

This includes:

- Minimal setbacks; build-to lines
- Building height increase
- Reduction in pervious surface requirements
- Allow for a mix of uses such as medical office above with ground floor retail.
- Corresponding increase in requirements for improved architectural and site design – design standards.

Public Realm Infrastructure

62

ISSUES FOR ENHANCEMENT

STRATEGIES + FIRST STEPS

**PROPOSED STREET SECTIONS AND BEFORE/AFTER VIGNETTES OF
BEAUTIFICATION EFFORTS**

Public Realm Infrastructure Issues for Enhancement

The study area has very significant infrastructure shortcomings. As the area has grown and become more dense, the public realm infrastructure (streets, parks, open space, trails, etc.) has not been kept up at the same level. The result is a very unsafe and foreign condition for pedestrians.

The streets have a rural cross section in that they typically drain to a grassed swale. Additionally, as the streets have become primarily automobile dominated, areas within the public ROW are seeing encroachment from adjacent properties, whether from parked cars, commercial signage, or from newspaper/advertisement boxes.

The current public realm infrastructure does not provide a level of service that is conducive to increases in development or enhances to quality of life



Public Realm Infrastructure Issues for Enhancement

Streets

The overall character of the streets in the study area are rural to suburban in nature. All of the streets are between 70'-0" to 100'-0" right of way widths, with the exception of a few residential streets which have a 50'-0" right of way. The travel lane widths are 10'-11" on average and the remaining land within the right of way is largely grassed swale areas, with some sidewalks – usually on only one side and without street trees. The average set speed limit is 35 MPH, but, the true vehicular speed is much faster.

This overall character is incompatible with the adjacent land uses as both the higher density residential properties and the medical related commercial/office properties see major pedestrian and cyclist interaction. The lack of bike facilities, sidewalks, crosswalks, and shade creates an uncomfortable and in some cases an unsafe condition.



Public Realm Infrastructure Issues for Enhancement

Street Usage

The streets within the study area are not only used for vehicular movement but also serve as the primary conduit for cyclists, pedestrians, and golf carts. The usage of golf carts is very prevalent from the medical facilities shuttling patients or maintenance staff around the medical district area or the higher density residential facilities serving a primary mode of transportation for some residents as well as access for maintenance staff.

Additionally, with the various parking demands from the medical facilities and other supporting commercial uses, the edges of the travel lanes are often used for overflow parking or as on-street parking.



Public Realm Infrastructure Issues for Enhancement

Sidewalks

The study area has very limited sidewalk infrastructure. On many of the primary streets, including the Tamiami Trail, there either is no sidewalk at all, or very limited portions regulated to one side of the street.

Local residents do walk, especially for short trips to nearby retail or to the Cultural Center. As evidenced in some of these photos, not only are they forced to walk on the grass swale, the conditions are very dangerous as it relates to tripping hazards, cyclist conflicts, and vehicular awareness.

There are some indications of pedestrian activity within the study area, such as the pedestrian crossing sign shown to the right. Ironical however, it is that despite making drivers aware of a pedestrian crossing ahead, there are no sidewalks for those pedestrians to walk on.



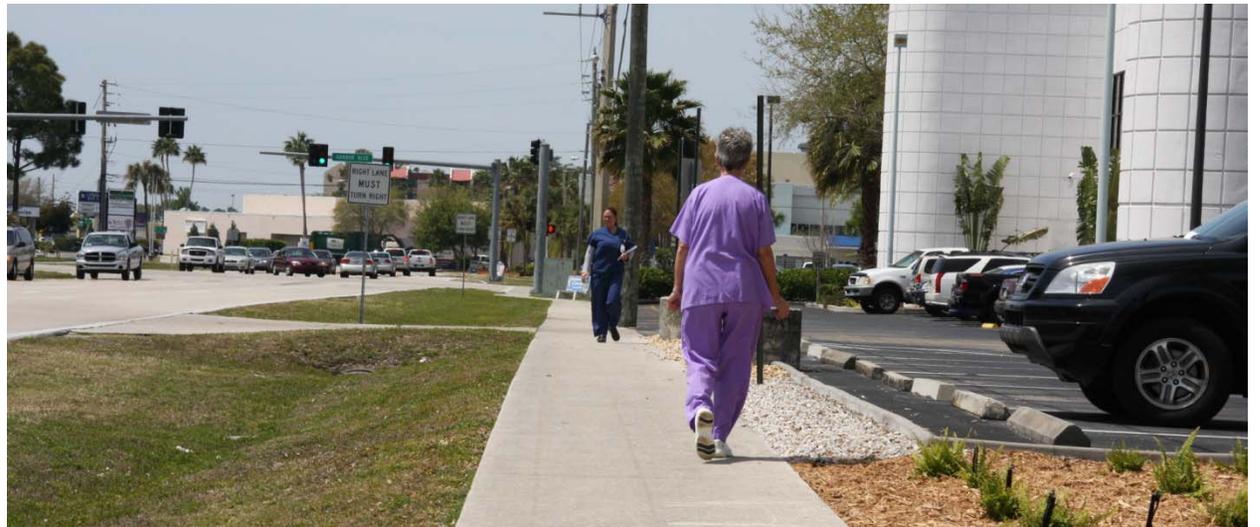
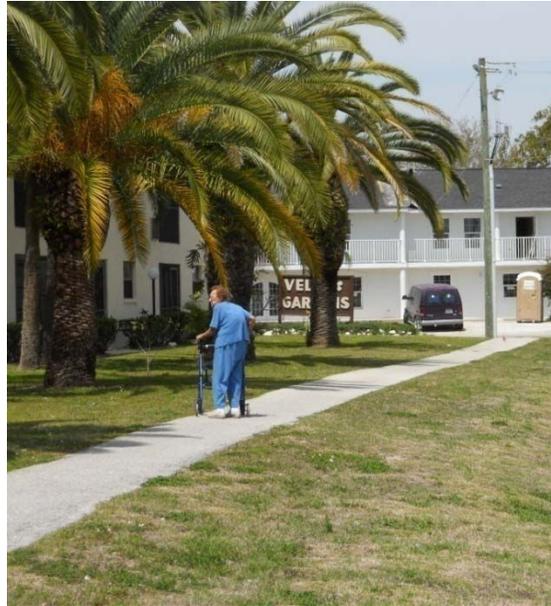
Public Realm Infrastructure Issues for Enhancement

Sidewalk Usage and Walkability

The condition of the sidewalks in the study area is critical for a number of reasons:

1. The local residents will and do want to walk to adjacent land uses, parks, neighborhood friends, school, and for exercise. Even in the warmer Gulf climate, this is evident from site visits. Enhancing this experience will lead to higher values in the study area and a stronger sense of community.

2. At the heart of the economic engine of the study area are the two hospitals. Those employees – staff, doctors, nurses, and administrative personnel not only walk to adjacent daily needs, but also walk as a primary conduit between both hospitals and supporting medical facilities to better process their business. With a strong sidewalk network, this will only enhance the local medical industry.

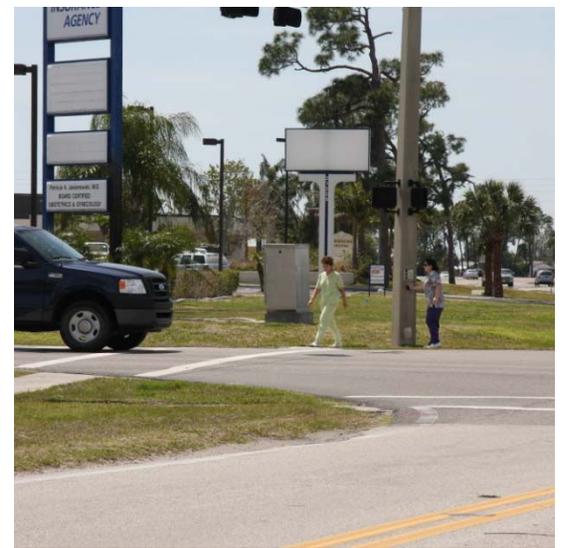
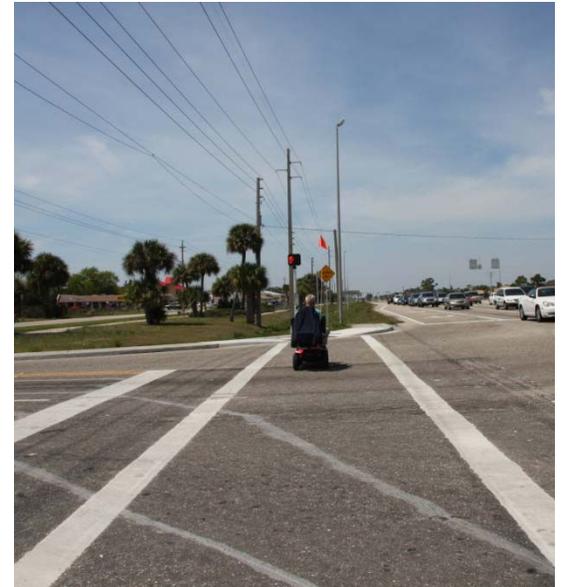
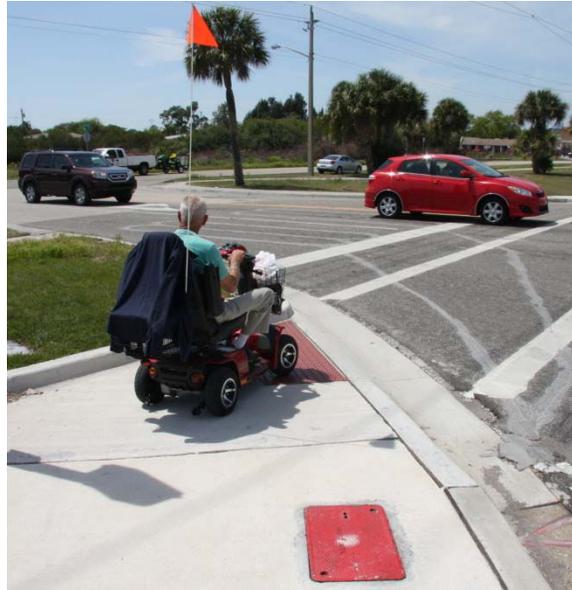


Public Realm Infrastructure Issues for Enhancement

Crossings

Many of the intersection street crossings are under served. Most of the major intersections have a double white striping indicating the crossing area, however the curb lines, the distance to cross, and the pavement condition are not suitable for adequate ADA (Americans with Disabilities Act) compliance. Minor intersections have no crossing designations or sidewalk ramps to access the crossing.

Based on site observation, it is also noted that even with some crossing facilities in place, such as the pedestrian walk/don't walk signal in the images to the right, there are no sidewalks to help users get to the intersection.



