

A blue-tinted photograph of a waterfront promenade. In the foreground, a paved walkway with a metal railing leads towards a body of water. To the left, a modern building with many balconies is visible. In the background, a city skyline is seen across the water, including a prominent skyscraper with 'WELLS FARGO' on top. The overall scene is urban and waterfront.

COMMUNITY REDEVELOPMENT PLAN UPDATE

JUNE 2022

Acknowledgments

This 2022 updated and restated Downtown Northbank Community Redevelopment Agency (CRA) Redevelopment Plan and Southside CRA Redevelopment Plan (referred to throughout this document as the "CRA Redevelopment Plan") has been prepared under the direction of the City of Jacksonville Downtown Investment Authority (DIA) serving in their capacity as the Downtown Northbank CRA and Southside CRA (referred to throughout this document as the "CRA") established by City of Jacksonville Ordinance 2012-364-E. The planning effort was accomplished through considerable assistance and cooperation of the Authority's Chief Executive Officer, the Governing Board of the DIA, and its Strategic Implementation Committee, along with Downtown Vision, Inc. the City's Office of Economic Development and the Planning and Development Department. The CRA Redevelopment Plan has been prepared in accordance with the Community Redevelopment Act of 1969, Chapter 163, Part III, Florida Statutes. In addition to those listed below, we are grateful to the hundreds of citizens who contributed their time, energy, and passion toward this update of Downtown Jacksonville's CRA Redevelopment Plan.

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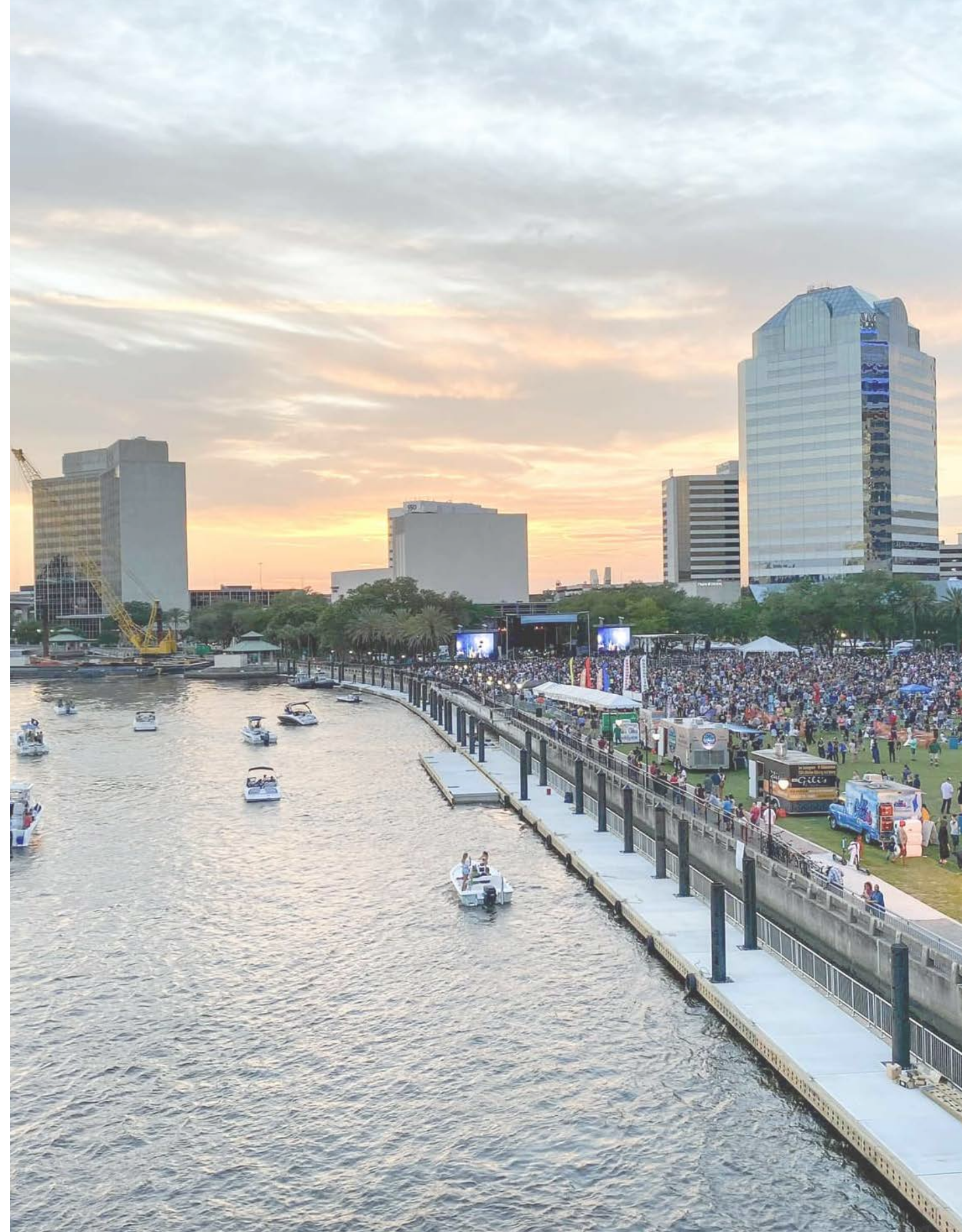


Table of Contents

ACKNOWLEDGMENTS	2
INTRODUCTION & BACKGROUND	6
1.1 Purpose	8
1.2 Existing Downtown CRAs	13
1.3 Stakeholder Outreach	17
1.4 Comparative Downtown Analyses	19
STATUTORY REQUIREMENTS AND AUTHORITY	24
2.1 Requirements of the Plan	26
2.2 Authority to Undertake Community Redevelopment	27
2.3 DIA Authority	30
2.4 Property Disposition Policy	34
2.5 Reporting Requirements	41
REDEVELOPMENT TRUST FUNDS	44
3.1 Tax Increment Financing	46
3.2 Southside Redevelopment Trust Fund	54
3.3 Downtown Northbank Redevelopment Trust Fund	56
Northside West Portion	56
Downtown East Portion	58
Combined Downtown Northbank Redevelopment Areas	60
GOVERNANCE	62
4.1 DIA Structure and Management	64
REDEVELOPMENT STRATEGY	66
5.1 Umbrellas	68
5.2 Goals and Objectives	75
5.3 Illustrative Master Plan	86
DOWNTOWN NORTHBANK CRA	88
6.1 Legal Description	90
6.2 Existing Conditions	92
6.3 Residential Use Element	108
6.4 Neighborhood Impact Assessment	113
6.5 Redevelopment Projects	116
SOUTHSIDE CRA	156
7.1 Legal Description	158
7.2 Existing Conditions	160
7.3 Residential Use Element	170
7.4 Neighborhood Impact Assessment	172
7.5 Redevelopment Projects	175
COMPREHENSIVE PLAN CONSISTENCY	194

Appendix

APPENDIX A	DOWNTOWN DESIGN GUIDEBOOK
APPENDIX B	PARK ASSESSMENT AND PLAN
APPENDIX C	NEIGHBORHOOD BRANDING IDENTITY GUIDELINES
APPENDIX D	ACTIVATING JACKSONVILLE’S RIVERFRONT, 2022 *
APPENDIX E	DOWNTOWN JACKSONVILLE MARKET & FEASIBILITY STUDY, 2021 *
APPENDIX F	COMPARATIVE DOWNTOWN ANALYSIS, 2021 *
APPENDIX G	DOWNTOWN PUBLIC PARKING STRATEGY & IMPLEMENTATION PLAN, 2019*
APPENDIX H	EMERALD TRAIL MASTER PLAN, 2019*
APPENDIX I	LAVILLA NEIGHBORHOOD DEVELOPMENT STRATEGY, 2019*
APPENDIX J	RIVERFRONT DESIGN GUIDELINES & ACTIVITY NODES PLAN, 2018 *
APPENDIX K	BROOKLYN NEIGHBORHOOD ROAD DIET, 2017*
APPENDIX L	CATHEDRAL DISTRICT MASTER PLAN, 2017*
APPENDIX M	CONVENTION CENTER FEASIBILITY ANALYSIS, 2017*

**On file. Please contact the DIA to obtain a copy or visit [https://dia.coj.net/Resources/BID-Plan-\(1\)](https://dia.coj.net/Resources/BID-Plan-(1)) to access the documents.*





INTRODUCTION & BACKGROUND

-
- **1.1 Purpose**
-
- **1.2 Existing Downtown CRAs**
-
- **1.3 Stakeholder Outreach**
-
- **1.4 Comparative Downtown Analyses**
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1.1 | Purpose

Provide a modern redevelopment blueprint for the type of unique urban environment that can take advantage of markets that now exist, and be used as a long-term guide for decisions of the Downtown Investment Authority.

Regardless of whether or not one lives here or works here, Downtown Jacksonville is vital to all of the City's residents. Broad economic, social, and cultural forces are reshaping the face of our nation's urban environment and the nation is changing its attitude towards cities and downtown living. Downtowns in every region of the country are being thought of in positive and progressive ways, as necessary and critical investments. These trending forces give areas such as Downtown Jacksonville its best opportunity in decades to compete with suburban and exurban growth. Community redevelopment plans establish a direction for this reinvigoration and investment, understanding that a plan with short-, mid- and long-term goals further guides the downtown and its champions to be better prepared for any unforeseen circumstances that may require some deviation without abandoning the overall course. The challenge is to develop this guide for the future, engendering goals that will positively influence Downtown Jacksonville's urban redevelopment for years to come. Originally, there were three community redevelopment plans within Downtown, two in the Northbank and one in the Southside, that were adopted in the 1980s, with the two Northbank community redevelopment plans having been merged in 2000. In 2015, via the adoption of Ordinance 2014-0560-E by City Council, the Downtown Northbank Community Redevelopment Agency (CRA) Redevelopment Plan and Southside CRA Redevelopment Plan (referred to throughout this document as the "CRA Redevelopment Plan") were updated drawing from principles contained in several Downtown Jacksonville planning efforts completed during the previous fifteen years; updated with current data, as required by Florida

Statutes; and modified to include target areas of focus within the existing CRA boundaries. While the Downtown Northbank CRA Redevelopment Plan and Southside CRA Redevelopment Plan remain separate with corresponding geographical areas and their own tax increment trust funds, this CRA Redevelopment Plan consolidates them into one comprehensive document and amends the overall plans pursuant to Section 163.361(1), F.S. The CRA Redevelopment Plan shall serve as a policy guide for the DIA, planners, developers, and government to utilize over the next five years and thereafter until the next update is adopted in order to promote and foster continued growth in Downtown Jacksonville to become a top tier urban center for business, a place to call home, and to attract visitors.

In accordance with Section 55.108(a)(7) of the Jacksonville Ordinance Code, the DIA has conducted this 5-year review of the BID Plan adopted by Ordinance 2014-560 in 2015. This update of the CRA Redevelopment Plan and BID Strategy is a result of that comprehensive review. The DIA last embarked on an update to the CRA Redevelopment Plan in 2013 for several reasons:

First, there were three original community redevelopment plans that were more than thirty years old. The City designated three CRAs in the area of Downtown Jacksonville: Northside West CRA (1981), Downtown East CRA (1985), and Southside CRA (1981). Over the years, the three community redevelopment plans were readopted, ratified, and confirmed. In 2000, the City combined the Northside West CRA and Downtown East CRA and their respective trust funds into a reformed entity to be known

as the Downtown Northbank Community Redevelopment Agency ("Downtown Northbank CRA"). As part of that act, the City directed that development within the Downtown Northbank CRA be consistent with the Downtown Master Plan ("Celebrating the River: a Plan for Downtown Jacksonville", 2000). Fifteen years later, an update was needed.

Second, updated community redevelopment plans are necessary because all public redevelopment activities expressly authorized by the Community Redevelopment Act and funded by tax increment financing must be in accordance with a community redevelopment plan approved by the Jacksonville City Council. Like the City's 2030 Comprehensive Plan, community redevelopment plans are evolving documents which must be evaluated and amended on a regular basis in order to accurately reflect changing conditions and community objectives.

Third, and most compelling, the marketplace has changed, and the DIA must be sure that the City is poised to capitalize on these changes. The DIA desires to move into the future seeking out the emergent opportunities resulting from this shift in perception, rather than applying 20th century economic techniques in the 21st century.

The City of Jacksonville, through Chapter 55, Ordinance Code, bestowed Community Redevelopment Agency powers and duties to the DIA. It also directed that a 5-year Business Investment and Development Plan ("BID Plan") for downtown along with updates to the Downtown Northbank Community Redevelopment Agency (CRA) Redevelopment Plan and Southside

CRA Redevelopment Plan, be prepared and adopted. This document, which contains the Southside CRA Redevelopment Plan and the Downtown Northbank CRA Redevelopment Plan (together referred to as "the CRA Redevelopment Plan") along with the Business Investment and Development Strategy ("BID Strategy"), are packaged together as the "BID Plan," and fulfill this mandate. Together, the CRA Redevelopment Plan and the BID Strategy, strategically prioritize, shape the design of and implement public infrastructure improvements, and support other private sector, market-based revitalization initiatives. Redevelopment decisions have been guided by the strategic direction and criteria set forth in the BID Strategy, designed to transform the recommendations from the CRA Redevelopment Plan into actionable items within a framework of accountability.

This CRA Redevelopment Plan provides policy, programmatic and fiscal direction for the CRA as the DIA sets forth to realize a world-class Downtown urban landscape and waterfront. The CRA Redevelopment Plan is specifically designed to:

- Establish a Community Redevelopment Plan that provides mechanisms to realize a bold vision for the Downtown Northbank CRA and Southside CRA characterized by attractive housing alternatives, welcoming parks, walkable streets, enticing retail, enhanced cultural institutions, and accessible parking.
- Offer consistency over time, regardless of governmental and business leadership changes.

- Comply with the statutory requirements pursuant to Section 163.362, *Florida Statutes*.
- Establish relevancy and appropriateness of past downtown plans and incorporate priority elements from each that are still relevant.
- Define the strategic framework, conceptual themes, goals, and objectives for the future of the Downtown Northbank CRA and Southside CRA.
- Include a Residential Use Element that identifies any shortages of affordable housing and replacement and/or relocation remedies, if indicated.
- Include a Neighborhood Impact Assessment of traffic and transportation, environmental quality, facilities, and matters affecting the physical and social quality of the neighborhood.
- Identify specific priority redevelopment capital improvement projects and other recommended redevelopment project elements to be completed.
- Provide projected costs of the recommended improvement projects; amount to be expended and any anticipated indebtedness to be repaid with the tax increment finance revenues from the three respective Redevelopment Trust Funds.
- Fold in relevant principles and guidelines from the Downtown Master Plan.

To be successful it sets a direction Downtown Jacksonville must take in the 21st century to succeed nationally, not just regionally. The CRA Redevelopment Plan is intended to give the latitude needed to pursue unforeseen opportunities that will certainly arise and to respond to new challenges. The CRA Redevelopment Plan also gives enough direction to guide day-to-day decision making related to land use decisions, public investments, and development opportunities.

Both public and private agencies will use the CRA Redevelopment Plan in conjunction with the BID Plan in the coming years to guide decisions and actions that affect the form and function of Downtown. The CRA Redevelopment Plan provides a sound policy basis for strengthening Downtown's role as the heart of northeast Florida. It also educates present and future generations about Downtown's importance to Jacksonville and the region.

This CRA Redevelopment Plan updates and restates the BID Plan adopted pursuant to Ordinance 2014-560, which in turn **supersedes** the Downtown Master Plan. The CRA Redevelopment Plan works in concert with the Mobility Plan, and Downtown Overlay Zone. Various planning initiatives completed between the adoption of the 2014 BID Strategy and preparation of this update, such as the 2018 LaVilla Strategy, are also incorporated in this update. The Market Feasibility Study contained in the 2014 BID Strategy is updated and replaced in the case of any conflicting information by the 2021 Willdan Market Feasibility study appended to the updated 2021 BID Strategy. The projects identified within this CRA Redevelopment Plan replace those within the 2014 CRA Redevelopment Plan and the eight (8) CRA Redevelopment Plan Goals expressed in **Section 4.5** are used to benchmark success.

Planning Framework

Figure 4.1.1 outlines the hierarchy of planning efforts, some commissioned by DIA and some commissioned by others. These plans lay the

foundation upon which the CRA Redevelopment Plan and BID Strategy are built. Many of the plans identified below are referenced within the redevelopment project listed in Section 4.6.5 and Section 4.7.5. Each of the plans identified in the following list are DIA commissioned plans which are incorporated in their entirety into this CRA Redevelopment Plan:

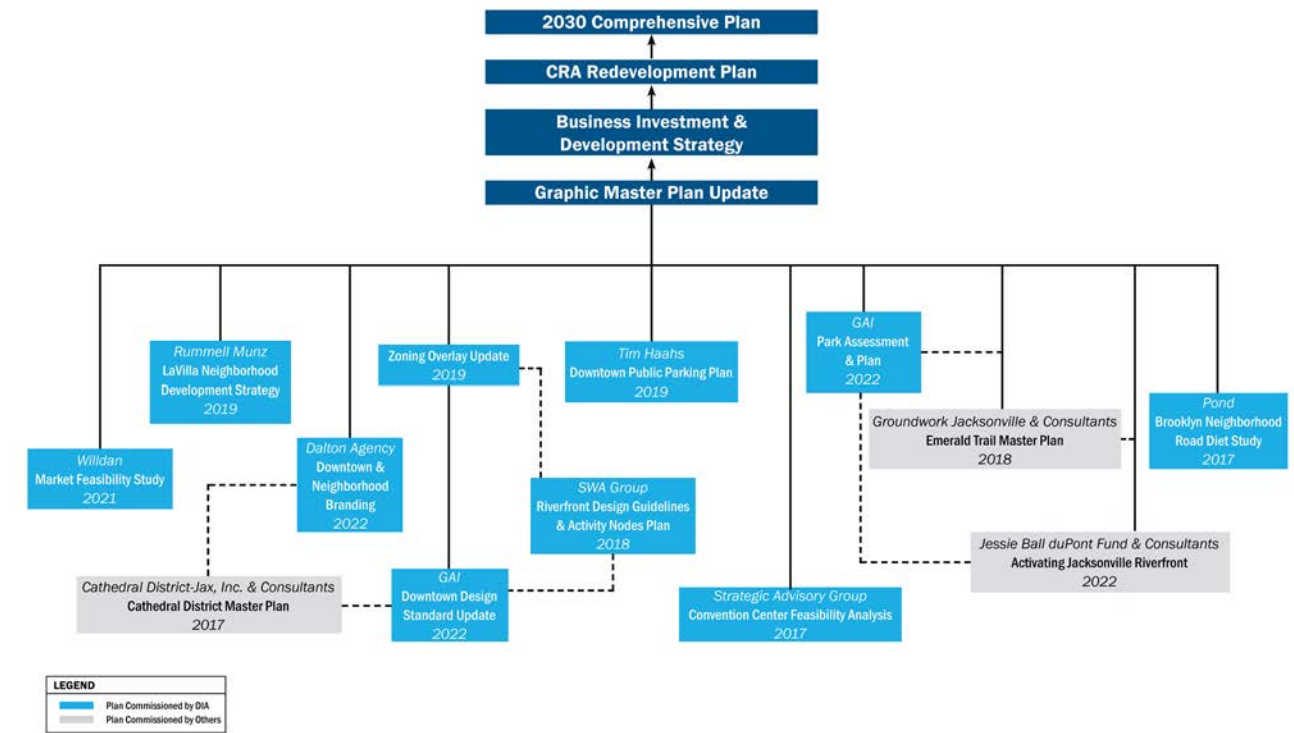
- Market Feasibility Study
- LaVilla Neighborhood Development Strategy
- Downtown & District Branding
- 2019 Zoning Overlay Update
- Downtown Design Standard Update

- Riverfront Design Guidelines & Activity Nodes Plan
- GAI Park Assessment & Plan
- Park Street Road Diet Plan

Each of the plans identified in the following list were commissioned by entities other than DIA, components of which are incorporated in whole or in part into the redevelopment strategies implemented by the DIA for the Downtown Northbank CRA and Southside CRA:

- Cathedral District Master Plan
- Emerald Trail Master Plan
- Activating Jacksonville Riverfront

Figure 1.1 Plan Organizational Hierarchy



A Vital Community

Downtown is the central core of Jacksonville, and not simply in a geographical sense. Having a strong downtown is essential to the City's economic prosperity and sustainability, which produces economic gains for the larger region, contributes positively to the tax base, improves the quality of life for all Jacksonville residents, and fosters a higher standard of living. Downtown serves as a hub of activity for community life

serving as a gathering place for residents from all over the county, workers, and visitors alike with a marvelous assortment of historical, commercial, residential, governmental, civic, and cultural elements.

Downtown Jacksonville is emblematic of civic pride and confidence that is on display to residents and visitors alike. In today's global

economy, our downtown defines us against competing cities. The image of Downtown Jacksonville forms an enduring first impression that can foster return visits by tourists, business leaders seeking a new marketplace, and new residents seeking this energetic, all-encompassing place to reside.

All residents of Duval County benefit by directing redevelopment and future growth to Downtown Jacksonville where the infrastructure is already in place instead of outlying areas. Sustainable growth requires infill development that utilizes those resources and infrastructure that are already in place. Developing in the core of the City is less onerous to Jacksonville because the existing infrastructure can support growth at lower costs to the taxpayer. It is more expensive and has a greater impact on natural resources to develop in undeveloped, less dense suburban and exurban areas of the City because of the need to provide expensive new infrastructure such as roads, water, sewer, schools, and emergency services. Those associated costs are eventually borne by taxpayers.

Concentrating new development, redevelopment and growth Downtown makes Jacksonville more sustainable, and enables the conservation of undeveloped portions of the region for future generations to enjoy. Because of Downtown's central location, businesses can attract employees from nearly any part of Jacksonville. The transportation road network to and from Downtown Jacksonville is in place and light rail and cycle tracks are in the future. Downtown Jacksonville's employment center is accessible by public transit via BRT system from every corner of the City. Urban neighborhoods with abundant housing are essential to maintaining the City's long-term competitive position. The future of Downtown Jacksonville depends upon increasing the number of people residing Downtown. Greater residential density has the spillover effect of enabling Downtown retail to be viable, thereby enriching the character of Downtown Jacksonville for both tourism and workers who are principal drivers of economic growth. Downtown's position

as the region's center of commerce, tourism, and the arts will be solidified with the addition of new residential development.

Downtown Jacksonville is unlike any other area of the City because it is everyone's neighborhood. It is the central gathering place that serves as a hub of community life for over one million people. It offers an ever-important location for people from all walks of life and a welcoming destination to meet and enjoy concerts, parades, special events, and the marvelous St. Johns River. It is truly the socially important heart of the City. Jacksonville's commitment to the arts happens Downtown. Our cultural centers include the Times-Union Center for the Performing Arts, the Museum of Contemporary Art, LaVilla School for the Arts, the Museum of Science and History, the Florida Theatre, and the Ritz Theater, as well as popular galleries and immediate neighbors Cummer Museum and the Riverside Arts Market. They have proven themselves potent attractors for visitors Downtown and should be further coordinated and programmed into the daily functions. Downtown can be walkable and provide a unique, urban, mixed-use environment where today's generation can live, work, gather, and play without having to spend hours commuting. This CRA Redevelopment Plan endeavors to "move the needle" on this vital community with recommended actions that when completed will reveal:

- An inviting public realm for all of greater Jacksonville to enjoy Downtown and the St. Johns River;
- Attractive housing alternatives leading to an increase in Downtown residents;
- Support for existing and new Downtown retail and service businesses to foster greater services for residents;
- An increased assessed (taxable) value of Downtown property;
- A decrease in the total number of vacant buildings and lots Downtown; and
- An increase in the total number of employees working Downtown.

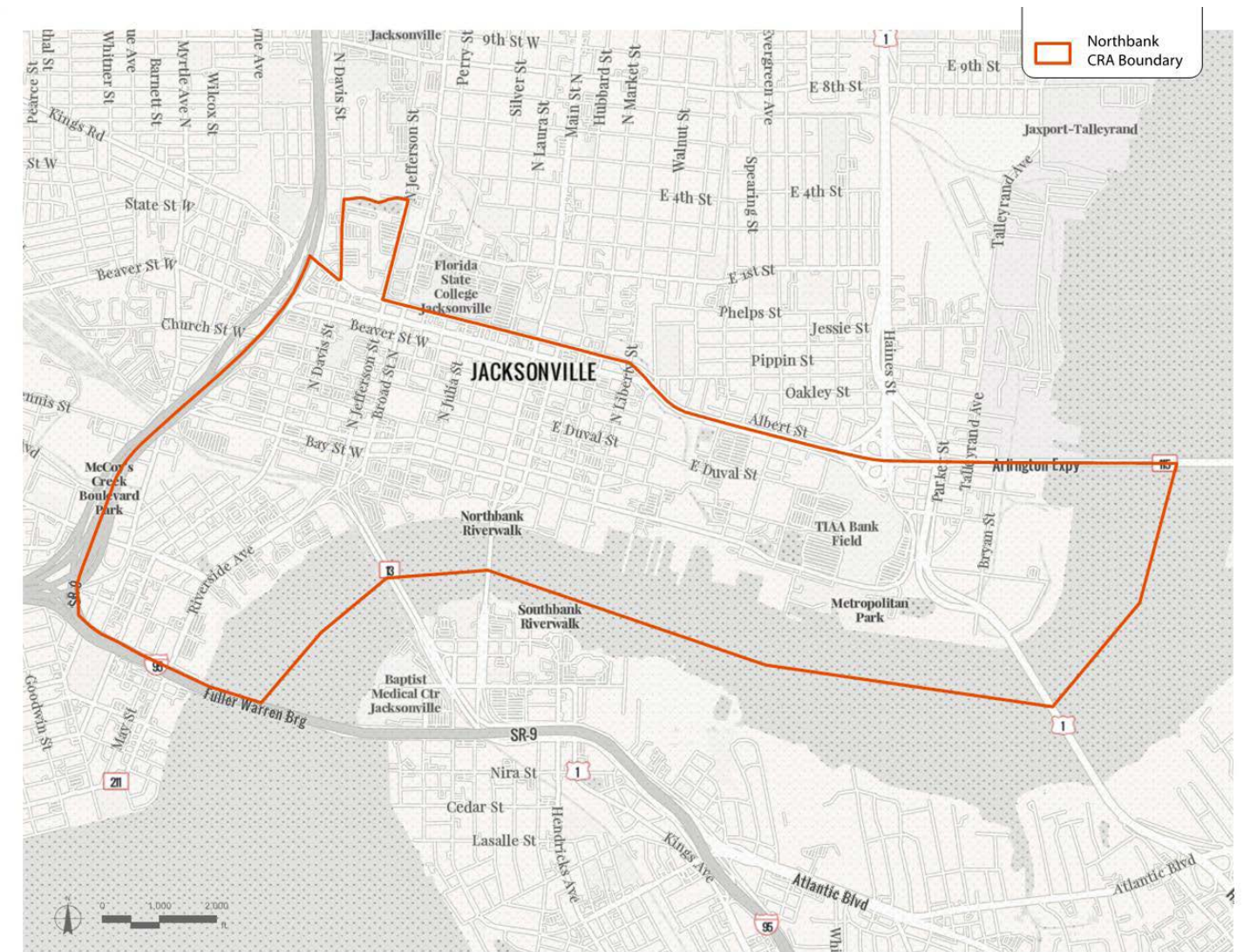
1.2 | Existing Downtown CRAs

Downtown Jacksonville is comprised of the Downtown Northbank Community Redevelopment Area ("CRA") and the Southside CRA. Legal descriptions of these two community redevelopment areas are included in Sections 4.6 and 4.7, respectively.

The **Downtown Northbank CRA** is comprised of two formerly separate CRAs: the **Northside West CRA** created by Ordinance 81-562-240 on August 11, 1981, and the **Downtown East**

CRA created by Ordinance 85-145-130 on March 12, 1985. The trust funds for each of those original CRA's were also combined, however separate accounting records are maintained with respect to each of the former areas in order to calculate the increment revenues from each (because they have different Base Years) and in order to assure that any outstanding indebtedness payable from increment revenues in each former area is repaid only from the increment revenue derived from such former area, respectively.

Figure 1.2 Downtown Northbank CRA

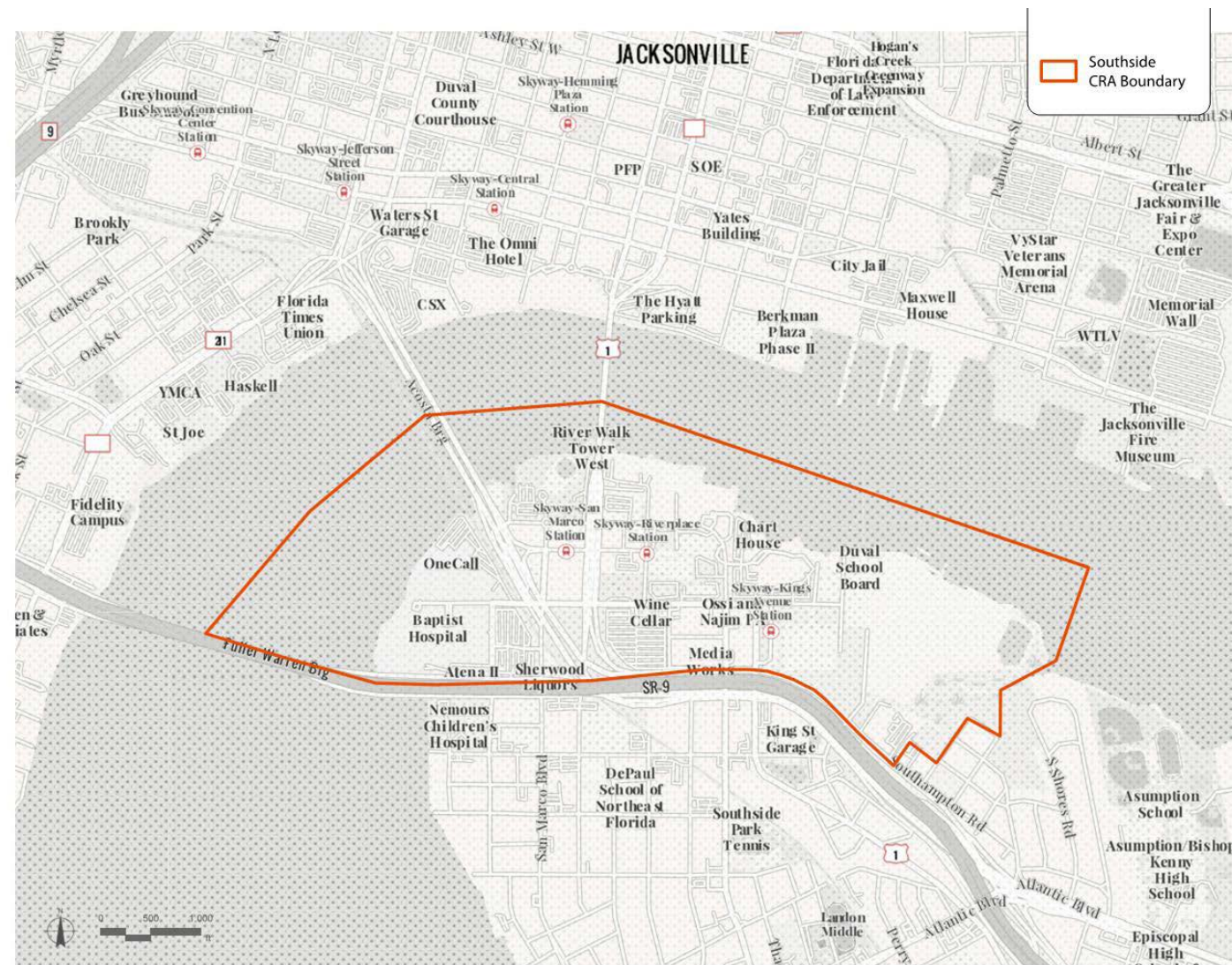


The **Southside CRA** created by Ordinance 80-1347-704 on February 24, 1981, contains the Southside TIF District. The legislative history of the creation of the two existing Downtown Jacksonville community redevelopment areas is detailed on the following page.

The date by which a Community Redevelopment Plan is approved by the local taxing authority (the City of Jacksonville) is when the timeframe for which the life of the CRA is allowed to run its course. These particular ordinances are bolded and highlighted for significance.

Each CRA has a unique and identifiable set of characteristics. The two community redevelopment areas, while independent of each other, have strong ties that support and enhance the viability of the other; therefore, this Plan is formatted to include specific and detailed information regarding each CRA, its environment, physical makeup and also includes formal recommendations on various critical elements. While each CRA's recommendations are separate, there are inherent overlapping and inter-related recommendations that will be mutually beneficial to both community redevelopment areas.

