



Arts and Culture Master Plan



Arts and Culture Master Plan - **DRAFT**

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I. Introduction

Arts, cultural heritage and creativity are essential keys to capitalizing on Fort Pierce's unique and distinctive identity. They each play a vital role in supporting community cohesion and well-being as they increase community pride, foster economic development and increase tourism.

Arts - Arts are a diverse range of human activities that create visual, auditory or performing artifacts, intended to be appreciated for their beauty or emotional power. The arts create an economic engine that increases tourism, creates jobs and improves quality of life. Implementing arts and culture into a community helps boost economies.

Cultural Heritage - Cultural Heritage is an expression of the ways of living developed by a community and passed on from generation to generation, including customs, practices, places, objects, artistic expressions and values.

Creativity – Creativity is participation in a range of activities that allow for imaginative expression, such as music, art, creative movement, and drama, which engage your mind, body and senses.

The arts stimulate creative problem-solving and innovation within a community. Parents with youth involved in sustained, structured community-based arts programs show a positive increase in the perception of their neighborhoods. When the arts become central in a community, the learning environment improves, and the culture transforms to become more positive, creative, and supportive.

Cultural heritage is important because it helps people connect with others who have similar backgrounds and provides a sense of unity and belonging. Cultural heritage also provides people with a link to traditions that might otherwise be lost.

Creativity is a powerful economic engine for Fort Pierce. The creative sector contributes directly and indirectly to community prosperity, by generating economic activity, providing employment, making our city attractive, and enhancing our overall quality of life.

This Master Plan, built around Creative Placemaking initiatives, paves the way for the creation of the City's 10-Year Arts and Culture Strategic Plan, with input from private citizens, City Commission, staff, artists, arts organizations, nonprofits and business owners. The Strategic Plan will detail a course of action to enhance and capitalize on our existing arts and cultural heritage amenities. It will also provide strategies to support artists, arts organizations and arts educational opportunities with programs and projects that positively transform our historic communities and downtown area.

Creative Placemaking - In creative placemaking, partners from public, private, nonprofit and community sectors strategically shape the physical and social character of a neighborhood, town, tribe, city or region around arts and cultural activities. Creative placemaking animates public and private spaces, rejuvenates structures and streetscapes, improves local business viability and public safety, and brings diverse people together to celebrate, inspire and be inspired.

An approved Arts and Culture Master Plan and 10-Year Strategic Plan will increase the viability of the City's arts and culture grant applications and provide written guidelines for City and County AIPP funding oversight.

Mission The mission of this Arts and Culture Master Plan is to affirm the City of Fort Pierce's commitment to arts and cultural heritage and set into motion the development of a 10-Year Arts and Culture Strategic Plan to empower and support a strong and vibrant artistic atmosphere for Fort Pierce residents and visitors. The inspiration for this Arts and Culture Master Plan is the belief that arts, cultural heritage and creativity provide essential contributions to the quality of life in Fort Pierce.

Accomplishing this mission will:

- Support and facilitate an increase in the development, preservation and promotion of the City's existing artistic and cultural heritage assets;
- Support and promote the development of artists, arts organizations, the school district and facilities that sponsor arts and cultural heritage programs, projects and educational opportunities;
- Encourage and facilitate opportunities for City residents to participate in arts, cultural heritage and creative educational activities;
- Stimulate greater governmental and public awareness and appreciation of the importance of the development, preservation and promotion of arts, cultural heritage and creativity within the City of Fort Pierce;
- Advocate and communicate factual information on local, state and national arts and cultural heritage issues to citizens and elected officials;
- Encourage and facilitate greater and more efficient use of City, County, State, Federal and private resources to develop and support arts, cultural heritage and creative programs and projects in Fort Pierce;
- Enhance everyday life throughout the City of Fort Pierce; and
- Further the recognition of Fort Pierce as an arts, cultural heritage and creative mecca and a destination of choice for investors, developers, tourists and current and future residents.