Public Realm Infrastructure Issues for Enhancement

Bicycle Infrastructure

The overall study area has no bike lanes or adequate bikeway system. The general street environment is set up for non-residents who commute in from other areas of Charlotte County to work. Based, however, on site visits and observation, many of the local residents utilize bicycles as major mode of transportation. This is especially the case with many children who were observed riding their bikes back and forth to school. Without the proper width of sidewalks or bike lanes on the streets, conflicts arise between pedestrians and cyclists, and vehicles and cyclists, creating an unsafe biking environment.



Public Realm Infrastructure Issues for Enhancement

Parks and Open Space – Places to Sit

The overall study area has only one defined park (Maguire Park); however, the demand for open space and areas to enjoy the outdoors is very high. Many employees take their lunch breaks in the adjacent parking lot, or on some of the privately supplied benches on the residential properties. Even in some cases (lower left picture), local residents utilize the bus benches in the shade for a quick afternoon nap.

The need for these kinds of spaces – pocket parks, benches and shade, small gathering areas, etc. – will only increase over time as the area becomes more dense and people continue to enjoy the outdoor Gulf Coast environment. It is critical for the success of the study area to increase and diversify the parks and open space system.



Public Realm Infrastructure Issues for Enhancement

Value in the Environment and Water

The study area has a very unique environment with the drainage canals that border the site area and the small pond hidden behind the Promenades Mall.

The value in these areas is evident from seeing local residents sit out over the canal to socialize or look for opportunities to fish in a forgotten pond. Opening these valuable assets to the entire community will raise the overall sense of place and the community value. Additionally, spending the time and effort to maintain and clean these environmental areas and to increase the amount of open space will pay dividends in the future as it relates to quality of life and the overall value of the community.



Public Realm Infrastructure

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ISSUES FOR ENHANCEMENT

STRATEGIES + FIRST STEPS

PROPOSED STREET SECTIONS AND BEFORE/AFTER VIGNETTES OF
BEAUTIFICATION EFFORTS

Findings for the Study Area | Strategies and First Steps

Parks and Open Space Systems

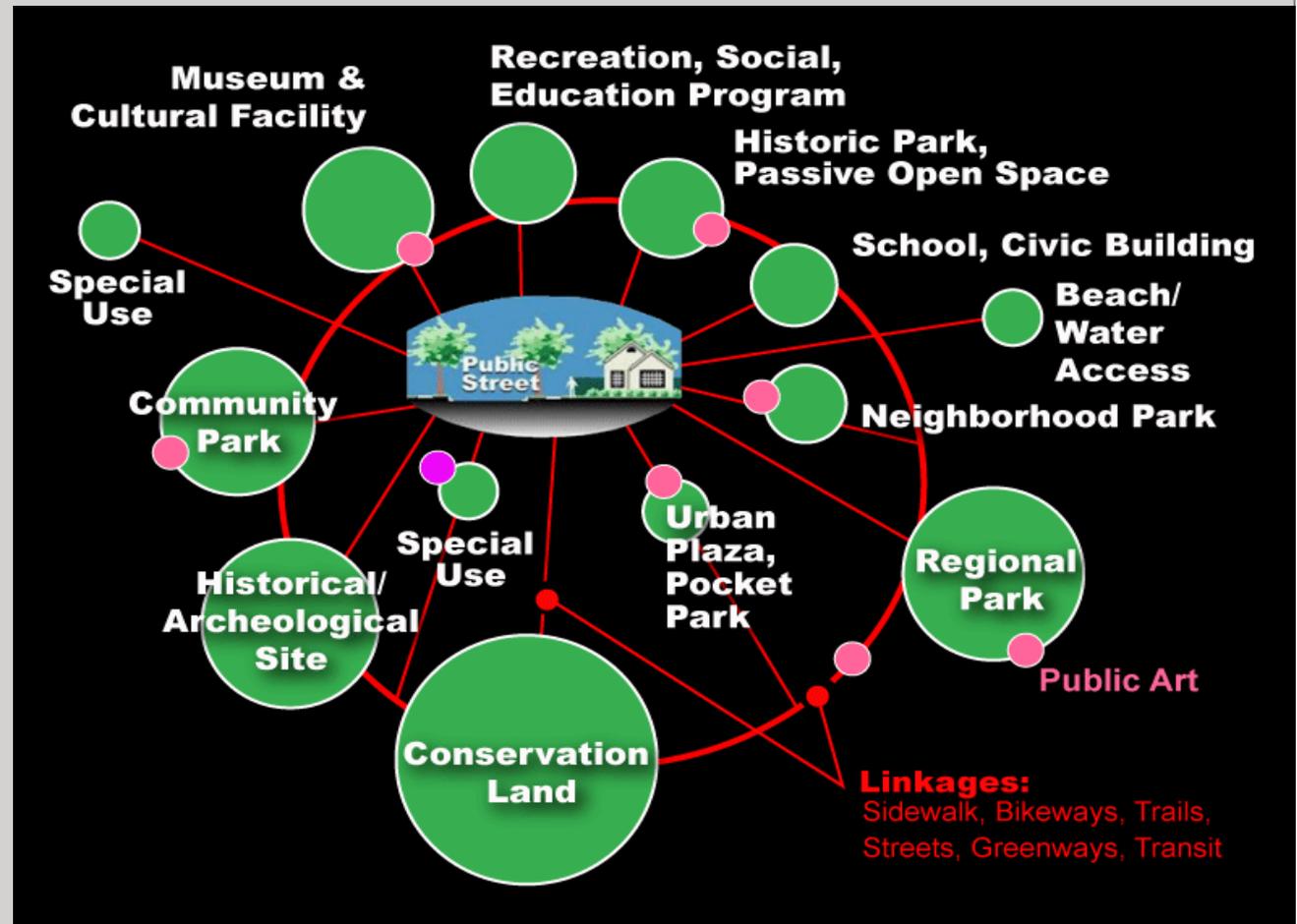
This diagram is a conceptual explanation of a Parks and Open Space Systems model.

The elements of this system include the street, sidewalks, bike lanes, parks, cultural facilities, public art, schools, civic buildings, greenways, etc.

The System Begins with the Street

It is the primary conduit for all the other functional parks and open space systems as well as being the critical link to all key community facilities, both public and private.

Therefore, the streets must be claimed as part of a livable open space infrastructure that provides walkable access, shade and comfort, environmental enhancement and property value.



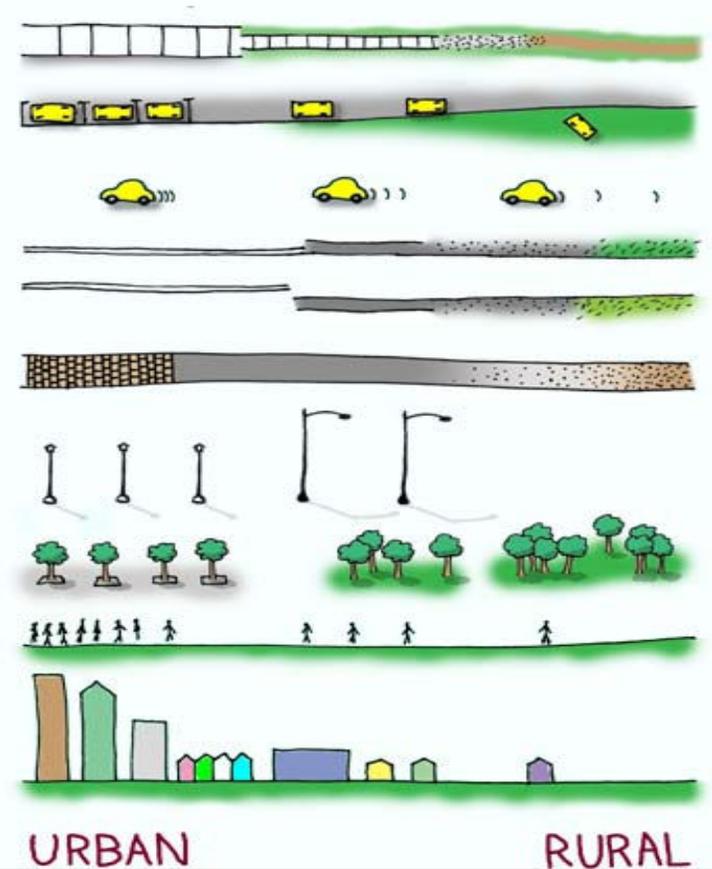
Findings for the Study Area | Strategies and First Steps

Strategies and First Steps

The fundamental revision necessary for the study area to rebuild value is to create quality infrastructure. This means evolving from the original rural/suburban typologies of infrastructure to an urban typology which will better allow for increased walkability and livability, increased access to all properties, and property reinvestment.



A "Complete Street" in Tioga, FL with on-street parking, curbs, street lighting, benches, tree canopy, and buildings built to the ROW line.



As places become more developed, functions such as sidewalks, lighting, on-street parking, curbs, lighting, street trees, pedestrian activity and building forms must evolve and change.

Findings for the Study Area | Strategies and First Steps

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Strategies and First Steps

The elements of public realm infrastructure include the street, sidewalks, bike lanes, auto lanes, parking, lighting, crosswalks, traffic calming, drainage, electrical utilities, parks and open space. The streets must be claimed as part of a livable open space infrastructure that provides walkable access, shade and comfort, environmental enhancement and property value. Initial and progressive steps include:

- Street Trees behind the swale centerlines on all streets.
- Completion and enhancement of sidewalk network.
- Installation of curb and gutter with flumes to swale.
- Installation of storm drainage at neighborhood connectors.
- Marked crosswalks at key intersections.
- Traffic calming measures for neighborhood streets.
- Enhancements to Maguire Park to improve facilities and increase CPTED attributes.
- Build additional ‘pocket parks,’ which may include strategic acquisition of properties if necessary.

Action Items

Land Use/Zoning Coordination:

- Eventual Development of new streets to break up “superblocks” sufficient to support intensified development and disperse traffic.