Figure 1.3 Southside CRA



Duration of the CRA Redevelopment Plan

Pursuant to Section 163.387(2)(a), Florida Statutes, the taxing authority (City of Jacksonville) shall make the annual appropriation for a period not to exceed 30 years after the date the City Council adopts the CRA Redevelopment Plan, but no later than 60 years after the fiscal year in which the CRA Redevelopment Plans were initially approved or adopted. Therefore, the provisions of this CRA Redevelopment Plan shall remain in effect, and serve as a guide for the future redevelopment activities in the CRA and TIF Districts:

- **Southside TIF District** through September 30, 2041;
- **Northside West portion of the Downtown Northbank TIF District** through September 30, 2041; and
- **Downtown East portion of the Downtown Northbank TIF District** through September 30, 2045.

Safeguards and Retention of Control

This CRA Redevelopment Plan is the guiding document for future development, redevelopment and ancillary programs, projects, and activities in and for the Downtown Northbank CRA and Southside CRA. In order to assure that redevelopment will take place in conformance with the eight (8) Redevelopment Goals expressed in Section 5, the Downtown Investment Authority will utilize regulatory devices, instruments and systems including, but not limited to, the DIA BID Strategy, the City of Jacksonville 2030 Comprehensive Plan, the Downtown Zoning Overlay, the Downtown Design Guidelines, and the permitting and approval processes. The Downtown Investment Authority shall provide adequate safeguards to ensure that all leases, deeds, contracts, agreements, and declarations of restrictions relative to any real property conveyed shall contain restrictions and/or covenants to run with the land and its uses, or other provisions necessary to carry out the goals and objectives of this CRA Redevelopment Plan.

Table 1.2.1 Northside West Community Redevelopment Area

Ord./Res.	Description of Ordinance/Resolution
Res. 81-424-194	Declares slum and blight and defines a plan area, designates the Northside West CRA
Ord. 81-562-240	Approves the Northside West Community Redevelopment Plan along with the Northside West Redevelopment Trust Fund with a base year of 1980 for the increment
Ord. 83-672-340	Amends the Northside West Community Redevelopment Plan by modifying the description of Reuse Section C: Public/Semi-Public Use.
Ord. 86-1057-603	Amends the Northside West Community Redevelopment Plan by changing the proposed land use of the civic auditorium site from Public/Semi-Public to Commercial.
Ord. 87-750-442	Amends the description of the Northside West Community Redevelopment Plan to include a 1.4-acre site.
Ord. 88-874-542	Amends the Northside West Community Redevelopment Plan by changing the proposed land use of the Cornerstone of Jacksonville's site from Public Open Space to Neighborhood Residential and adopting the Initial Action Plan for the Northside West Community Redevelopment Plan.
Ord. 88-875-543	Amends the Northside West Community Redevelopment Plan by changing the proposed land use of River Pointe Associates, Ltd.'s site from High-Density Residential/Office/Commercial-Mixed to Commercial.
Ord. 90-505-239	Amends the Northside West Community Redevelopment Plan by changing the proposed land use for certain lands located within the civic auditorium block to Public/Semi-Public.
Ord. 90-975-554	Amends the Northside West Community Redevelopment Plan to allow high density residential, office, hotels and restaurants and approving the Initial Action Plan and related project.
Ord. 92-392-489	Expands the Northside West CRA boundary to include the state regional service center north of State Street

Table 1.2.2 Downtown East Community Redevelopment Area

Ord./Res.	Description of Ordinance/Resolution
Res. 82-63-61	Declares slum and blight and defines a plan area
Ord. 85-145-130	Approves the Downtown East Community Redevelopment Plan along with the Downtown East Redevelopment Trust Fund with a base year of 1984 for the increment
Ord. 85-598-340	Amends the Downtown East CRA boundary to follow existing subdivision/lot lines

Table 1.2.3 Downtown Northbank Community Redevelopment Area

Ord./Res.	Description of Ordinance/Resolution
Ord. 2000-1078-E	Consolidates the Northside West CRA and Downtown East CRA into the Downtown Northbank CRA. The Northside West and Downtown East Redevelopment trust funds are combined but require separate accounting for increment calculation and outstanding indebtedness.
Ord. 2014-560-E	Appropriating \$2,595,723 from the Downtown Economic Development fund to pay for projects and activates contained in the BID PLAN; adopting the DIA BID Plan which includes (1) an update of the CRA Redevelopment Plans for the Southside CRA and Downtown Northbank CRA, and (2) a business investment plan; requiring all development and redevelopment in Downtown to be compatible and consistent with the BID Plan
Ord. 2018-0555	Amends powers of the Downtown Northbank CRA and budget processes.
Ord. 2019-196 & 197	Adopts new Downtown Zoning Overlay, rezoning all properties within Downtown Northbank CRA boundaries to CCBD.

Table 1.2.4 Southside Community Redevelopment Area

Ord./Res.	Description of Ordinance/Resolution
Ord. 80-1346-703	Declares slum and blight and defines a plan area, designates the Southside CRA
Ord. 80-1347-704	Approves the Southside Community Redevelopment Plan along with the Southside Redevelopment Trust Fund with a base year of 1980 for the increment
Ord. 81-633-332	Adopts and approves the Initial Action Plan and related project for the Southside Community Redevelopment Area.
Ord. 81-833-351	Modifies the Southside Community Redevelopment Area legal description to exclude several parcels assessed under one real estate number slightly reducing the Southside CRA boundary.
Ord. 83-22-66	Expands the Southside CRA boundary to include the Baptist Hospital Complex, Prudential Building, Friendship Park, Diamond Head Restaurant and Hilton Hotel
Ord. 85-88-75	Modifies the description of Reuse Category A: Public Open Space.
Ord. 86-1060-553	Changes the proposed land use of a site southeast of Prudential Drive and Kings Avenue from High Density Residential to General Commercial.
Ord. 86-1061-554	Changes the proposed land use of a site southeast of Prudential Drive and Kings Avenue from Public Parking to Office.
Ord. 91-946-363	Amends the Southside Community Redevelopment Plan and DRI Master Plan and Development Order to allow General Commercial.
Ord. 92-392-489	Amends the Southside Community Redevelopment Area Plan to incorporate certain land use changes.
Ord. 2014-560-E	Appropriating \$2,595,723 from the Downtown Economic Development fund to pay for projects and activates contained in the BID PLAN; adopting the DIA BID Plan which includes (1) an update of the CRA Redevelopment Plans for the Southside CRA and Downtown Northbank CRA, and (2) a business investment plan; requiring all development and redevelopment in Downtown Jacksonville to be compatible and consistent with the BID Plan.
Ord. 2018-0555	Amends powers of the Southside CRA and budget processes.
Ord. 2019-196 & 197	Adopts new Downtown Zoning Overlay, rezoning all properties within Southside CRA boundaries to CCBD

1.3 | Stakeholder Outreach

In both the current update, and in development of the 2014 CRA Redevelopment Plan, the professional and personal insight and experience-based knowledge of several hundred community stakeholders in Jacksonville were sought. These stakeholders include city leaders in the public and private sectors, planners, architects, real estate developers, major land holders, real estate brokers, commercial business operators, organizational leaders, retailers, Downtown Jacksonville residents, and other Jacksonville citizens. Due to COVID-19 restrictions, recent outreach was performed by online surveys, virtual workshops, and in person small group meetings.

According to stakeholders, the promotion of urban walkability was seen as critical to Downtown’s continued economic growth. **The CRA Redevelopment Plan recommends improving walkability** by enhancing the use of shade trees, widened sidewalks, slower traffic speeds, new bicycle lanes, crosswalks,

pedestrian-friendly street furniture, improved local-area transit connectors, better wayfinding for parking facilities, increased recreational open space, public plazas, and parks.

Recurring insight from the stakeholders was a lack of residents and residential product located Downtown Jacksonville. To supplement the recommended increase in residential population, a majority of participants believes Downtown Jacksonville needs: (1) an **increase in quality retail** and neighborhood services; (2) the improvement of **key streets**; (3) an improvement and **increase in programming** of Downtown Jacksonville parks and public spaces; and (4) **increased mobility and access**, which includes pedestrian activation, public transportation, and improved wayfinding.



Home	Public Engagement	About	Contact
<ul style="list-style-type: none"> - Welcome blurb 	<ul style="list-style-type: none"> - “Instant Input” <ul style="list-style-type: none"> • Pin drop app • Virtual tour/walking audit • Visual Preference survey • Survey - “In-Person Events” <ul style="list-style-type: none"> • Event schedule 	<ul style="list-style-type: none"> - Project Description - Project Timeline 	<ul style="list-style-type: none"> - Project Contact - Social Media Links - Mailing List Signup



1.4 | Comparative Downtown Analyses

A strong downtown is defined by strength and prosperity, and serves as a center of culture, knowledge, and innovation. Downtowns play a key role in ensuring stability, sustainability and growth and can serve as a catalyst for regional revivals from the impacts of economic downturns, negative social impacts, and environmental disasters. This analysis, conducted by Willdan Financial & Economic Consulting Services, examines the comparisons between the state of Downtown Jacksonville with the downtowns in five other U.S. cities, these cities include:

- Tampa, Florida
- Cincinnati, Ohio
- Louisville, Kentucky
- West Palm Beach, Florida
- Kansas City, Missouri

Of the five downtowns, all are “river cities.” The peer market comparison profiles comparable downtowns and evaluates the efficacy and impacts of redevelopment efforts. The profiles are structured to compare and contrast both in-state and out of state cities with similar characteristics, but also including cities whose downtowns have advanced to achieve a critical mass of residents through multi-family housing offered at a variety of price points, an optimal mix of retail/dining/entertainment, a thriving office market, and pent-up demand in the lodging market.

The study is organized to identify and contrast the Downtown Jacksonville District-level measures, these include:

- Demographic and lifestyle characteristics
- Employment and wage composition
- Housing stock (number of units, ownership levels, interest rates)
- Available office space, vacancies, and average rents
- Retail and service business mix (types and number of businesses)

- Traffic volume and patterns
- Tourism industry statistics such as visitor numbers and annual room nights

The information on the following pages provides an overview of the district-level measures examined in the Comparative Downtown Analyses.

Comparative Downtown Characteristics

The peer city downtowns profiled in this report are populated by combinations of residents, employees, students, and visitors. All contribute in various ways to daytime and overnight populations and provide market support for housing, office space, shops and restaurants, hotels, attractions, and other facilities and services.

Geographic definitions of downtown and market data available from downtown agencies and organizations vary. “Downtown” may be defined as the core Central Business District (CBD). However, the peer cities evaluated in this study define “Downtown” to include the CBD and adjacent areas, as with Brooklyn and LaVilla in Jacksonville. For example, Louisville considers several surrounding areas such as Old Louisville, Butchertown, Nulu and Phoenix Hill as located in Downtown.

The following tables illustrates the comparable demographic and socio-economic characteristics between the specified downtowns. Although the City of Jacksonville appears to have the largest total city population, the city has one of the smallest downtown resident populations compared to the other cities. Additionally, the City of Jacksonville has the highest median household income and the second highest concentration of employment within the Downtown areas.

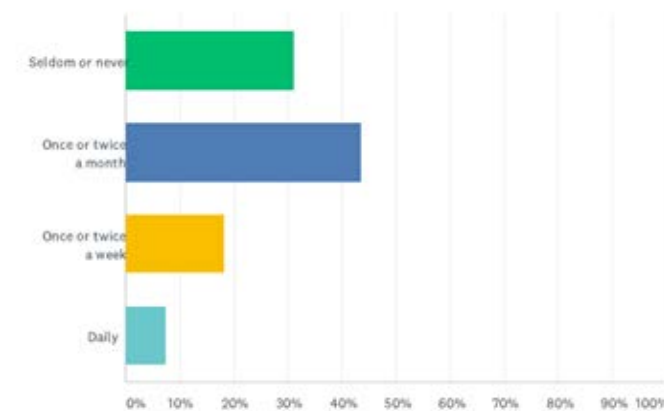
Introduction & Agenda

- What are we doing and why are we doing it?
- Our project team
- Meeting agenda:
 - How did we get to where we are today?
 - Interactive poll
 - Our findings
 - Facilitated open discussion

Utilize Q&A box throughout the meeting!

Main Street Plaza Park

How often do you or members of your family use the Riverwalk?



ANSWER CHOICES	RESPONSES
Seldom or never	31.22% 69
Once or twice a month	43.44% 96
Once or twice a week	18.10% 40
Daily	7.24% 16
TOTAL	221

Table 1.4.1 Comparative Downtown Characteristics

City	City Total Population	Downtown Resident Population	Multi-Family Units	Median Household Income (City)	Downtown/CBD Employment
Jacksonville, FL	878,907	6,137	3,851	\$55,499	45,557
Tampa, FL	376,345	7,246	9,141	\$53,856	31,106
West Palm Beach, FL	108,365	29,946	7,812	\$53,943	13,510
Cincinnati, OH	300,357	1,736	4,618	\$41,481	58,305
Kansas City, MO	481,417	9,062	2,821	\$54,749	32,076
Louisville, KY	767,154	45,293	3,673	\$40,007	3,978

Source: Downtown Jacksonville Market & Feasibility Study, Wilden 2021.

Office and Retail Market Characteristics

The City of Jacksonville has seen strong growth in the office market for most of the past decade due to a low cost of living, increased wages, lower office rents, and available land. The table below illustrates the comparative office and retail market characteristics by total square feet of space, average rents per square foot, and vacancy rate between each of the benchmark cities. Within the Downtown Jacksonville area, there is over 13.6 million square feet of office space with the majority of space located in the Central Core District. Average rent per square foot of office space within Downtown Jacksonville is \$21 lower than the highest rent per square foot of office space observed within the West Palm Beach market.

Additionally, Downtown Jacksonville has the smallest amount of total retail space at 1.1 million square feet, with the majority of retail space concentrated within the Central Core and Brooklyn Districts. Downtown Jacksonville also has the smallest rent per square foot of retail space at about \$19 lower than the highest rent per square foot of retail space also observed within the West Palm Beach market. Although Downtown Jacksonville’s vacancy rates lean towards the higher end of the range for both the office and retail markets, the rates appear to be consistent in terms of scale compared to the other cities.

Table 1.4.2 Office and Retail Market Characteristics

Comparative Market City	Office Total Space (millions of sq. ft.)	Office Rents (per sq. ft.)	Office Vacancy Rate (%)	Retail Total Space (millions of sq. ft.)	Retail Rents (per sq. ft.)	Retail Vacancy Rate (%)
Jacksonville, FL	13.6	\$22.29	9.8	1.1	\$14.42	5.00%
Tampa, FL	11.6	\$31.96	8.8	1.6	\$26.17	4.80%
West Palm Beach, FL	5.3	\$43.29	14.1	3	\$33.85	2.00%
Cincinnati, OH	24	\$19.88	10	2	\$17.15	7.80%
Kansas City, MO	17.9	\$20.01	7	1.5	\$17.77	0.50%
Louisville, KY	16.8	\$17.86	7.3	2.6	\$16.94	6.40%

Source: Downtown Jacksonville Market & Feasibility Study, Wilden 2021.

Tourism Industry Overview

Downtown development and performance, including residential population and housing, office and retail space, area employment, restaurants featuring entertainment space, and hotel rooms are all measures of successful development. Specifically, the clustering of entertainment and meeting venues provides the synergy and critical mass needed to attract visitors and succeed in the overall marketplace. The entertainment and meeting venues examined for each of the comparable cities include:

- City amenities and attractions
- Retail/dining/entertainment facilities
- Convention centers
- Professional sports venues

- Arts and culture
- Downtown public markets
- Aquariums and zoos
- Large-screen theaters

The following table details the annual number of visitors within each city, along with the total number of hotel rooms and the rooms currently under construction/proposed within each downtown area, where data is available. Overall, the City of Jacksonville has approximately 20 million annual visitors. In addition, Downtown Jacksonville has approximately 2,361 hotel rooms within the downtown area with six hotels currently under construction or proposed.

Table 1.4.3 Tourist Industry Overview

City	Annual City Visitors (millions)	Downtown Hotels (# of rooms)	Downtown Hotels (under construction/proposed # of rooms)
Jacksonville, FL	20.0	2,361	8 hotels
Tampa, FL	24.5	1,500	1,000
West Palm Beach, FL	8.2	1,200	-
Cincinnati, OH	26.6	3,829	1,114
Kansas City, MO	25.2	6,415	2,200
Louisville, KY	16.4	4,824	-

Source: *Downtown Jacksonville Market & Feasibility Study, Wilden 2021.*

Strong leadership roles in downtown development and marketing in all of the cities profiled include the private and public sectors. The Florida cities' downtowns were all CRAs and very similar to Jacksonville's diverse Overlay Districts. These CRA's were instrumental in the redevelopment efforts of their downtowns, collaborating with the City's economic development agencies. Additionally, both Tampa and West Palm Beach participate with a private economic development agency, funded heavily by corporate participation from within the community. Although the Florida cities have the advantage of CRA structures, cities profiled outside of Florida also had mechanisms to create funding opportunities.

Downtown development and marketing in the other out of state cities are led by private non-profit organizations with boards of directors and memberships composed mainly of downtown business executives and academic leaders. These organizations may include public officials in ex-officio roles, particularly where some operating funds are provided by local government.

The peer cities comparison provides an overall quantitative assessment of key downtown revitalization metrics for evaluation in future Downtown Jacksonville redevelopment planning and policy initiatives. It is important, however, to evaluate Jacksonville's future opportunities beyond quantitative comparisons of metrics and tactical-level incentive programs. To foster mixed-use development and historic adaptive reuse, public stakeholders should integrate other factors and strategic approaches that create an environment set to catalyze private real estate development activity. Much of this requires strategy, proactivity, strong strategic partnerships, and creativity.

Cities are most successful when development projects are facilitated in partnership with the private development community to leverage the unique assets, anchors, and opportunities of a place while also responding to unmet demand and other community needs.

For additional details of the Comparative Analyses and profiled cities please refer to Appendix F.





STATUTORY REQUIREMENTS AND AUTHORITY

-
- **2.1 Requirements of the Plan**
-
- **2.2 Authority to Undertake Community Redevelopment**
-
- **2.3 DIA Authority**
-
- **2.4 Property Disposition Policy**
-
- **2.5 Reporting Requirements**
-

2.1 | Requirements of the Plan

Section 163.360 (2), F.S. The community redevelopment plan shall:	Plan Reference
(a) Conform to the comprehensive plan for the county or municipality as prepared by the local planning agency under the Local Government Comprehensive Planning and Land Development Regulation Act.	Sec. 8
(b) Be sufficiently complete to indicate such land acquisition, demolition and removal of structures, redevelopment, improvements, and rehabilitation as may be proposed to be carried out in the community redevelopment area; zoning and planning changes, if any; land uses; maximum densities; and building requirements.	Sec. 5.1
(c) Provide for the development of affordable housing in the area or state the reasons for not addressing in the plan the development of affordable housing in the area. The county, municipality, or community redevelopment agency shall coordinate with each housing authority or other affordable housing entities functioning within the geographic boundaries of the redevelopment area, concerning the development of affordable housing in the area.	Sec. 6.3 and 7.3

Section 163.362, F.S. Contents of the community redevelopment plan. Every community redevelopment plan shall:	Plan Reference
(1) Contain a legal description of the boundaries of the community redevelopment area and the reasons for establishing such boundaries shown in the plan.	Sec. 6.1 and 7.1
(2) Show by diagram and in general terms: <ul style="list-style-type: none"> (a) The approximate amount of open space to be provided and the street layout. (b) Limitations on the type, size, height, number, and proposed use of buildings. (c) The approximate number of dwelling units. (d) Such property as is intended for use as public parks, recreation areas, streets, public utilities, and public improvements of any nature. 	Sec. 6.2 and 7.2 Sec. 6.3 and 7.3
(3) If the redevelopment area contains low or moderate income housing, contain a neighborhood impact element which describes in detail the impact of the redevelopment upon the residents of the redevelopment area and the surrounding areas in terms of relocation, traffic circulation, environmental quality, availability of community facilities and services, effect on school population, and other matters affecting the physical and social quality of the neighborhood.	Sec. 6.4 and 7.4
(4) Identify specifically any publicly funded capital projects to be undertaken within the community redevelopment area.	Sec. 6.5 and 7.5
(5) Contain adequate safeguards that the work of redevelopment will be carried out pursuant to the plan.	Sec. 1.2
(6) Provide for the retention of controls and the establishment of any restrictions or covenants running with land sold or leased for private use for such periods of time and under such conditions as the governing body deems necessary to effectuate the purposes of this part.	Sec. 1.2
(7) Provide assurances that there will be replacement housing for the relocation of persons temporarily or permanently displaced from housing facilities within the community redevelopment area.	Sec. 6.4 and 7.4
(8) Provide an element of residential use in the redevelopment area if such use exists in the area prior to the adoption of the plan or if the plan is intended to remedy a shortage of housing affordable to residents of low or moderate income, including the elderly, or if the plan is not intended to remedy such shortage, the reasons therefore.	Sec. 6.3 and 7.3
(9) Contain a detailed statement of the projected costs of the redevelopment, including the amount to be expended on publicly funded capital projects in the community redevelopment area and any indebtedness of the community redevelopment agency, the county, or the municipality proposed to be incurred for such redevelopment if such indebtedness is to be repaid with increment revenues.	Sec. 6.5 and 7.5
(10) Provide a time certain for completing all redevelopment financed by increment revenues. Such time certain shall occur no later than 30 years after the fiscal year in which the plan is approved, adopted, or amended pursuant to s. 163.361(1). However, for any agency created after July 1, 2002, the time certain for completing all redevelopment financed by increment revenues must occur within 40 years after the fiscal year in which the plan is approved or adopted.	FY 2041 (Southside) FY 2041 (Northside West) FY 2045 (Downtown East)

2.2 | Authority to Undertake Community Redevelopment

Most cities contain specific areas that have fallen into disrepair or have not experienced investment necessary to ensure their sustainability. In many cases, such areas contain inadequate capital improvements such as utilities, drainage, or transportation facilities. In other cases, growth and development trends have left areas with challenges including awkward lot layout, inefficient or unconnected street patterns, aging buildings, and other non-conforming development characteristics. Regardless of the reason, these areas can lead to unattractive development or structures and also hinder investment.

The Community Redevelopment Act of 1969 (Chapter 163, Part III, Florida Statutes) was enacted to provide local governments with the tools necessary to revitalize the deteriorated portions of their communities. These tools include the establishment of a Community Redevelopment Agency to administer community redevelopment plans and delegate certain powers to this Agency. The municipality, "to the greatest extent it determines to be feasible shall afford maximum opportunity, consistent with the sound needs of the county or municipality as a whole, to the rehabilitation or redevelopment of the community redevelopment area by private enterprise" (Section 163.345, Florida Statutes). For the purpose of this Community Redevelopment Plan, the following definition, taken from the Florida Statutes, shall apply:

“Community redevelopment” or “redevelopment” means undertakings, activities, or projects of a county, municipality, or community redevelopment agency in a community redevelopment area for the elimination and prevention of the development or spread of slums and blight, or for the reduction or prevention of crime, or for the provision of affordable housing, whether for rent or for sale, to residents of low or moderate income, including the elderly, and may include slum clearance and redevelopment in a community redevelopment area or rehabilitation and revitalization of coastal resort and tourist areas that are deteriorating and economically distressed, or rehabilitation or conservation in a community redevelopment area, or any combination or part thereof, in accordance with a community redevelopment plan and may include the preparation of such a plan.”

In recognition of the need to prevent and eliminate slum and blighted conditions within designated community redevelopment areas, Florida’s municipalities and community redevelopment agencies are granted the authority and powers to undertake redevelopment projects following adoption of a community redevelopment plan that guides future development and expenditures so as to eliminate existing conditions of blight and to create a condition for continued private reinvestment. Following the adoption of the community redevelopment plan, subsequent modifications and amendments may be adopted by the local governing body pursuant to Section 163.361, *Florida Statutes*.

What is a Community Redevelopment Area?

- Florida Law (Chapter 163, Part III, F.S.) allows local governments to designate areas as a Community Redevelopment Area (“CRA”) when certain blighted conditions exist.
- The local government must prepare a Finding of Necessity to document the conditions.
- Identified conditions that can support the creation of a CRA include the presence of substandard or inadequate structures; shortage of affordable housing; inadequate infrastructure; and inadequate parking.
- Redevelopment Plans must be consistent with the local government’s Comprehensive Plan.
- Monies used to finance Community Redevelopment Agency activities are locally generated within the boundaries of the CRA, it is not overseen by the State.

What is a Community Redevelopment Agency?

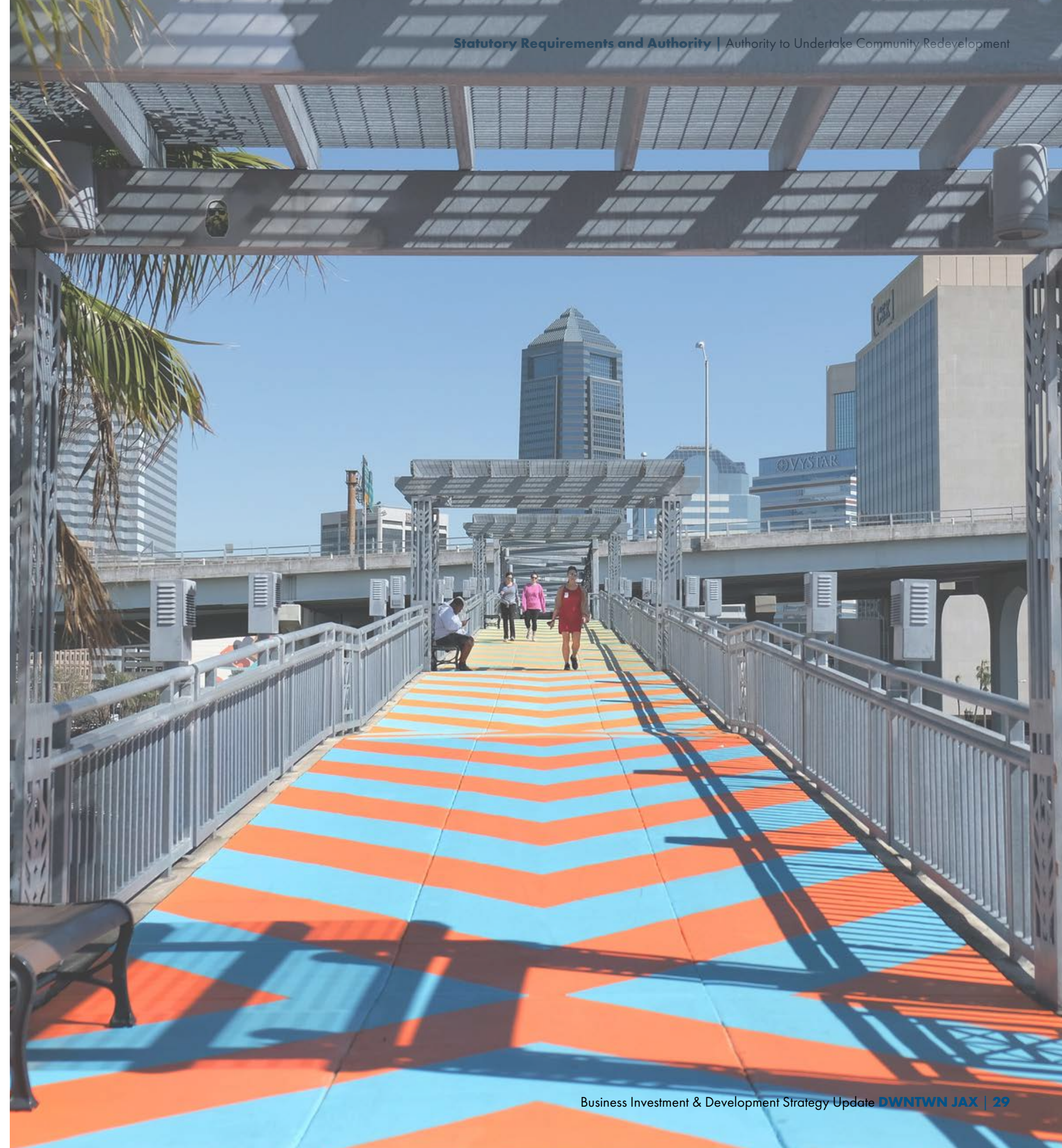
- The Community Redevelopment Agency administers the activities and programs offered within a CRA.
- A board consisting of five to nine members is created by the local government to direct the Agency.
- There may be multiple areas, districts, sub-districts, or similar areas within the Community Redevelopment Area, but generally only one Community Redevelopment Agency for a local government can exist.
- Each individual district must maintain a separate Redevelopment Trust Fund to be spent only within that district.

What is a Community Redevelopment Plan?

- The Community Redevelopment Plan, developed and implemented by the Community Redevelopment Agency, addresses the unique needs of the targeted area, and includes overall goals as well as identifies the types of projects planned for the area.

What is Tax Increment Financing (TIF)?

- It is a unique financing tool used to leverage public funds to promote private sector activity in the targeted area.
- The dollar value of all real property in the Community Redevelopment Area is determined as of a fixed date, known as the “frozen value.”
- The local government continues to collect taxes based on the frozen value while any increase in real property value above the frozen value (known as an increment) gets taxed and put into the Redevelopment Trust Fund.
- Florida taxing entities write a check to the CRA Redevelopment Trust Fund after monies are received from the Tax Collector.
- Any funds received from a tax increment derived from within its originally-established corresponding CRA boundary must be used for specific redevelopment purposes identified in the Community Redevelopment Plan.



2.3 | DIA Authority

The Downtown Investment Authority is the Community Redevelopment Agency for the two Downtown community redevelopment areas; it is important to know what powers have been bestowed upon them. Section 163.370(2), Florida Statutes confers to the City the following powers necessary or convenient to carry out and effectuate the purposes of the Community Redevelopment Act. By operation of Sec. 55.108 (a)(2), the City is authorized to exercise the following powers, except where expressly prohibited.

Sec. 163.370(2), *Florida Statutes* (2020)

- a. To make and execute contracts and other instruments necessary or convenient to the exercise of its powers under this part.
- b. To disseminate slum clearance and community redevelopment information.
- c. To undertake and carry out community redevelopment and related activities within the community redevelopment area, which may include:
 1. Acquisition of property within a slum area or a blighted area by purchase, lease, option, gift, grant, bequest, devise, or other voluntary method of acquisition.
 2. Demolition and removal of buildings and improvements.
 3. Installation, construction, or reconstruction of streets, utilities, parks, playgrounds, public areas of major hotels that are constructed in support of convention centers, including meeting rooms, banquet facilities, parking garages, lobbies, and passageways, and other improvements necessary for carrying out in the community redevelopment area the community redevelopment objectives of this part in accordance with the community redevelopment plan.
4. Disposition of any property acquired in the community redevelopment area at its fair value as provided in s. 163.380 for uses in accordance with the community redevelopment plan.
5. Carrying out plans for a program of voluntary or compulsory repair and rehabilitation of buildings or other improvements in accordance with the community redevelopment plan.
6. Acquisition by purchase, lease, option, gift, grant, bequest, devise, or other voluntary method of acquisition of real property in the community redevelopment area which, under the community redevelopment plan, is to be repaired or rehabilitated for dwelling use or related facilities, repair, or rehabilitation of the structures for guidance purposes, and resale of the property.
7. Acquisition by purchase, lease, option, gift, grant, bequest, devise, or other voluntary method of acquisition of any other real property in the community redevelopment area when necessary to eliminate unhealthful, unsanitary, or unsafe conditions; lessen density; eliminate obsolete or other uses detrimental to the public welfare; or otherwise, to remove or prevent the spread of blight or deterioration or to provide land for needed public facilities.
8. Acquisition, without regard to any requirement that the area be a slum or blighted area, of air rights in an area consisting principally of land in highways, railway or subway tracks, bridge or tunnel entrances, or other similar facilities which have a blighting influence on the surrounding area and over which air rights sites are to be developed for the elimination of such blighting influences and for the provision of housing (and related facilities and uses) designed specifically for, and limited to, families and individuals of low or moderate income.
9. Acquisition by purchase, lease, option, gift, grant, bequest, devise, or other voluntary method of acquisition of property in unincorporated enclaves surrounded by the boundaries of a community redevelopment area when it is determined necessary by the agency to accomplish the community redevelopment plan.
10. Construction of foundations and platforms necessary for the provision of air rights sites of housing (and related facilities and uses) designed specifically for, and limited to, families and individuals of low or moderate income.
- d. To provide, or to arrange or contract for, the furnishing or repair by any person or agency, public or private, of services, privileges, works, streets, roads, public utilities, or other facilities for or in connection with a community redevelopment; to install, construct, and reconstruct streets, utilities, parks, playgrounds, and other public improvements; and to agree to any conditions that it deems reasonable and appropriate which are attached to federal financial assistance and imposed pursuant to federal law relating to the determination of prevailing salaries or wages or compliance with labor standards, in the undertaking or carrying out of a community redevelopment and related activities, and to include in any contract let in connection with such redevelopment and related activities provisions to fulfill such of the conditions as it deems reasonable and appropriate.
- e. Within the community redevelopment area:
 1. To enter into any building or property in any community redevelopment area in order to make inspections, surveys, appraisals, soundings, or test borings and to obtain an order for this purpose from a court of competent jurisdiction in the event entry is denied or resisted.
2. To acquire by purchase, lease, option, gift, grant, bequest, devise, or other voluntary method of acquisition any personal or real property, together with any improvements thereon.
3. To hold, improve, clear, or prepare for redevelopment any such property.
4. To mortgage, pledge, hypothecate, or otherwise encumber or dispose of any real property.
5. To insure or provide for the insurance of any real or personal property or operations of the county or municipality against any risks or hazards, including the power to pay premiums on any such insurance.
6. To enter into any contracts necessary to effectuate the purposes of this part.
7. To solicit requests for proposals for redevelopment of parcels of real property contemplated by a community redevelopment plan to be acquired for redevelopment purposes by a community redevelopment agency and, as a result of such requests for proposals, to advertise for the disposition of such real property to private persons pursuant to s. 163.380 prior to acquisition of such real property by the community redevelopment agency.
- f. To invest any community redevelopment funds held in reserves or sinking funds or any such funds not required for immediate disbursement in property or securities in which savings banks may legally invest funds subject to their control and to redeem such bonds as have been issued pursuant to s. 163.385 at the redemption price established therein or to purchase such bonds at less than redemption price, all such bonds so redeemed or purchased to be canceled.