A. **Goals**

1. Increase the development, visibility and marketing of Fort Pierce's existing arts and cultural heritage assets, programs and projects to clearly identify and celebrate Fort Pierce as the "*Home*" of Zora Neale Hurston, the Florida Highwaymen, A.E. 'Bean' Backus, and a 'Hub' for arts organizations, up-and-coming artists, art exhibits, programs and projects;
2. Strengthen the capacity and sustainability of Fort Pierce's artists and arts organizations;
3. Encourage participation of new artists – both professional and amateur;
4. Promote educational opportunities on Fort Pierce's arts and cultural heritage;
5. Weave arts and cultural heritage into all aspects of life in Fort Pierce to build civic pride and improve the quality of life for residents and visitors, raise community perception and cultivate economic development opportunities;
6. Strengthen arts education and beautification opportunities to improve blighted areas; and
7. Identify ongoing revenue sources to support the growth and development of Fort Pierce's arts and cultural heritage amenities.

B. **Tasks to Reach Goals**

- Engage private citizens, artists, arts and cultural heritage organizations, community activists, City and County leaders, staff, etc. in creating the 10-Year Arts and Culture Strategic Plan. This will help:
 - Identify important community issues where arts and cultural heritage activities can provide solace;
 - Guide policy makers, commissioners, staff and volunteers as the Strategic Plan is implemented; and
 - Provide a crucial resource to positively impress potential grant funders to support the development, growth, marketing and preservation of the City's arts and cultural heritage assets, artists and arts organizations.

Example Priorities:

- **Marketing and Image:** Define and promote a creative uniqueness and brand for Fort Pierce: Designate the City as “*Home*” to Zora Neale Hurston, the ‘Original’ and ‘2nd Generation’ Highwaymen artists and A.E. ‘Bean’ Backus. The City’s unique and authentic identity will be applauded by potential funders, artists, arts organizations, residents, current and prospective developers, investors and employers, workers and visitors.
 - **Space:** Expand and support spaces for art and cultural heritage activities and events, including affordable space for artists, performances, exhibitions, meetings, storage, rehearsals, and education.
 - **Youth:** Enlighten young people with hands-on arts and cultural heritage opportunities through education, recreation and social settings intertwined in all aspects of their life.
 - **Business:** Engage businesses with Fort Pierce’s arts and cultural community.
 - **Agency:** Create a Division of Arts and Culture within the Department of Urban Redevelopment, supported by an active Commission-appointed Citizen’s Advisory Board to assist in the creation and implementation of the Arts and Culture Strategic Plan.
 - **Heritage:** Highlight our unique cultural heritage to inspire a sense of place and pride in Fort Pierce residents and businesses.
 - **Potential:** Identify, strengthen, promote and broadcast Fort Pierce’s cultural heritage assets and artistic treasures.
 - **Community:** Facilitate community involvement in the arts.
 - **Capacity:** Increase the capacity of Fort Pierce’s creative sector through strategies such as public and private funding for arts agencies, artists, businesses, cultural heritage education, etc. Provide opportunities to disseminate information, promote networking and collaboration, technical assistance, and project and program coordination.
 - **Creative Climate:** Develop a climate that encourages the growth of creative enterprises, individual artists, arts organizations, economic development and tourism.
 - **Lincoln Park:** Improve, promote and expound upon arts and cultural heritage assets in Lincoln Park; promote artist live-work environment, creative enterprises, investments in small businesses, entrepreneurship, special events, restaurants, shopping, streetscape and façade development that will result in the creation of a safe, vibrant, lively atmosphere. Form collaborations with surrounding communities to cross-promote assets, including Eatonville (Zora Neale Hurston) Mount Dora, Pompano, Davenport, etc. (Highwaymen). Collaborate with A.E. Backus Museum, Treasure Coast Art Association, Jazz and Blues Society, individual Highwaymen and other artists to promote programs, projects and activities. Seek funding opportunities to assist artists, art and cultural heritage programs and projects and Lincoln Theatre rehabilitation.
 - **Orange Avenue Corridor – Peacock Arts District** – Seek grant funding, investors, arts organizations, artists, etc. and collaborate with property owners along the corridor to assist in the development and enhancement of the Orange Avenue Corridor/Peacock Arts District as walkable and encouraging for businesses, artist housing, arts and cultural heritage programming, attractions, office and open space.
 - **Sunrise Theatre of the Performing Arts** – Seek grant funding for the Sunrise Theatre to help increase its self-sufficiency, capacity and sustainability. Bolster opportunities for youth and all Fort Pierce citizens to discover and participate in the performing arts.
- Survey and assess the needs of local artists, arts and community organizations and the school district, relating to arts and cultural heritage programs and projects;