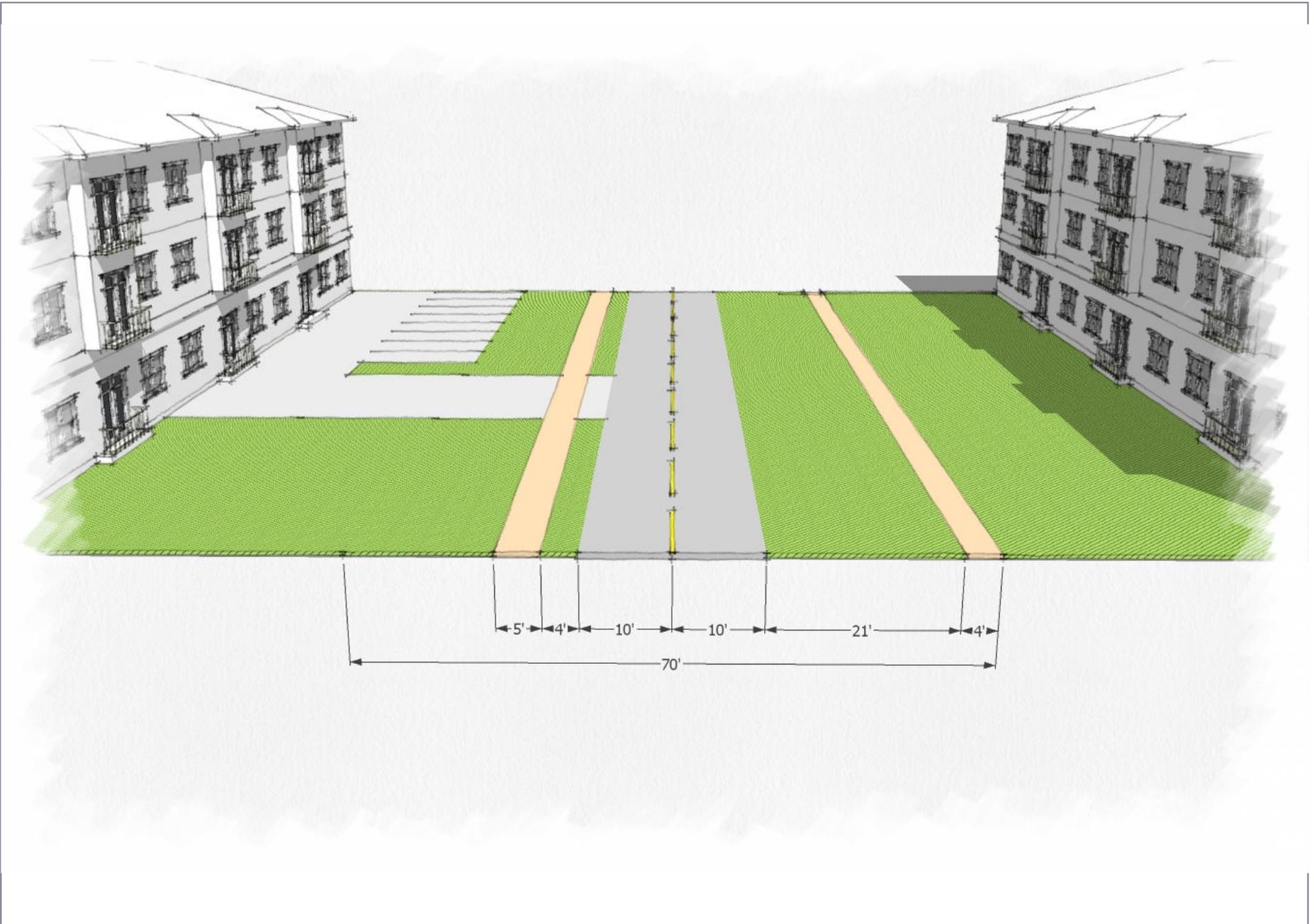
Transportation Coordination:

- Reduction of speed limit to 25 mph throughout.
- Clear direction to implement “Complete Streets” as defined in this study.

Public Realm Infrastructure

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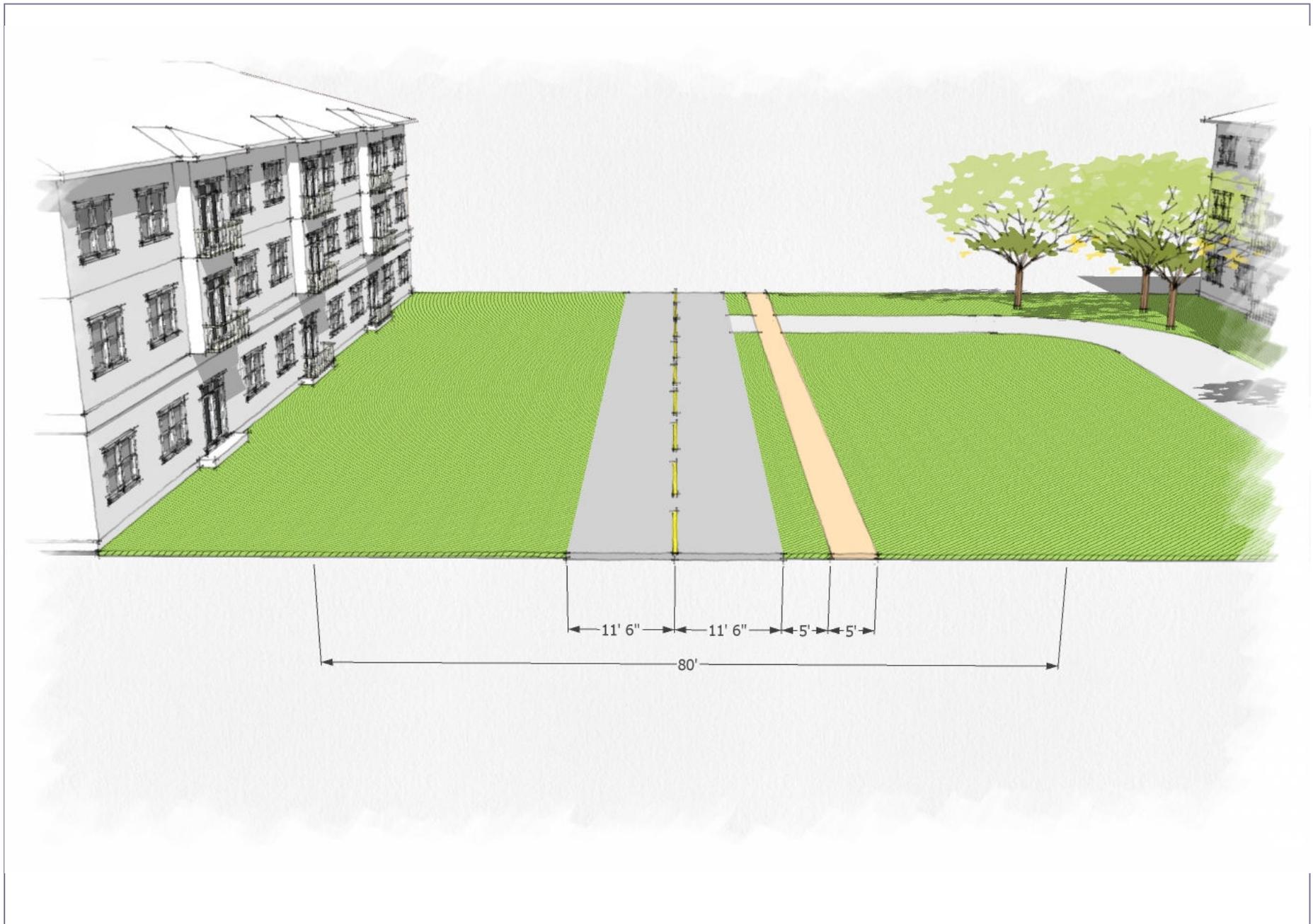
**ISSUES FOR ENHANCEMENT
STRATEGIES + FIRST STEPS
PROPOSED STREET SECTIONS AND BEFORE/AFTER VIGNETTES OF
BEAUTIFICATION EFFORTS**

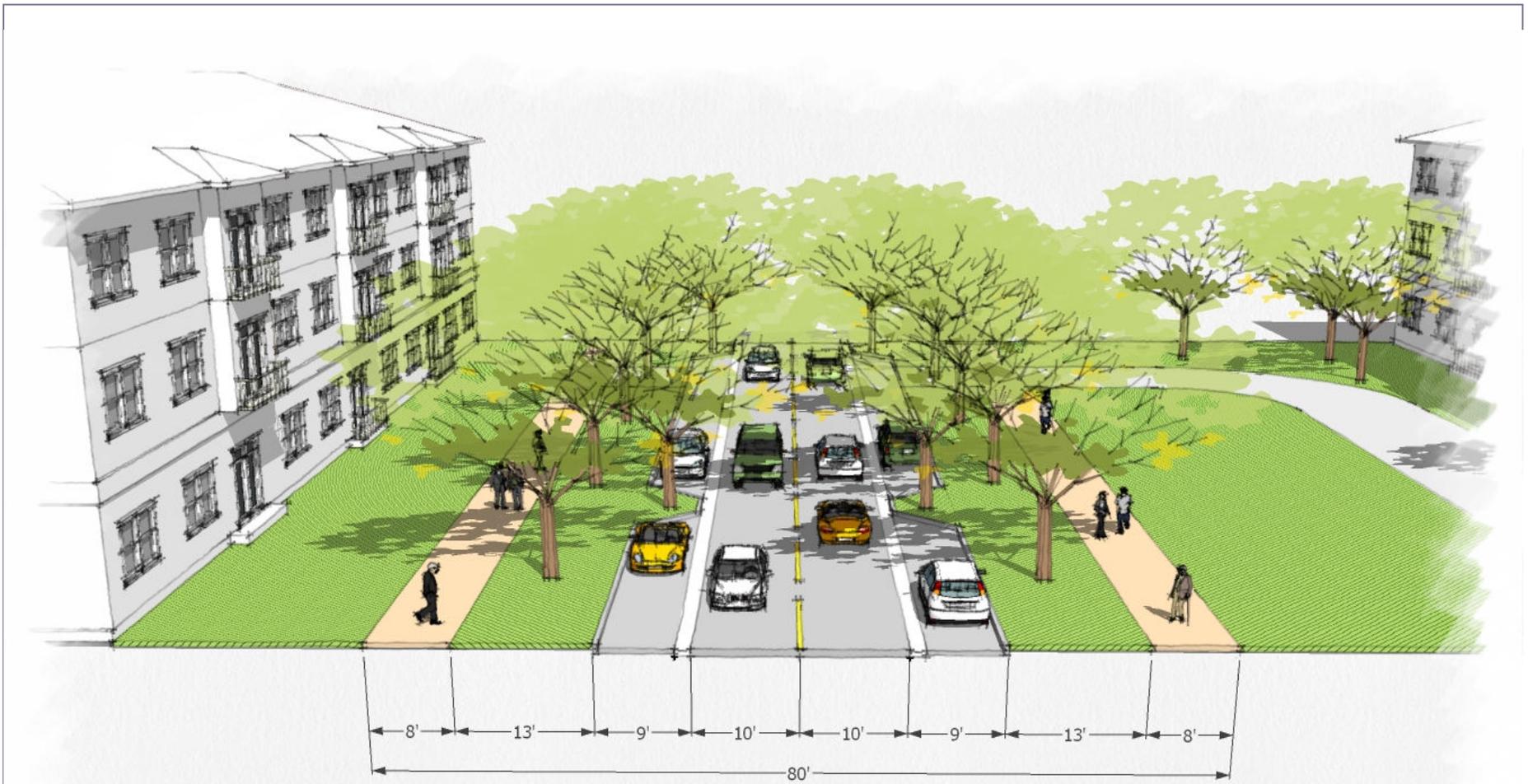




Design Intentions:

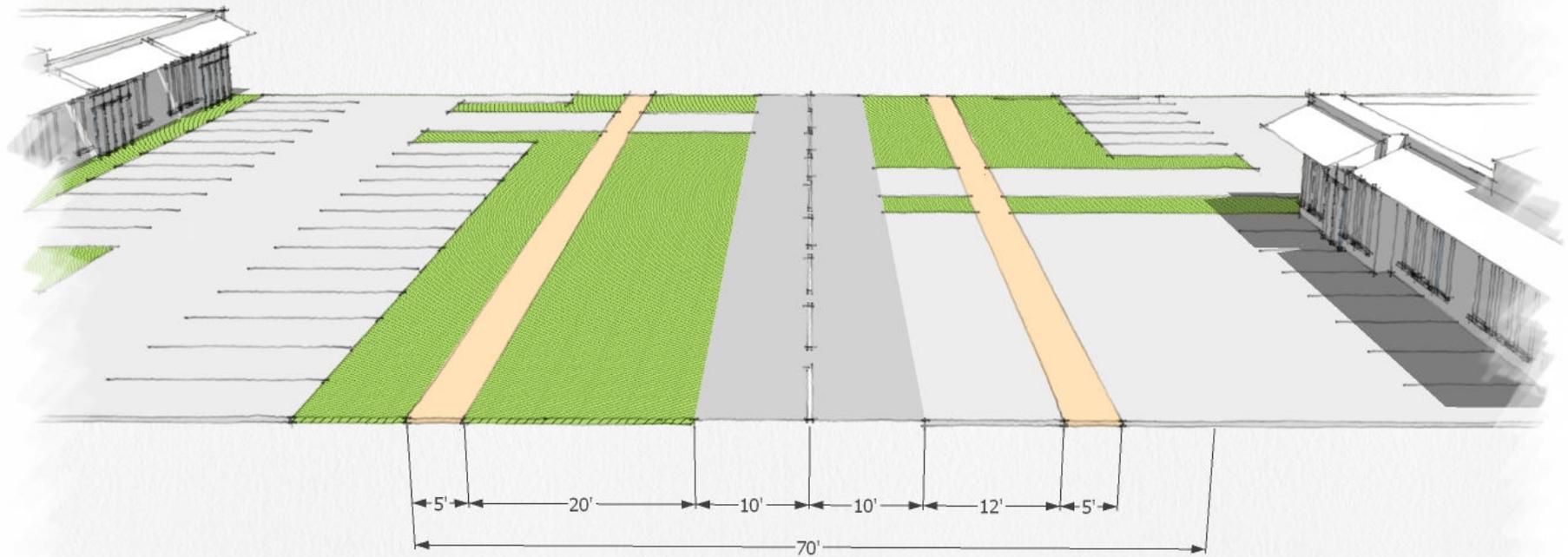
- Addition of curb/gutters to street
- Increased tree lawn for street trees and planting
- 8" sidewalks on both sides of street
- Hedges for privacy against adjacent residential





Design Intentions:

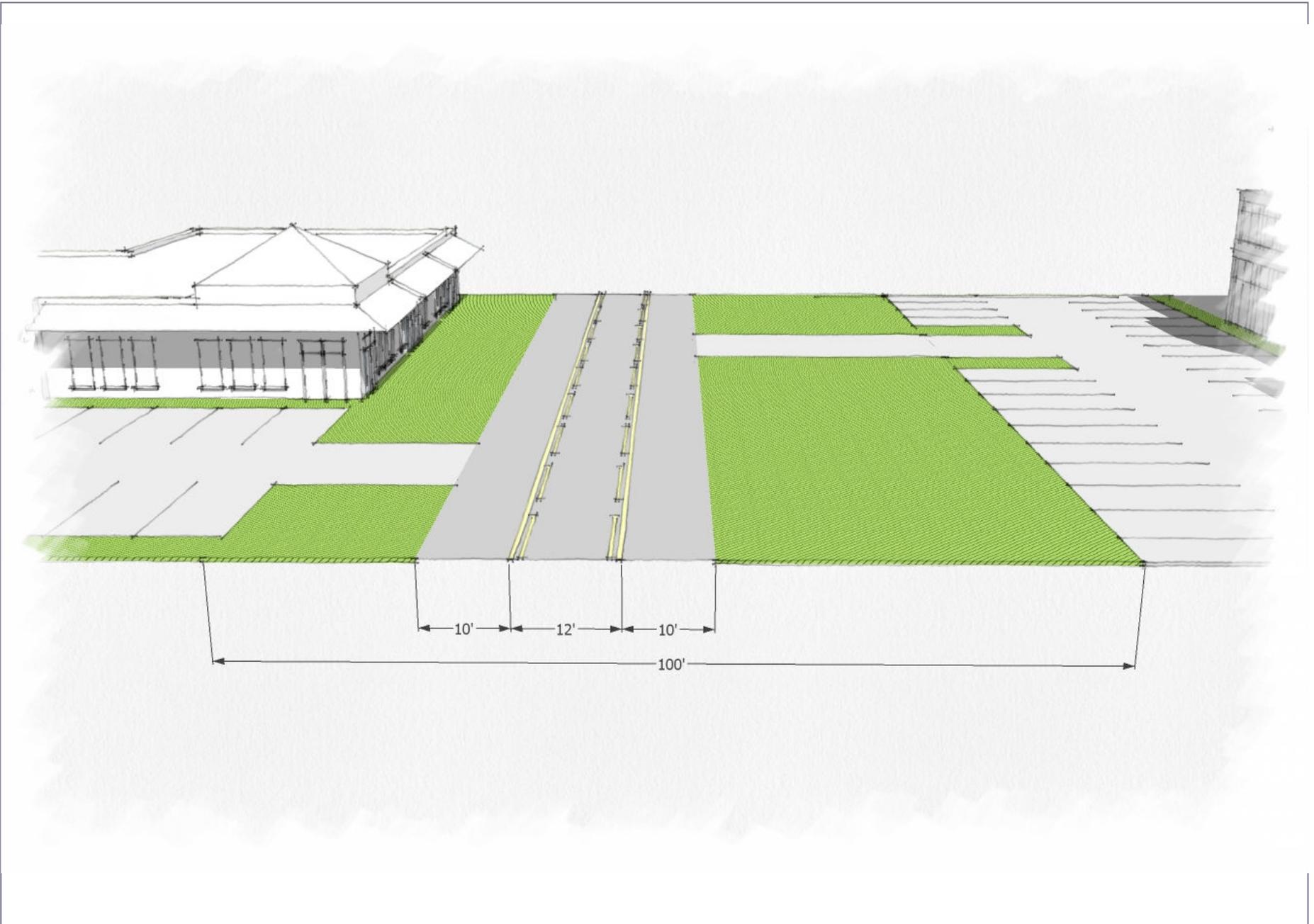
- Addition of curbs/valley gutters to street
- Lane widths reduced to 10'-0"
- Addition of on-street parking
- Increased tree lawn for street trees and planting
- 8" sidewalks on both sides of street





Design Intentions:

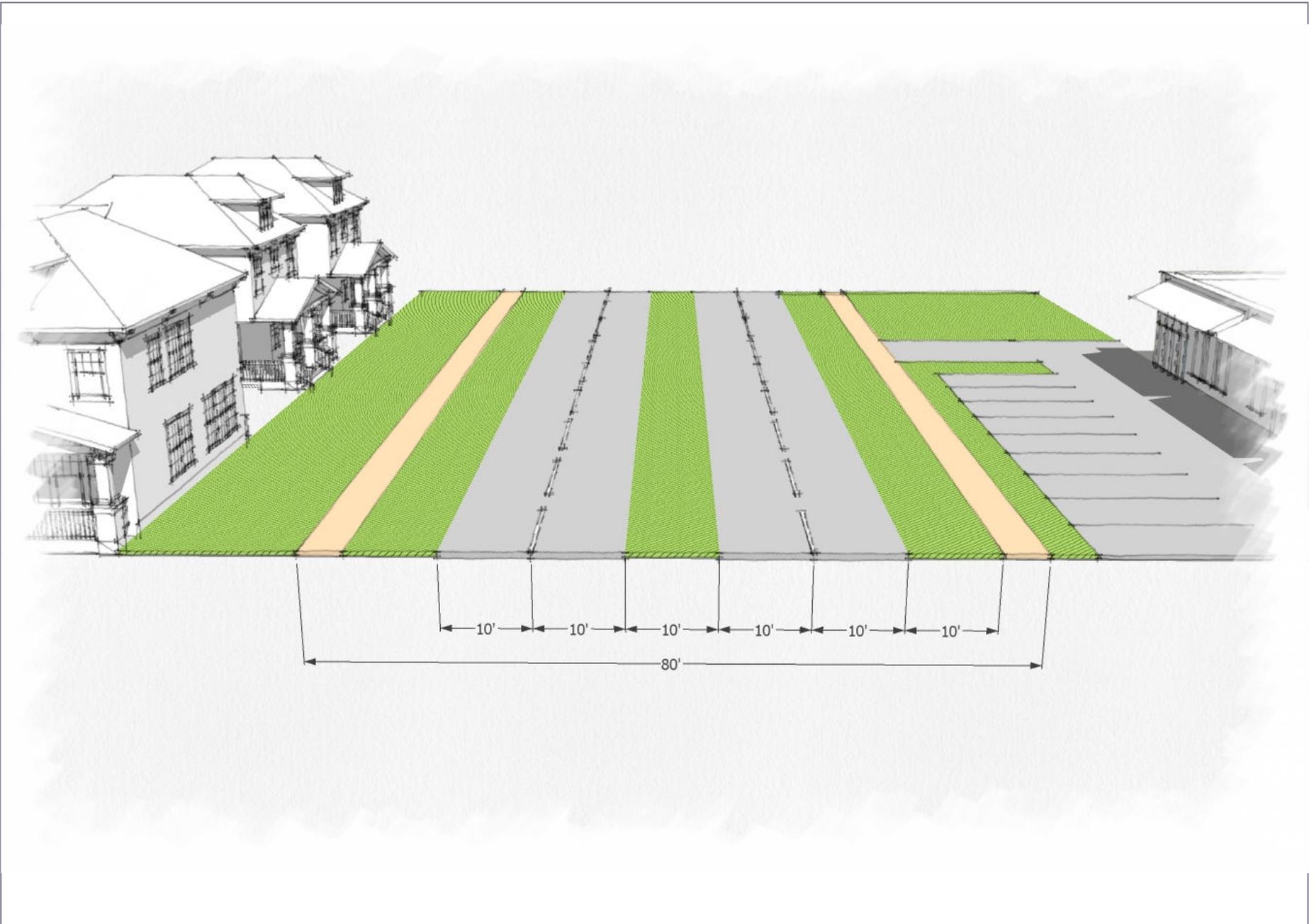
- Addition of curbs/gutter on existing street
- 5" bike lanes on both sides of street
- 10" tree lawn for street trees and planting
- 8" sidewalks on both sides of street