- g. To borrow money and to apply for and accept advances, loans, grants, contributions, and any other form of financial assistance from the Federal Government or the state, county, or other public body or from any sources, public or private, for the purposes of this part and to give such security as may be required and to enter into and carry out contracts or agreements in connection therewith; and to include in any contract for financial assistance with the Federal Government for or with respect to community redevelopment and related activities such conditions imposed pursuant to federal laws as the county or municipality deems reasonable and appropriate which are not inconsistent with the purposes of this part.

NOTE: Pursuant to Sec. 55.308(a)(2)(i), Ordinance Code, the DIA may borrow money as authorized by Section 163.370(2)(g), Florida Statutes, but not in a principal amount that exceeds an amount equal to the unencumbered balance available in the Redevelopment Trust Funds at the time of borrowing, otherwise such borrowing shall require City Council approval.

- h. To make or have made all surveys and plans necessary to the carrying out of the purposes of this part; to contract with any person, public or private, in making and carrying out such plans; and to adopt or approve, modify, and amend such plans, which plans may include, but are not limited to:
1. Plans for carrying out a program of voluntary or compulsory repair and rehabilitation of buildings and improvements.
 2. Plans for the enforcement of state and local laws, codes, and regulations relating to the use of land and the use and occupancy of buildings and improvements and to the compulsory repair, rehabilitation, demolition, or removal of buildings and improvements.

3. Appraisals, title searches, surveys, studies, and other plans and work necessary to prepare for the undertaking of community redevelopment and related activities.

- i. To develop, test, and report methods and techniques, and carry out demonstrations and other activities, for the prevention and the elimination of slums and urban blight and developing and demonstrating new or improved means of providing housing for families and persons of low income.
- j. To apply for, accept, and utilize grants of funds from the Federal Government for such purposes.
- k. To prepare plans for and assist in the relocation of persons (including individuals, families, business concerns, nonprofit organizations, and others) displaced from a community redevelopment area and to make relocation payments to or with respect to such persons for moving expenses and losses of property for which reimbursement or compensation is not otherwise made, including the making of such payments financed by the Federal Government.
- l. To appropriate such funds and make such expenditures as are necessary to carry out the purposes of this part; to zone or rezone any part of the county or municipality or make exceptions from building regulations; and to enter into agreements with a housing authority, which agreements may extend over any period, notwithstanding any provision or rule of law to the contrary, respecting action to be taken by such county or municipality pursuant to any of the powers granted by this part.

NOTE: Pursuant to Sec. 55.308(a)(2)(iii), Ordinance Code, the City Council retained the power to zone or rezone or make exceptions from building regulations as set forth in Section 163.370(l), Florida Statutes, other than as authorized in Chapter 656, Part 3, Subpart H, Ordinance Code.

- m. To close, vacate, plan, or replan streets, roads, sidewalks, ways, or other places and to plan or replan any part of the county or municipality.

NOTE: Pursuant to Sec. 55.308(a)(2)(ii), Ordinance Code, the City Council retained the power to close or vacate streets, roads, sidewalks, ways or other places as set forth in Section 163.370(2)(m), Florida Statutes.

- n. To organize, coordinate, and direct the administration of the provisions of this part, as they may apply to such county or municipality, in order that the objective of remedying slum and blighted areas and preventing the causes thereof within such county or municipality may be most effectively promoted and achieved and to establish such new office or offices of the county or municipality or to reorganize existing offices in order to carry out such purpose most effectively.
- o. To develop and implement community policing innovations.

The Florida Legislature has prohibited local governments from delegating to a Community Redevelopment Agency certain powers as follows:

Sec. 163.358, Florida Statutes (2020)

1. The power to determine an area to be a slum or blighted area, or combination thereof; to designate such area as appropriate for community redevelopment; and to hold any public hearings required with respect thereto.
2. The power to grant final approval to community redevelopment plans and modifications thereof.
3. The power to authorize the issuance of revenue bonds as set forth in s. 163.385.
4. The power to approve the acquisition, demolition, removal, or disposal of property as provided in s. 163.370(4) and the power to assume the responsibility to bear loss as provided in s. 163.370(4).

5. The power to approve the development of community policing innovations.

6. The power of eminent domain. The Jacksonville City Council conferred the following powers and duties upon the DIA within Downtown Jacksonville as codified in Chapter 55, Part 3, Ordinance Code, and in Chapter 500, Ordinance Code.

- a. Negotiate and grant final approval of Downtown development/redevelopment agreements and ground lease agreements, subject to the DIA's budget. All such agreements shall be prepared, reviewed, and approved by the City of Jacksonville Office of General Counsel as to form and legality, prior to execution by any party.
- b. Administer and manage Downtown tax increment finances.
- c. Receive, dispose of, and bond all authorized revenue. The power to authorize the issuance of bonds shall still require City Council approval.
- d. Plan and propose projects and public facilities within the Downtown Northbank CRA and Southside CRA.
- e. Establish, operate, lease, and license within Downtown such public facilities that in the DIA's opinion would be feasible and desirable in the implementation of any plan conceived and executed by the Authority.
- f. Incur all or part of the expense of any project or public facility made by the city, state, or federal government, or any agency thereof, in exercising powers granted to the Community Redevelopment Agency, subject to the borrowing limitations set forth in Section 55.308(a)(2), Ordinance Code.
- g. Subject to Chapter 122, Part 4, Subpart A, Ordinance Code (**Real Property Acquisitions and Administration**), acquire property, real, personal, or mixed, within Downtown Jacksonville, in fee simple or any lesser interest or estate, by purchase, gift, devise, or lease, upon such terms and conditions as the Agency may deem necessary or desirable, and by condemnation, provided the DIA determines

that the use or ownership of such property is necessary in the furtherance of a designated lawful purpose authorized under law, to acquire title to submerged lands and riparian rights and easements or rights-of-way (including but not limited to air rights), with or without restrictions.

- h. Subject to Section 122.434, Ordinance Code **(Procedure for disposition of Community Development Property)**, hold, control, manage, lease, sell, dedicate, grant, or otherwise dispose of any of the City’s Downtown assets and properties managed by the DIA, or any interest therein,

including easements and licenses, with or without consideration; provided, however, that leases of City property, shall be in a form as approved by City Council.

- i. Subject to Chapter 122, Ordinance Code **(Public Property)**, obtain appraisals, title searches, surveys, studies, and other plans and work necessary to prepare for the undertaking of redevelopment projects. The DIA is authorized to develop, test, and report methods and techniques, and carry out demonstrations and other activities, for the prevention and the elimination of slum and blight.

2.4 | Property Disposition Policy

The DIA’s Unsolicited Proposal Policy and Property Disposition Policy (collectively “Property Disposition Policy”) were adopted by Resolution 2019-09-01 and 2019-09-02, respectively.

To conform to changes in Chapter 122 of the Ordinance code made by Ordinance 2022-372, the Property Disposition Policy was amended by Resolution 2022-07-04 and 2022-07-03, respectively.

EXHIBIT 1 to 2022-07-04 Unsolicited Proposal Policy Downtown Investment Authority (DIA) Community Redevelopment Areas

This Unsolicited Proposal Policy, as approved and established by the DIA Board on September 18, 2019, and amended by the DIA Board on July 20, 2022 to conform to Ordinance 2022-372-E enacted on June 28, 2022 shall be used by the Downtown Investment Authority in reviewing and responding to unsolicited proposals regarding the purchase, lease or development of City-owned property for non-public use. (Unsolicited proposals for public use fall under FS 255.065 and policies adopted thereunder).

Applicability: An unsolicited offer is one that is submitted to DIA by a third party without prior negotiation and support of DIA staff. This policy shall not apply to dispositions initiated by DIA pursuant to negotiation with a particular purchaser. All dispositions shall comply with the Property Disposition Policy, as required by Florida Statutes as well as Sec. 122.434, Ordinance Code, as provided below:

1. Statutory notice requirement applicable to all dispositions to any private person or entity of City-owned property held for community redevelopment within a community redevelopment area:
 - Public notice of intended disposition must be published in a newspaper of general circulation at least 30 days prior to execution of any contract or as otherwise required by applicable state law.
 - Notice must invite proposals by interested parties within 30 days after date of publication.
 - Notice must identify parcel or parcels.
 - Notice must advise that such further information as is available can be obtained at a designated office.
 - If less than fair value, shall require approval of City Council

2. Ordinance requirements:

City Council approval is required if:

- The sales price is equal to or exceeds the fair market value as determined by an appraiser selected by DIA (“appraised value”) of the property and the sales price is greater than \$750,000.
- City Council approval is also required if: The sales price is less than the appraised value and any of the following is true:
 - the appraised value exceeds \$250,000; or
 - the Return on Investment to the City is less than 1:1 (per the Council Auditor); or
 - the “sales price,” pursuant to Sec. 163.380(2), Fla. Stat. is less than the fair value.

No City Council Approval Required if:

- The sales price is equal to or greater than the appraised value and the sales price is not greater than \$750,000.
- The sales price is less than the appraised value, but the following are true:
 - the appraised value does not exceed \$250,000
 - the Return on Investment to the City is equal to or greater than 1:1; and
 - the “sales price,” pursuant to Sec. 163.380(2), Fla. Stat. is equal to or greater than the fair value.
- If the Property Appraiser’s Office market value is equal to or less than \$25,000, irrespective of the sales price.

A. Offers for property with a market value equal to or less than \$25,000

For proposals to purchase or lease property with a Property Appraiser’s Office market value of less than \$25,000, the proposer may submit a letter of interest identifying the parcel, the purchase price offered, and the intended use of the parcel.

- a. If the DIA staff determines the sale or lease of the property and its intended use is consistent with the BID and CRA plan and applicable neighborhood plan, and is in

the best interest of the CRA, the staff shall negotiate with the applicant and present a term sheet to the Board for consideration as soon as reasonable practicable.

b. If staff determines that the offer is not in the best interest of the CRA, they shall advise the board accordingly and recommend rejection of the offer.

c. If the Board elects to move forward with sale, the informal notice of disposition procedure below shall be followed.

B. Offers for properties with market value greater than \$25,000

1. Minimum Content of Submittal required for Consideration.

- a. A letter of interest indicating the developer’s interest and commitment to develop the parcel
- b. The developer shall submit a written detailed description of the proposed development including the types of uses, square footage of each use, and the development objectives
- c. Offer price, including any contingencies as well as the current assessed or appraised value of the property
- d. Long term benefits to the public that will be achieved if property is transferred
- e. Compatibility with the BID and applicable CRA and neighborhood plans
- f. Any restrictions, covenants, conditions, obligations assumed by purchaser and/or DIA
- g. How it achieves the objective for the prevention of the recurrence of slum or blight
- h. Evidence of financial and legal ability to carry out proposals. Developers shall submit a financial plan for the proposal including acquisition costs; site development and building construction costs; professional fees; sources and amounts of equity, construction and permanent

financing; indication of tenancy interest or commitments; and other sources of operating income as well as any incentives or improvements to be provided by the City/DIA. Developers should submit any additional information or financial data which would assist in evaluating the financial viability of the proposal (i.e., tax revenues or other income generations) and anticipated ROI. The plan should also indicate projected employment levels and construction timetable (from start to completion). A marketing plan may be required.

i. The developer shall submit a statement of qualifications of the development team including resumes of key individuals and examples of previous development work. Qualifications of the project architect should also be submitted with examples of previous work. Please indicate whether the development team has worked together on past projects. The developer should also provide a recent certified financial statement or other satisfactory evidence of financial capacity to perform.

j. The developer shall submit drawings illustrating the design character of the development. The submission shall include, at a minimum, a site plan indicating site location, building location, parking plan, landscaping and other uses; building elevations and floor plans and an architectural rendering of the development may be required by the staff of DIA if deemed necessary for evaluation of consistency of the proposed development.

k. Any necessary zoning or land use changes

l. Developer shall provide an appraisal of the property, which is the subject of the offer, prepared within the preceding 90 days by a licensed Florida Appraiser. Alternatively, the developer may agree in writing to reimburse DIA for the cost of an appraisal to be secured by DIA.

2. Process to be followed by DIA staff

a. Staff shall conduct a preliminary sufficiency review within 30 days of receipt. Staff shall have the authority to reject any proposal

- i. That does not meet the minimum content criteria above,
- ii. That impacts a parcel that is land banked for future use or is scheduled for an RFP, RFQ or other formal disposition/development process
- iii. In the sole discretion of the CEO, is not in the best interest of the CRA
- iv. At the next regularly scheduled Board meeting, the CEO shall include in his or her report, a summary of all proposals rejected pursuant to this section.

b. If the proposal is deemed sufficient and proceeds to staff review, the applicant shall be required to submit an application review fee of One Thousand and No/100 dollars (\$1000.00) and if no appraisal was provided by developer at the time of submittal, sufficient additional funds as may be required to cover the cost of the appraisal to be obtained by DIA for the property.

c. The DIA staff shall proceed to evaluate any proposal deemed sufficient on the following criteria:

- i. Conformance of development proposal with CRA plans, policies, and objectives.
- ii. The qualifications and experience of the developer and project team/consultants.
- iii. Project economics – Economic feasibility of the project, revenue generation/job creation and other economic impacts.
- iv. The overall quality of the design concept.
- v. The financial offer and other income generated to the City.
- vi. The overall development and construction schedule.

vii. Adequacy of promotion, marketing, and management plans, as applicable.

d. This review shall be completed as soon as reasonably practicable but no less than 120 days from receipt and the recommendation of staff shall be presented to the next Retail Enhancement and Property Disposition Committee meeting or regularly scheduled Board meeting

3. Process to be followed by Board of DIA

If based on evaluation, the Retail Enhancement and Property Disposition Committee recommends consideration by the Board, the Board shall make a decision to:

- a. Reject the offer
- b. Negotiate with this applicant (and go to required 30-day notice period once contract terms have been agreed upon) OR
- c. Open to notice of disposition- select process to be followed

4. Negotiation with applicant

a. If the Board elects to proceed with negotiation with the applicant prior to issuance of a notice of disposition, the CEO shall be authorized to enter into negotiations to refine the terms of the offer and arrive at a best and final term sheet prior to the next Board meeting. Such term sheet shall be presented to the Board at its next meeting and if approved, will form the basis for the notice of disposition.

5. Formal Notice of Disposition

- a. If the Board elects to open the process to a Formal Notice of Disposition prior to negotiation, the adopted Notice of Disposition policy for Formal Disposition shall apply.
- b. Within the 30 days following such Board meeting, the Retail Enhancement and Property Disposition Committee shall meet

and establish the scope of the disposition to be issued, the evaluation criteria to be considered and the points to be assigned to each and such other information as required in the Notice of Disposition policy. The Committee recommendation shall be presented for consideration and adoption by the Board at its next regularly scheduled meeting.

6. Informal Notice of Disposition

a. For proposals to purchase City-owned property at or in excess of fair with a Property Appraiser's Office market value and for less than \$25,000, following a determination by staff of the DIA that the disposition is consistent with the CRA Plan and in the best interest of the CRA, the CEO may initiate an Informal Notice of Disposition Process. An Informal Disposition Process may also be utilized in other circumstances deemed appropriate by the Board, but such process shall be initiated by Board action and City Council approval of the disposition may be required.

EXHIBIT 1 to 2022-07-03 Notice of Disposition Policy Downtown Investment Authority (DIA) Community Redevelopment Areas

This Notice of Disposition Policy, as approved and established by the DIA Board on September 18, 2019, and amended by the DIA Board on July 20, 2022 to conform to Ordinance 2022-372-E enacted on June 28, 2022 shall be used by the Downtown Investment Authority in selecting the disposition process to be followed and the applicable procedures for each type of process regarding the purchase or lease of City-owned property.

1. Statutory notice requirement applicable to all dispositions to any private person or entity of City-owned property held for community redevelopment within a community redevelopment area:

- Public notice of intended disposition must be published in a newspaper of general circulation at least 30 days prior to execution of any contract or as otherwise required by applicable state law
- Notice must invite proposals by interested parties within 30 days after date of publication
- Notice must identify parcel or parcels
- Notice must advise that such further information as is available can be obtained at a designated office
- If less than fair value, shall require approval of City Council

2. Ordinance requirements:

City Council approval is required if:

- The sales price is equal to or exceeds the fair market value as determined by an appraiser selected by DIA (“appraised value”) of the property and the sales price is greater than \$750,000.

City Council approval is also required if:

The sales price is less than the appraised value and any of the following is true:

- the appraised value exceeds \$250,000; or
- the Return on Investment to the City is less than 1:1 (per the Council Auditor); or
- the “sales price,” pursuant to Sec. 163.380(2), Fla. Stat. is less than the fair value.

No City Council Approval Required if:

- The sales price is equal to or greater than the appraised value and the sales price is not greater than \$750,000.
- The sales price is less than the appraised value, but the following are true:
- the appraised value does not exceed \$250,000
- the Return on Investment to the City is equal to or greater than 1:1; and

- the “sales price,” pursuant to Sec. 163.380(2), Fla. Stat. is equal to or greater than the fair value.
- If the Property Appraiser’s Office market value is equal to or less than \$25,000, irrespective of the sales price.

3. Formal, Informal, and Negotiated Disposition processes:

The DIA Board may utilize a Formal, Informal or Negotiated Disposition process, as outlined below, each of which is consistent with statutory requirements above, but which may be appropriate in differing circumstances. Applicability:

a. **Informal:** In general, an Informal Disposition Process shall be followed in cases where the proposed purchase price exceeds fair value and is less than \$25,000 (City Council approval not required).

- The CEO of the Downtown Investment Authority shall be authorized to initiate an Informal Disposition Process for transactions meeting the criteria above, and determined by the CEO to be consistent with the applicable CRA and BID plan and in the best interest of the CRA. The DIA Board shall approve the disposition prior to execution of any contract but Board approval shall not be required prior to initiation of the notice process.
- An Informal Disposition Process may also be utilized in other circumstances deemed appropriate by the Board, but such process shall be initiated by Board action.

b. **Formal:** In general, a Formal Disposition Process will be followed in cases where there are expected to be multiple bidders, where the purchase price is substantially less than fair value, where the use of the particular property is not narrowly defined in the CRA Plan and consistency with the plan requires more extensive evaluation, or where the DIA was not actively pursuing disposition of the property. The determination of which disposition process to follow in any circumstance shall remain in the discretion of the DIA Board, however the

CEO shall recommend to the Board that a Formal Disposition Process shall be followed when staff deems appropriate.

c. **Negotiated:** In general, a Negotiated Disposition process shall be followed in circumstances where staff has negotiated the terms of a disposition with a private party, and has determined that disposition in accordance with the term sheet is consistent with the applicable CRA plan and BID plan and is in the best interest of the CRA. The conceptual term sheet shall be presented to the DIA Board for consideration prior to any publication of the notice of disposition and the proposed disposition shall be issued based on the Board’s intention to accept the term sheet in concept. Final Board approval of the term sheet may follow the close of the disposition process. The DIA Board shall have the discretion to utilize either an Informal or Formal Disposition Process, in lieu of a Negotiated Disposition process, as it may deem appropriate.

Informal Disposition Process

Informal Notice of Disposition

a. For proposals to purchase City-owned property with a market value established by the Property Appraiser of \$25,000 or less, following a determination by staff of the DIA that the disposition is consistent with the CRA Plan and in the best interest of the CRA, the CEO may initiate an Informal Notice of Disposition Process.

b. A Notice of Disposition shall be published in a newspaper of general circulation, or on a website meeting state requirements, identifying the subject parcel, advising that further information can be obtained from the DIA Office or Office of Procurement, as determined by the CEO, and inviting other proposals within 30 days from the date of publication.

c. In the event other proposals are received, such proposals shall be evaluated by DIA staff regarding consistency with the CRA

and BID plan, the financial and legal ability of the respondents to carry out the proposal, the purchase price and return on investment to the City, and the timeframe for commencement of improvements, if any.

d. At the next regularly scheduled Board meeting following close of the notice period and evaluation of responses by staff, a term sheet regarding the disposition recommended by staff shall be presented to the Board for consideration.

e. An Informal Disposition Process may also be selected by the Board in other circumstances where the purchase price exceeds \$25,000 or is less than fair value. In such case, the process shall be selected by vote of the Board at a regularly scheduled meeting. The Board shall include in its election, any criteria it may wish to include for use of the property or evaluation by staff. The 30-day notice shall be published as above, evaluated by staff, and a recommendation presented to the Board at the next regularly scheduled meeting following close of the notice period and completion of staff evaluation of responses received.

f. When the Informal Disposition process is used, no formal procurement process shall be opened, no scoring committee shall be appointed, and no points shall be assigned to specific criteria. Responses received, if any, shall be reviewed by DIA staff and a recommendation made to the Board to proceed with a particular disposition or reject all responses or enter into a formal disposition process in accordance with the Formal Disposition process.

Negotiated Disposition Process

Negotiated Notice of Disposition

This process shall begin when a term sheet for disposition of City-owned property that has been negotiated by staff is presented to the Board for consideration and the Board votes

to proceed with the disposition upon specified terms with a particular purchaser. The Board may then elect to follow an Informal, Formal, or Negotiated process. If a negotiated process is chosen the following shall be applicable:

- a. A Notice of Disposition shall be published in a newspaper of general circulation or on a website meeting state requirements identifying the subject parcel, advising that further information can be obtained from the DIA Office or Office of Procurement, as determined by the CEO, and inviting other proposals within 30 days from the date of publication.
- b. The Notice of Disposition shall contain the terms of the term sheet tentatively approved by the Board, and any respondent shall be asked to address, at a minimum, each term of the adopted term sheet which has been determined by the Board to be consistent with the adopted CRA and BID Plan, the financial and legal ability of the respondents to carry out the proposal, the purchase price and return on investment to the City, and the timeframe for commencement of improvements, if any.
- c. Upon close of the 30 day notice period, responses received, if any, shall be reviewed by staff for completeness and any complete responses shall be forwarded to the members of the Retail Enhancement and Property Disposition Committee for evaluation and consideration in comparison to the tentatively adopted proposal recommended by staff. The Retail Enhancement and Property Disposition Committee shall meet and make a recommendation to the Board as soon as practicable.
- d. At the next Board meeting following recommendation by the Retail Enhancement and Property Disposition Committee, the Board shall decide whether to proceed with the original disposition, whether to accept

a different proposal, whether to reject all offers, or whether to enter into a Formal Disposition process.

Formal Disposition Process

- Step 1: DIA Staff Develops the Notice of Disposition
- Step 2: DIA Board Approves Notice of Disposition
- Step 3: Notice of Disposition Released through procurement
- Step 4: Last day to submit Notice of Disposition questions
- Step 5: City responses to Notice of Disposition questions
- Step 6: Notice of Disposition Responses received
- Step 7: Notice of Disposition Responses evaluated
- Step 8: Award Meeting
- Step 9: Begin negotiations with top selected respondent

A. Public Notice Solicitation Components.

The Board shall approve the following components of the “Public Notice Soliciting Proposals” for the Property (collectively, the “Solicitation Components”):

1. Background Information;
2. Scope of Proposal;
3. Evaluation Criteria and Scoring Allocation among Criteria including whether a public presentation will be made to the Evaluation committee and how such presentation will be scored; and
4. Length of RFP advertisement (no less than 30 days per Chapter 163, Florida Statutes).

The DIA Chief Executive Officer shall have the authority to make technical amendments to the Solicitation Components after Board approval for the purposes of correcting legal descriptions, clerical errors, adding standard general instructions, and making other non-material changes as may be needed to further clarify the Board’s intent (the “Solicitation”).

B. Appointment of Evaluation Committee.

The DIA Chairman shall at a duly noticed Board Meeting appoint a scoring committee, which shall generally include DIA and City staff along with one or more Board members (the “Evaluation Committee”), which committee members shall be tasked with independently reviewing and scoring responses to the Notice of Disposition. Procurement will tabulate the scores and ranks the respondents based on those scores. The Retail Enhancement and Property Disposition Committee after reviewing the scores and ranking, shall make a recommendation to the Board regarding the most responsive bidder/project. If no responsive bidder/project in the committee’s determination exists, the committee may recommend to the Board that the Notice of Disposition be revised and re-advertised as needed in the best interest of the DIA and the City.

C. Public Notice Procedures for Formal Notices of Disposition.

In the absence of unique circumstances, the following procedures for the Formal Notice of Disposition shall be generally be followed by the DIA staff in the order provided below:

1. DIA staff develops and recommends to the Board for approval at a scheduled board meeting the Notice of Disposition Components;
2. The Board approves the Notice of Disposition Components subject to any modifications made by the Board, and any additional items pursuant to the Chief Executive Officer’s authority, and the Chairman appoints an Evaluation Committee;
3. The DIA staff works with the City’s Procurement Division to advertise the Notice of Disposition for such period as determined by Board;
4. The Evaluation Committee shall review and evaluate the responses to the Notice of Disposition based on the evaluation criteria set forth in the Notice of Disposition. The tabulated scores shall be presented to The Retail Enhancement and Property Disposition

Committee who shall make a recommendation to the Board. If no responsive bidder/project in the committee’s determination exists, the committee may recommend to the Board that the Notice of Disposition be revised and re-advertised as needed in the best interest of the City;

5. The Evaluation Committee’s scoring shall be presented to the Retail Enhancement and Property Disposition Committee (“REPDC”) for consideration and the REPDC shall make a recommendation to the Board. The recommendation of the REPDC shall be presented to the Board at a scheduled board meeting for the Board’s approval;

6. Upon Board approval of the Retail Enhancement and Property Disposition Committee’s recommendation, or modification of the same, the Board shall approve and authorize the Chief Executive Officer to commence negotiations with the winning bidder;

7. The Chief Executive Officer shall present to the Board a negotiated term sheet for the Project (“Project Term Sheet”) to be approved by the Board subject to any Board modifications; and

8. Once the Project Term Sheet has been approved by the Board, the Office of General Counsel shall draft a contract regarding the same and, where required by City Ordinance Code, seek approval from the Mayor’s Budget Review Committee to file legislation to be approved by City Council regarding the same.

2.5 | Reporting Requirements

The Downtown Investment Authority shall comply with the following CRA reporting requirements each year:

Section 125.045, F.S. and 166.021, F.S.

- By January 15 of each year, each CRA shall report to the Office of Economic and Demographic Research the economic development incentives in excess of \$25,000 given to any business during the previous fiscal year.

Section 163.371, F.S.

- Each CRA shall publish on its website, digital maps showing the boundaries and total acreage of the CRA.
- By March 31, each CRA shall file an annual report (including information specified in Section 163.371 F.S.) with the creating agency and publish the report on the CRA website.

Section 163.387, F.S.

- Within 10 days after adoption – each CRA shall submit an annual CRA budget, or any amendments thereto, to the board of county commissioners.
- On the last day of the fiscal year – any remaining balance in a CRA trust fund must be allocated/appropriated using options available under Section 163.387(7), F.S.
- Each CRA shall provide for a financial audit each year by an independent certified public accountant or firm.
- Each CRA audit report – must include a finding by the auditor as to compliance by the CRA with Section 163.387(6), F.S. – allowed expenditures and Section 163.387(7), F.S. – end of fiscal year allocation/appropriation.

- By June 30th – each CRA audit report must be filed with the annual financial report submitted by the creating entity per Section 218.32, F.S.
- A copy of each CRA audit report shall be provided to each taxing authority.

Section 189.016, F.S.

- Within 30 days after adoption – boundary change, modification to creation documents or updates must be filed with the Department of Economic Opportunity, Special Districts Program Office: <http://www.floridajobs.org/community-planning-and-development/special-districts/special-district-accountability-program>
- Within 10 days after adoption – each CRA shall submit an annual CRA budget, or any amendments thereto, to the board of county commissioners.
- On the last day of the fiscal year – any remaining balance in a CRA trust fund must be allocated/appropriated using options available under Section 163.387(7), F.S.
- Each CRA shall provide for a financial audit each year by an independent certified public accountant or firm.
- Each CRA audit report – must include a finding by the auditor as to compliance by the CRA with Section 163.387(6), F.S. – allowed expenditures and Section 163.387(7), F.S. – end of fiscal year allocation/appropriation.
- By June 30th – each CRA audit report must be filed with the annual financial report submitted by the creating entity per Section 218.32, F.S.
- A copy of each CRA audit report shall be provided to each taxing authority.

Section 189.069, F.S.

- Each CRA shall maintain an official website containing information specified in Section 189.106, F.S. and Section 189.069, F.S.
- Each dependent special district shall be prominently displayed on the home page of the website of the local government on which it is dependent with a hyperlink to the CRA pages necessary to provide the required information as specified in Section 189.069 F.S.

Section 218.32, F.S.

- Each CRA (as a component unit) shall provide the creating entity with financial information necessary to complete the Comprehensive Annual Financial Report (CAFR).

The Downtown Investment Authority shall comply with the following Jacksonville Code of Ordinance reporting requirements each year:

Section 50.110 Jacksonville Ordinance Code

- By June 30 of each year, the DIA shall submit an annual report to the City Council containing the prior year activities of the board, how often the board met, the current members of the board, identification of any vacancy positions and its individual assessment of the effectiveness of the board.

Section 55.111 Jacksonville Ordinance Code

- The DIA shall annually report to the Rules Committee on the effectiveness on inter-departmental liaison and coordination work.

Section 55.117 Jacksonville Ordinance Code

- The DIA shall quarterly report to the City Council all direct contracting permitted by Section 55.117 of the Ordinance Code.

Section 106.204 Jacksonville Ordinance Code

- By June 20 of each year, each CRA shall prepare and approve a proposed budget and submit to the Mayor through the Budget Officer
- By July 31 of each year, each CRA shall prepare and submit to the Mayor, Council Secretary and Council Auditor, a schedule reflecting the balance in all Programs, CRA Redevelopment Plan Capital Projects, CRA Redevelopment Plan Professional Services, debt reserves, and other accounts carried over from prior years.

Section 111.640 Jacksonville Ordinance Code

- On a semi-annual basis, the DIA shall provide to the Mayor and City Council an annual financial statement describing all of the expenditures and purpose of the CRA Trust Funds.





REDEVELOPMENT TRUST FUNDS

- **3.1 Tax Increment Financing**
- **3.2 Southside Redevelopment Trust Fund**
- **3.3 Downtown Northbank Redevelopment Trust Fund**
 - Northside West Portion**
 - Downtown East Portion**
 - Combined Northbank Redevelopment Areas**
-

3.1 | Tax Increment Financing

As the Community Redevelopment Agency for Downtown Jacksonville, the Downtown Investment Authority has six (6) primary functions for which it requires funding:

- The construction of public capital improvements such as improving parks, streetscapes, and parking structures;
- Land assembly for public use and any public/private partnerships;
- Promotion and marketing of the Downtown Northbank CRA and Southside CRA including programming to activate Downtown Jacksonville;
- Leveraging grants, loans, tax rebates and other funding instruments to further private investment in redevelopment;
- Economic development including job creation and business recruitment; and
- Promoting construction and occupancy of Downtown Jacksonville housing and retail.