- Promote artistic and cultural heritage offerings that reflect, engage and appeal to the ethnic, gender, and age diversity of the City, including all socioeconomic levels;
- Enhance arts education in area schools, so that every Fort Pierce child has access to comprehensive arts and cultural heritage learning, through school programs, artists and art organizations;
- Ensure residents and visitors have the opportunity to participate in arts and cultural heritage activities;
- Shape our environment to reflect the inspirational and creative spirit of who we are through cultural activities, public art, and easily-accessible, welcoming public spaces;
- Establish the City of Fort Pierce as a haven for artistic creators by establishing suitable, affordable space and opportunities for professional artistic development and networking;
- Ensure the promotion of arts and cultural heritage as a priority, as reflected in supportive policies, incentives, ongoing funding, and capital investments; and
- Maintain the Division of Arts and Culture as financially stable and sustainable, based upon a diverse range of income sources.

II. Responsibilities of the Division of Arts and Culture

1. The Division of Arts and Culture will oversee the creation process and the implementation of the 10-Year Arts and Culture Strategic Plan that will contain the policies and procedures needed to accomplish the goals set forth by this Master Plan. The Division will:
 - a. Construct Annual Action Plans from the 10-Year Arts and Culture Strategic Plan containing specific projects, programs and tasks for consideration and approval by the Fort Pierce City Commission;
 - b. Create and oversee a grant application/award process for local Fort Pierce artists, agencies, etc. for projects and programs based on the Arts and Culture Strategic Plan and Commission-approved Annual Action Plans utilizing the City of Fort Pierce and a portion of St. Lucie County Arts in Public Places (AIPP) funding;
 - c. Collect, arrange, record, preserve and disseminate arts and cultural heritage materials;
 - d. Be well-informed on local, state, and federal laws relative to the arts and actively support and advocate local, state and national arts legislation;
 - e. Act as a liaison between the City, various governmental agencies, private arts and cultural heritage groups, individuals, and organizations on related matters;
 - f. Make recommendations for legislation to the City Commission and the St. Lucie County Board of County Commissioners in relation to arts and cultural heritage matters;
 - g. Promote collaborations and facilitate the creation of artistic and cultural heritage programs, projects, events and facilities;
 - h. Continue to build upon the City's arts and cultural heritage amenities by infusing the arts into the community as a whole;
 - i. Strengthen the Department of Urban Redevelopment's 'Creative Placemaking' initiative through grant awards, partnerships and marketing, which will spur economic development, job creation and heighten civic pride in our historic neighborhoods;
 - j. Attend area arts events;
 - k. Research, write and submit grant applications to fund the Division and related arts and cultural heritage projects; and
 - l. Promote the City's diverse arts and cultural heritage offerings and aesthetic environment to the world.

quality of life, while enhancing artistic endeavors and encouraging academic growth through the arts.

III. Creation of the Arts and Culture Strategic Plan

The Division of Arts and Culture will direct, with extensive citizen, artist, arts organization, City Commission, and staff input, the creation, development and implementation of the City's Arts and Culture Strategic Plan, which will include guidelines, ideas for programs, projects and services to support, preserve and strengthen Fort Pierce's existing arts and cultural heritage amenities and its diverse artistic community.

The purpose of developing an Arts and Culture Strategic Plan is to:

- Identify tasks, projects, timelines etc., as necessary, to implement this Arts and Culture Master Plan;
- Build upon long standing arts and cultural heritage assets and traditions;
- Foster emergent artists; and
- Celebrate and preserve Fort Pierce's vibrant heritage.

The intention of the Strategic Plan is to provide a framework for the inclusion of public art and cultural heritage programming in the daily life of Fort Pierce, to reinforce community identity and change outsider perceptions, capitalize on local assets, spur economic development and job creation, increase tourism, create places for human interaction and assure the preservation of our local cultural heritage.

The Arts and Culture Strategic Plan will include methods to implement this Master Plan within the Department of Urban Redevelopment, and to improve projects that are currently underway, including 'creative placemaking' initiatives to enhance, preserve and promote existing cultural heritage amenities and venues.