Design Intentions:

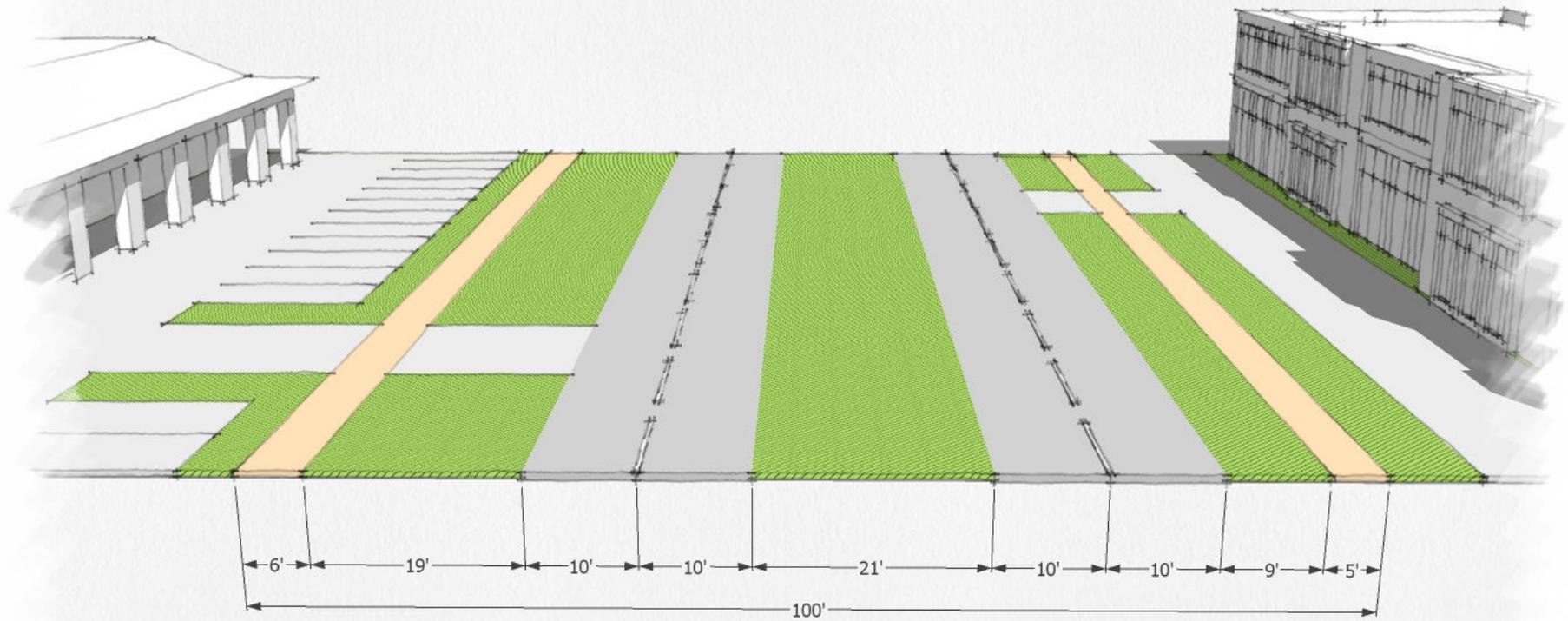
- Realigned street to center on right-of-way
- 12" Textured turn lane
- Addition of curbs/valley gutters to street
- Addition of on-street parking
- 13" tree lawn for street trees and planting
- 8" sidewalks on both sides of street
- Hedges to buffer from adjacent commercial development

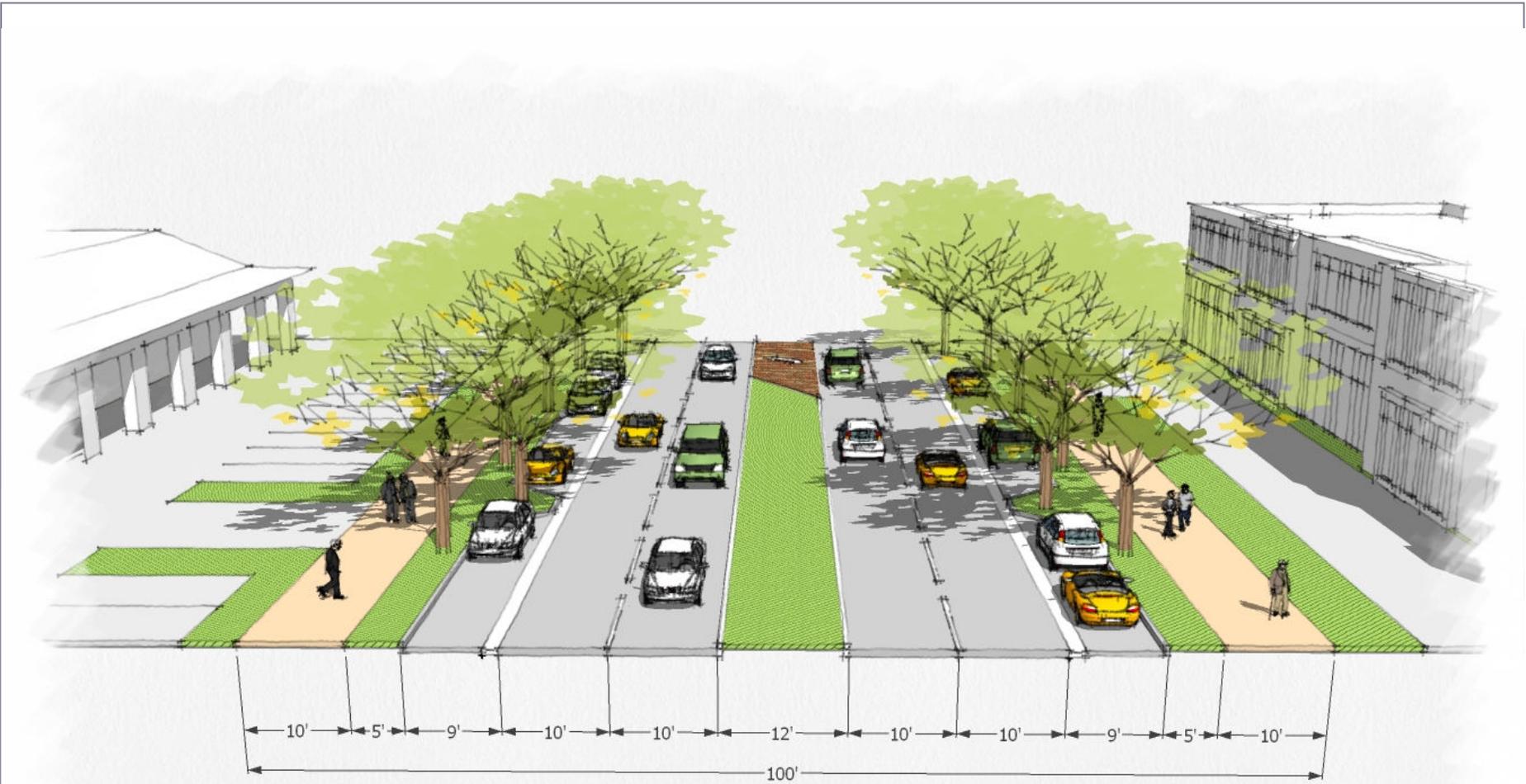




Design Intentions:

- Lane reduction from 4 to 3 lanes
- Textured 12" turn lane
- Addition of curbs/gutters on street
- 10" tree lawn for street trees and planting
- 8" sidewalks on both sides of street
- Hedges to buffer from adjacent commercial development





Design Intentions:

- Realignment of traffic lanes through reduction of median width
- Addition of curbs/valley gutters to street
- Addition of on-street parking
- 5" tree lawn for street trees and planting
- 10" sidewalks on both sides of street









Private Land Development

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ISSUES FOR ENHANCEMENT
STRATEGIES + FIRST STEPS
CONCEPTUAL DESIGN PLAN + IMAGERY
CASE STUDIES

Private Land Development Issues for Enhancement

Building and Land Configuration

The configuration of buildings, parking, signage, and land parcels reflects the rural/suburban history of the area.

Buildings are typically setback from the right of way significantly to allow for surface parking between the street and the building. In some cases the paving from street continues all the way to the facilities without any breaks for landscaping. Signage is typically oversized to accommodate higher speed drivers and the general configuration of land parcels lead to very large blocks according to walkability standards, with very limited pedestrian access.



Private Land Development Issues for Enhancement

Conflicts in Adjacent Land Uses

Within the study area, there are numerous land use conflicts where adjacent uses such as high density residential sits across the street from single family, low-density homes. Additionally, with the growth pressure on the Harbor Blvd and Aaron St Corridor, some uses are beginning to change without proper edge conditions or transitional zones towards the lower density residential. As this becomes more pervasive, land values in the residential areas will continue to drop, increasing blight and negatively affecting the overall quality of life.



Private Land Development

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ISSUES FOR ENHANCEMENT
STRATEGIES + FIRST STEPS
CONCEPTUAL DESIGN PLAN + IMAGERY
CASE STUDIES

Findings for the Study Area | Strategies and First Steps

Strategies and First Steps

The configuration of buildings, parking, signage and arrangement of land parcels reflects the rural/suburban history of the area. New development or reinvestment will necessarily take the form of higher value development, which means likely increased intensity, lot coverage and some potential for mixed use in some locations.

- Break-up of “superblocks” with interconnected streets.
- Increase parks and open space.
- Urban development typologies, built to the street.
- A connective street network made up of primary and secondary streets.
- Increase pedestrian measures like crosswalks.
- Adequate landscape enhancements to buffer conflicting land uses

Action Items

Land Use/Zoning Coordination:

Future Land Use Recommendations to allow some increased residential development potential and/or mixed use flexibility for commercial uses:

- Provision to achieve new residential density in some areas
 - 24 du/acres in edge areas of the town center and transitional duplex;
 - 60 du/acre in the existing large multifamily and regional mall areas.
- **Some** component of trade/swap for commercial FAR's, but an overall additive approach.
- Mixed-Use Zoning to allow for commercial/office/residential
- Urban Build-To the Right of Way Lines
- Increase Building Height (in some areas)
- Adequate site landscaping and buffering

Form Based Code

Form Based Code may be the most effective zoning format to better direct access + internal circulation (Streets), building placement and architectural massing (Buildings), and additive green space (Open Space). The County should seriously consider a unified landscape development regulation for this area.