The ability of the Downtown Investment Authority to utilize Tax Increment Financing (TIF) revenues requires two key actions, both of which have already been implemented:

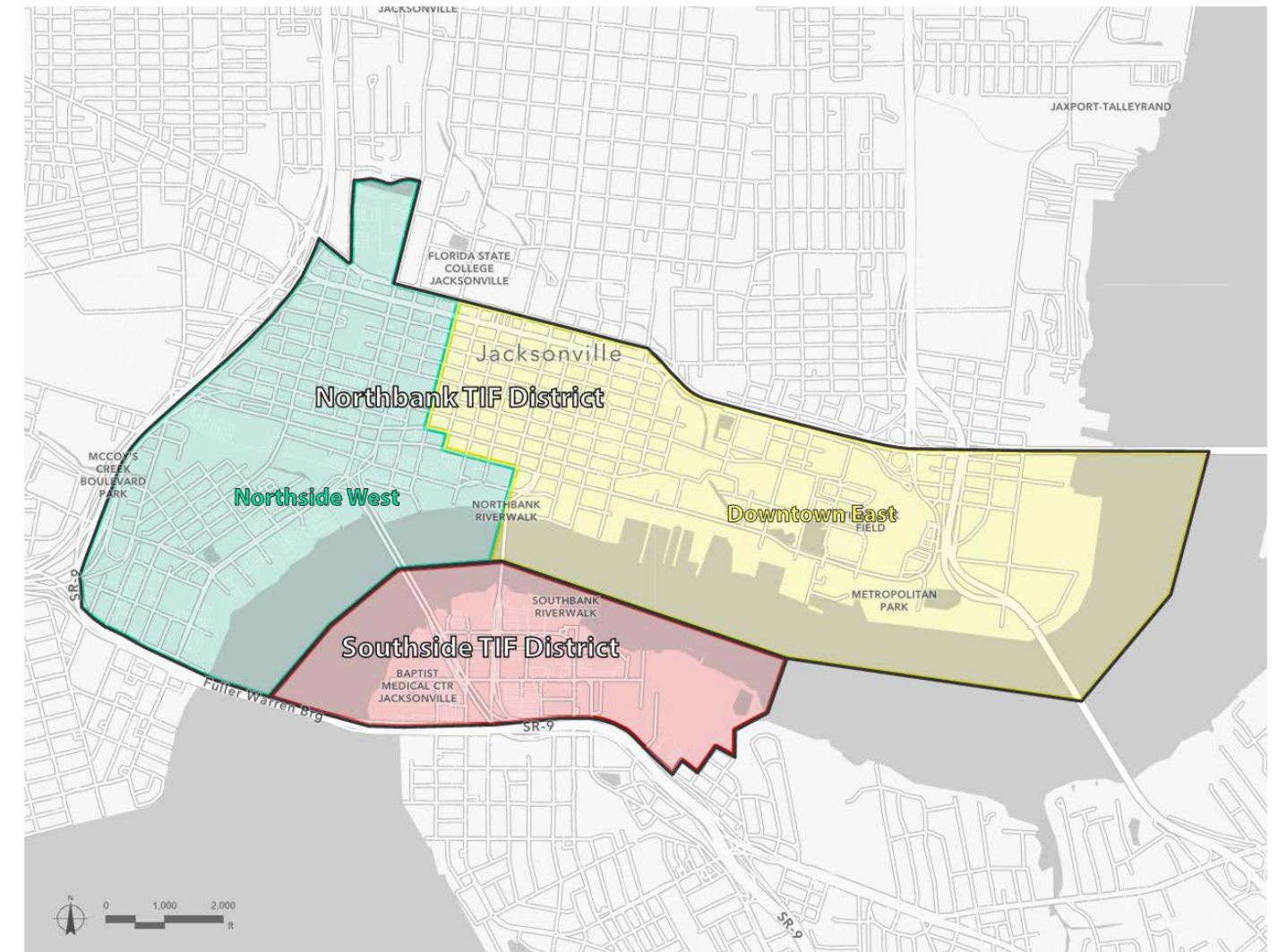
- The establishment of redevelopment trust funds as required by Section 163.387, *Florida Statutes* as the repository for incremental tax funds; and
- The provision, by ordinance of the City Council, for the funding of the redevelopment trust funds for the duration of the Community Redevelopment Area Plan.

Section 163.353, *Florida Statutes* designates that the powers of “a taxing authority [to]... appropriate funds to a redevelopment trust

fund include the preservation and enhancement of the tax base of such taxing authority and the furthering of the purposes of such taxing authority as provided by law.” Therefore, as the primary focus for rehabilitation, conservation and redevelopment activities, the Jacksonville City Council created the **Southside Redevelopment Trust Fund** (Ordinance 80-1347-704), **Northside West Redevelopment Trust Fund** (Ordinance 81-562-240), and the **Downtown East Redevelopment Trust Fund** (Ordinance 85-145-130).

In the year 2000, the boundaries of the **Northside West CRA** and **Downtown East CRA** were merged into a single **Downtown Northbank CRA** (Ordinance 2000-1078-E), and their respective Redevelopment Trust Funds were also merged. However, separate accounting records are maintained with respect to each of the former areas in order to calculate accurate increment revenues from each geographic area because they have different Base Years (year the CRA was established), and also in order to assure that any outstanding indebtedness payable from increment revenues in each former area at the time the merger took place is repaid only from the increment revenue derived from such former area, respectively. A map of the three original Tax Increment Financing Districts in Downtown Jacksonville is illustrated on Figure 3.1., but please note that Northside West and Downtown East are now merged into one tax increment district. This allows increment funds generated in the former Downtown East area to be utilized in the former Northside West area, and vice versa.

Figure 3.1 TIF Districts



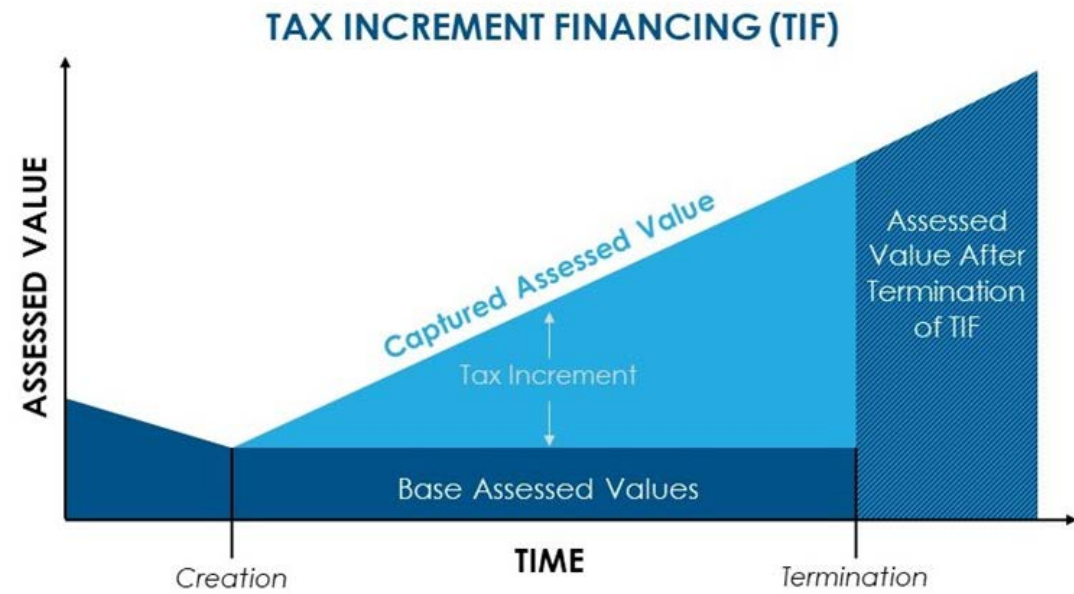
Redevelopment Trust Fund dollars may only be spent on projects and programs that are in-line with the CRA Redevelopment Plan Umbrellas, as described later in Section 4.4, and/or outlined as specific projects and programs in the CRA Redevelopment Plan. New programs that are consistent with the CRA Redevelopment Plan Umbrellas and CRA Redevelopment Plan Goals, even if not specifically identified in this update

may be adopted from time by the DIA utilizing Redevelopment Trust Fund dollars. In addition, Redevelopment Trust Fund dollars may only be allocated for those projects and programs within the CRA District Boundary for which they are assigned. In other words, Southside CRA Redevelopment Trust Fund dollars may not be utilized for a program or project located in the Downtown Northbank CRA, and vice versa.

TIF revenue is used to leverage public funds to promote redevelopment activities in community redevelopment areas. A TIF captures the future tax benefits of real estate improvements in a CRA to pay the current cost of making improvements

as part of the CRA Redevelopment Plan. A Redevelopment Trust Fund is established for the tax increment revenue and dedicated to redevelopment.

Figure 3.2 TIF Model



Upon adoption, the Redevelopment Trust Fund ordinance specifies the base taxable value (“frozen value”) of the property located within the boundaries of the CRA. Thereafter, 95% of taxes assessed by qualified taxing authorities on future increases in the value of properties contained in the community redevelopment areas are reinvested into the respective TIF Districts through the corresponding Redevelopment Trust Funds. Some taxing authority funds such as Duval County Public Schools and St. Johns River Water Management District are not included in this computation and complete ad valorem taxes continue to flow to their respective taxing authority.

as specified in the Plan and not for general governmental purposes. **These funds are to be used only for projects, improvements, acquisitions, programs, marketing and professional services within the corresponding geographical boundary of each TIF as well as for approved Community Redevelopment Area Agency administrative expenses as outlined in Section 163.370, Florida Statutes.**

The DIA may use the Redevelopment Trust Funds as collateral for loans or leverage for grants, creating indebtedness or operating capital to accomplish redevelopment that necessitate capital input. The DIA is authorized to finance projects within the CRAs with financial assistance from other City, State, and Federal governments; tax increment funds; bonds; philanthropic donations; loans from private financial institutions; the lease or sale of CRA-controlled property; or any other available source, public or private.

The tax increment revenues can be used immediately, saved for particular projects, or can be bonded to provide upfront financing to maximize funds available. Any funds received from a Tax Increment Financing district, however, must be used for the redevelopment

The DIA is also authorized to obtain advances, borrow funds, and create indebtedness in carrying out the CRA Redevelopment Plan. The principal and interest on such advances, funds, and indebtedness may be paid from tax increments or any other funds available to the Downtown Northbank CRA and Southside CRA. Advances and loans for operating capital may be provided by the City until adequate tax increment or other funds are available to repay the advances and loans and to permit borrowing adequate working capital from sources other than the City. The DIA may also supply additional assistance through loans and grants for various public projects.

As indicated, Redevelopment Trust Fund dollars are a means of using property taxes from property valuation increases to assist in paying for public improvements that stimulate development and redevelopment. TIF is an annual increment and is projected out for programming and budgetary purposes but, due to unforeseen declines in property values, may not generate sufficient revenue to cover all redevelopment investments; therefore, the DIA may need to consider additional or alternative methods of financing.

The Downtown Investment Authority’s allocation of available Redevelopment Trust Funds dollars is budgeted annually concurrently with the City of Jacksonville budget process. Pursuant to Section 163.387(7), Florida Statutes, on the last day of the fiscal year any money which remains in the Redevelopment Trust Fund after the payment of expenses for such year shall be:

- a. Returned to each taxing authority which paid the increment (the City of Jacksonville General Fund) in the proportion that the amount of the payment of such taxing authority bears to the total amount paid into the trust fund by all taxing authorities for that year; or

- b. Used to reduce the amount of any indebtedness to which increment revenues are pledged; or
- c. Deposited into an escrow account for the purpose of later reducing any indebtedness to which increment revenues are pledged; or
- d. Appropriated to a specific redevelopment project pursuant to an approved community redevelopment plan. The funds appropriated for such project may not be changed unless the project is amended, redesigned, or delayed, in which case the funds must be reappropriated pursuant to the next annual budget adopted by the board of commissioners of the community redevelopment agency.

NOTE: The Downtown Investment Authority should make certain that all TIF monies are assigned or otherwise allocated consistent with this Plan, as amended from time to time, by the end of each fiscal year.

Pursuant to Section 163.387(6), Florida Statutes, effective October 1, 2019, moneys in the redevelopment trust fund may be expended for undertakings of a community redevelopment agency as described in the community redevelopment plan only pursuant to an annual budget adopted by the board of commissioners of the community redevelopment agency and only for the purposes specified in paragraph (c):

- a. Administrative and overhead expenses directly or indirectly necessary to implement a community redevelopment plan adopted by the agency.
- b. Expenses of redevelopment planning, surveys, and financial analysis, including the reimbursement of the governing body or the community redevelopment agency for such expenses incurred before the redevelopment plan was approved and adopted.
- c. The acquisition of real property in the Southside, Northside West, and Downtown East Redevelopment Trust Fund boundaries.

- d. The clearance and preparation of any land within the Southside, Northside West, and Downtown East Redevelopment Trust Fund boundaries for redevelopment and relocation of existing site occupants within or outside the areas.
- e. The repayment of principal and interest or any redemption premium for loans, advances, bonds, bond anticipation notes, and any other form of indebtedness.
- f. All expenses incidental to or connected with the issuance, sale, redemption, retirement, or purchase of bonds, bond anticipation notes, or other form of indebtedness, including funding of any reserve, redemption, or other fund or account provided for in the ordinance or resolution authorizing such bonds, notes, or other form of indebtedness.
- g. The development of affordable housing within the Southside, Northside West, and Downtown East Redevelopment Trust Fund boundaries.
- h. The development of community policing innovations (with City Council approval).
- i. Expenses that are necessary to exercise the powers granted under s. 163.370, as delegated under s. 163.358.

- unless the construction or expansion is contemplated as part of a community policing innovation;
- b. Installation, construction, reconstruction, repair, or alteration of any publicly owned capital improvements or projects if such projects or improvements were scheduled to be installed, constructed, reconstructed, repaired, or altered within 3 years of the approval of the community redevelopment plan by the governing body pursuant to a previously approved public capital improvement or project schedule or plan of the governing body which approved the community redevelopment plan unless and until such projects or improvements have been removed from such schedule or plan of the governing body and 3 years have elapsed since such removal or such projects or improvements were identified in such schedule or plan to be funded, in whole or in part, with funds on deposit within the community redevelopment trust fund.
- c. General government operating expenses unrelated to the planning and carrying out of the Plan.

If the millage rate is to change at any time in the future, between 2021 and the expiration years of the CRAs (FY 2041, 2041, and 2045), the Redevelopment Trust Fund TIF Projections will need to be updated. In addition, it is advised that the Redevelopment Trust Fund TIF Projections be monitored due to an increase in development and redevelopment activity and real estate market changes that may influence a fluctuation in TIF Projections.

According to Section 163.370(3), *Florida Statutes*, the increment revenues **may not be used** for the following purposes:

- a. Construction or expansion of administrative buildings for public bodies or police and fire buildings, unless each taxing authority involved agrees to such method of financing for the construction or expansion, or



Table 3.1.1 Background and Assumptions

Redevelopment Trust Fund TIF District Taxable Value Trends (Base Year Established to 2020)

Parameter	Southbank	Northside West	Downtown East
Base Year Established (FY Expires)	1980 (2041)	1981 (2041)	1984 (2045)
Base Year Taxable Value (\$)	89,127,781	214,636,423	201,743,546
2013 Taxable Value (\$)	383,921,438	519,136,724	320,809,155
2020 Taxable Value (\$)	606,000,801	774,077,727	510,604,413
Prior Peak Year Taxable Value (\$)	507,495,544 (2009)	719,824,232 (2008)	510,279,451 (2008)
Tax Value Gain Since Prior Peak (%)	19.4	7.5	0.1

Redevelopment Trust Fund TIF District Compound Annual Growth Rates (%)

Parameter	Southbank	Northside West	Downtown East
Base Year Established to 2020	4.91	3.26	2.35
Peak Year to 2020	1.63	0.61	0.01
2013 to 2020	6.74	5.87	6.86

Note: Information presented is based on data provided by the Duval County Property Appraiser's office.

Note: Values in parentheses indicate a loss.

Of Interest:

- Three downtown TIF Districts have gained approximately \$153 million in taxable value since 2008-09 peak following the subsequent recession and decline in values.
- Total taxable value of all three TIF Districts in 2020 is \$1.89 billion.

Assumptions for 25-year TIF Projections (2020-2045):

- Average annual increase (appreciation) of existing and new taxable value includes value from residential and commercial development and redevelopment within the tax increment area, including a 1% annual inflation rate.
 - Assumes full build-out for new development within 15 years and redevelopment construction within 20 years. New development includes redevelopment of existing properties, converting tax exempt properties to taxable and new development on existing undeveloped properties.
 - Ad valorem tax millage rates utilized 11.4419 for 2020 and after.
 - The Annual TIF Revenues are provided in three scenarios, high-moderate-low (H-M-L). This model provides a range of potential taxable value and annual TIF revenues for each redevelopment area.
- NOTE:** The annual TIF revenues for 2021-2022 assume a very conservative approach due to the prolonged impacts from COVID-19, therefore the H-M-L scenarios reflected for these years are the same.
- Southbank opportunities include development of the JEA property and redevelopment of the School Board, Wyndham, and related properties, as well as other miscellaneous properties.
 - Northside West opportunities include development and redevelopment in Brooklyn, LaVilla, the Jacksonville Landing, and other miscellaneous properties.
 - Downtown East opportunities include development and redevelopment of the Shipyards, Commodores Point area properties, and other miscellaneous properties.

Understanding Prior CRA Redevelopment Plan TIF Projections

In 2013, the Downtown Investment Authority began an update of the CRA Redevelopment Plan, which included Tax Increment Financing District (TIF) revenue projections for the Southside CRA, Northside West CRA and Downtown East CRA. Using the best available data at the time from the Duval County Property Appraiser, and further using 2013 revenue estimates as a baseline, the update projected Southside CRA, Northside West CRA and Downtown East CRA

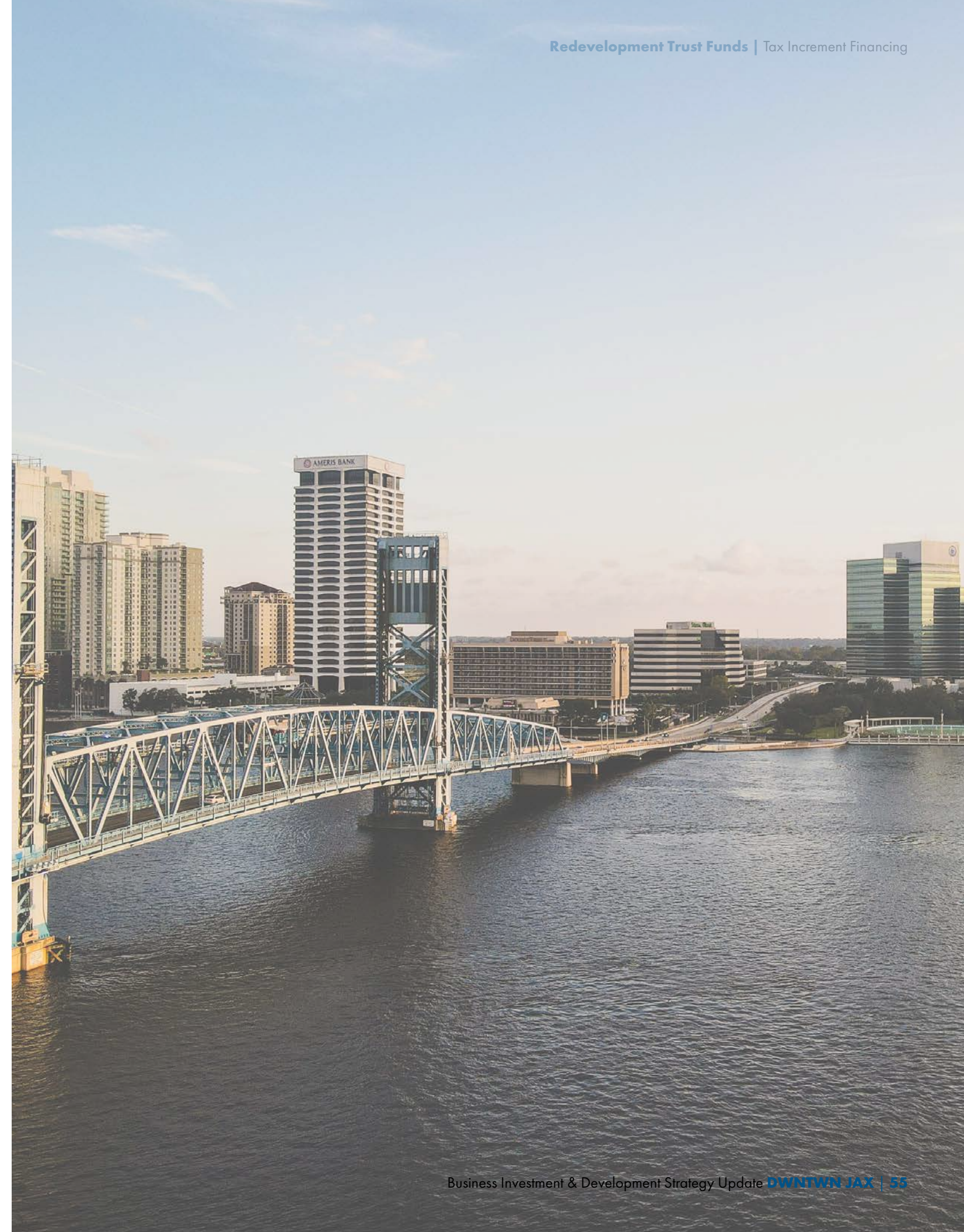
revenues for 2014 through 2020. The following Table 3.1.2 provides a comparison of actual revenues collected by each TIF for 2013 through 2020, as reported by the Florida Department of Revenue DR 420 Tax Increment Adjustment Worksheet, to the previous plan's estimated and projected revenues. In short, Table 3.1.2 shows that each of the TIFs over the 2013-2020 period outperformed the previous CRA Plan's revenue estimates and projections.

Table 3.1.2 Comparison of TIF Historical Collections and Estimates within each Redevelopment Area

Year	Southside Previous 2014 Plan Estimates	Southside Actual Annual TIF Revenues	Northside West Previous 2014 Plan Estimates	Northside West Actual Annual TIF Revenues	Downtown East Previous 2014 Plan Estimates	Downtown East Actual Annual TIF Revenues
2013	\$2,779,000	\$2,810,000	\$2,985,000	\$2,903,000	\$1,136,000	\$1,135,000
2014	\$3,237,000	\$3,569,000	\$3,488,000	\$3,495,000	\$1,357,000	\$1,399,000
2015	\$3,375,000	\$3,393,000	\$3,658,000	\$3,495,000	\$1,482,000	\$1,971,000
2016	\$3,514,000	\$3,628,000	\$3,830,000	\$4,657,000	\$1,608,000	\$2,081,000
2017	\$3,655,000	\$3,912,000	\$4,005,000	\$4,905,000	\$1,736,000	\$2,244,000
2018	\$3,798,000	\$4,096,000	\$4,183,000	\$5,083,000	\$1,865,000	\$2,837,000
2019	\$3,943,000	\$4,714,000	\$4,362,000	\$5,496,000	\$1,996,000	\$3,089,000
2020 ⁽¹⁾	\$4,090,000	\$5,618,000	\$4,545,000	\$6,081,000	\$2,128,000	\$3,357,000
2013-2020 Cumulative Total:	\$28,391,000	\$31,740,000	\$31,056,000	\$36,115,000	\$13,308,000	\$18,113,000
Variance (%):		11.8%		16.3%		36.1%

Source: GAI Consultants, Florida Department of Revenue (FDOR), City of Jacksonville Property Appraiser.

Notes: Actual Annual TIF Revenues for 2013-2019 reflect Final Taxable Value in Tax Increment Areas based off the DR 420 Tax Increment Adjustment Worksheet through FDOR. (1) Reflects Preliminary Taxable Values for the year 2020 based off DR 420 forms.



3.2 | Southside Redevelopment Trust Fund

The Southside CRA Redevelopment Plan was adopted, and Redevelopment Trust Fund created in 1981 by way of Ordinance 80-1347-704. Its activities are guided by this CRA Redevelopment Plan Update. The following Redevelopment Trust Fund TIF Projections are based upon the property values and the millage rate associated with property taxes. In 2013, the City Council voted to increase

the millage rate from 10.03533 to 11.4419. **NOTE:** The Redevelopment Trust Fund TIF Projections utilize two different millage rates, changing in 2014 going forward throughout each Redevelopment Trust Fund's expiration year. Total taxable value in the Southside CRA is \$606.0 million, resulting in an annual TIF revenue of \$5.62 million in 2020.

Figure 3.3 Southside TIF District

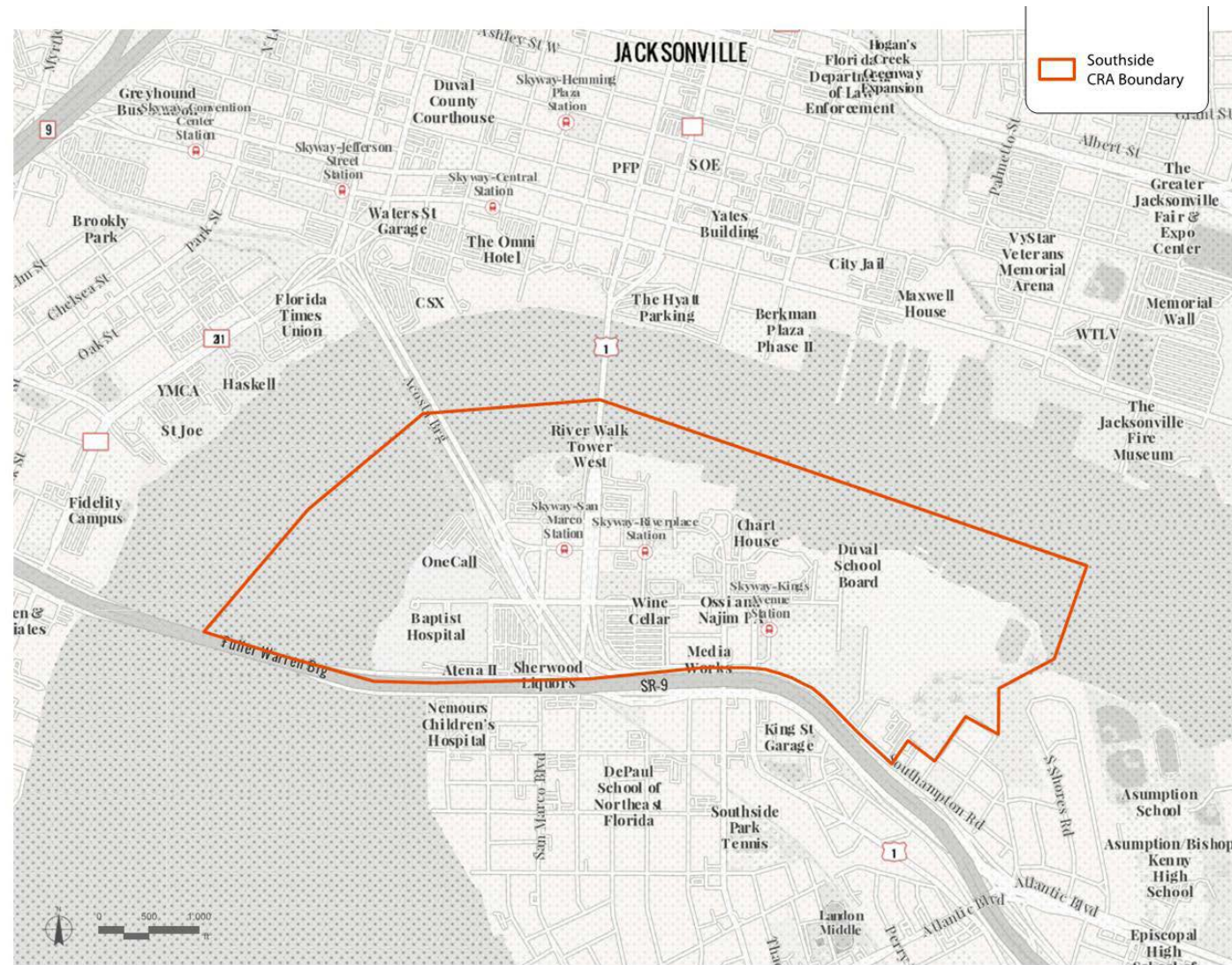


Table 3.2.1 Southside Community Redevelopment Area TIF Historical Collections and Projections

Historical Collections and Estimates (2013-2020)

Year	Total Taxable Value ⁽²⁾	Total Tax Increment	Tax Increment at 95%	Annual TIF Revenues ⁽³⁾
Base - 1980	\$89,127,781			
2013	\$383,921,438	\$294,790,000	\$280,050,000	\$2,810,000
2014	\$417,433,567	\$328,310,000	\$311,890,000	\$3,569,000
2015	\$401,237,882	\$312,110,000	\$296,500,000	\$3,393,000
2016	\$422,904,845	\$333,780,000	\$317,090,000	\$3,628,000
2017	\$449,062,951	\$359,940,000	\$341,940,000	\$3,912,000
2018	\$465,982,619	\$376,850,000	\$358,010,000	\$4,096,000
2019	\$522,821,330	\$433,690,000	\$412,010,000	\$4,714,000
2020 ⁽¹⁾	\$606,000,801	\$516,870,000	\$491,030,000	\$5,618,000
2016-2020 Cumulative Total:				\$21,968,000

Projections (2021-2045)

Year	Total Taxable Value ⁽²⁾	Total Tax Increment	Tax Increment at 95%	Annual TIF Revenues ⁽³⁾ Low	Annual TIF Revenues ⁽³⁾ Moderate	Annual TIF Revenues ⁽³⁾ High
2021 ⁽⁴⁾	\$640,900,000	\$551,770,000	\$524,180,000	\$5,998,000	\$5,998,000	\$5,998,000
2022 ⁽⁴⁾	\$676,200,000	\$587,070,000	\$557,720,000	\$6,381,000	\$6,381,000	\$6,381,000
2023	\$711,900,000	\$622,770,000	\$591,630,000	\$5,415,000	\$6,769,000	\$7,107,000
2024	\$747,800,000	\$658,670,000	\$625,740,000	\$5,012,000	\$7,160,000	\$7,876,000
2025	\$784,200,000	\$695,070,000	\$660,320,000	\$6,044,000	\$7,555,000	\$9,066,000
2021-2025 Cumulative Total:				\$28,850,000	\$33,863,000	\$36,428,000
2026-2030 Cumulative Total:				\$38,212,000	\$43,843,000	\$55,833,000
2031-2035 Cumulative Total:				\$45,039,000	\$54,332,000	\$67,124,000
2036-2040 Cumulative Total:				\$50,438,000	\$63,966,000	\$75,170,000
2041-2045 Cumulative Total:				\$52,335,000	\$69,767,000	\$77,996,000
<i>Total Increment Collections 2021-2045:</i>				<i>\$214,874,000</i>	<i>\$265,771,000</i>	<i>\$312,551,000</i>

Source: GAI Consultants, Florida Department of Revenue (FDOR), City of Jacksonville Property Appraiser.

Notes: Shaded years (2013-2019) reflect Final Taxable Value in Tax Increment Areas based off the DR 420 Tax Increment Adjustment Worksheet through FDOR. (1) Reflects Preliminary Taxable Values for the year 2020 based off DR 420 forms. (2) Annual Taxable Value growth includes the added taxable value from residential and commercial development and redevelopment within the tax increment area, including a 1% annual inflation rate and assumes full build-out on new development and redevelopment construction within 20 years. (3) Increment assumes an ad valorem tax rate of 10.0353 for 2013 and 11.4419 for 2014 and every year after. (4) The Annual TIF Revenues for 2021-2022 assume a very conservative approach due to the prolonged impacts from COVID-19, therefore the H-M-L scenarios reflected for those years are the same.

3.3 | Downtown Northbank Redevelopment Trust Fund

As noted previously, the Downtown Northbank CRA Trust Fund was created through the merger of the Northside West CRA Trust Fund and the Downtown East CRA Trust Fund through Ordinance 2000-1078-E, now codified at Section 500.114, Ordinance Code. This merger allowed a more flexible framework to achieve the City's similar objectives in those adjacent CRA's.

However, because each CRA was created in a different year, and thus has its own Base Year (Northside West is 1981 and Downtown East is 1984), the increment projected in each area is stated in separate tables, as well as a combined table to illustrate the collective annual TIF revenues projected through 2045.

Northside West Portion

The Northside West CRA Trust Fund was created in 1981 by way of Ordinance 81-562-240. The following TIF Projections are based upon the property values and the millage rate associated with property taxes. In 2013, the City Council voted to increase the millage rate from 10.03533 to 11.4419.

NOTE: The Redevelopment Trust Fund TIF Projections utilize two different millage rates, changing in 2014 going forward throughout each Redevelopment Trust Fund's expiration year. Total taxable value in the Northside West CRA is \$774.1 million, resulting in an annual TIF revenue of \$6.08 million in 2020.