IV. Methodology

A. Funding the Division of Arts and Culture

Funding for the Division of Arts and Culture can derive from various sources:

1. Interlocal Agreement between the City and St. Lucie County to designate one third of the County's Arts in Public Places (AIPP) funding for the next ten years to the Division, for activities, projects and programs that align with this Arts and Culture Master Plan. The Interlocal Agreement will establish how percentages of yearly AIPP funding allocations will be used. Examples of uses for allocation include:
 - Grant 'Sub-Awards' for artists, arts agencies/organizations, etc. for various types of arts and cultural heritage projects and programs;
 - Match for grant awards for arts and cultural heritage community events, programs and projects;
 - Temporary Art Exhibits at various locations around the City, including, but not limited to historic City Hall, Lincoln Park Main Street offices, PP Cobb's Cultural Center, and eventually the Lincoln Theatre and the historic St. Anastasia building; and
 - The administration of the Division of Arts and Culture.
2. Resolution from the Fort Pierce City Commission to appropriate the City's AIPP funding for the Division, to be expended per AIPP Resolution guidelines.
3. Grant funding from Vista/Ameri-Corps for student interns to support the program.
 - IRSC is a good candidate for student interns since they have a Bachelors of Arts program.

4. As funding from State and Federal sources is available, the Division will apply for grants from the Florida Division of Cultural Affairs, the Florida Humanities Council, the National Endowment for the Arts, the National Endowment for the Humanities, Visit Florida and other private, state and national funders for arts and cultural heritage programs and projects.
5. Depending on Federal Budget funding for the Community Development Block Grant (CDBG), the City could use a portion of CDBG for activities for the “Promotion of Local Art and Cultural Heritage”.

Types of activities would include:

- Arts and Cultural heritage events, projects and educational programs in historic neighborhoods, such as mural projects, art festivals, art exhibits, etc.; and
- Cash match for arts and cultural heritage grants that benefit historic neighborhoods.

B. Division Office and Arts and Cultural Heritage Center

1. Designate a location for the Arts and Cultural Heritage Center
 - The Arts and Cultural Heritage Center will provide space for ongoing and touring art exhibits, arts and cultural heritage educational workshops, meetings and performances that communicate and educate while accentuating Fort Pierce’s strong arts and cultural heritage.

Note: Establishing an Arts and Cultural Heritage Center will qualify the City to apply for grants from multiple funders, since the space utilized for the Center can be used as ‘match’ for various state and national grants. Funders are more likely to award grants for programs that have a Arts and Culture Master Plan and a facility currently in use.

Proposed Locations

1. **“Old City Hall”** – Arts and Cultural Heritage Center (startup) (1-3 years)
This temporary Arts and Cultural Heritage Center will provide space for ongoing and touring art exhibits, educational workshops, meetings, performances, etc.
2. **(FUTURE) The St. Lucie County Regional Arts and Cultural Heritage Center**
The historic St. Anastasia building – 110 North 10th Street (10th and Orange Ave)
Collaborate with St. Lucie County to relocate the St. Lucie County Regional History Center to the historic St. Anastasia Building. This colossal facility and surrounding property would not only accommodate the St. Lucie County Regional History Center and all of its assets, it could also provide exhibit, performance, conference and program meeting space, satellite offices for the Department of Urban Redevelopment/Arts and Culture Division, and promotional space for the Fort Pierce Authentic Tours program.

This Center could easily become a hub for arts and cultural heritage activities, exhibits and events that would garner local, regional, national and international attention and respect. Local exhibits for the Highwaymen, Zora Neale Hurston, A.E. ‘Bear’ Backus and traveling exhibits focusing on performing, music, literary, visual, digital and creative arts could be regular features.

Utilizing this facility will create a bridge from downtown, both artistically and economically while promoting revitalization - built on our arts and cultural history.

Transforming the historic St. Anastasia building into the St. Lucie County Regional Arts and Cultural Heritage Center will breathe life back into an economically

depressed area of the City, serve as the cornerstone of the Peacock Arts District, and enhance the Orange Avenue Corridor.

The St. Lucie County Regional History Museum will significantly benefit from the easily-accessible location that will allow for bigger and longer exhibitions both inside and outside the facility. The building's central location in Fort Pierce will afford the Museum the opportunity to increase foot traffic and its benefit to the community.

The Division of Arts and Culture will seek collaborative partners, grants, and funding from the Florida Legislature to renovate the historic facility.