Private Land Development

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ISSUES FOR ENHANCEMENT
STRATEGIES + FIRST STEPS
CONCEPTUAL DESIGN PLAN + IMAGERY
CASE STUDIES

Overall Conceptual Master Plan



Master Plan Vignette Promenades Mall Block

Plan Highlights

- New Streets built from the existing surface parking lot drive aisles.
- The existing Promenades Mall is transformed by the removal of the front entry drive façade (currently Fantastic Sam's & The Dollar Store). This creates a new "main street" that would be the heart of the town center and lead from Tamiami Trail to a new park created on Aaron Street.
- Infill buildings are shown as "brown". These buildings can be built over time, being located either on currently vacant parcels or surface parking lots.
- New streets will feature on-street parking which will only partially make up for the loss in spaces for the new infill buildings. At a certain point in time, the commercial area will hit a tipping point and the construction of a two level garage should be considered.

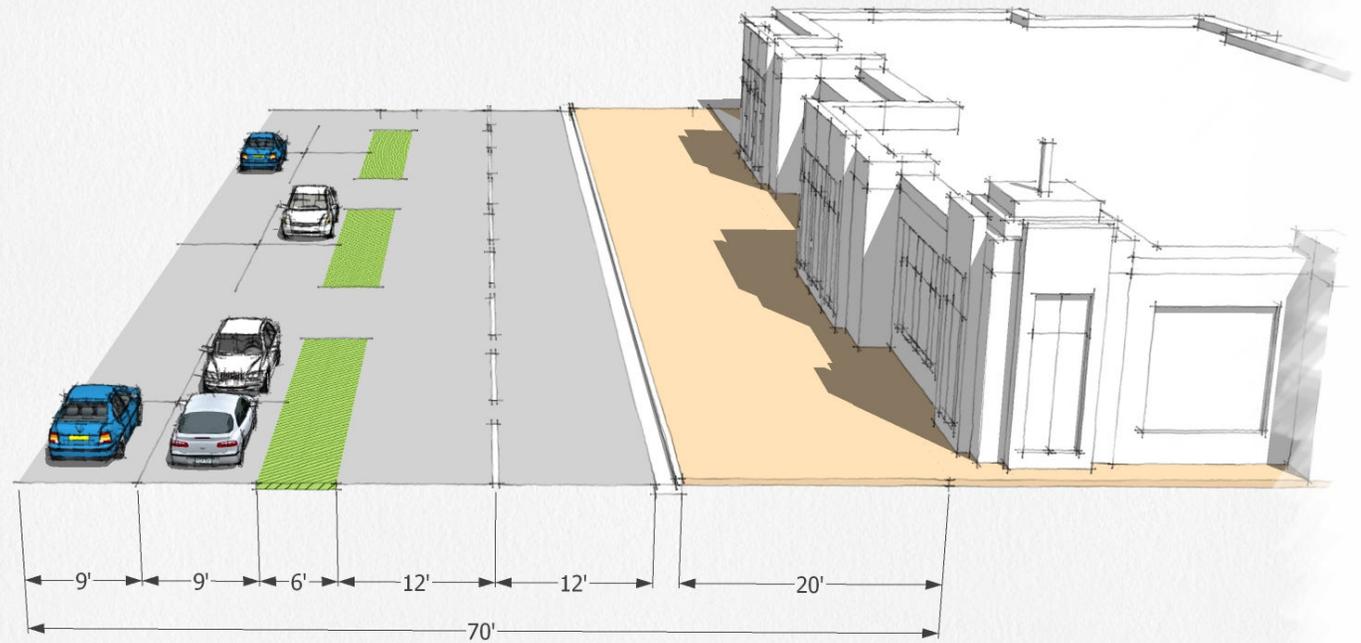


Master Plan Vignette Promenades Mall Block

Plan Highlights

- The plan anticipates the future potential of garage locations by fronting buildings on the streets and leaving the remaining space open.
- Other new streets work around existing buildings to create access to the canals, which could create opportunities for small parks adjacent to the various office uses.
- Finally, a “Festival Park” would be created on Aaron St taking advantage of the small lake hidden in the center of the block. This park would include many features like site furnishings, lighting, specialized hardscape, and feature prominently as the new center of the community.







Design Intentions:

- Addition of curbs/valley gutters to formalize “street”
- Addition of on-street parking with tree bulb-outs
- 6" tree lawn for street trees and planting
- 10" retailing sidewalks on both sides of street
- Potential infill of adjacent buildings

Master Plan Vignette Parks and Open Space System

Plan Highlights

- The plan utilizes the new streetscapes to connect the various neighborhoods together and to connect water in the canals and lake, and to tie together all of the potential green spaces and open spaces within the study area.
- Maguire Park has been reconfigured to allow for more safety, without losing any of the amenities of the park.
- Finally, the drainage ways between Coulton & Austin and Gladia & Hepner should be reconfigured as greenways, again, connecting neighborhoods, waterways, and the overall community.



Maguire Park – Redesigned

With larger open spaces at the entrance to the park and play structures and park architecture near the street, the park is more visually accessible, more “eyes” on the park, therefore safer.

Also, other park amenities/structures like bathrooms, water fountains, etc. should be introduced or maintained in order to meet the full demand of the residents & children living in the adjacent neighborhoods.









Private Land Development

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ISSUES FOR ENHANCEMENT
STRATEGIES + FIRST STEPS
CONCEPTUAL DESIGN PLAN + IMAGERY
CASE STUDIES

Case Study: Winter Park Village Mall Redevelopment

Winter Park Village -Revitalization

This is a 40-acre, 525,000 square-foot mixed-use lifestyle center on the site of a failed suburban regional shopping mall. The developer invested \$54 million into this revitalization project which including building the public realm infrastructure, and raising the site 18" in order to redirect surface runoff into an exfiltration system. The project features:

- 350,000 SF of Retail Space
- 20-Screen Cinema
- 115,000 SF of Office Space
- 52 Loft Apartments in a former Dillard's Department Store
- 2 Grocery Stores
- Over 15 restaurants

The project is considered one of the most successful mall conversion projects, and even through the recent national recession, WP Village has continued to thrive as the social and cultural center for many Winter Park, Maitland, Eatonville, and Orlando residents.



Winter Park Mall - Before



Winter Park Village - After



Growth Progression over Time/Market Capacity

The developer wanted to carefully begin building pieces and parts of the plan so that certain retail and commercial properties could continue to operate while other portions of the Village were being built. This same strategy would be proposed for the Promenades Mall revitalization – utilizing surface parking lots and other vacant property to stage the development over time.



Charlotte County – Medical District MP

Winter Park Village Today

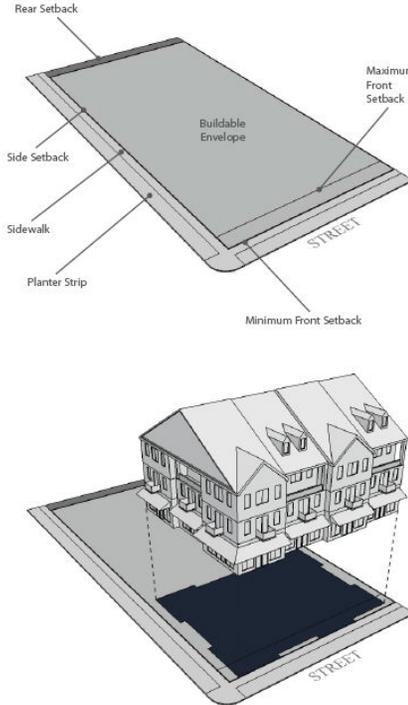
Case Study: Form Based Code Building Communities

Form-based code is an evolved approach to land development regulation that goes beyond addressing the uses of single parcels of land, or the form of individual buildings, to ensure that a community's unique character is protected and enhanced, and that the community vision is achieved. By linking the forms and functions of a town's buildings, streets, and parks and open spaces, form-based code helps municipalities build vibrant communities with a strong sense of place.

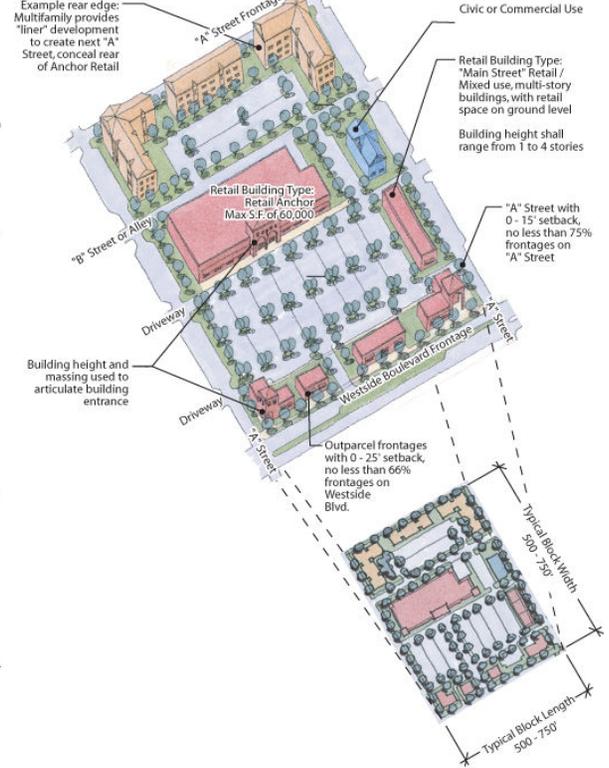
MIXED-USE BUILDING LOT

MIXED-USE BUILDING		
LOT REQUIREMENTS	MIN	MAX
Lot Width (ft)	16	300
Lot Depth (ft)	--	500
Lot Size (sf)	--	150,000
Lot Coverage (%)	--	90
BUILDING ENVELOPE	MIN	MAX
Front Setback (ft)	0	10
Side Setback (ft)	0	--
Rear Setback (ft)	10	--
Frontage Build-out (%)	50	100
ACCESSORY ENVELOPE	MIN	MAX
Front Setback (ft)		
Side Setback (ft)	Not Permitted	
Rear Setback (ft)		
Building Footprint (sf)		
BUILDING HEIGHT	MIN	MAX
Principal Building (st)	2	5
Accessory Building(s) (st)		N/A
PARKING PROVISIONS		
Location	25' behind bldg. frontage	
Amount		
BUILDING FUNCTION		
Residential		X
Lodging		X
Office		X
Retail		X
Civic		X
Other		
PRIVATE FRONTAGES		
Common Lawn		
Porch and Fence		
Forecourt		
Sloop		
Shopfront and Awning		X
Gallery		X
Arcade		X
Specialized (see notes)		

X - permitted
Blank cell - prohibited



Mixed Use Commercial (with)



Community Vision Drives the Code

Developing effective form-based code begins with an evaluation of existing conditions and community context. Evaluation includes how streets are functioning, whether buildings interact well with the streets and sidewalks, if the public realm reflects the community's character, which parks are under-utilized, whether the area needs more open space, and other land-development issues specific to each municipality. Vetted through the public process, this community vision becomes the framework for a "regulating plan," which includes three key elements: building form, circulation and access, and parks and public spaces.