Figure 3.4 Northside West TIF District

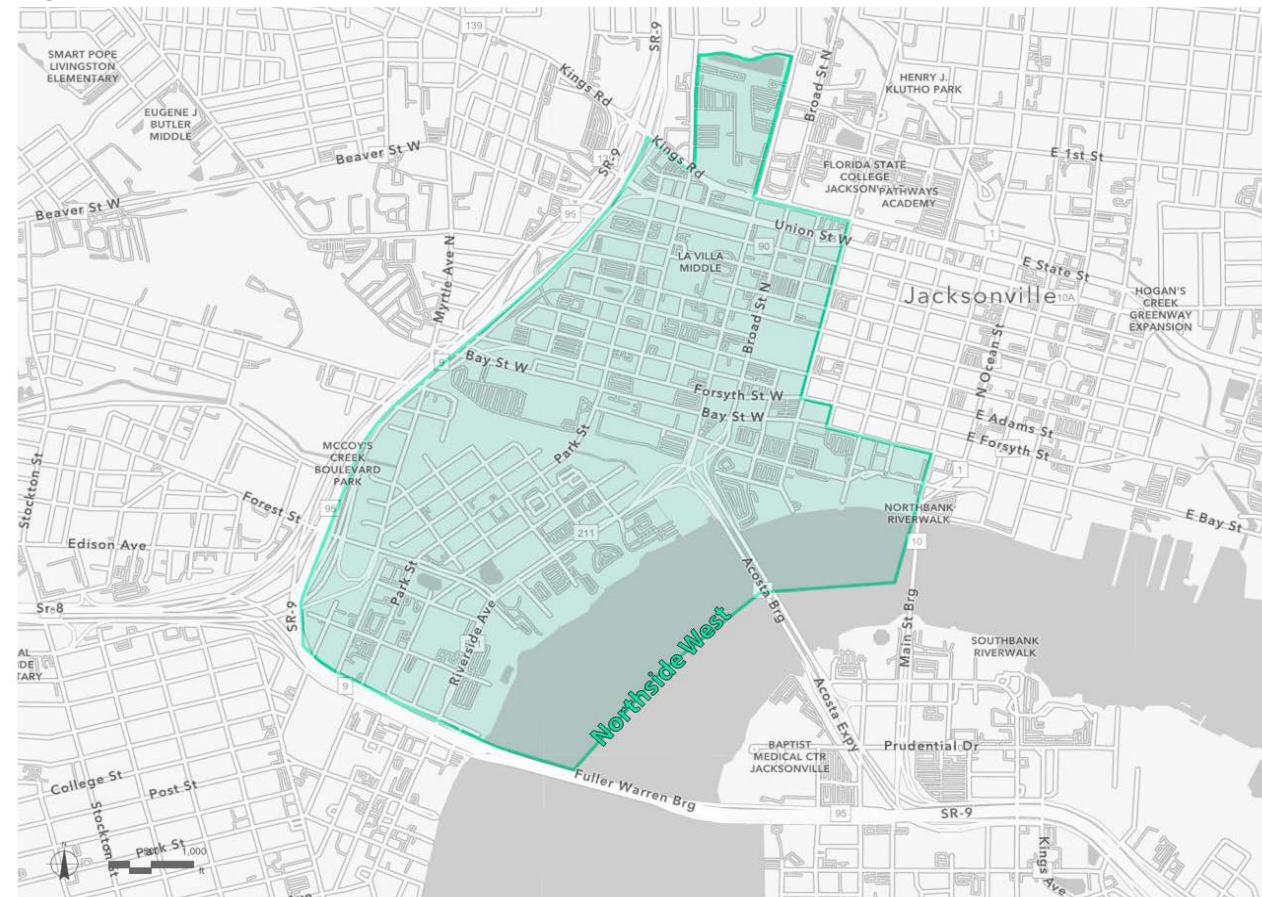


Table 3.3.1 Northside West Community Redevelopment Area TIF Historical Collections and Projections

Historical Collections and Estimates (2013-2020)

Year	Total Taxable Value(2)	Total Tax Increment	Tax Increment at 95%	Annual TIF Revenues(3)
Base - 1981	\$214,636,423			
2013	\$519,136,724	\$304,500,000	\$289,280,000	\$2,903,000
2014	\$536,185,323	\$321,550,000	\$305,470,000	\$3,495,000
2015	\$536,164,624	\$321,530,000	\$305,450,000	\$3,495,000
2016	\$643,074,275	\$428,440,000	\$407,020,000	\$4,657,000
2017	\$665,922,095	\$451,290,000	\$428,730,000	\$4,905,000
2018	\$682,278,958	\$467,640,000	\$444,260,000	\$5,083,000
2019	\$720,280,442	\$505,640,000	\$480,360,000	\$5,496,000
2020 ⁽¹⁾	\$774,077,727	\$559,440,000	\$531,470,000	\$6,081,000
2016-2020 Cumulative Total:				\$26,222,000

Projections (2021-2045)

Year	Total Taxable Value(2)	Total Tax Increment	Tax Increment at 95%	Annual TIF Revenues(3) Low	Annual TIF Revenues(3) Moderate	Annual TIF Revenues(3) High
2021 ⁽⁴⁾	\$798,800,000	\$584,160,000	\$554,950,000	\$6,350,000	\$6,350,000	\$6,350,000
2022 ⁽⁴⁾	\$823,700,000	\$609,060,000	\$578,610,000	\$6,620,000	\$6,620,000	\$6,620,000
2023	\$848,800,000	\$634,160,000	\$602,450,000	\$5,514,000	\$6,893,000	\$7,238,000
2024	\$874,200,000	\$659,560,000	\$626,580,000	\$5,018,000	\$7,169,000	\$7,886,000
2025	\$899,900,000	\$685,260,000	\$651,000,000	\$5,959,000	\$7,449,000	\$8,939,000
2021-2025 Cumulative Total:				\$29,461,000	\$34,481,000	\$37,033,000
2026-2030 Cumulative Total:				\$36,200,000	\$41,524,000	\$52,868,000
2031-2035 Cumulative Total:				\$40,564,000	\$48,925,000	\$60,453,000
2036-2040 Cumulative Total:				\$44,363,000	\$56,259,000	\$66,116,000
2041-2045 Cumulative Total:				\$45,994,000	\$61,315,000	\$68,546,000
Total Increment Collections 2021-2045:				\$196,582,000	\$242,504,000	\$285,016,000

Source: GAI Consultants, Florida Department of Revenue (FDOR), City of Jacksonville Property Appraiser.

Notes: Shaded years (2013-2019) reflect Final Taxable Value in Tax Increment Areas based off the DR 420 Tax Increment Adjustment Worksheet through FDOR. (1) Reflects Preliminary Taxable Values for the year 2020 based off DR 420 forms. (2) Annual Taxable Value growth includes the added taxable value from residential and commercial development and redevelopment within the tax increment area, including a 1% annual inflation rate and assumes full build-out on new development and redevelopment construction within 20 years. (3) Increment assumes an ad valorem tax rate of 10.0353 for 2013 and 11.4419 for 2014 and every year after. (4) The Annual TIF Revenues for 2021-2022 assume a very conservative approach due to the prolonged impacts from COVID-19, therefore the H-M-L scenarios reflected for those years are the same.

Downtown East Portion

The Downtown East CRA Redevelopment Plan was adopted, and Trust Fund created in 1985 by way of Ordinance 85-145-130. NOTE: The Base Year of the Downtown East CRA is 1984, Redevelopment Trust Funds are established by the Base Value ("frozen value") of the properties located within the boundary of that CRA's Trust Fund at the time of the Plan's adoption, not the time of the creation of the Trust Fund or the adoption of Trust Fund legislation.

The following TIF Projections are based upon the property values and the millage rate associated with property taxes. In 2013, the City Council voted to increase the millage rate from 10.03533 to 11.4419. NOTE: The Redevelopment Trust Fund TIF Projections utilize two different millage rates, changing in 2014 going forward throughout each Redevelopment Trust Fund's expiration year. Total taxable value in the Downtown East CRA is \$510.6 million, resulting in an annual TIF revenue of \$3.36 million in 2020.

Figure 3.5 Downtown East TIF District

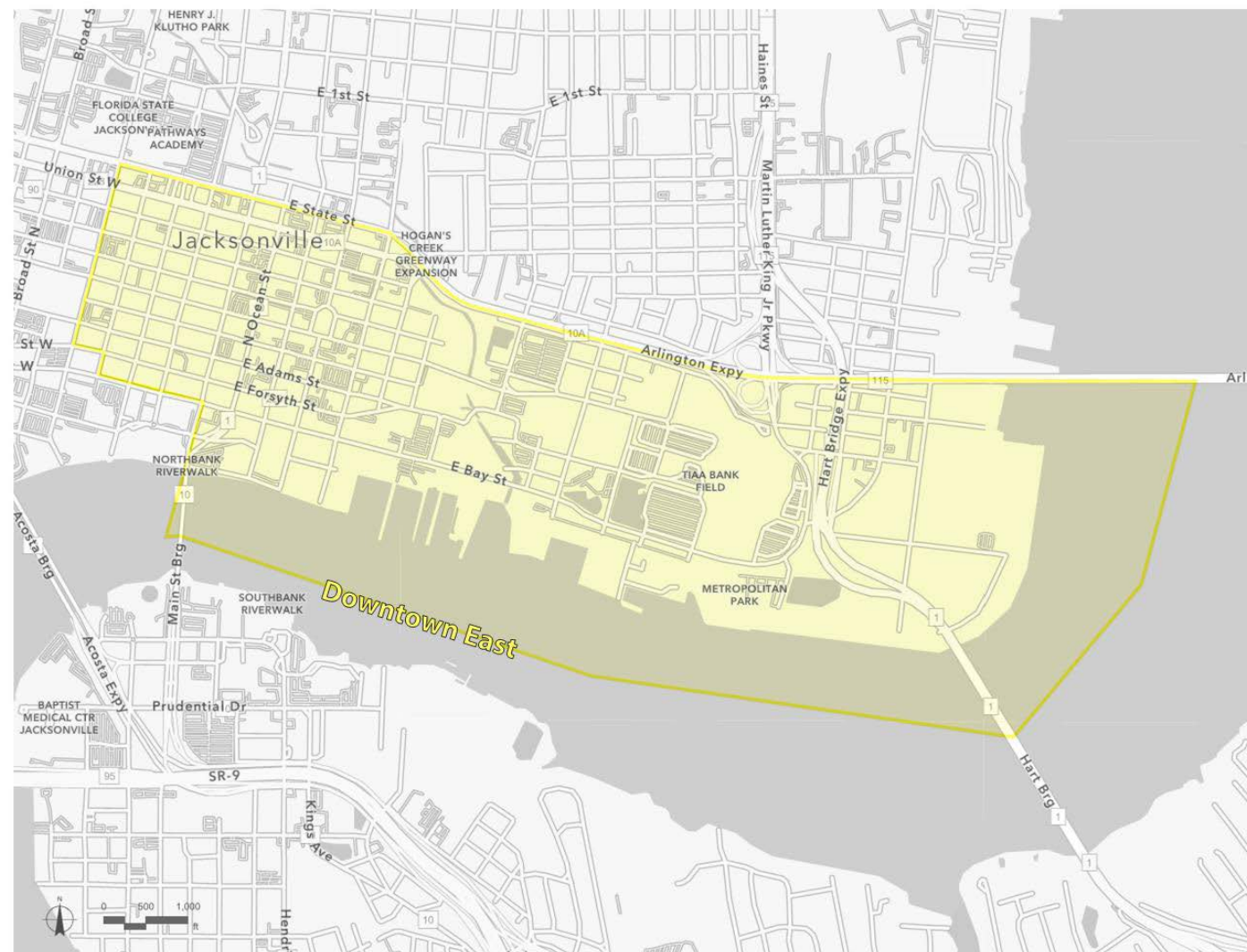


Table 3.3.2 Downtown East Community Redevelopment Area TIF Historical Collections and Projections

Historical Collections and Estimates (2013-2020)

Year	Total Taxable Value ⁽²⁾	Total Tax Increment	Tax Increment at 95%	Annual TIF Revenues ⁽³⁾
Base - 1984	\$201,743,546			
2013	\$320,809,155	\$119,070,000	\$113,120,000	\$1,135,000
2014	\$330,483,996	\$128,740,000	\$122,300,000	\$1,399,000
2015	\$383,045,291	\$181,300,000	\$172,240,000	\$1,971,000
2016	\$393,169,135	\$191,430,000	\$181,860,000	\$2,081,000
2017	\$408,152,466	\$206,410,000	\$196,090,000	\$2,244,000
2018	\$462,718,639	\$260,980,000	\$247,930,000	\$2,837,000
2019	\$485,903,056	\$284,160,000	\$269,950,000	\$3,089,000
2020 ⁽¹⁾	\$510,604,413	\$308,860,000	\$293,420,000	\$3,357,000
2016-2020 Cumulative Total:				\$13,608,000

Projections (2021-2045)

Year	Total Taxable Value ⁽²⁾	Total Tax Increment	Tax Increment at 95%	Annual TIF Revenues ⁽³⁾ Low	Annual TIF Revenues ⁽³⁾ Moderate	Annual TIF Revenues ⁽³⁾ High
2021 ⁽⁴⁾	\$535,900,000	\$334,160,000	\$317,450,000	\$3,632,000	\$3,632,000	\$3,632,000
2022 ⁽⁴⁾	\$561,400,000	\$359,660,000	\$341,680,000	\$3,909,000	\$3,909,000	\$3,909,000
2023	\$587,200,000	\$385,460,000	\$366,190,000	\$3,352,000	\$4,190,000	\$4,400,000
2024	\$613,200,000	\$411,460,000	\$390,890,000	\$3,131,000	\$4,473,000	\$4,920,000
2025	\$639,500,000	\$437,760,000	\$415,870,000	\$3,806,000	\$4,758,000	\$5,710,000
2021-2025 Cumulative Total:				\$17,830,000	\$20,962,000	\$22,571,000
2026-2030 Cumulative Total:				\$24,556,000	\$28,178,000	\$35,889,000
2031-2035 Cumulative Total:				\$29,646,000	\$35,766,000	\$44,182,000
2036-2040 Cumulative Total:				\$34,407,000	\$43,644,000	\$51,280,000
2041-2045 Cumulative Total:				\$36,473,000	\$48,623,000	\$54,357,000
Total Increment Collections 2021-2045:				\$142,912,000	\$177,173,000	\$208,279,000

Source: GAI Consultants, Florida Department of Revenue (FDOR), City of Jacksonville Property Appraiser.

Notes: Shaded years (2013-2019) reflect Final Taxable Value in Tax Increment Areas based off the DR 420 Tax Increment Adjustment Worksheet through FDOR. (1) Reflects Preliminary Taxable Values for the year 2020 based off DR 420 forms. (2) Annual Taxable Value growth includes the added taxable value from residential and commercial development and redevelopment within the tax increment area, including a 1% annual inflation rate and assumes full build-out on new development and redevelopment construction within 20 years. (3) Increment assumes an ad valorem tax rate of 10.0353 for 2013 and 11.4419 for 2014 and every year after. (4) The Annual TIF Revenues for 2021-2022 assume a very conservative approach due to the prolonged impacts from COVID-19, therefore the H-M-L scenarios reflected for those years are the same.

Combined Downtown Northbank Redevelopment Areas

As previously stated, the Downtown Northbank CRA Trust Fund was created through the merger of the Northside West CRA Trust Fund and the Downtown East CRA Trust Fund through Ordinance 2000-1078-E, now codified at Section 500.114, Ordinance Code. Although, each CRA has a different Base Year (Northside West is 1981 and Downtown East is 1984), the increment projected in each has been combined to illustrate the taxable value and TIF revenues generated from the combined areas projected through 2045.

The following TIF Projections are based upon the property values and the millage rate associated with property taxes. In 2013, the City Council voted to increase the millage rate from 10.03533 to 11.4419. **NOTE:** The Redevelopment Trust Fund TIF Projections utilize two different millage rates, changing in 2014 going forward throughout each Redevelopment Trust Fund's expiration year. Total taxable value in the combined Northbank Redevelopment Areas is \$1,284.7 million, resulting in an annual TIF revenue of \$9.44 million in 2020.

Figure 3.6 Downtown Northbank CRA

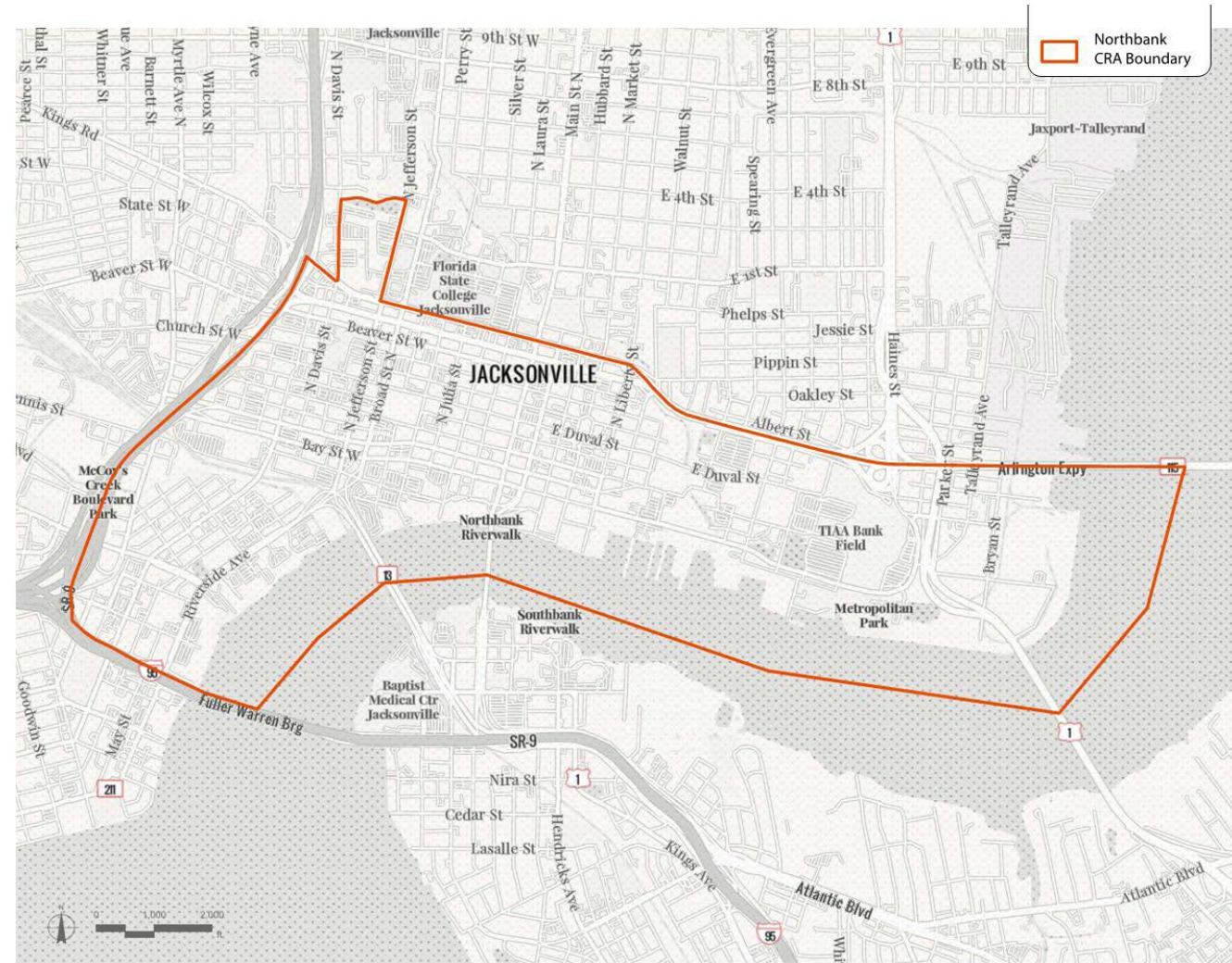


Table 3.3.3 Combined Downtown Northbank Community Redevelopment Areas TIF Historical Collections and Projections

Historical Collections and Estimates (2013-2020)

Year	Total Taxable Value ⁽²⁾	Total Tax Increment	Tax Increment at 95%	Annual TIF Revenues ⁽³⁾
Base-1981/1984	\$416,379,969			
2013	\$839,945,879	\$423,570,000	\$402,400,000	\$4,038,000
2014	\$866,669,319	\$450,290,000	\$427,770,000	\$4,894,000
2015	\$919,209,915	\$502,830,000	\$477,690,000	\$5,466,000
2016	\$1,036,243,410	\$619,870,000	\$588,880,000	\$6,738,000
2017	\$1,074,074,561	\$657,700,000	\$624,820,000	\$7,149,000
2018	\$1,144,997,597	\$728,620,000	\$692,190,000	\$7,920,000
2019	\$1,206,183,498	\$789,800,000	\$750,310,000	\$8,585,000
2020 ⁽¹⁾	\$1,284,682,140	\$868,300,000	\$824,890,000	\$9,438,000
2016-2020 Cumulative Total:				\$39,830,000

Projections (2021-2045)

Year	Total Taxable Value ⁽²⁾	Total Tax Increment	Tax Increment at 95%	Annual TIF Revenues ⁽³⁾ Low	Annual TIF Revenues ⁽³⁾ Moderate	Annual TIF Revenues ⁽³⁾ High
2021 ⁽⁴⁾	\$1,334,700,000	\$918,320,000	\$872,400,000	\$9,982,000	\$9,982,000	\$9,982,000
2022 ⁽⁴⁾	\$1,385,100,000	\$968,720,000	\$920,290,000	\$10,529,000	\$10,529,000	\$10,529,000
2023	\$1,436,000,000	\$1,019,620,000	\$968,640,000	\$8,866,000	\$11,083,000	\$11,638,000
2024	\$1,487,400,000	\$1,071,020,000	\$1,017,470,000	\$8,149,000	\$11,642,000	\$12,806,000
2025	\$1,539,400,000	\$1,123,020,000	\$1,066,870,000	\$9,765,000	\$12,207,000	\$14,649,000
2021-2025 Cumulative Total:				\$47,291,000	\$55,443,000	\$59,604,000
2026-2030 Cumulative Total:				\$60,756,000	\$69,702,000	\$88,757,000
2031-2035 Cumulative Total:				\$70,210,000	\$84,691,000	\$104,635,000
2036-2040 Cumulative Total:				\$78,770,000	\$99,903,000	\$117,396,000
2041-2045 Cumulative Total:				\$82,467,000	\$109,938,000	\$122,903,000
Total Increment Collections 2021-2045:				\$339,494,000	\$419,677,000	\$493,295,000

Source: GAI Consultants, Florida Department of Revenue (FDOR), City of Jacksonville Property Appraiser.

Notes: Shaded years (2013-2019) reflect Final Taxable Value in Tax Increment Areas based off the DR 420 Tax Increment Adjustment Worksheet through FDOR. The table above illustrates the combined taxable value and TIF revenue generated from the Northside West and Downtown East redevelopment areas. (1) Reflects Preliminary Taxable Values for the year 2020 based off DR 420 forms. (2) Annual Taxable Value growth includes the added taxable value from residential and commercial development and redevelopment within the tax increment area, including a 1% annual inflation rate and assumes full build-out on new development and redevelopment construction within 20 years. (3) Increment assumes an ad valorem tax rate of 10.0353 for 2013 and 11.4419 for 2014 and every year after. (4) The Annual TIF Revenues for 2021-2022 assume a very conservative approach due to the prolonged impacts from COVID-19, therefore the H-M-L scenarios reflected for those years are the same.



ST JAMES

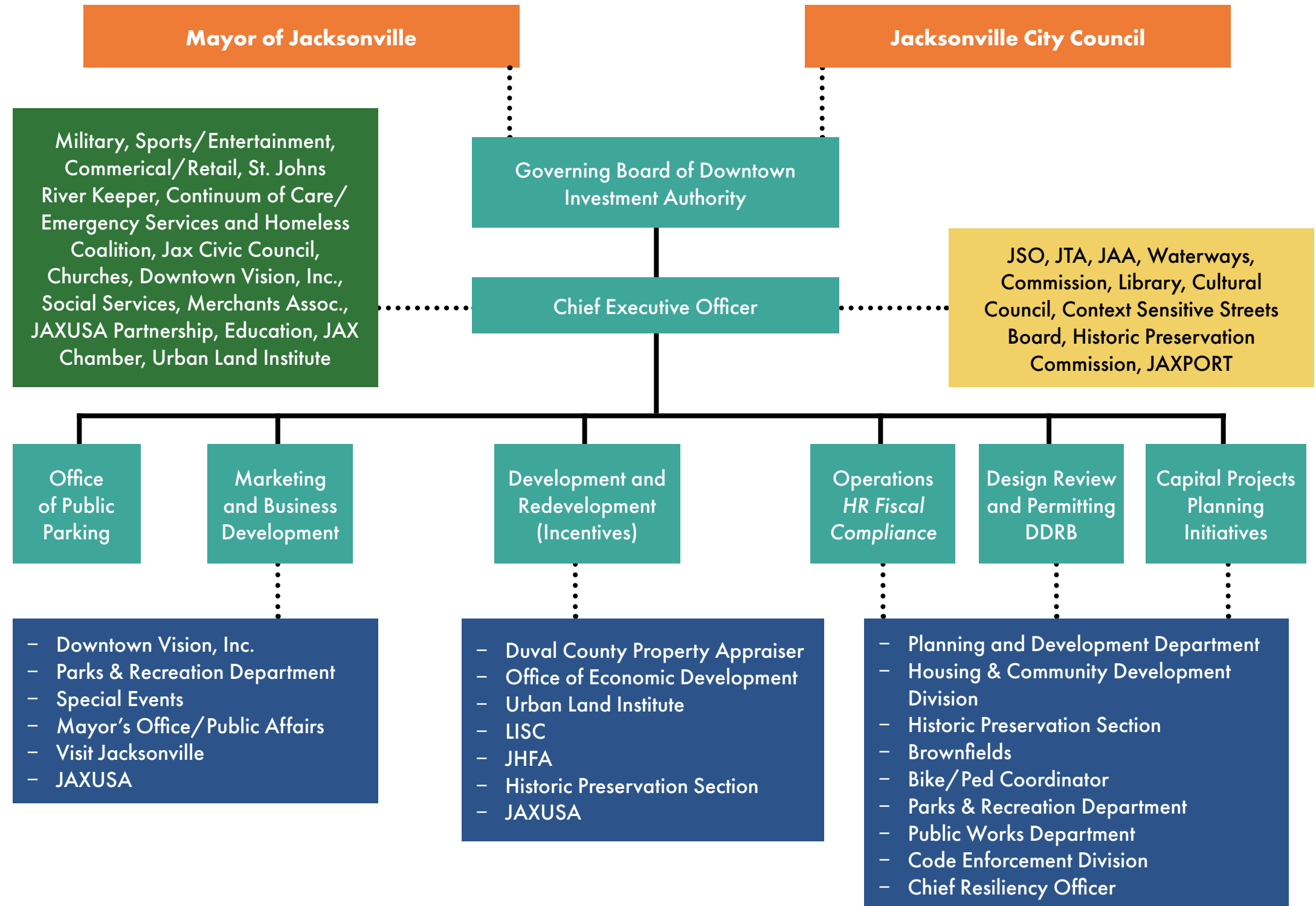
GOVERNANCE

-
- **4.1 DIA Structure and Management**
-

4.1 | DIA Structure and Management

The following organization structure is a graphic illustration of the existing relationship with DIA and other organizations:

- Solid lines define a direct reporting relationship
- Dashed lines define a direct advisory relationship





REDEVELOPMENT STRATEGY

-
- **5.1 Umbrellas**
-
- **5.2 Goals and Objectives**
-
- **5.3 Illustrative Master Plan**
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5.1 | Umbrellas

Each Community Redevelopment Agency (CRA) has a redevelopment plan that has a total life span of sixty (60) years. The Southside CRA Redevelopment Plan was adopted in 1981, expiring in FY 2041; the Northside West CRA Redevelopment Plan was adopted in 1981, expiring in FY 2041; and the Downtown East CRA Redevelopment Plan was adopted in 1985, expiring in 2045. While this CRA Redevelopment Plan Update identifies certain specific projects and programs that the DIA seeks to implement for the redevelopment of these areas of Downtown Jacksonville, it cannot foresee all the possible challenges and opportunities for redevelopment that will come forward over that time frame. Therefore, the CRA Redevelopment Plan Update includes a list of statements (detailed as items 1 through 12 below) which anticipate broad categories of redevelopment activities that the DIA may take under the CRA Redevelopment Plan, and on which the DIA may expend Redevelopment Trust Fund allocations where appropriate. It is anticipated that the funding for these projects could include the entire project process such as the planning, design, construction, and possibly maintenance of improvements.

The following is a list of redevelopment activities for which the DIA may seek to allocate Redevelopment Trust Fund monies for projects and programs, in part or in whole, in the future throughout the life of each CRA's Redevelopment Plan to continue the redevelopment of Downtown.

1. Economic Development
2. Directional Signage and Wayfinding
3. Streetscape and Infrastructure
4. Parking
5. Design Guidelines
6. Historic Preservation
7. Housing
8. Riverfront, Parks and Open Space
9. Public Investment Properties
10. Marketing, Festivals, Entertainment, and Tourism
11. Culture, Arts, and Education
12. Community Health
13. Resiliency



1. Economic Development

A key component required for successful redevelopment of Downtown Jacksonville is to increase the number of residents and businesses within the core area by providing the base market for proposed housing, hospitality (e.g., hotel, restaurants), entertainment, retail and other commercial projects; therefore, the CRA Redevelopment Plan recommends the DIA pursue activities that support multi-family housing, office/retail development, and other commercial projects that spur economic development in Downtown Jacksonville. While the DIA has developed some programs and projects to spur retail and other commercial activities in the Downtown Northbank and Southside CRA, the DIA cannot predict all manner of programs or projects that might be needed over the life of the CRA Redevelopment Plan. Therefore, while specific programs and projects are listed in the CRA Redevelopment Plan, the DIA intends to develop additional programs and support additional projects in the future to spur economic development in Downtown Jacksonville. The DIA would use Redevelopment Trust Fund monies in support of these future projects.

2. Directional Signage and Wayfinding

As important elements of the redevelopment of Downtown Jacksonville, the improvement of existing signage and the development of new signage, along with new methods by which Signage and Wayfinding may be implemented; the DIA intends to be able to adopt projects in the CRAs that improve Signage and Wayfinding for Downtown Jacksonville. The DIA would use Redevelopment Trust Fund monies to help pay for these future Signage and Wayfinding projects.

3. Streetscape and Infrastructure

The redevelopment of Downtown Jacksonville will involve a number of Streetscape and Infrastructure projects. The CRA Redevelopment Plan includes several specific projects of these types in the Downtown Northbank CRA Project Listing (Section 6.6). However, there may be additional projects that would further the redevelopment of Downtown Jacksonville. The DIA would use Redevelopment Trust Fund monies to help pay for these potential streetscape and infrastructure projects which might include sidewalks, bicycle lanes, crosswalks, street trees, lighting, furnishings, retention ponds, and landscaped medians, as well as enhanced maintenance and repair above City standards for such public spaces in Downtown. Redevelopment Trust Fund dollars may also be used to improve Infrastructure projects such as roadways, stormwater systems, potable water systems, sanitary sewer, wireless fidelity, and other utilities to support redevelopment. Streetscape and infrastructure improvements must improve walkability in all parts of Downtown Jacksonville with an emphasis on creating highly walkable neighborhood nodes. All Downtown Jacksonville infrastructure improvements shall accommodate pedestrians and bicyclists within existing street network to establish a dedicated network and address resiliency in all new projects.

4. Parking

The revitalization of Downtown Jacksonville centers on housing, retail business development, and increasing the utilization of vacant office space. All three of these topical areas have a common element in that they all require bringing people into Downtown Jacksonville for various lengths of time. While our future may center on

mass transit, currently the proper management of parking assets in and around the Downtown Jacksonville area is critical. Centralization of parking management of Downtown's off-street and on street public parking under DIA, together with DIA's management of the three CRA leased garages, is vital to the establishment and implementation of priorities that further redevelop of Downtown. The DIA is implementing the recommendations of the Haas parking study completed in 2019 through various rates changes, policy changes, and physical improvements. In addition, the DIA has incorporated parking goals into several incentives contained in the BID Strategy and is addressing some aspects of parking for specifically listed redevelopment projects related to streetscapes, road diets, and street redesign. But, there may be other projects or programs which DIA could implement that might further improve parking management. The DIA would seek to implement these currently unknown projects or programs to facilitate development in Downtown Jacksonville. The acquisition of property, the demolition of non-historic buildings, and the disposition of property are some of the tools the DIA may use to foster parking management and modernization in Downtown Jacksonville. The DIA may use Redevelopment Trust Fund monies to help pay for future parking projects.

5. Design Guidelines

The DIA is authorized to modify and enforce the Downtown Design Guidelines (included as Appendix A to promote continuity throughout the redevelopment of Downtown Jacksonville. The DIA has oversight over the Downtown Design Review Board (the "DDRBB"), which issues approvals of design compliance with the Downtown Design Guidelines and Downtown Zoning Overlay. The DIA may choose to make changes to these guidelines or adopt new guidelines. The Downtown Design Guidelines and orientation of buildings and improvements shall take into account its impacts on surrounding buildings, structures, views, public access,

and waterways. Design and orientation shall actively engage with the River, the Riverwalk, and Riverfront. The Downtown Design Guidelines and riverfront design framework shall be geared towards improving walkability in Downtown Jacksonville and in the neighborhood nodes. In order to most effectively accomplish this, the DIA may use redevelopment trust fund monies to pay for any associated consultant and other professional related to modifying the design guidelines for Downtown Jacksonville.