C. Grants / Funding Opportunities

As Federal and State funds are available, grants can help fund the Division of Arts and Cultural Heritage and subawards from the Division to local artists and arts organizations. Potential funders include the National Endowment for the Arts (NEA), National Endowment for the Humanities (NEH), Art Space, Division of Cultural Affairs, Florida Humanities Council, Visit Florida, private foundations, Florida legislature appropriations, etc.

Note: A grant from the National Endowment for the Arts (NEA) is a good resource for grant sub-award funding for area artists and arts organizations. Designated exhibit space (Old City Hall, etc.) could be used as the 'required match' for NEA grant applications.

Note: Federal and State budgets may decrease or eliminate funding for the National Endowment of the Arts and State-funded arts organizations in the upcoming years; however, funding may be restored to the organizations or provided for other similar programs to support arts and cultural heritage projects/programs.

Art in Public Places - Another resource for grant sub-awards for area artists and arts organizations is through St. Lucie County and City of Fort Pierce Art in Public Places (AIPP) funding.

D. Website / Social Media / Marketing / Promotion:

The Division will utilize a website, social media, and various marketing and promotional techniques and collaborations to support the development of area artists, arts organizations, cultural heritage assets and community organizations sponsoring cultural heritage activities.

Note: This activity can be funded via marketing/promotional opportunities through arts funders. As funding is available, the State of Florida Division of Cultural Affairs (DCA) provides 'quick turn-around' grants up to \$2,500 every six months.

1. Create a website and use social media activities to contact visitors, residents, artists, arts organizations, etc. to promote arts and cultural heritage venues, post grant and artistic opportunities, events for artists, etc., and to utilize as an educational tool.
2. Assist in promoting and helping to identify and brand Fort Pierce's creative uniqueness as an arts and cultural heritage tourism destination.
3. Promote guided tour opportunities for existing cultural heritage trails, Art in Public Places projects/exhibits; and

Note: Ongoing communication between the Division of Arts and Culture Advisory Board and the St. Lucie County Tourism Development Council (TDC) is essential.

E. Arts and Cultural Heritage Districts; Entrance-way Corridors, Promotion of Cultural Amenities in Historic Neighborhoods and Downtown; Sunrise Theatre

“The PAD: The Peacock Arts District” / Orange Avenue Entranceway Corridor Improvements

1. Cultivate an “artist village / live work community” with affordable living and work space along the Orange Avenue Corridor/Peacock Arts District.
2. Collaborate with property owners and solicit Art Space grants to create artist loft space;
3. Create maps and signage to promote locations; and
4. Create and submit applications to various arts and cultural heritage funders to grow the District.

Note: Art districts build strong economic value, as well as revitalize blighted areas.

5. Potential Sites for Exhibits – Old City Hall, Lincoln Park Main Street Offices, PP Cobb’s Cultural Center; Lincoln Theater; historic St. Anastasia building.

Promote Cultural Amenities in Historic Neighborhoods and Downtown

1. Revitalize Fort Pierce’s historic neighborhoods and downtown area by promoting and expounding on existing arts and cultural heritage amenities. This will improve the area’s economy and enhance the City’s opportunities to receive grant funding for future projects.
2. Provide grant sub-awards to artists and arts organizations for the creation of public art, including street art, colorful murals, pop-up type art shows, street painting, etc., and to enhance offerings related to existing arts and cultural heritage amenities.

Note: Public art, including street art, murals, etc. create and encourage a ‘following’.

Cultural Information Centers

Create Mini-Cultural Information Centers at various locations throughout the City, including Granny’s Kitchen and the 7 Gables House.

Capitalize on Farmers’ Market, Sunrise Theater, Events Downtown and in Historic Neighborhoods

The Division of Arts and Culture will expand ways to capitalize on the crowds that attend the Saturday Farmer’s Market, outdoor concerts at the City Marina, performances at the Sunrise Theatre, Jazz on Moore’s Creek, etc., to increase the economic viability of all small businesses in Fort Pierce.

Sunrise Theater – Enhance Economic Viability

The Division of Arts and Culture will identify additional funding sources for the Sunrise Theater’s overall support, through:

1. Establishing new partnerships;
2. Promoting the importance of the growth and sustainability of the Theater to all of St. Lucie County. Potential additional funding sources include (as Federal and State budgets allow):
 - a. St. Lucie County Tourism Development Council (TDC)
 - b. The Florida Humanities Council (FHC)
 - c. Division of Cultural Affairs (DCA)
 - d. Private Foundations
 - e. National Endowment for the Arts (NEA)
 - f. National Endowment for the Humanities (NEH)

Note: The Division of Arts and Culture will examine numerous avenues to increase financial support for the Sunrise Theatre.