Signage, Wayfinding, Branding

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ISSUES FOR ENHANCEMENT

SIGNAGE + WAYFINDING PALETTE CONCEPTS

BRANDING + LOGOS

GATEWAY DESIGN

STRATEGIES + FIRST STEPS

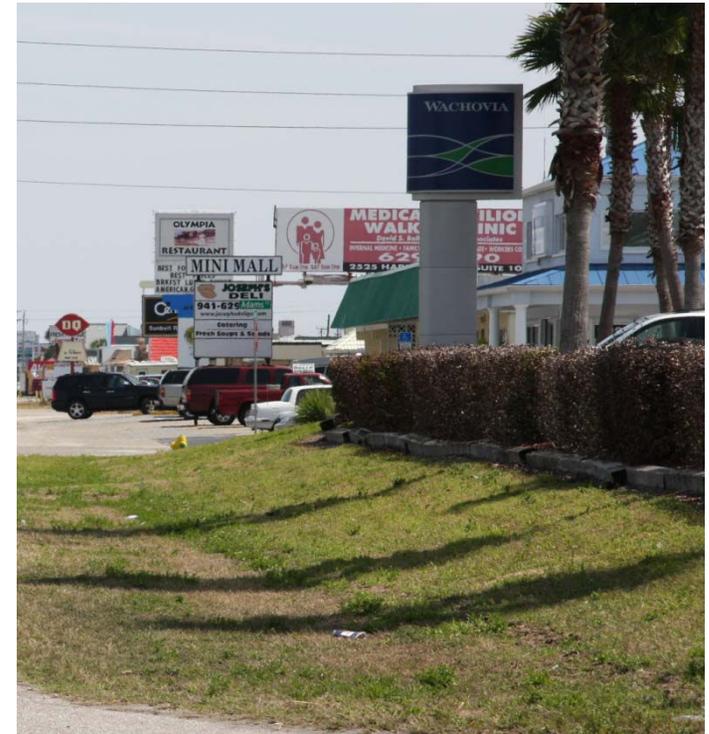
Signage, Wayfinding, Branding Issues for Enhancement

Wayfinding

Wayfinding is the organized movement of pedestrians and vehicles through a complex environment. It frequently involves layers of information such as maps, signs, landmarks or icons to direct a user to a destination. A good wayfinding system helps users experience an environment in a positive way and facilitates getting from point A to point B. The goal of this system is to welcome visitors and reassure guests that they are on the correct route as they find their destination.

In the study area, there is little wayfinding. Some signs have been erected to point visitors to areas like the hospitals and the Cultural Center, but, they are often lost in the litany of commercial signage and billboards along Tamiami Trail and the other majors roads within the study area.

Without a comprehensive system, the district is not fully benefiting from its location on a State arterial.



Signage, Wayfinding, Branding

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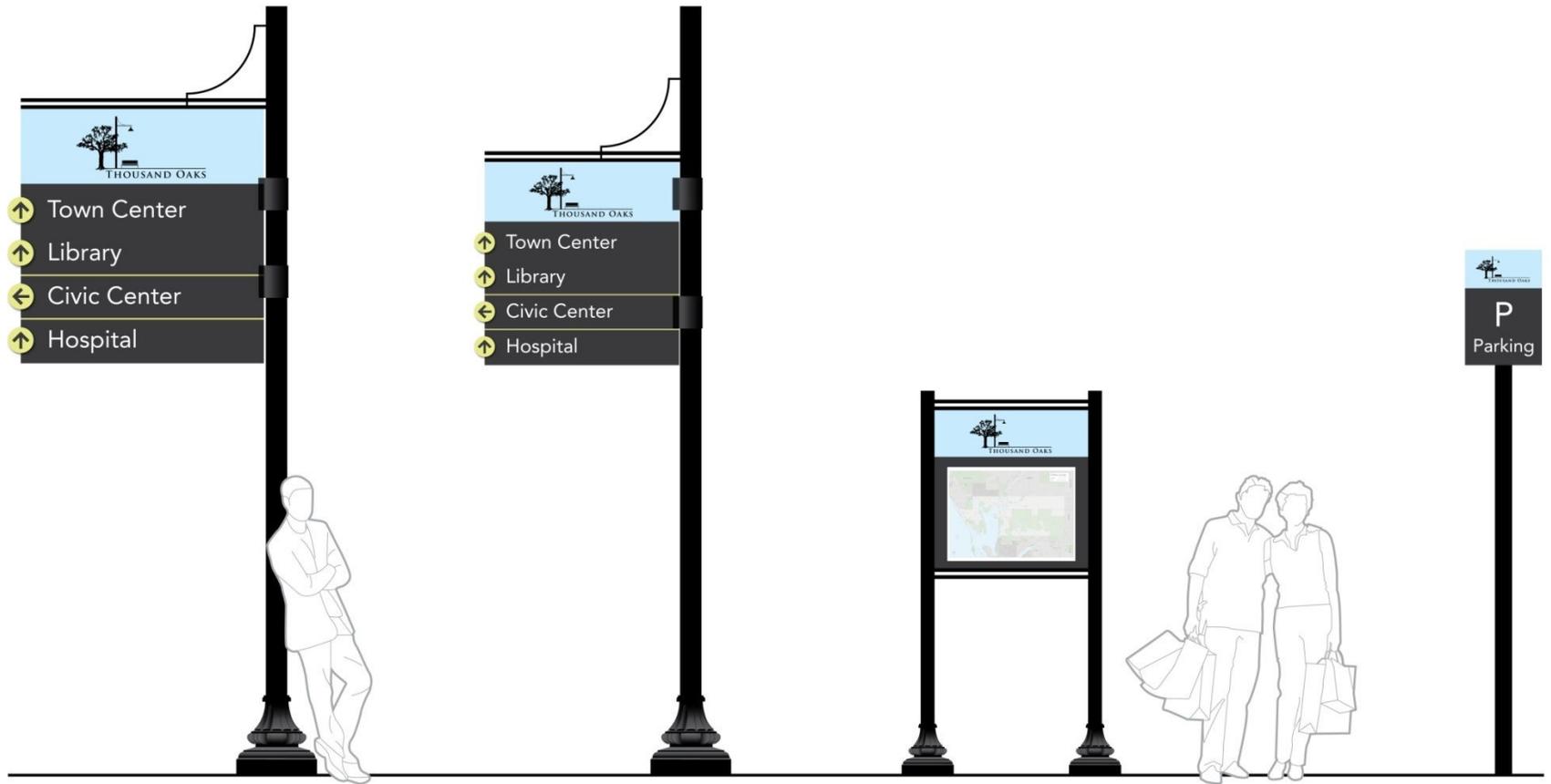
ISSUES FOR ENHANCEMENT