6. Historic Preservation

The Downtown Jacksonville urban core of Jacksonville is home to a great many historic structures. After the great fire of 1901 which decimated the Downtown Jacksonville area, a renaissance of Downtown Jacksonville led to the construction of many architecturally significant historic structures. In 2016, 56 blocks of Downtown Jacksonville were declared a National Historic District. Therefore, the preservation of any historic buildings (whether currently locally designated as landmarks or not) and the historic fabric itself is an extremely important aspect of the redevelopment of Downtown Jacksonville. The DIA may seek to assist the preservation of the historic fabric and historic structures in Downtown Jacksonville by directly funding a preservation project or providing historic preservation incentives to the private sector. The DIA may use Redevelopment Trust Fund monies to pay for future historic preservation activities as the need arises. The DIA may use redevelopment trust fund monies to implement historic markers, storyboards and/or signage throughout Downtown Jacksonville to identify historic structures, sites, and neighborhoods.

7. Housing

Having a critical mass of residents living in Downtown Jacksonville is essential to developing a thriving Downtown Jacksonville and is an important element in the redevelopment of Downtown Jacksonville. There has been a

consistent lack of housing options for those who work in Downtown Jacksonville and might like to live in Downtown Jacksonville as well. Therefore, the DIA has developed a number of Housing Incentive Programs to help alleviate this issue. While the DIA has developed some programs and projects to encourage housing stock development in the CRAs, the DIA cannot predict all manner of programs or projects that might be needed over the life cycle of each CRA. The DIA may develop programs to incentivize housing development, assist renters or homeowners to move to Downtown Jacksonville, or to rehabilitate older rental housing stock. Therefore, while specific programs and projects are listed in the CRA Redevelopment Plan, the DIA intends to develop additional programs and support additional projects in the future to spur housing development in Downtown Jacksonville. The DIA may use Redevelopment Trust Fund monies in support of these future projects.

8. Riverfront, Parks, and Open Space

The riverfront, parks, and open spaces are an important part of Downtown Jacksonville for residents, employees, and visitors. The quality and quantity of these locations leave a lasting impression of what Downtown Jacksonville is and is not. Additionally, with an area in excess of eight (8) linear miles of riverfront running through the CRAs the development activity along this very special area is an important aspect the DIA will need to manage and incentivize as Downtown Jacksonville is redeveloped. Therefore, the DIA while currently proposing in the CRA Redevelopment Plan some projects along the riverfront and for the development of park and other open spaces, as well as enhanced maintenance above City standards for such Downtown public spaces, cannot foresee where all of these spaces will need to be located and developed, and how the riverfront can best be programmed. The DIA, in anticipation of these unknown needs, intends

to develop additional projects in the future to spur the development, enhance maintenance, and programming of parks and open space, to encourage waterfront activation through dining and entertainment opportunities, and to maximize the positive impacts of riverfront development in Downtown Jacksonville. The DIA intends to spend Redevelopment Trust Fund monies in support of these future projects.

9. Public Investment Properties

The DIA manages city-owned properties located in the CRAs. The DIA may from time to time need to acquire or dispose of real property within the CRAs to foster the redevelopment of Downtown Jacksonville. Some possible uses for DIA acquired properties may be developing housing, improving parking management, developing commercial space, creating more open space, improving infrastructure, and facilitating historic rehabilitation. The DIA cannot foresee all properties that may need to be acquired or disposed of in this CRA Redevelopment Plan, and thus intends to be able to spend Redevelopment Trust Fund monies in support of these acquisition and disposals of public properties within the CRAs including all due diligence costs.

10. Marketing, Festivals, Entertainment and Tourism

The public perception of Downtown Jacksonville is an important part of driving Downtown Jacksonville's redevelopment. The ability to change negative perceptions, show improvements, and demonstrate to the citizens of Jacksonville, and the public at large, the revitalization of Downtown Jacksonville can have a massive impact on how well and how quickly the redevelopment of Downtown Jacksonville occurs. Therefore, the DIA needs the ability to inform the public about the improvements and energy in Downtown Jacksonville through an organized marketing campaign. This campaign

will also include promotion of Downtown's unique neighborhoods as well as festivals, events, regular programming, and efforts aimed at tourist attraction to Downtown Jacksonville, as well as earned and purchased media coverage. The campaign should help create and maintain the brand of Downtown Jacksonville as the central hub of activity for the region. The DIA intends to spend Redevelopment Trust Fund monies in support of these future marketing programs, and in support of events, programming, and the encouragement of tourism in Downtown Jacksonville.

11. Cultural, Arts, and Education

Cultural events and spaces, the Arts, and Education enhance the experience of being and going into Downtown Jacksonville. Encouraging and supporting these activities creates an elevated perception of Downtown Jacksonville, improves the experience for Downtown Jacksonville visitors, and magnifies Downtown Jacksonville as the cultural hub of the region. This in turn stimulates the housing and retail markets in Downtown Jacksonville, which further enhances the revitalization of Downtown Jacksonville. The DIA has listed specific projects in the CRA Redevelopment Plan related to Culture, the Arts, and Education. However, the DIA cannot plan for every beneficial cultural, artistic, or educational opportunity which may present itself in these areas of Downtown Jacksonville. Therefore, the DIA may seek to provide support to cultural, artistic, educational, civic, and park and open space programming projects that promote Downtown Jacksonville and which draw attention and people to Downtown Jacksonville. The DIA may use Redevelopment Trust Fund monies in support of these cultural, artistic, and educational opportunities as they present themselves to promote Downtown Jacksonville.

12. Health and Wellness

Modern urban development includes an aspect of promoting and supporting physical activity, improved dietary choices, and an overarching desire to improve the health of people living in urban areas. This focus on healthy lifestyles has shifted some of the design and development aspects of housing, open space, streetscapes, mobility, and even retail development within cities. The redevelopment of Downtown Jacksonville needs to address these community health concerns when evaluating projects, programs, and the overall direction the Downtown Jacksonville redevelopment activities are taking. The DIA has included community health concerns throughout the CRA Redevelopment Plan; however, the DIA cannot foresee the myriad of methods in which community health in Downtown Jacksonville can be improved. Therefore, the DIA may seek to implement development programs that support improving community health, as well as supporting or initiating project or programs which support improving community health. The DIA may use Redevelopment Trust Fund monies in support of these projects and programs that seek to improve community health.

13. Resiliency

Now more so than ever, Downtown Jacksonville must be able to respond and adapt to changes, including the environment (e.g., sea level rise, stormwater flooding) and the economy (e.g., global pandemic, changing office usage, housing shortages). Resiliency to these two factors, and other market shifts such as conversion to electric vehicles and the growth of ride-share, should be a consideration in all redevelopment activities and initiatives. The DIA encourages, and in some instances requires, environmental resiliency interventions in development near the Riverfront. The DIA will continue to work with the City's Chief Resiliency Officer in evaluating infrastructure

and development projects that will, or could, impact the project, nearby properties, and the Downtown Jacksonville-at-large. The DIA encourages flexibility and creative approaches to design and the utilization of structures that can quickly respond to changes in the real estate market. The DIA may develop programs to incentivize resiliency interventions that go beyond the requirements set forth by the city, state, or federal government. The DIA may use Redevelopment Trust Fund monies in support of these future programs or resiliency projects.



5.2 | Goals and Objectives

Goals are integral parts to any business investment strategy. Goals state the specific outcomes the Downtown Investment Authority (DIA) expects to accomplish in support of its mission. All strategies and action items comprising the output of the DIA are aimed at achieving the following eight (8) goals. These goals provide the framework and direction for the DIA to connect with key stakeholders, assess and evaluate situations and circumstances related to local and regional economic development, address the needs of the community in caring for and expanding the physical environment for commerce, and putting it all together to ensure the vibrancy of Downtown Jacksonville's economy. In addition, each goal has strategic objectives and benchmarks:

- Strategic objectives support the goal and provide further action-oriented tasks by which

the goal may be carried out.

- Benchmarks allow for each goal to be measured, evaluated, and reported.

These are critical in the DIA's ability to implement a systematic and consistent CRA Redevelopment Plan and to communicate DIA successes to stakeholders, constituents, and elected officials. NOTE: There are external and internal benchmarking metrics. The external benchmarking metrics are to measure, evaluate, and report outcomes from the various projects, programs, and initiatives. The internal benchmarking metrics are for the DIA to monitor its administrative efforts for effectiveness, accountability, and direction, as well as, to provide information and data to report to City Council and the State of Florida.

Redevelopment Goal No. 1 | **Increase commercial office utilization, occupancy, and job growth to reinforce Downtown as the region's epicenter for business.**

Strategic Objectives

- Improve the occupancy rates of existing Downtown commercial office buildings.
- Promote development of new owner occupied or build to suit offices when accompanied by job creation and consistent with the adopted Public Investment Policy and existing building stock does not satisfy the needs of the tenant/owner.
- Grow or maintain the Downtown workforce each year by adding new permanent jobs and/or retaining existing permanent jobs within Downtown.
- Encourage more efficient utilization of existing parking structures and discourage the construction of new parking structures

exclusively for use of single building tenants by employing tools such as shared-use parking, employer provided shuttles and trolleys, transit vouchers and similar programs.

- Contribute to resiliency, flexibility, and responsiveness to change in utilization of Downtown commercial office space through innovation and creativity in policies and permitting, by incentivizing technology upgrades and WELL modifications to existing office buildings and by the repurposing of unoccupied office space, where appropriate.
- Facilitate restoration and rehabilitation of Downtown's historic building stock for productive commercial office use.

- Leverage incentive packages to include partnerships with recipients to fund maintenance and programming of adjacent park spaces and to encourage promotion of Downtown events and activities to employees and customers of incentive recipients.

- Number/square footage/value of new office buildings constructed
- Number of Corporate Headquarter offices in Downtown Jacksonville
- Number of historic buildings restored to office use and square footage of office space therein
- Number of incentive recipients directly funding maintenance or programming of adjacent park spaces
- Number of businesses regularly disseminating info on Downtown Jacksonville events to employees
- Number of new or renovated office buildings incorporating resilient features

Benchmarks

- Number of Permanent Jobs/FTE in Downtown Jacksonville
- Total office square footage within Downtown Jacksonville
- Class A Office Space Vacancy Rate
- Class B Office Space Vacancy Rate
- Class C Office Space Vacancy Rate
- Tax Value of Commercial Office buildings and Impact to TIF and Future Projections

Redevelopment Goal No. 2 | Increase rental and owner-occupied housing Downtown targeting diverse populations identified as seeking a more urban lifestyle.

Strategic Objectives

- Actively pursue a minimum of 8,140 built and occupied multi-family dwelling units by 2030; and strive to induce construction of 425 multi-family dwelling units per year, on average.
- Improve the breadth and diversity of housing options across Downtown Jacksonville to provide all types and varied price ranges of rental and owner-occupied opportunities, including mixed-income and mixed-use structures.
- Institute DIA led marketing efforts for Downtown Jacksonville housing opportunities targeting potential residents, and potential developers on a local, regional, state, and national level.
- Align incentives with market conditions of different neighborhoods and geographic areas within Downtown Jacksonville to ensure quality developments that provide a diversity

of housing options in each District.

- Maximize utilization of existing parking structures and minimize construction of new parking structures exclusively for use of single building tenants by employing tools such as shared-use parking, proximity to shared transportation, and similar programs.
- Facilitate the restoration and rehabilitation of Downtown Jacksonville’s historic building stock for multifamily and attached dwelling units.
- Leverage incentive packages to include partnerships with residential development recipients to fund maintenance and programming of adjacent park spaces, and to encourage promotion Downtown Jacksonville events and activities to residents of new developments.
- Contribute to resiliency in design and construction of new residential buildings, and

- flexibility in response to changing residential demand for unit sizes, home workspaces, amenities, and future conversion of parking
- Ensure that no incentives are provided to a Riverfront/Riverwalk frontage residential development unless the development includes a minimum 3,000 square foot waterfront restaurant accessible to the public from the riverfront
- Ensure that no residential incentives, mobility credits or other incentives are provided to any residential development exempt from ad valorem taxes
- Promote development that incorporates access by a wide range of physical capabilities beyond the minimum ADA/Fair Housing regulatory requirements.

Benchmarks

- Number of Residents
- Number of Residential Units
- Tax Value of residential units and Impact to TIF and Future Projections
- Multifamily Housing vacancy rate
- Annual private Capital Investment in new residential developments

- Annual number of Multi-Family Units Commenced and number completed
- Number of affordable and workforce housing units
- Number of “for sale” residential units (condo, townhome, etc.) as opposed to “for rent”
- Number of new shared use parking spaces put into service or existing spaces formally made available for shared use pursuant to DIA agreements or incentives
- Number of historic buildings restored to residential use and number of units therein
- Number of incentive recipients directly funding maintenance or programming of adjacent park spaces
- Number of new or renovated residential developments incorporating resilient features
- Number of DIA incentivized new or renovated residential developments and units incorporating features that go beyond minimum ADA/Fair Housing regulatory requirements (determined by Director of Downtown Development upon project plan review)

Redevelopment Goal No. 3 | Increase and diversify the number and type of retail, food and beverage, and entertainment establishments within Downtown.

Strategic Objectives

- Facilitate adaptive reuse of vacant and underutilized storefronts for retail, food and beverage and entertainment establishments.
- Encourage growth of outdoor dining and entertainment options, most specifically within designated food and beverage districts and on the waterfront.
- Increase the number of retail, food and beverage, and entertainment establishments that are open for business weekends and

other times outside of weekday business hours.

- Add a major new grocer within Downtown Jacksonville by 2025 and one or more additional by 2030.
- Pursue the addition of one or more new neighborhood restaurant/entertainment venues in each District by 2025 and a second by 2030.

- Add one or more retail drugstores that include specialty consumer products and health services as well as pharmacies within Downtown Jacksonville by 2025 and a second by 2030.
- Support expansion and growth of existing entertainment and restaurant facilities with emphasis on broadening days and hours of operation.
- Maximize use of on- street parking and public garages for patrons of local dining and entertainment establishments, and dedicate areas for valet, and vehicular drop-off and pick-up locations.
- Facilitate the restoration and rehabilitation of Downtown Jacksonville's historic building stock for use by retail/beverage/entertainment establishments.
- Contribute to resiliency, flexibility, and responsiveness to change in utilization of Downtown Jacksonville commercial retail space through innovation and creativity in policies and permitting, and by incentivizing the repurposing of unoccupied storefront space, where appropriate. Create, foster, and preserve affordable space for artists and art organizations, in particular vacant and unused spaces.
- Tax Value of freestanding single tenant or multi-tenant retail, restaurant and entertainment venues and Impact to TIF and Future Projections
- Number of sidewalk enhancement grants awarded
- Number of outdoor/sidewalk food and beverage venues
- Number of new food and beverage establishments that opened on waterfront
- Number of new food and beverage establishments in The Elbow and in the Laura/Hogan corridor
- Number of retail, food and beverage, and entertainment venues open weekends and after work hours on weekdays
- Number of full-service grocers within Downtown Jacksonville, by District
- Number of pharmacies within Downtown Jacksonville, by District
- Number of existing retail businesses receiving DIA incentives that expanded in size
- Number of new shared use parking spaces put into service or existing spaces formally made available for shared use pursuant to DIA agreements or incentives
- Number of historic buildings restored to retail use and square footage thereof
- Number of new or renovated retail developments incorporating resilient features

Benchmarks

- Number of operating restaurants/entertainment venues by District
- Number of storefronts incentivized for retail redevelopment



Redevelopment Goal No. 4 | Increase the vibrancy of Downtown for residents and visitors through arts, culture, history, sports, theater, events, parks, and attractions.

Strategic Objectives

- Create and promote a consistent brand for Downtown Jacksonville that conveys a sense of excitement and within the boundary of Downtown Jacksonville foster distinct neighborhood identities that evoke a unique sense of place.
- Support the installation of public art and aesthetic and sensory enhancements, as well as wayfinding and technology throughout Downtown Jacksonville.
- Increase awareness of Downtown Jacksonville's history and its historic structures. Provide resources that engage and educate the public on the historical and cultural stories of Jacksonville and its people.
- Market and promote Downtown Jacksonville events and visitor attractions.
- Support the expansion, renovation, and improvement of existing, and creation of new, diverse civic attractions, cultural venues, theaters, and parks that provide a mix of activities and attract a broad range of demographics.
- Provide regular, routine, and accessible events and programming for Downtown Jacksonville workers, residents, and visitors. Create opportunities for licensed vendors that maximize use of parks and public spaces, including the Riverwalk. Support water recreation opportunities and vendors. Identify opportunities and supporting events that fill calendar gaps (including evenings and weekends) for a robust, year-round events calendar.
- Work internally across city departments, as well as externally with developers and business owners, to support the inclusion of art, culture, and place-making within existing and future public improvements and private projects.

- Partner with arts and culture organizations as well as educational institutions to create culturally specific attractions, competitions and workforce development programs that bring students, young professionals, etc. Downtown Jacksonville.
- Increase number of daily visits to Downtown Jacksonville.
- Increase the occupancy rate and ADR of Downtown Jacksonville hotels and broaden the diversity of hospitality offerings for leisure travelers, groups, and business travelers.

Benchmarks

- Number of DIA executed campaigns and advertisements promoting Downtown Jacksonville
- Number of downtown visitors
- Number of new public art installations (art, light, sound, etc.)
- Number of permitted expansions, renovations and improvements to existing attractions, cultural venues, theaters, and parks
- Number of new attractions, cultural venues, theaters, and parks
- Occupancy rates and ADR of Downtown Jacksonville hotels
- Number of Downtown Jacksonville programs in City parks
- Number of Downtown Jacksonville Special Events permitted

Redevelopment Goal No. 5 | Improve the safety, accessibility, and wellness of Downtown Jacksonville and cleanliness and maintenance of public spaces for residents, workers, and visitors.

Strategic Objectives

- Support a clean and safe Downtown 24-7, including the work of Downtown Vision Inc.
- Enhance the presence of Downtown Jacksonville security through private security services and coordination with JSO for increased public safety officers within Downtown Jacksonville.
- Expand the installation of public infrastructure that enhances safety such as countdown timer pedestrian signals, enhanced lighting, security cameras, etc.
- Support and enforce proper cleaning, maintenance, and repair of public spaces.
- Enforce proper maintenance of private property.
- Promote safe and equitable access to all Downtown Jacksonville facilities by improving access to buildings and other properties, amenities, transit, events, and attractions; by eliminating obstacles; and by designing for all ages and abilities.

- Promote wellness by facilitating healthy choices for food, outdoor venues for dining and gathering, and encouraging WELL certified buildings.

Benchmarks

- Number of violent crimes reported by JSO within Downtown Jacksonville
- Number of property crimes reported by JSO within Downtown Jacksonville
- Number of JSO officers assigned to Downtown Jacksonville
- Number of pedestrian injuries reported by JSO and Risk management
- Number of citations issued by Code Compliance for private property maintenance violations
- Number of WELL certified renovation or construction projects completed

Redevelopment Goal No. 6 | Improve the walkability/bike-ability of Downtown and pedestrian and bicycle connectivity between Downtown and adjacent neighborhoods and the St. Johns River.

Strategic Objectives

- Improve public access to and from the St. Johns River for pedestrians and bicyclists when considering adjacent private development as well as when designing public improvements. Provide access to and

from the Southside and Northbank Riverwalk at regular intervals across adjacent riverfront parcels. Restore and reopen closed rights of way to the river wherever possible.

- Develop interconnected, attractive, and safe pedestrian and bikeable links between Downtown Northbank and Southside, among neighborhoods, activities, cultural and recreation assets, greenways, and open spaces, most specifically the Emerald Trail. Encourage development of the Hogan's Creek and McCoy's Creek Greenways and similar projects that provide multimodal recreational trails
- Restore two-way streets where possible.
- Optimize the design of downtown streets for pedestrians; require sidewalks of sufficient width to ensure an adequate pedestrian clear zone; reduce travel lane widths to reduce vehicle speed. Increase shade on sidewalks and in public spaces in accordance with design standards and plant shade trees wherever feasible.
- Support the creation of wide, visible dedicated bike lanes or cycle tracks on designated streets; Install and maintain interesting and safe bicycle racks in appropriate locations throughout Downtown Jacksonville
- Enforce the requirement to bring buildings forward to the existing or new sidewalk edge to create a sense of enclosure for adjacent sidewalks and streets
- Create a compact and walkable Downtown Jacksonville through requiring a mixture of uses in each district so that housing, activities, retail, and other businesses are within useful walking distance, requiring buildings to have active facades at street level through a mixture of restaurants (including cafes with outdoor seating), retail, and services, and by requiring direct doorways and access to the street. Minimize blank walls and surface parking.
- Connect neighborhood nodes with public transit.
- Encourage multimodal mobility, including pedicabs, scooters, and the like, for special events.
- Provide directional and roadway signage and signals for pedestrians, bicyclists, and other modal users to ensure their safety and ease of travel within Downtown Jacksonville.

Benchmarks

- Number of closed rights of way reopened within Downtown Jacksonville
- Number of new public access points to river/Riverwalk dedicated or constructed
- Number of trail connections to nearby neighborhoods completed and neighborhoods connected
- Miles of Emerald trail completed
- Number of blocks restored to two-way traffic
- Walk Score greater than 90 in all Districts other than Sports and Entertainment and Working Waterfront. Walk Score greater than 80 in all other parts of Downtown Jacksonville.
- Number of shade trees planted on Downtown Jacksonville sidewalks
- Miles of road diets implemented
- Miles of bike Paths/Lanes/cycle tracks within Downtown Jacksonville
- Number of artistic and standard bike racks installed within Downtown Jacksonville
- Number of deviations from Build-to line granted by DDRB
- Number of new mixed-use developments approved
- New transit stops constructed or transit services implemented
- New signage and/or signals for pedestrians/bicyclists installed
- Number of pedestrian and bicyclist deaths and injuries.

Redevelopment Goal No. 7 | Capitalize on the aesthetic beauty of the St. John's River, value its health and respect its natural force, and maximize interactive and recreational opportunities for residents and visitors to create waterfront experiences unique to Downtown Jacksonville.

Strategic Objectives

- Develop a series of dynamic riverfront parks on both sides of the river, connected by the Riverwalks, that together provide a premier destination park experience. Integrate themes of authentic Jacksonville content, robust programming, and varied facilities that are flexible and respond to public desires for waterfront activities.
- Ensure that the riverfront includes a variety of immersive environments, ranging from passive enjoyment of the River to active entertainment areas by balancing public and private ownership and use, and requiring activation of private riverfront developments with restaurants, shops, and attractions, all linked by the Riverwalk
- Promote the creation of a greenway/ Riverwalk network linking the terminal ends of both Downtown Northbank and Southside CRA's riverfronts. Prioritize beautification and greening of the Riverwalk using Florida-Friendly landscaping practices and plant material that is indigenous to the region as well as ensuring proper maintenance and replacement of such plant materials. Implement recommendations to tie together various segments with cohesive paver banding, signage, furnishings, etc.
- Ensure the riverfront is accessible both physically and visually for residents and visitors of all ages, abilities, and income.
- Ensure that private developments fronting the river and creeks comply with design standards that protect public access and enjoyment of the waterfront. Enforce the 50-foot (minimum) building setback, and height step-backs from the St. Johns River's water edge. Protect, enhance, and increase view corridors to the St. John's River and provide access to and from the Southside and Northbank Riverwalk at regular intervals.
- Negotiate to obtain long-term or perpetual public easements from private property owners along the St. Johns River, Hogan's, and McCoy's Creeks and require such easements be provided at no charge to qualify for any incentive.
- Maintain guidelines and zoning criteria for the design and orientation of buildings and improvements that take into account surrounding buildings, structures, views, public access, and waterways; design and orientation shall actively engage with the River, the Riverwalk, and riverfront.
- Encourage active public use of the River. Create, maintain, and enhance public river access for motorized and non-motorized watercraft points. Maximize access and linkages to Downtown Jacksonville establishments and activities for boaters through floating docks, marinas, amenities that improve the safety of boaters and the boating experience.
- Improve maintenance of all waterway access points, improve, or provide lighting and signage of access points from roadways and waterways.
- Promote Downtown Jacksonville as a boating destination through active marketing initiatives and inclusion of downtown ramps, docks, marinas and launch sites, and marine services, on charts and maps

- Achieve at least one new restaurant/entertainment sites directly accessible by boat by 2025, and a minimum of three (3) by 2030.

Benchmarks

- Number of Public Riverwalk Access Points (connections to first street parallel to the river)
- Miles of Riverwalk completed
- Acreage of signature riverfront parks constructed or renovated
- Number of programs held annually in Riverfront parks/Riverwalk- special events and regular programming
- Total Number/Acreage of Riverfront Public Space/Parks

- Number of activated retail/restaurant/entertainment venues along the riverfront and directly accessible from the Riverwalk
- Frequency and level of maintenance of Riverwalk and riverfront parks
- Number of deviations from 50' setback, height step backs and view and access corridor requirements granted
- Number of new or extended/expanded Riverwalk easements provided to the City
- Number/Length of public recreational boater docks and access thereto
- Number of Downtown Jacksonville kayak/paddleboard launch sites
- Number of new restaurant/entertainment sites directly accessible by boat

Redevelopment Goal No. 8 | Simplify and increase the efficiency of the approval process for Downtown development and improve departmental and agency coordination.

Strategic Objectives

- Reconcile city plan policies and regulations to ensure policy consistency and uniform application.
- Establish a clear, efficient, and maximally predictable process for reviewing development permits and incentive requests, including development and use of model applications, forms, and agreements where appropriate.
- Foster alliances and build relationships with City Council Members, legislators, other governmental officials and their staff through regular briefings, tours, and events.
- Streamline and improve the transparency of the disposition process for publicly owned land and building space.
- Initiate public/private partnerships where private participation can accelerate achievement of Years Table projects or provide more efficient or cost-effective project management.
- Identify motivated and cooperative property owners/developers and develop key pilot initiatives.
- Promote clean-up and redevelopment of brownfields through coordination with the state and the Department of Public Works.
- Continually look for ways to simplify application and permitting processes.
- Instill and maintain a culture of transparency, responsiveness, accountability, and diligence in the exercise of departmental duties and responsibilities.

- Ensure a DIA staff member is assigned responsibility to shepherd a project through its development/redevelopment lifecycle.

- Number of redevelopment agreements executed per year
- Number of DDRB approvals granted per year
- Number of Years Table projects completed on or ahead of schedule
- Number of Brownfield sites restored
- Number and value of grants received for Downtown Jacksonville projects

Benchmarks

- Duration of DIA approval process from receipt of sufficient application for incentive requested and project profile form through DIA Board action
- Acreage/value of City-owned property held for redevelopment

5.3 | Illustrative Master Plan

The focus of the Illustrative Master Plan included herein is to depict current and proposed redevelopment projects as well as likely near-term private redevelopment site opportunities throughout Downtown, and the public infrastructure that will support these private developments. Mobility projects (including roadway, streetscape, trail, in-water, and transit) and park and civic space improvements are included in distinct layers in the digital format.

A fundamental premise of the strategy for Downtown Jacksonville redevelopment is to provide for greater balance between mobility options, including mass transit, automobiles, bicycles, and pedestrians. Traditionally, great emphasis has been placed on the movement of automobiles with very little attention paid to pedestrian needs and the “walkability” of Downtown Jacksonville. Downtown Jacksonville’s roadway infrastructure is effectively maxed out and there is little opportunity for increasing capacity. Therefore, the DIA seeks to proactively cultivate a mindset among Downtown Jacksonville residents and merchants that achieving greater

balance between mobility options and providing the needed balance is in the best interest of all concerned.

The walkability of Downtown Jacksonville has an inherent economic value. Walkability impacts the ability to reach goods and services, the quality and enjoyment of the retail environment; overall transportation costs; social and environmental costs; and the livability conditions and physical health of residents. Walking is a critical component of the transportation system, providing connections between homes and transit, parking lots and destinations. Therefore, walking conditions have a major impact on how people perceive the transportation system, since we experience activities by the amount of time they take. Wide roads, high traffic speeds, and large parking facilities create barriers to walking.

In order to transform Downtown Jacksonville into a more walkable community, the DIA is placing a focus on prioritizing the quality of the pedestrian experience and securing adequate funding for the needed improvements. While it contains a generally good mix of uses with a network of small blocks, that network has been degraded by

the one-way direction of its streets, the placement of parking lots along the edges of sidewalks, and the lack of pedestrian engagement among the frontage of buildings. Reinforcing places of promise and connecting them together in a clear, continuous circuit will allow Downtown Jacksonville to quickly become more than the sum of its parts and bring with it a rebirth of street life. In order to compete with other urban cities, the following should be considered:

- As cities compete to attract corporations, citizens, and especially young, entrepreneurial talent, the winners will be those places that can claim the sort of environment and culture that is favored by creative class and millennial workers. Studies document how these workers favor communities with “street life”, the pedestrian culture that arises from walkability. Street life is rarely evident in principally driving cities, and the first step to achieving street life is to achieve at least a small urban core of excellent walkability.
- Residents of less walkable environments face a measurably higher risk of decreased physical activity, obesity, diabetes, asthma, increased traffic injuries, decreased social capital, and increased social isolation. Each of these health impacts has a cost that is borne first by individuals and ultimately by the community as a whole.

Using strategic partnerships, capital investments, planning, advocacy, marketing, and policy, the DIA is intended to attract investment, facilitate job creation, and increase Downtown Jacksonville housing. Its six economic development priorities focus on Downtown Jacksonville’s resurgence: business **retention**, business **attraction**, business **expansion**, residential **increase**, retail **increase**, and public **infrastructure**.

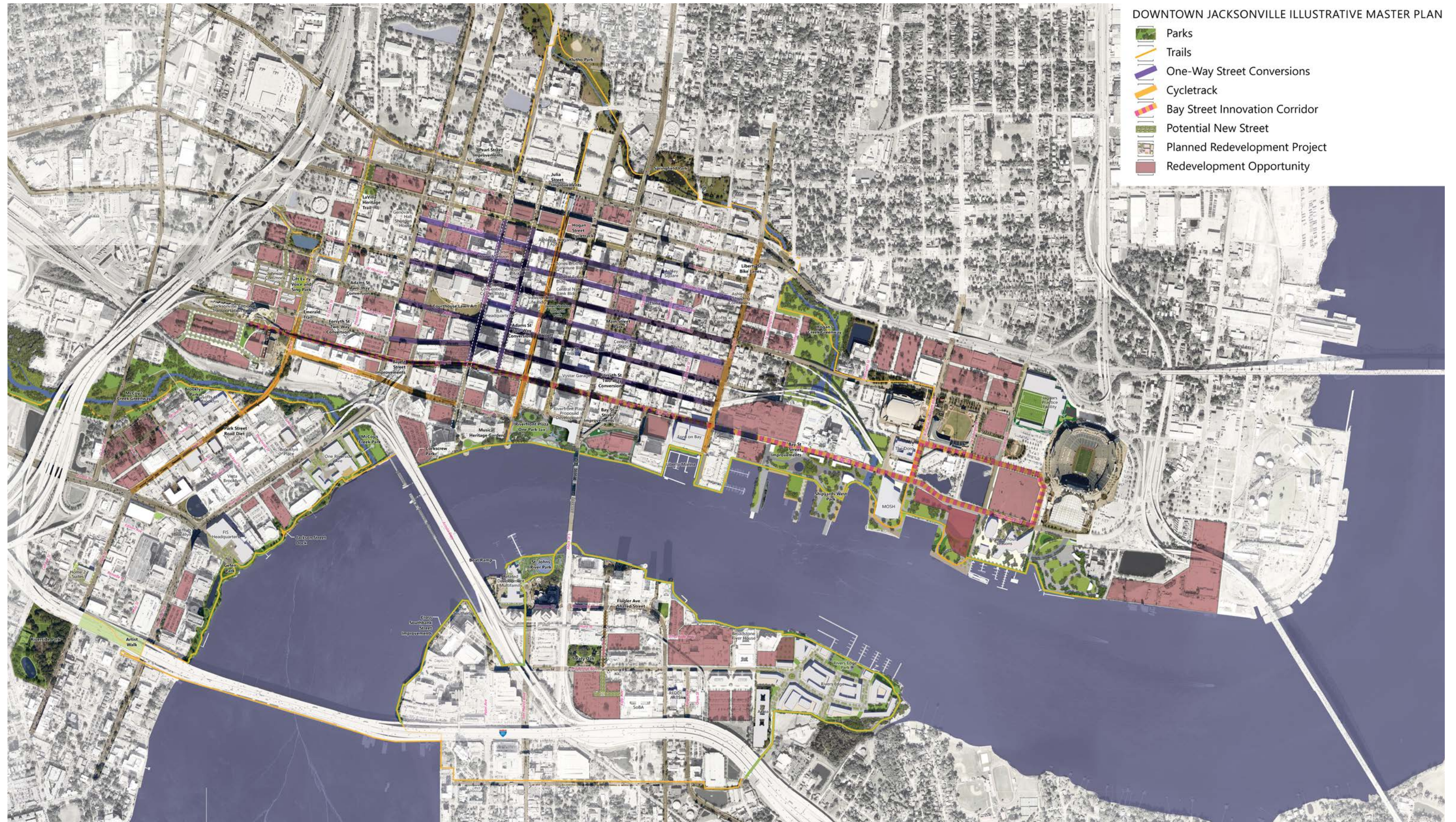
The Goals, outlined in Section 5.2 of this CRA Redevelopment Plan and restated within the Business Investment and Development (BID)

Strategy, are integral tools for the success of the strategy for Downtown Jacksonville redevelopment.