Note: Live music and theatrical performances play an intricate part in branding a positive atmosphere for the City.

G. Creation of Viable Arts Education Component

A strong arts education component is key to the success of arts programming in schools. Through local, state and national partnerships, the Division of Arts and Culture will provide, promote and support professional development opportunities for art teachers, teaching artists and community-based educators interested in utilizing an arts-integrated approach to teaching in schools and communities in Fort Pierce.

Note: Quality, professional development opportunities for arts education instructors will help build skills, knowledge and confidence to teach and support the arts.

The Division of Arts and Culture will investigate ways to institute this activity through:

- a. Meetings with school principals within City boundaries to discuss arts integration into schools;
- b. Utilizing the cultural heritage education and art contest component of the annual Highwaymen Art Show and Festival;
- c. Strengthening collaborations with the Sunrise Theatre, the Kennedy Center and the Division of Arts and Culture to create a 'triangle system' buy-in; and
- d. Soliciting grant funds for projects to expand the use of the arts as a core component of education through professional development for artists and teaching artists;
- e. Applying to State of Florida for License Plate grant funds for Arts Education for schools within the city limits of Fort Pierce, using the first grant award from this funder to cover the costs associated with the required Kennedy Center Partnership training, travel and other expenses required to create this worthwhile partnership; and
- f. Create a user-friendly website within the Division of Arts and Culture to promote upcoming arts educational workshops and seminars and opportunities for continued education for artists and teachers.
- g. Establish a partnership with the Kennedy Center to enhance artistic opportunities in Fort Pierce Schools to create additional support and provide a highly recognized 'seal of approval', which could lead to new financial backers and a direct positive economic impact for the City as a whole.

Note: The Kennedy Center's *Ensuring the Arts for Any Given Child* program is designed to assist communities in developing and implementing a plan for expanded arts education in their schools and ensuring access and equality for all students in grades K-8. The goal of the Any Given Child initiative is to create full access to arts education programs and resources for all K-8 students in a community.

Note: The Division can apply for State of Florida for License Plate grant funds for Arts Education for schools within the city limits of Fort Pierce, using the first grant award from this funder to cover the costs associated with the required Kennedy Center Partnership training, travel and other expenses required to create this worthwhile partnership;

Notes: Once school district support is attained, a final in-depth plan should be created with partnership and interlocal agreements to solidify and implement a long-range plan.

Schools like Chester A. Moore Elementary, that is currently without an art teacher or art department and recently received a "F" score from the Department of Education should be a primary focus.

Collaborations could also lead to adding Art Collaborative Works as a technical trade for Indian River State College to further the technical trade industry by adding creative expression.

V. Creative Placemaking, Economic Impact and Tourism

Creative Placemaking initiatives are an integrative approach to urban planning and community building that stimulates local economies and leads to increased innovation, cultural diversity, and civic engagement. Since creativity fuels place value, the benefits of using arts and culture heritage to tap into a place's unique character extend well beyond the art world.

Across sectors and at all levels, today's leaders and policymakers are increasingly recognizing how arts-based Creative Placemaking initiatives can simultaneously advance their missions in transportation, housing, employment, health care, environmental sustainability, and education.

Note: In 'Creative Placemaking,' partners from public, private, nonprofit, and community sectors can strategically shape the physical and social character of a neighborhood, town, city, or region around arts and cultural heritage activities. Creative placemaking initiatives will animate public and private spaces, rejuvenate structures and streetscapes, improve local business viability and public safety, and bring diverse people together to celebrate, inspire, and be inspired.

In Closing:

In April, 2015, the Economic Development Council of St Lucie County completed a workshop with an outcome of strategies to build economic growth in St Lucie County. Goals were created which were to be followed up with a development plan. Goal #6 in the initial plan was listed as "Quality of Life through Tourism." This positive goal helps quantify the apparent need to improve arts and cultural heritage amenities, which are proven to increase tourism, renew civic pride, encourage economic development and improve the target area's overall quality of life.

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