SIGNAGE + WAYFINDING PALETTE CONCEPTS

BRANDING + LOGOS

GATEWAY DESIGN

STRATEGIES + FIRST STEPS

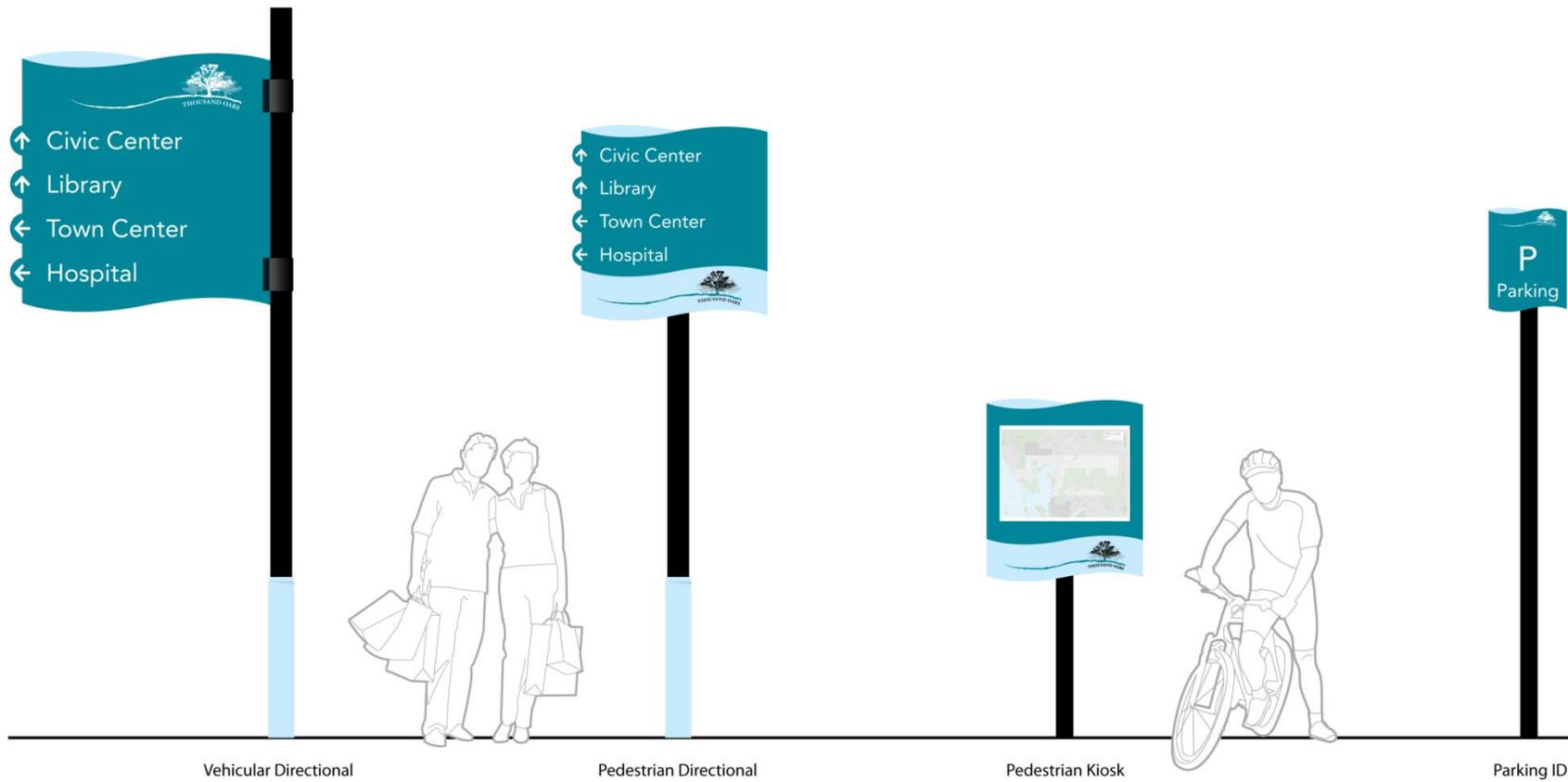


Vehicular Directional

Pedestrian Directional

Pedestrian Kiosk

Parking ID

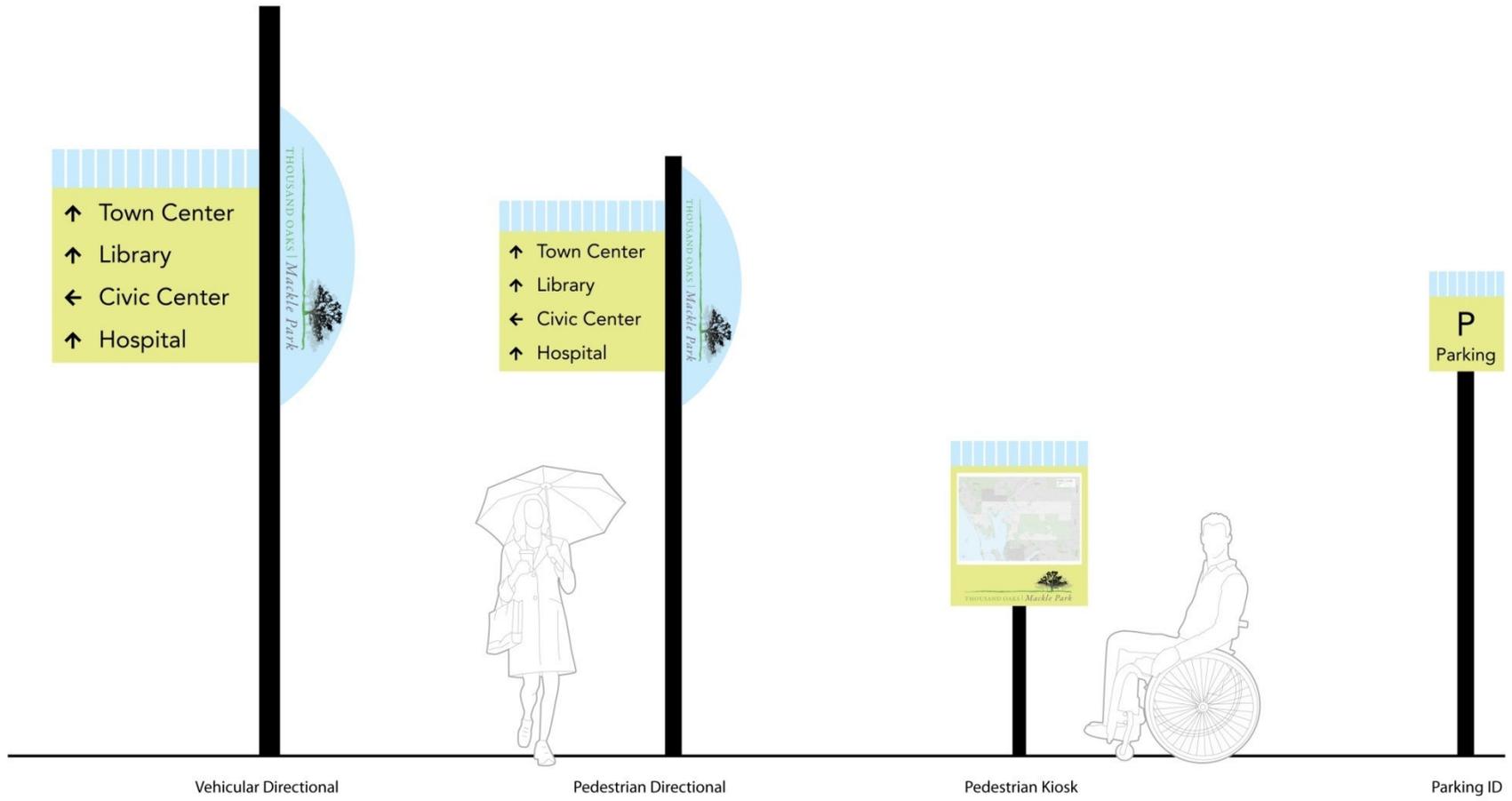


Vehicular Directional

Pedestrian Directional

Pedestrian Kiosk

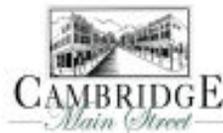
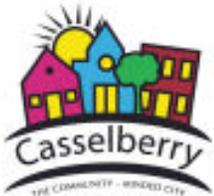
Parking ID



Signage, Wayfinding, Branding

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ISSUES FOR ENHANCEMENT
SIGNAGE + WAYFINDING PALETTE CONCEPTS
BRANDING + LOGOS
GATEWAY DESIGN
STRATEGIES + FIRST STEPS



Logo | Branding Exercise

At the public workshop, attendees were asked to indicate the logo or branding they felt best represented the District's sense of place. The 3 circled logos were the top vote getters with these comments:

- Open logo – No boxing it in
- Trees or other landscape features
- Curved features
- Flexibility in using different names



THOUSAND OAKS



THOUSAND OAKS | *Mackle Park*





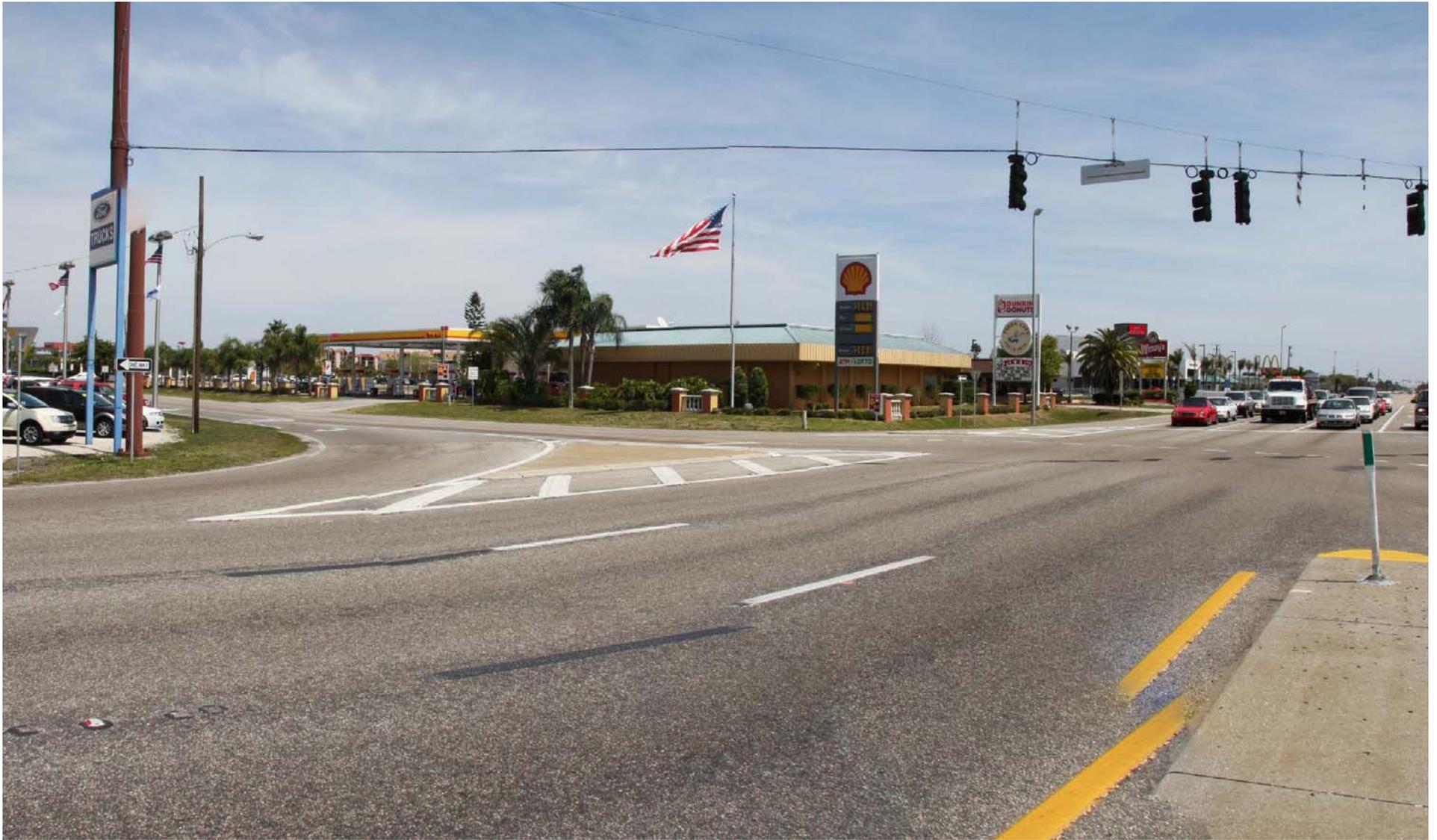
Signage, Wayfinding, Branding

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ISSUES FOR ENHANCEMENT
SIGNAGE + WAYFINDING PALETTE CONCEPTS
BRANDING + LOGOS
GATEWAY DESIGN
STRATEGIES + FIRST STEPS









Signage, Wayfinding, Branding

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ISSUES FOR ENHANCEMENT

SIGNAGE + WAYFINDING PALETTE CONCEPTS

BRANDING + LOGOS

GATEWAY DESIGN

STRATEGIES + FIRST STEPS

Findings for the Study Area | Strategies and First Steps

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Strategies and First Steps

The original Mackle development area should be enhanced as a livable, understandable place, with increased presence on Tamiami Trail as well as from the adjacent neighborhoods. New Branding and Wayfinding signage can assist in making the area more noticeable, easier to navigate and spur an increased sense of pride and community value.

The County could partner with the property owners and residents to identify a Brand and Image that is reflective of the history and future of the area, and is sensitive to shared sense of place. This may include:

- Regional Gateways on Tamiami Trail
- Community Gateways on Local Connectors
- Neighborhood gateways on local streets
- Wayfinding signage with top destinations routing
- Coordinated streetscape and landscape enhancements
- Commitment to some overarching image/brand for the total place – such as "Macke Park/Thousand Oaks," the Healthcare District, or Charlotte's Healthiest Community



Conclusions

First Steps

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1. MOVE AHEAD WITH AREA BRANDING

- It is important for area and business stabilization to make the area's core a destination

2. ESTABLISH AN OVERLAY DISTRICT FOR HOSPITAL AREA

- Necessary to manage land-use issues and land development regulations, including moving towards an urban form and evaluating form-based code for the area

3. ESTABLISH A CRA/PLANNING GROUP TO INCLUDE:

- Neighborhood Representative
- Representatives from each Hospital
- Mall Representative
- A Doctor's Representative

4. ESTABLISH A FUNDING MECHANISM

- TIF or some stable, long-term mechanism
- Prioritize and Invest

5. ESTABLISH A NEIGHBORHOOD STABILIZATION PROGRAM

- Institute Neighborhood Advocacy Group
- Create Land Trust or Other Funding Mechanism
- Expand and Improve Neighborhood Reinvestment Incentive Program

AECOM is ready to partner with Charlotte County in furthering its revitalization efforts!