The BID Strategy is a tool that supports this CRA Redevelopment Plan. While the timeframe for this CRA Redevelopment Plan is governed by Florida Statutes, allowing for its three (3) Tax Increment Finance (TIF) Redevelopment Trust Funds to reach completion in 2041, 2041, and 2045 the BID Strategy is not governed by Florida Statutes and has a projected timeframe of 2022 through 2033. The BID Strategy manages the allocation of DIA funding resources and the implementation of projects, programs, and initiatives. It is important to note that while the BID Strategy supports this CRA Redevelopment Plan and the allocation of TIF Redevelopment Trust Fund dollars, the BID Strategy’s range of funding exceeds the CRA’s TIF dollars. The BID Strategy identifies an array of local, state, and federal incentives and funding programs; and outlines decision-making criteria by which projects, programs, and initiatives are selected and measured.

Opportunities for projects and activities are graphically illustrated on the **Illustrative Master Plan** (see Figure 5.1). The **Illustrative Master Plan** represents the foundation of the recommendations contained in this CRA Redevelopment Plan based on a synthesis of the eight (8) Redevelopment Goals and related Strategic Objectives, existing conditions, the community’s expressed needs and desires for the future redevelopment of Downtown Jacksonville, as well as a response to preliminary assessment of prevailing market opportunities.

Figure 5.1 Illustrative Master Plan





DOWNTOWN NORTHBANK CRA

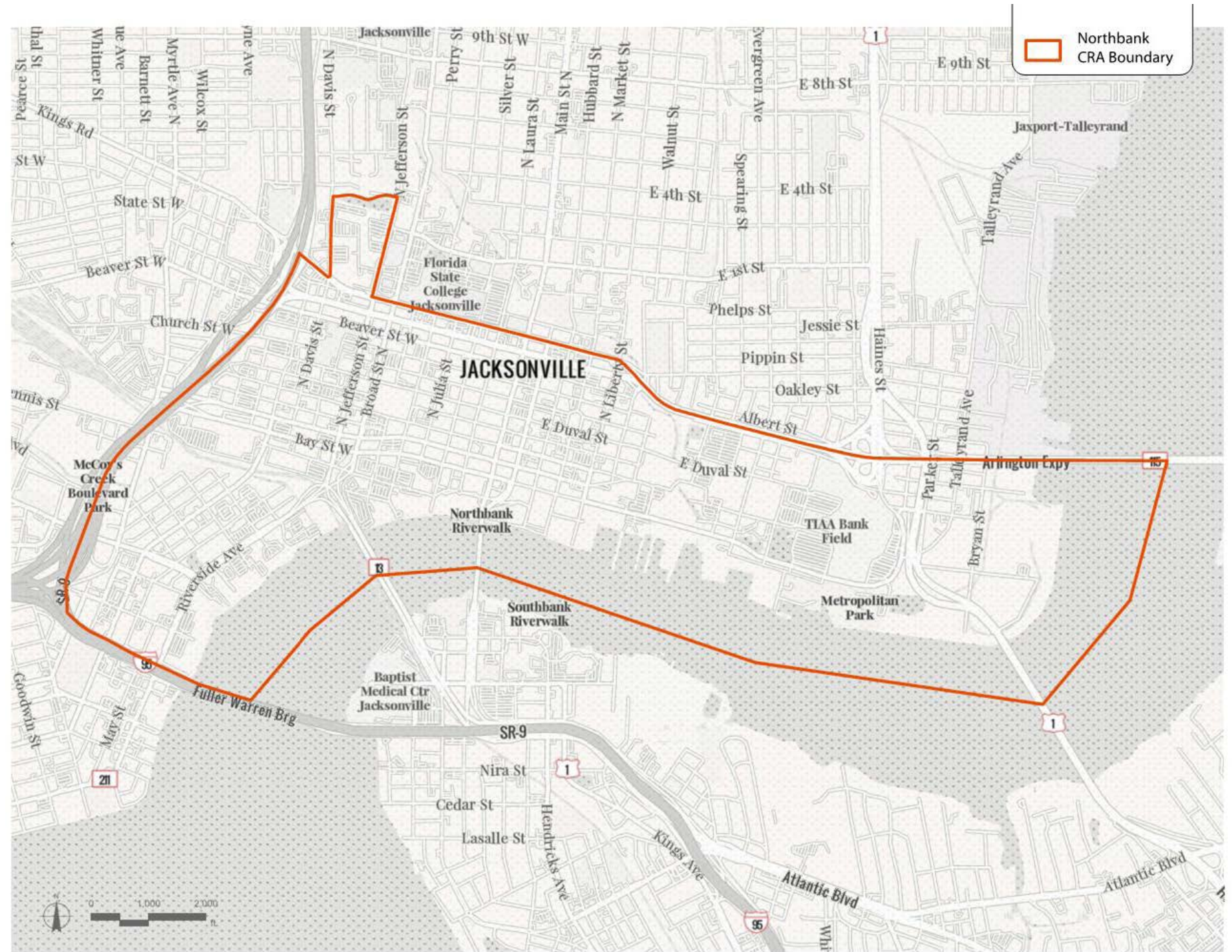
- **6.1 Legal Description**
- **6.2 Existing Conditions**
- **6.3 Residential Use Element**
- **6.4 Neighborhood Impact Assessment**
- **6.5 Redevelopment Projects**
-

6.1 | Legal Description

The legal description for the **Downtown Northbank Community Redevelopment Area**, as set forth in Ordinances 81-424-194, 92-392-489 (as to the original Northside West Community Redevelopment Area), 85-145-130 and 85-598-340 (as to the original Downtown East Community Redevelopment Area), and consolidated in Ordinance 2000-1078-E, is as follows:

Begin at the intersection of the west right-of-way line of Pearl Street with the north right-of-way line of State Street; thence westerly along said north right-of-way line of State Street to the westerly right-of-way line of Jefferson Street; thence northerly along said westerly right-of-way line of Jefferson Street 1726.25 feet to a point as defined in the legal description prepared by Sunshine State Surveyors, Inc., dated September 24, 1990 on the Blodgett Homes site proposed for the State Regional Service Center; thence westerly along said line as referenced in the above survey to the easterly right-of-way line of Davis Street; thence southerly along said easterly right-of-way line of Davis Street to the northerly right-of-way of State Street; thence westerly and northwesterly along said north right-of-way line of State Street to the northwesterly right-of-way line of Interstate 95, State Road Number 9; thence southwesterly along said northwesterly and westerly right-of-way line to an intersection with a line being a westerly prolongation of the northeasterly right-of-way line of the portion of Interstate 95 leading to and from the Fuller Warren Bridge over the St. Johns River; thence southeasterly along said line and northeasterly right-of-way line to the centerline of the St. Johns River; thence northeasterly and easterly and northerly along said centerline to a point of intersection with a line that is an easterly prolongation of the south line of Marshall Subdivision and the north line of Wambolt Place Subdivision; thence westerly along said line to the westerly right-of-way line of Talleyrand Avenue; thence north 495 feet, more or less, to the north right-of-way line of Marshall Street; thence westerly along the north right-of-way line of Marshall Street to the west right-of-way line of the Martin Luther King Parkway; thence southerly along the west right-of-way line of Martin Luther King Parkway to the north right-of-way line of Jacksonville Expressway; thence westerly along the north right-of-way line of Jacksonville Expressway and its connection to the north right-of-way line of State Street, to the point of beginning.

Figure 6.1 Downtown Northbank CRA Boundary



6.2 | Existing Conditions

The following demographics provided are derived from the U.S. Census Bureau’s 2019 American Community Survey (ACS). The data fields are standardized and collected at regular intervals which allows for analysis across geographies and time periods. The survey covers a wide variety of topics, from income to housing and other related topics. Private sector and academic research both depend heavily on this voluminous data source.

Like any data set that is used to infer conclusions about a population from a sample, the ACS does have limitations. Most relevant to this is analysis is that the smallest geographic areas for which estimates are available are Census Block Groups (BG). While the data can be used to infer conclusions about large geographic areas with great statistical certainty, the smaller the area of interest the greater the margin of error around the inferences. It is important to note that the 2019

U.S. Census does not provide income data at the BG level, only at the Census Tract (CT) level. In addition, there are data sets for households and housing units. Households are units that are occupied, whereas housing units are the actual housing structures.

Considering the data limitations described above, demographic data is presented for each of the BGs that comprise the Downtown Northbank CRA. Rather than make assumptions to allocate the BG level data to within or outside the CRA, demographic assumptions are not altered at the BG level so that a reader can evaluate the unaltered data. The table below lists the geographic relationship between each BG and each Downtown Overlay District. CTs are divided into BGs, which are comprised of many Census blocks.

The Downtown Northbank CRA is comprised of four CTs: 10, 171, 172, 174 and numerous BGs. The CTs exceed the boundary of the CRA which then skews the accuracy of capturing the data specifically for the Downtown Northbank CRA. Therefore, the tables below summarize the CT by BG data for the Downtown Northbank CRA. The Downtown Northbank CRA has a total population of 8,871 persons, having a median age of 36.6, consisting of 674 people at the age of 18 and under, and 1,896 people at the age of 65 and older. The population consists of 4,813 males and 4,058 females. In addition, the racial and ethnic profile is diverse, being comprised of 4,155 white; 4,194 black; 18 American Indian; 245 Asian; 435 Hispanic or Latino; and approximately 160 persons of two or more races.

The household composition reflects that there are 4,612 households within the Downtown Northbank CRA with family households representing approximately 27.6%, or 1,271 households. The average household size is 1.65 persons with an average family household of 2.97 persons. In addition, the housing tenure consists of 4,075 total housing units with occupied units representing 87.2%, or 3,533 units. Of the total occupied units, 400 units are owner-occupied, and 3,153 units are renter-occupied. Subsequently, 522 units, or 12.8%, of the total housing units were assumed vacant. While income data is not captured at the BG level, the following is provided for the CTs that exceed the geographical boundary of the Downtown Northbank CRA to give a snapshot of general income data for the greater area of the CRA. The Downtown Northbank CRA has a median household income of \$34,576 with married couple families having a median household income of \$51,242. Seniors have a significantly lower median household income at \$20,949. Additionally, the median income for white

NOTE: It is important to note that the Duval County Jail resides in the Downtown Northbank CRA, which greatly skews the population data. When the Jail population is removed, the net total population is 5,937 persons. It is not possible to break out the Jail population from the other population data sets (e.g., race, ethnicity, age, gender).

Table 6.2.1 Census Block Groups Intersected by Downtown Overlay Districts

Census Tract/ Block Group ⁽¹⁾	Intersecting Downtown Overlay Districts
8.1	Southbank (Partial), Non-CRA Areas
8.2	Southbank (Partial), Non-CRA Areas
10.1	Church (Partial), Cathedral (Partial), Non-CRA Areas
10.2 ⁽²⁾	Sports & Entertainment (Partial), Cathedral (Partial), Non-CRA Areas
10.3	Cathedral (BG Completely within District)
171.1 ⁽³⁾	Brooklyn (Partial), Non-CRA Areas
172.1	La Villa (Completely within BG), Central Core (Completely within BG), Church (Partial), Sports & Entertainment (Partial), Non-CRA Areas
174.2	Working Waterfront (Completely within BG), Sports & Entertainment (Partial), Non-CRA Areas

Source: Downtown Jacksonville Market & Feasibility Study, Willdan 2021.

- Census Tracts include only Block Groups that are located in the CRA; Some BGs contain significant non-CRA areas which will influence the resulting statistics.
- BG 10.2 contains the Duval County Jail and two homeless shelters. Observations from these facilities are included in the survey data and affect the resulting statistics. For this reason, household population and multi-family dwelling unit data is reported by District, using data provided by Downtown Vision, which excludes the jail and shelters.
- A small portion of the Brooklyn District extends beyond BG 171.1. However, the portion of the Brooklyn District that is outside of BG 171.1 is roadway area and does not contain any dwelling units or businesses.

Table 6.2.2 Downtown Northbank CRA Population

Census Tract ⁽¹⁾	Total Population	Male	Female	Average Median Age	Age 18 & under	Age 65 and Older
10	4,207 ⁽²⁾	2,904	1,303	52.1	66	738
171	2,295	741	1,554	39.5	175	730
172	2,165	1,100	1,065	37.8	330	428
174	204	68	136	16.9	103	-
Total/ Average	8,871	4,813	4,058	36.6	674	1,896

Source: Profile of General Population and Housing Characteristics, U.S. Census Bureau’s 2019 Demographic Profile; Downtown Jacksonville Market & Feasibility Study, Willdan 2021.

- Census Tracts include only Block Groups that are located in the CRA
- Total Population for CT 10 includes the Duval County Jail Population

Table 6.2.3 Downtown Northbank CRA Population by Race and Ethnicity

Census Tract ⁽¹⁾	Total Population	White	Black	American Indian	Asian	Pacific Islander	Hispanic	Two or More Races
10	4,207 ⁽²⁾	1,359	2,642	18	59	–	204	55
171	2,295	1,942	306	–	38	–	160	–
172	2,165	849	1,063	–	148	–	55	105
174	204	5	183	–	–	–	16	–
Total/Average	8,871	4,155	4,194	18	245	–	435	160

Source: Profile of General Population and Housing Characteristics, U.S. Census Bureau’s 2019 Demographic Profile; Downtown Jacksonville Market & Feasibility Study, Willdan 2021.

1. Census Tracts include only Block Groups that are located in the CRA
2. Total Population for CT 10 includes the Duval County Jail Population

Table 6.2.4 Downtown Northbank CRA Household Composition

Census Tract ⁽¹⁾	Total Households	Family Households	% of Total Households	Average Household Size	Average Family Size
10	753	191	25.4%	1.84	3.00
171	1,554	283	18.2%	1.42	2.55
172	1,190	287	24.1%	1.51	2.67
174	1,115	510	45.7%	1.82	3.65
Total/Average	4,612	1,271	27.6%	1.65	2.97

Source: Profile of General Population and Housing Characteristics, U.S. Census Bureau’s 2019 Demographic Profile; Downtown Jacksonville Market & Feasibility Study, Willdan 2021.

1. Census Tracts include only Block Groups that are located in the CRA

Table 6.2.5 Downtown Northbank CRA Housing Tenure

Census Tract ⁽¹⁾	Total Units	Total Occupied	% of Total Units	Owner Occupied	Renter Occupied	Total Vacant Units	% of Total Units
10	875	753	86.1%	79	674	122	13.9%
171	1,653	1,554	94.0%	166	1,388	99	6.0%
172	1,427	1,190	83.4%	155	1,035	237	16.6%
174	120	56	46.7%	–	56	64	53.3%
Total/Average	4,075	3,553	87.2%	400	3,153	522	12.8%

Source: Profile of General Population and Housing Characteristics, U.S. Census Bureau’s 2019 Demographic Profile; Downtown Jacksonville Market & Feasibility Study, Willdan 2021.

1. Census Tracts include only Block Groups that are located in the CRA

Table 6.2.6 Downtown Northbank CRA Household Income

Census Tract	Median Household Income	Median Income White HH	Median Income Black HH	Median Income Senior HH	Married Couple Families
10	\$13,739	\$11,543	\$15,345	\$13,818	\$40,547
171	\$54,340	\$54,671	–	\$26,111	\$89,980
172	\$42,702	\$53,897	\$23,182	–	\$46,406
174	\$27,521	–	\$28,284	\$22,917	\$28,036
Average	\$34,576	\$40,037	\$22,270	\$20,949	\$51,242

Source: Profile of General Population and Housing Characteristics, U.S. Census Bureau’s 2019 Demographic Profile; Downtown Jacksonville Market & Feasibility Study, Willdan 2021.

Zoning Regulations

The Downtown Overlay Zone and Downtown District Use and Form Regulations are contained within Chapter 656, Part 3, Subpart H, Ordinance Code. Its specific intent is to promote and encourage the revitalization and growth of Downtown Jacksonville through a mix of uses not typically permitted within a conventional zoning district. Further, the Downtown Overlay Zone recognizes the uniqueness of each of the eight (8) Downtown Overlay Districts (Brooklyn, LaVilla, Church, Cathedral, Central Core, Sports & Entertainment, Working Waterfront and Southbank Districts) through district-specific uses and design criteria.

In 2019 through the adoption of Ordinances 2019-0197-E, the various Zoning Districts (not to be confused with Downtown Overlay Districts) within Downtown Jacksonville were consolidated into one: *Commercial Central Business District (“CCBD”)* Companion to this wholistic rezoning was Ordinance 2019-196-E, which amended the Downtown Overlay Zone and Downtown District Use and Form Regulations to:

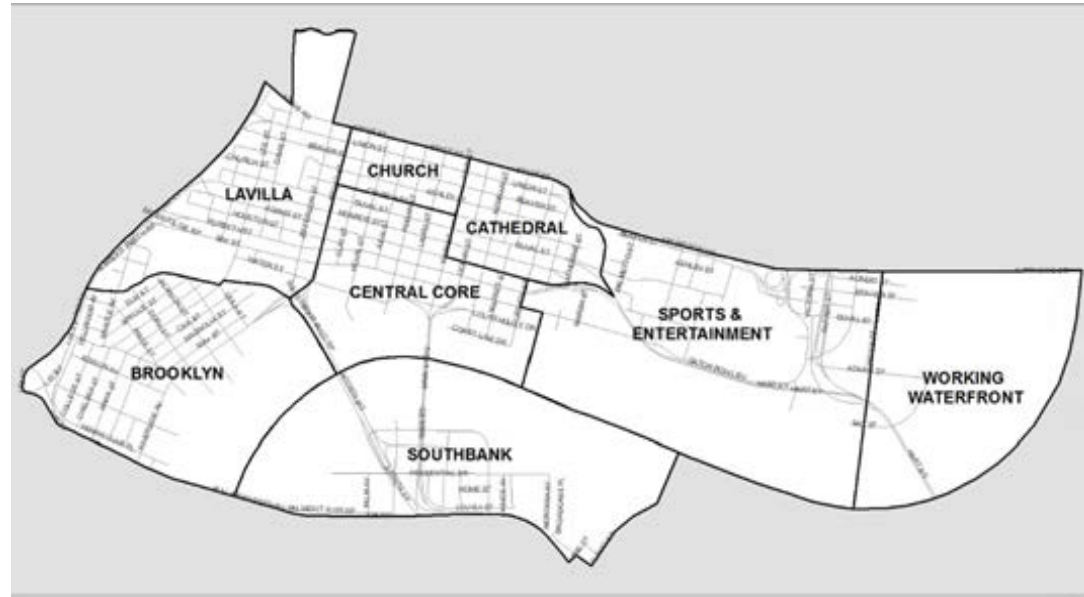
- Maximizing the use of all available resources;
- Ensuring a high degree of compatibility between new and existing uses;
- Promoting mixed-use developments;
- Promoting access to and focus on the St. Johns River and its tributaries;

- Streamlining the review and approval process for projects;
- Providing flexibility in both the uses allowed and the physical design of projects;
- Ensuring quality development that is in keeping with the traditional Downtown Jacksonville urban fabric, which creates a single zoning district for almost all Downtown Jacksonville properties (excluding Planned Unit Developments) into one Commercial Central Business District (CCBD); Consolidate maximum height limitations by Overlay District; and
- Create Private Realm, Public Realm, and waterfront development regulations.

Essentially, the Downtown Overlay Zone and Downtown District Use and Form Regulations section of the Zoning Code is structured so that each section’s regulations build on the previous section resulting in a roadmap of sorts to a complete development or redevelopment project. This is illustrated by the summary below:

Uses Permitted Generally – Applicable to all Overlay Districts Zoned CCBD: this is the first threshold question for a development, is the use permitted Downtown regardless of Overlay District.

Uses Regulated by District: if a use is not identified as permitted in all of Downtown, is that use permitted within the Overlay District of which it is located?



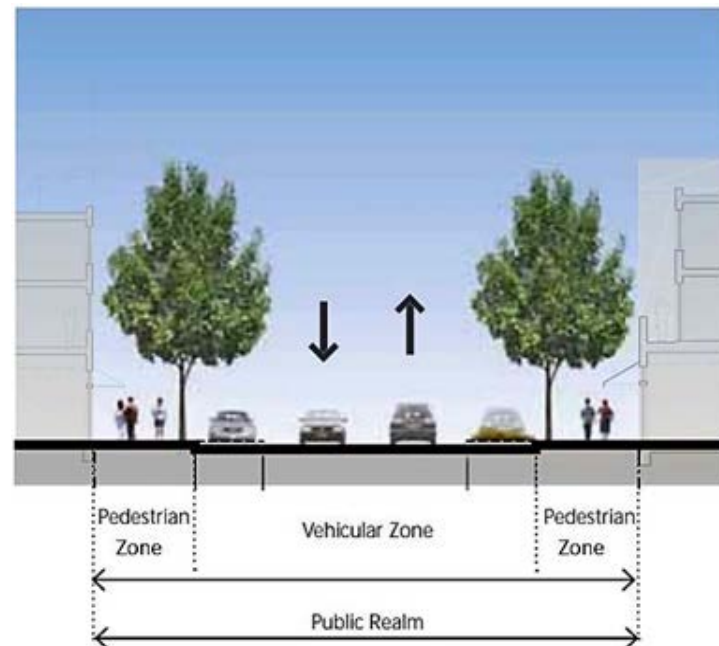
DOWNTOWN OVERLAY DISTRICTS



Development Standards for Uses Regulated by District: includes additional development and design standards for specific uses.

Form Regulations – Private Realm Regulations: contains development specific regulations such as build-to lines, building massing, façade differentiation, transparency, and building height requirements. Additionally, waterfront design and riverfront view regulations are found here as well.

Form Regulations – Public Realm Regulations: these are the “public space” companion regulations to the “private realm” development standards. These include criteria for pedestrian (i.e., sidewalk) and vehicular zones (see adjacent image):



Included in the Public Realm regulations are minimum shade requirements within the pedestrian zone, regulations regarding awnings and other building elements that may protrude into the Public Realm.

Downtown Development Review Board: the above referenced sections contain the standards for development and the standards by which projects will be reviewed by the Downtown Development Review Board, a nine-member body consisting of landscape architects, architects, urban planners and other design professionals and downtown stakeholders. The “DDRDB” will review each project at a conceptual level, focusing on building massing and site plan elements, and at a final level where the focus is more granular.

Development Rights within Downtown Jacksonville

Prior to 2021, Development Rights within Downtown Jacksonville were contained in a “Consolidated Downtown Development of Regional Impact (“DRI”). Through the adoption of Ordinances 2020-693, 2020-694 and 2020-695, the Downtown DRI was abandoned and a new process for allocation of development rights was created. In short, undeveloped properties and, in certain instances the redevelopment of existing buildings, will require an allocation of development rights by the Downtown Investment Authority (“DIA”), the authority of which can be found in Chapter 55 of the Jacksonville Code of Ordinances.

The DIA allocates development rights through a board action, typically in the form of a resolution, with its action memorialized in an allocation agreement. Note: The Future Land Use Element of the City of Jacksonville 2030 Comprehensive Plan contains the existing development as well as development rights or entitlements available for allocation.

Companion to its ability to allocate development rights, the DIA may issue Mobility Fee Credits as

This section contains all the process information for a project to apply for and receive DDRB approval.

Downtown Design Guidelines: it is important to note that the Downtown Design Guidelines adopted herein augment the Private and Public Realm design regulations through more detailed graphical representations of those regulations; through the use of “meets the intent” or “does not meet the intent” precedent imagery; and through incorporation branding, color scheme, and personality of each Overlay District.

a means to incentive a project through reducing or eliminating Mobility Fees that would otherwise be paid by a developer. The Mobility Fee process as well as a Mobility Fee calculator may be found at the Transportation Planning tab of the Planning and Development Department’s section of the City’s website: www.coj.net.

In 2016 an historic district encompassing a significant portion of Downtown Jacksonville was listed on the National Register of Historic Places. The boundaries of the historic district are roughly Beaver Street to the north, Catherine and Liberty Streets to the east, the St. Johns River to the south, and North Pearl Street to the west. This area is significant for its pre-1965 architecture, most of which post-dates Jacksonville’s great 1901 fire.

Table 6.2.7 identifies historically significant structures located within the Downtown Northbank CRA in the following categories:

- Local Landmark Designation
- Listed on National Register of Historic Places
- Potentially Eligible for Listing on NRHP

Table 6.2.7 Historically Significant Structures

Name	Street Address	Local Landmark Designation	National Register of Historic Places Contributing Resource	National Register of Historic Places Non-Contributing Resource
ANNIE LYTLER SCHOOL	1011 GILMORE STREET	•		
Allen Chapel AME Church	1529 SWAN STREET	•		
Church of God in Christ Temple	338 CHELSEA Street	•		
The Three Shotgun Houses	NE corner N. Jefferson & W. Church St	•		
JACKSONVILLE TERMINAL COM- PLEX	1000 W BAY STREET	•		
Former Guaranty Trust & Savings Bank	101 E Bay STREET	•	•	
HOLMES BLOCK	107 - 117 E BAY STREET	•	•	
THE LYNCH BUILDING	11 E FORSYTH STREET	•	•	
THE W.A. KNIGHT BUILDING	111 - 11 W ADAMS STREET	•	•	
112 East Forsyth Street	112 E FORSYTH STREET	•	•	
BARNETT NATIONAL BANK BUILD- ING	112 W ADAMS STREET	•	•	
THE OLD FLORIDA LIFE BUILDING	115 - 11 N LAURA STREET	•		
ST JAMES BUILDING	117 W DUVAL STREET	•	•	
ATLANTIC NATIONAL BANK	118 W ADAMS STREET	•		
The Schultz Building	118 W Adams Street	•	•	
THE FIRST PRESBYTERIAN CHURCH	118 W MONROE STREET	•		
The New York Steam Laundry Building	120 E FORSYTH STREET	•	•	
IMMACULATE CONCEPTION CATH- OLIC	121 E DUVAL STREET	•		•
Elena Flats Building	122 E Duval Street	•	•	
HAYDEN BURNS LIBRARY	122 N OCEAN STREET	•		
THE PROFESSIONAL BUILDING	126 W ADAMS STREET	•	•	
THE FLORIDA THEATRE BUILDING	128 - 13 E FORSYTH STREET	•	•	
Furchgott's Department Store	128 W ADAMS STREET	•	•	
Catherine Street Fire Station #3	1406 GATOR Bowl BOULEVARD	•		
OLD SOUTHERN DRUG COMPANY/ LER	20 W ADAMS STREET	•		
ELK'S CLUB BUILDING	201 - 21 N LAURA STREET	•	•	
MOUNT ZION A.M.E. CHURCH	201 E BEAVER STREET	•		
GREENLEAF AND CROSBY CLOCK	208 N LAURA STREET	•	•	
THE FLORIDA BAPTIST CONVEN- TION	218 W CHURCH STREET	•	•	
SNYDER MEMORIAL METHODIST CHUR	226 N LAURA STREET	•	•	
Independent Life Insurance Co. Building	233 W Duval Street	•	•	
St Johns Cathedral	256 E CHURCH STREET	•	•	
THE COVINGTON COMPANY/JH CHURC	301 E BAY STREET	•	•	
THE CARLING HOTEL	31 - 33 W ADAMS STREET	•	•	
ST JOHN'S APARTMENTS	311 W ASHLEY STREET	•	•	
THE HUTCHINSON/SUDDATH BUILDIN	315 - 31 E BAY STREET	•	•	
323 East Bay Street	323 E Bay STREET	•	•	

Name	Street Address	Local Landmark Designation	National Register of Historic Places Contributing Resource	National Register of Historic Places Non-Contributing Resource
325 East Duval Street	325 E DUVAL STREET	•	•	
YWCA/Community Connections Bldg	325 E Duval Street	•	•	
WESTERN UNION TELEGRAPH COMPAN	333 N LAURA STREET	•	•	
OLD CENTRAL FIRE STATION	39 E ADAMS STREET	•	•	
THE SEMINOLE CLUB	400 N HOGAN STREET	•	•	
Central National Bank Building	404 N JULIA STREET	•		•
Masonic Temple	410 BROAD Street	•		
THE AMBASSADOR HOTEL	420 JULIA STREET	•	•	
THE FEDERAL RESERVE BANK BUILD	424 N HOGAN STREET	•	•	
H. & W.B. Drew Building	45 W Bay Street	•	•	
THE BISBEE BUILDING	47 W FORSYTH STREET	•	•	
Old Bisbee Building	51 W Bay STREET	•	•	
Thomas Porter House	510 N JULIA STREET	•	•	
THE JONES BROTHERS FURNITURE C	520 N HOGAN STREET	•	•	
Old Stanton High School	521 W ASHLEY STREET	•		
THE OLD FLORIDA NATIONAL BANK	54 W FORSYTH STREET	•		
DYAL-UPCHURCH BUILDING	6 E BAY STREET	•	•	
ST. PHILIPS EPISCOPAL CHURCH	801 N PEARL STREET	•		
801-805 W Forsyth Street	801-805 W FORSYTH STREET	•		
Old Brewster Hospital	915 W MONROE STREET	•		
JWJ & JRJ Birth Site	NW Corner of Lee and Houston Streets	•		
OLD ST. LUKE'S HOSPITAL	314 PALMETTO STREET	•		
JAMES E. MERRILL RESIDENCE	315 - 31 A. PHILIP RAND BOU- LEVARD	•		
Union Terminal Company Warehouse	700 E Union STREET	•		
JACKSONVILLE TERMINAL COMPLEX	10 N LEE STREET	•		
1100-1112 WEST ADAMS STREET	1100 - 1112 W ADAMS STREET	•		
316-318, 320-322 NORTH JEFFERS	316 - 32 N JEFFERSON STREET	•		
605 WEST BEAVER STREET	605 W BEAVER STREET	•		
CLARA WHITE MISSION	611 - 61 W ASHLEY STREET	•		
GENOVAR'S HALL	636 - 64 W ASHLEY STREET	•		
YOUNG MEN'S HEBREW ASSOCIA- TION/ Maceo Elks Lodge	712 W DUVAL STREET	•		
725 WEST MONROE STREET	725 W MONROE STREET	•		
THE GREATER HILLS TEMPLE, FIRST	825 W MONROE STREET	•		
	1 West Adams Street		•	
	10 South Newnan Street		•	
	10 West Adams Street		•	
	100 East Adams Street		•	
	100 North Laura Street		•	
	100 West Bay Street		•	
	100-108 East Forsyth Street		•	
	101 East Adams Street		•	
	107 East Duval Street		•	
	11 North Ocean Street		•	

Name	Street Address	Local Landmark Designation	National Register of Historic Places Contributing Resource	National Register of Historic Places Non-Contributing Resource
	111-117 West Adams Street		•	
	113 North Laura Street		•	
	115 East Forsyth Street		•	
	116-118 North Julia Street		•	
	118 East Monroe Street		•	
	118A East Monroe Street		•	
	118B East Monroe Street		•	
	119 East Forsyth Street		•	
	119 West Adams Street		•	
	119-121 East Bay Street		•	
	121 West Forsyth Street		•	
	124 East Ashley Street		•	
	124 West Ashley Street		•	
	124A West Ashley Street		•	
	124B West Ashley Street		•	
	124C West Ashley Street		•	
	125 West Church Street		•	
	125A West Church Street		•	
	128 West Adams Street		•	
	130-140 East Bay Street		•	
	131 East Bay Street		•	
	133 East Bay Street		•	
	134 North Hogan Street		•	
	137 East Duval Street		•	
	14 East Bay Street		•	
	140 West Monroe Street		•	
	20 West Adams Street		•	
	200 East Forsyth Street		•	
	201 North Hogan Street		•	
	202-214 North Washington Street		•	
	21 West Church Street		•	
	210 East Forsyth Street		•	
	211 West Ashley Street		•	
	21-27 East Adams Street		•	
	214 East Ashley Street		•	
	214 North Hogan Street		•	
	214-218 West Adams Street		•	
	215 North Laura Street		•	
	215 North Market Street		•	
	216 East Duval Street		•	
	217 North Hogan Street		•	
	218 East Ashley Street		•	
	219 North Newnan Street		•	
	21A West Church Street		•	
	220 East Forsyth Street		•	
	220 North Ocean Street		•	
	221 East Adams Street		•	

Name	Street Address	Local Landmark Designation	National Register of Historic Places Contributing Resource	National Register of Historic Places Non-Contributing Resource
	221 East Church Street		•	
	222 East Duval Street		•	
	225 East Church Street		•	
	225 East Duval Street		•	
	225 West Ashley Street		•	
	225-227 North Laura Street		•	
	225A East Duval Street		•	
	225B East Duval Street		•	
	228 East Duval Street		•	
	228 East Forsyth Street		•	
	231 East Forsyth Street		•	
	231 North Laura Street		•	
	25 North Market Street		•	
	255 North Liberty Street		•	
	256A East Church Street		•	
	256B East Church Street		•	
	29 East Adams Street		•	
	300 West Adams Street		•	
	311 West Monroe Street		•	
	315 West Forsyth Street		•	
	318 North Newnan Street		•	
	325 North Market Street		•	
	325 West Forsyth Street		•	
	327-345 East Bay Street		•	
	330 North Market Street		•	
	331 West Forsyth Street		•	
	332 East Adams Street		•	
	334 East Duval Street		•	
	337-339 East Forsyth Street		•	
	341 West Forsyth Street		•	
	345 East Forsyth Street		•	
	353 East Forsyth Street		•	
	38-44 West Monroe Street		•	
	40 East Adams Street		•	
	403 North Liberty Street		•	
	407 North Laura Street		•	
	410 East Church Street		•	
	411 North Liberty Street		•	
	411-415 East Duval Street		•	
	411-415A East Duval Street		•	
	416-418 East Church Street		•	
	417 North Liberty Street		•	
	417A North Liberty Street		•	
	419 East Church Street		•	
	419 North Washington Street		•	
	420-422 East Church Street		•	
	421 North Laura Street		•	
	421 North Washington Street		•	

Name	Street Address	Local Landmark Designation	National Register of Historic Places Contributing Resource	National Register of Historic Places Non-Contributing Resource
	424 East Monroe Street		•	
	425 North Liberty Street		•	
	425-431 East Church Street		•	
	428-430 East Church Street		•	
	432 East Monroe Street		•	
	433-435 East Church Street		•	
	434 East Church Street		•	
	438 East Monroe Street		•	
	5 West Forsyth Street		•	
	502 North Hogan Street		•	
	503 East Monroe Street		•	
	51 West Forsyth Street		•	
	515 North Julia Street		•	
	521 North Liberty Street		•	
	524 North Hogan Street		•	
	525 North Laura Street		•	
	541 East Monroe Street		•	
	604 North Hogan Street		•	
	605 North Ocean Street		•	
	6-10 North Newnan Street		•	
	625 North Julia Street		•	
	1 West Bay Street			•
	105 East Monroe Street			•
	109 East Independent Drive			•
	111 North Julia Street			•
	111 North Liberty Street			•
	118 North Julia Street			•
	118C East Monroe Street			•
	11A East Forsyth Street			•
	125 North Market Street			•
	129 North Market Street			•
	138 East Duval Street			•
	15-17 East Church Street			•
	170 North Hogan Street			•
	2 West Monroe Street			•
	200 West Forsyth Street			•
	205 North Washington Street			•
	21 East Bay Street			•
	21 East Church Street			•
	211 North Liberty Street			•
	215 North Washington Street			•
	231 East Adams Street			•
	233 East Bay Street			•
	24 North Liberty Street			•
	24 North Market Street			•
	245 East Adams Street			•
	25 West Forsyth Street			•
	3 East Independent Drive			•

Name	Street Address	Local Landmark Designation	National Register of Historic Places Contributing Resource	National Register of Historic Places Non-Contributing Resource
	30 West Monroe Street			•
	300 North Hogan Street			•
	302-318 East Ashley Street			•
	303 North Laura Street			•
	303 North Liberty Street			•
	303-313 East Church Street			•
	303A North Liberty Street			•
	305 North Washington Street			•
	317-331 East Church Street			•
	320 East Adams Street			•
	327 East Duval Street			•
	328 North Ocean Street			•
	33 West Duval Street			•
	331 West Ashley Street			•
	331-333 East Monroe Street			•
	332-350 East Ashley Street			•
	333 East Church Street			•
	337-351 East Church Street			•
	340 East Adams Street			•
	348 East Adams Street			•
	350 East Adams Street			•
	355 East Monroe Street			•
	4 East Bay Street			•
	400 East Duval Street			•
	41 East Duval Street			•
	411 East Monroe Street			•
	413 East Church Street			•
	429 East Adams Street			•
	437 East Monroe Street			•
	50 North Laura Street			•
	500 North Ocean Street			•
	501 North Ocean Street			•
	504-510 North Liberty Street			•
	505 North Liberty Street			•
	505-515 North Market Street			•
	512 East Church Street			•
	515 North Liberty Street			•
	515-519 North Newnan Street			•
	520 North Laura Street			•
	525 North Newnan Street			•
	530 North Washington Street			•
	76 South Laura Street			•
	76A South Laura Street			•
	North Laura Street			•
	West Ashley Street			•
	West Bay Street			•

Source: Jacksonville Planning and Development Department, January 2022.

Figure 6.2 Downtown Northbank CRA Existing Land Use Map

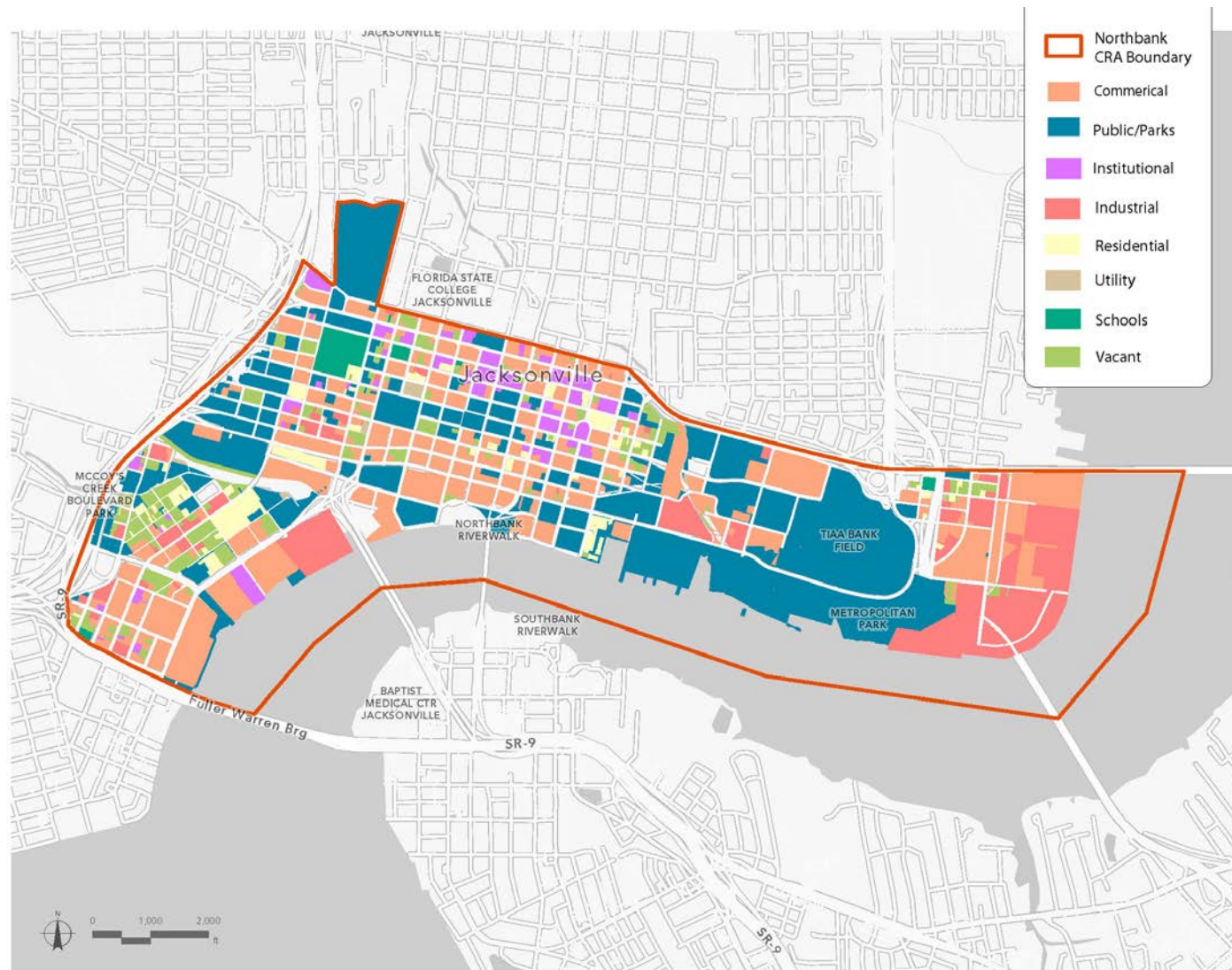


Figure 6.3 Downtown Northbank CRA Future Land Use Map

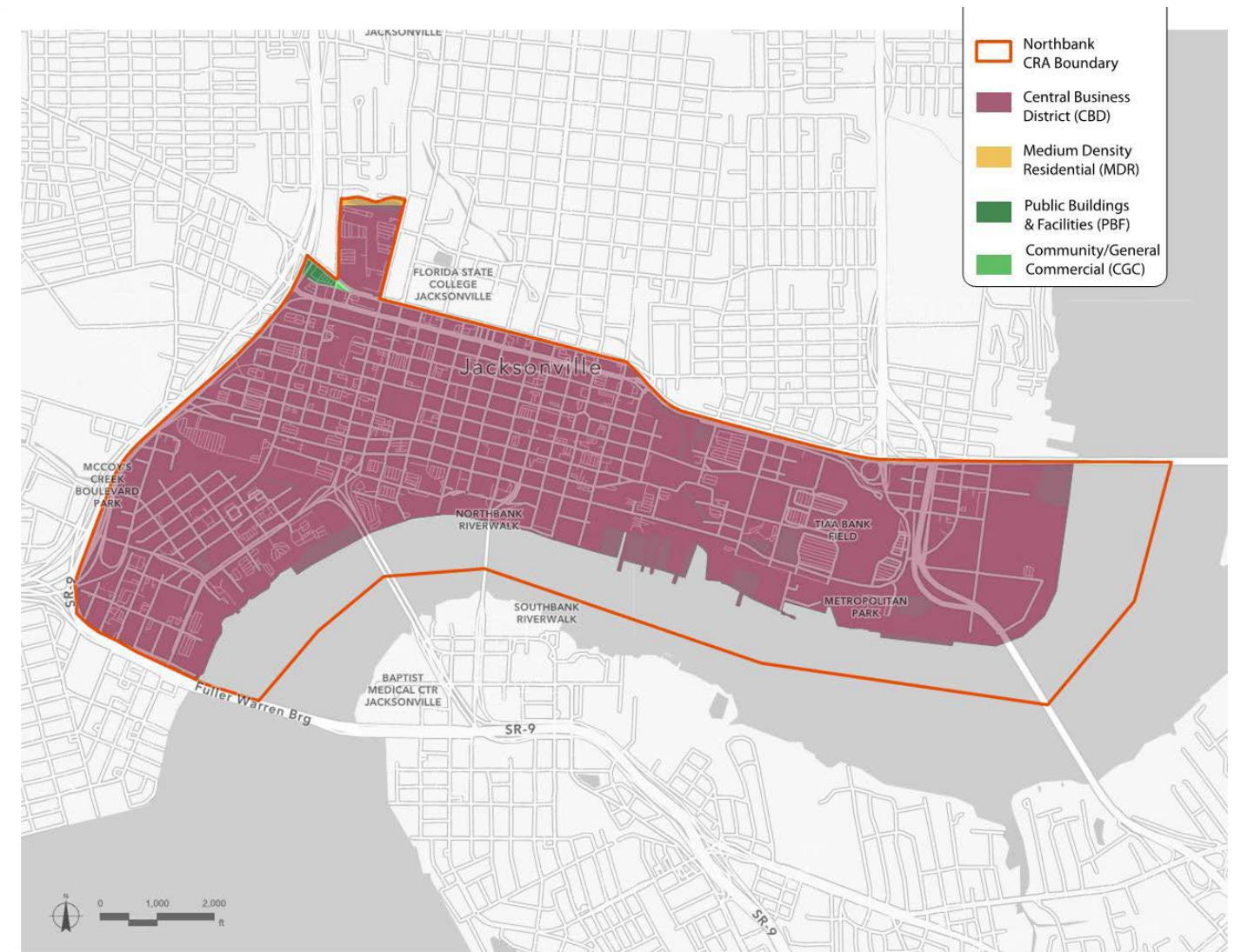


Figure 6.4 Downtown Northbank CRA Zoning Overlay Map

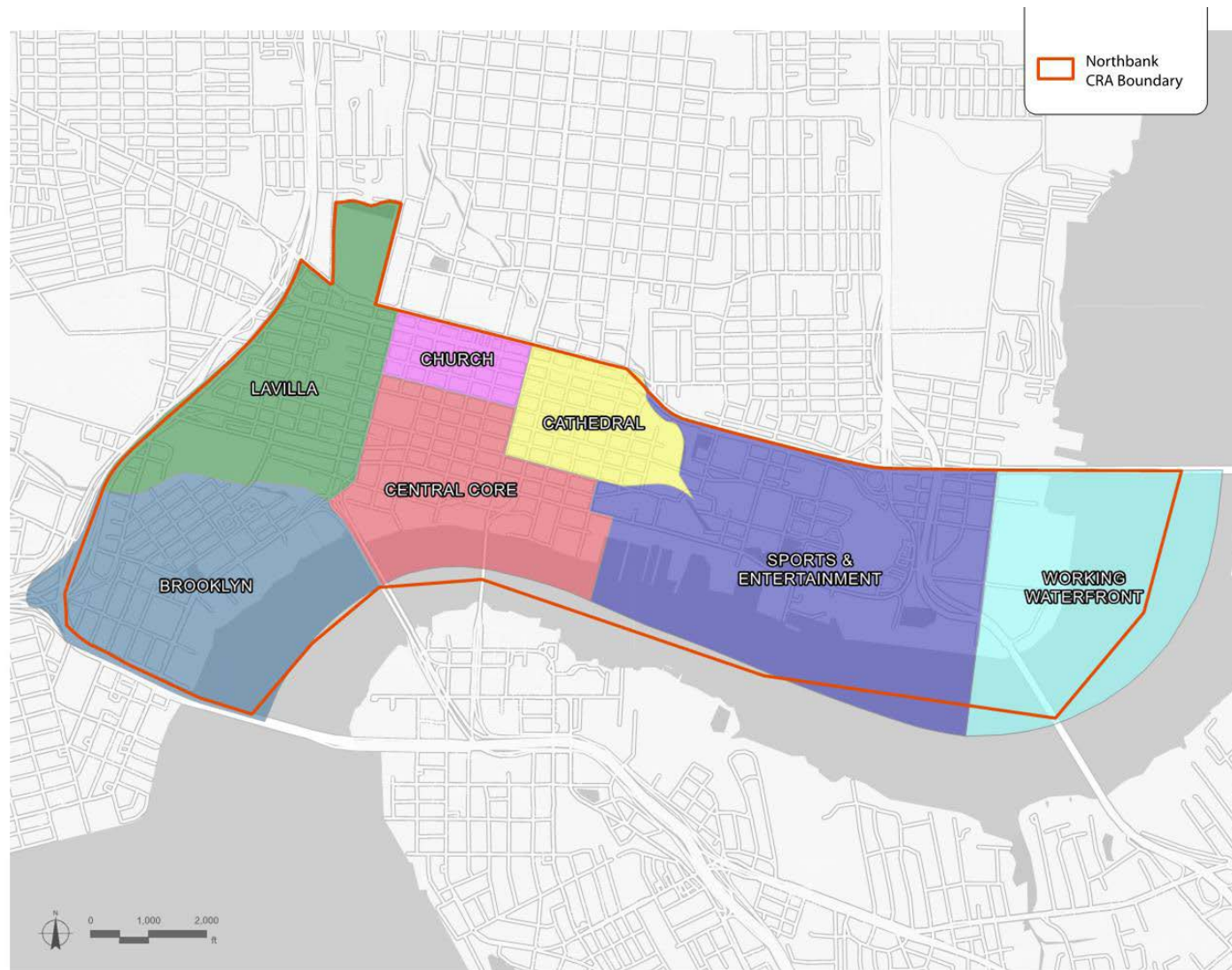
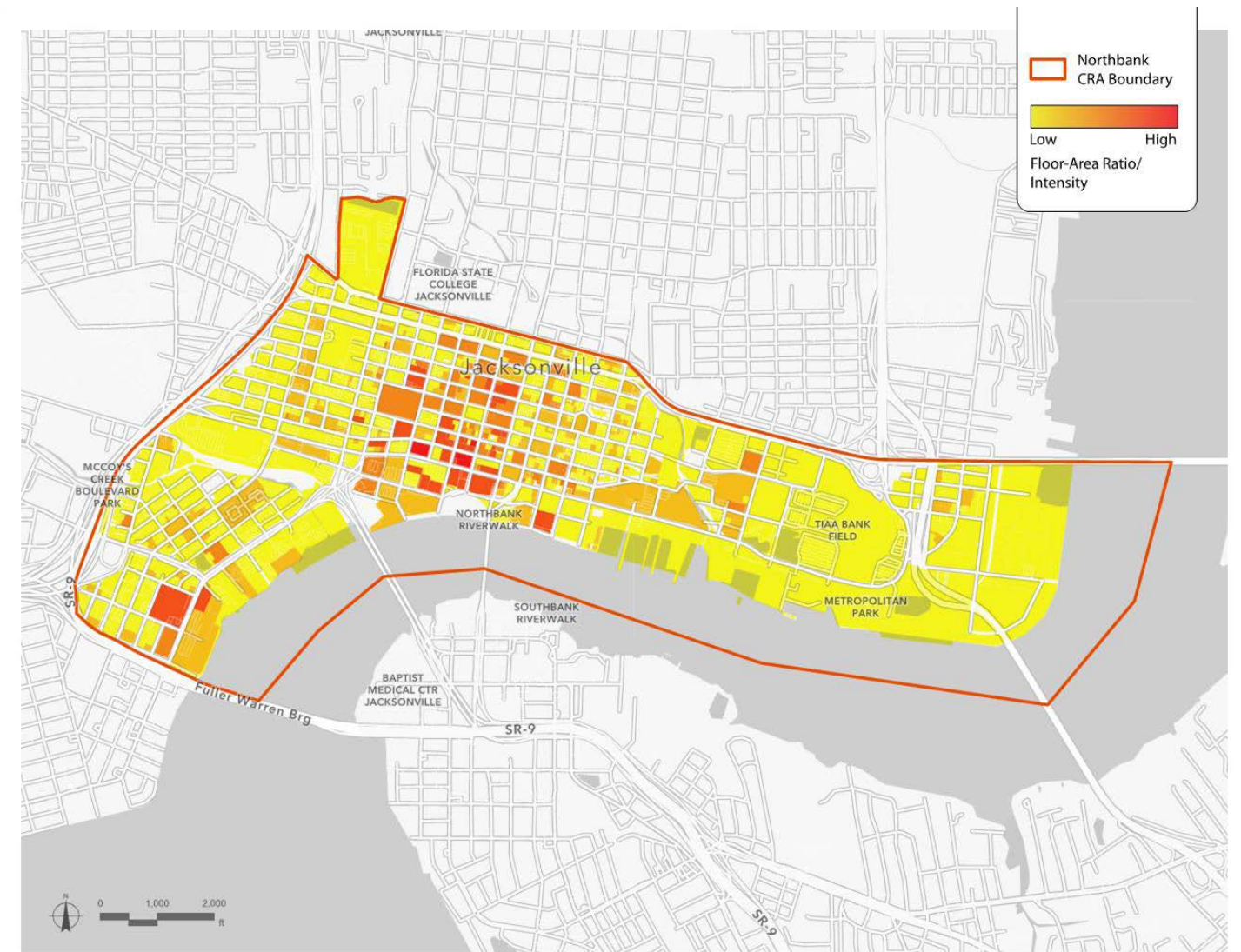


Figure 6.5 Downtown Northbank CRA Existing Development Pattern Map



6.3 | Residential Use Element

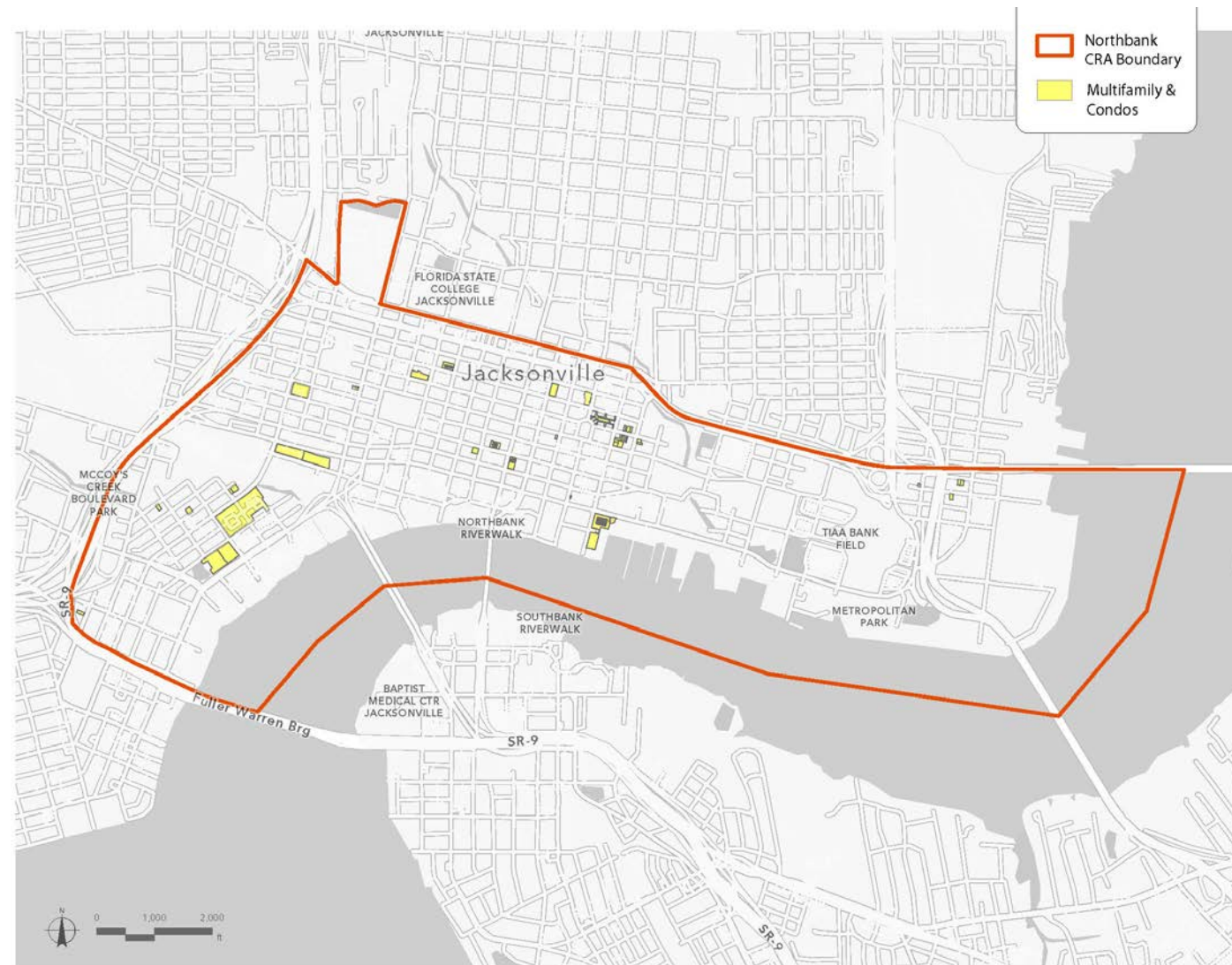
Table 6.3.1 Residential Housing Supply – Existing Inventory

Residential Community	Address	Units	Lease/Sale	District	Opened
Vista Brooklyn	200 Riverside Ave.	308	Lease	LaVilla	2021
Elena Flats	122 E. Duval St.	4	Lease	Cathedral	2021
Shipping Container Apartments	412 E. Ashley St.	18	Lease	Cathedral	2021
Lofts at Brooklyn	Spruce & Jackson	133	Lease	Brooklyn	2021
Lofts at Jefferson Station	799 Water St.	133	Lease	LaVilla	2020
The Residences at Barnett	112 W. Adams St.	107	Lease	Central Core	2019
Lofts at LaVilla	Bay St. & Lee St.	130	Lease	LaVilla	2018
Lofts at Monroe	Monroe St. & Davis St.	108	Lease	LaVilla	2018
FSCJ Student Housing (Lerner Building)	20 W. Adams St.	58	Lease	Central Core	2018
Houston Street Manor	Houston St. & Jefferson St.	72	Lease	LaVilla	2018
220 Riverside	220 Riverside Ave.	295	Lease	Brooklyn	2015
The Brooklyn Riverside	Park St. at Jackson St.	310	Lease	Brooklyn	2015
Churchwell Lofts at East Bay	301 E. Bay St	20	Sale	Central Core	2008
Residences at City Place	311 W. Ashley St.	205	Lease/Sale	Church	2006
The Metropolitan	421 W. Church St.	125	Lease	Church	2006
The Carling	31 W. Adams St.	100	Lease	Central Core	2005
11 E. Forsyth	11 E. Forsyth St.	127	Lease	Central Core	2003
Plaza Condominiums at Berkman Plaza	400 E. Bay St.	206	Lease/Sale	Central Core	2002
The Townhomes at Berkman Plaza	400 E. Bay St.	20	Sale	Central Core	2002
W.A. Knights Loft	115 W. Adams St.	12	Lease	Central Core	2002
Parks at the Cathedral	333 E. Church St.	51	Sale	Cathedral	2002
Cathedral Residences (Senior Living)	601 N. Newnan	632	Lease	Cathedral	1967
Stevens Duval (Senior Living)	601 N. Ocean St.	52	Lease	Cathedral	N/A

Table 6.3.2 Proposed/Under Construction Residential Housing

Residential Community	Address	Units	Lease/Sale	District	Status
Laura Street Apartments	225 Laura St.	4	Lease	Central Core	Under Construction
Ashley Square Senior Housing	127 E. Ashley St.	120	Lease	Cathedral	Under Construction
Doro District	128 A. Philip Randolph Blvd	247	Lease	Sports & Entertainment	Proposed
First Baptist Block Development	Beaver, Julia, Ashley & Hogan	170	Lease	Church	Proposed
Ford on Bay		520	Lease	Central Core	Proposed
Independent Life Insurance Building	233 W. Duval St.	135	Lease	Church	Proposed
Jones Brothers Furniture Building	Hogan St. & Ashley St.	28	Lease	Church	Proposed
LaVilla Townhomes	Adams, Johnson, Lee & Forsyth	91	Sale	LaVilla	Proposed
Le Mesa Building	905 W. Forsyth St.	16	Lease/Sale	LaVilla	Proposed
Lofts at the Cathedral	325 E. Duval St.	120	Lease	Cathedral	Proposed
The Shipyards	Bay St.	25	Lease/Sale	Sports & Entertainment	Proposed
Central National Bank Building	404 N. Julia St.	139	Lease		Proposed
One Riverside Ave (Phases 1 & 2)	1 Riverside Ave	396	Lease	Brooklyn	Proposed

Figure 6.6 Downtown Northbank CRA Residential (Multifamily & Condo) Location Map



Existing Low- or Moderate-Income Housing Facilities with Tenant Characteristics

Tables 6.3.3–6.3.14 Existing Low- or Moderate-Income Housing Facilities with Tenant Characteristics

Florence North Davis Center (325 East Duval St)		
Housing Programs	SAIL '95	
Total Units (Assisted Units)	79 (79)	
Population Served	Family	

Cathedral Court (201 East Ashley St)		
Housing Programs	Rental Assistance/HUD; Section 202 Direct Loan	
Total Units (Assisted Units)	16 (16)	
Population Served	Persons with Disabilities	

Cathedral Towers (601 Newman St)		
Housing Programs	Housing Credits 9%; Rental Assistance/HUD; Section 202 Direct Loan	
Total Units (Assisted Units)	203 (186)	
RD/HUD Rental Assistance	161	
Population Served	Elderly; Family	

Cathedral Townhouse (501 North Ocean St)		
Housing Programs	Housing Credits 9%; Rental Assistance/HUD; Section 202 Direct Loan	
Total Units (Assisted Units)	179 (170)	
RD/HUD Rental Assistance	115	
Population Served	Elderly; Family; Link	

Liberty Center (600 North Washington St)		
Housing Programs	SAIL '97	
Total Units (Assisted Units)	100 (100)	
Population Served	Homeless	

Stevens Duval Apartments (601 North Ocean St)		
Housing Programs	Extremely Low Income; Housing Credits 4%; Rental Assistance/HUD; SAIL; State Bonds	
Total Units (Assisted Units)	52 (52)	
RD/HUD Rental Assistance	52	
Population Served	Elderly; Family; Link	

6.4 | Neighborhood Impact Assessment

Houston Street Manor (615 Houston St. & 618 W. Adams St.)	
Housing Programs	Housing Credits-9%
Total Units (Assisted Units)	72 (72)
Population Served	Family; Elderly; Link
Lofts at Monroe (906 west Monroe St.)	
Housing Programs	Housing Credits-9%
Total Units (Assisted Units)	108 (80)
Population Served	Family; Link
Lofts at Jefferson Station (799 Water Street)	
Housing Programs	Housing Credits-9%
Total Units (Assisted Units)	133 (87)
Population Served	Family; Link
Lofts at LaVilla (995 Water Street)	
Housing Programs	Housing Credits-9%
Total Units (Assisted Units)	130 (130)
Population Served	Family; Link
Lofts at Brooklyn (190 Chelsea Street)	
Housing Programs	Housing Credits-9%
Total Units (Assisted Units)	133 (60)
Population Served	Family

Source: Shimberg Center for Housing Studies

Workforce Housing

The CRA Redevelopment Plan seeks to integrate workforce housing into future DIA community planning initiatives. For purposes of this CRA Redevelopment Plan, the term “workforce housing” shall mean housing that is affordable to a person who earns less than 150 percent of the current area median income. Workforce housing is also viewed as investment in infrastructure that facilitates development of such housing. The DIA shall promote the development of workforce housing in Downtown Jacksonville by:

- Annually review, analyze, and refocus workforce housing efforts;
- Coordinate with the Planning and Development Department, Jacksonville Housing Division, and the Jacksonville

Housing Finance Authority to determine the need for the best practices to improve the market for workforce housing in Downtown Jacksonville;

- Incorporating incentive boosts for the provisions of workforce housing units in mixed income developments;
- Including specific incentive boosts for projects that provide workforce housing in housing incentive programs;
- Surveying property controlled by the DIA for use as or in support of workforce housing projects; and
- Working with rental property owners and developers and to set aside rental units for low- and moderate-income households.

The CRA Redevelopment Plan may have impacts on the neighborhoods located within the Downtown Northbank CRA. The potential impacts as they relate to traffic circulation, environmental quality, community facilities & services, school populations, and resident relocation are listed in the following section. An inventory of neighborhood assets located in the Downtown Northbank CRA is listed as follows:

- Duval County Courthouse
- City Hall at St. James
- United States District Courthouse
- Jacksonville Historical Society Museum
- Ritz Theatre
- Friday Musicale

Emergency Shelters

- LaVilla Middle School of Arts

The following section describes the potential impacts of redevelopment efforts on traffic circulation, environmental quality, availability of community facilities and services, school population, and relocation of displaced persons. While neighborhood impacts have been considered for the specific redevelopment actions recommended in this CRA Redevelopment Plan it should be noted that some of these projects are in the early stages of planning. Other actions described in the CRA Redevelopment Plan for subsequent years are subject to further refinement and elaboration in the intervening period and are consequently not included in the consideration of near-term impacts.

Traffic Circulation

The redevelopment projects contained within this CRA Redevelopment Plan are generally adjacent to major transportation corridors and are not anticipated to degrade traffic circulation within the residential areas of the Downtown Northbank CRA. One of the reasons why traffic circulation works well in Downtown Jacksonville is the existence of a comprehensive grid network of streets.

Public Schools

- LaVilla Middle School of Arts

Parks and Open Space

- Northbank Riverwalk
- Hogan’s Creek Expansion
- James Weldon Johnson Park
- Riverfront Plaza formerly the site of Jacksonville Landing
- Sidney J. Gefen Riverwalk Park
- McCoy’s Creek
- Northbank Riverwalk Artist Square (aka Riverside Arts Market)
- Main Street Park
- Jesse B. Smith Memorial Park
- Metropolitan Park & Marina

Cultural and Civic Institutions

- Main Library
- Museum of Contemporary Art
- Times-Union Center for the Performing Arts
- Florida Theatre
- VyStar Veterans Memorial Arena
- 121 Financial Baseball Grounds of Jacksonville
- Jacksonville Expo Center at the Fairgrounds
- TIAA Bank Field

Environmental Quality

The redevelopment actions proposed in this CRA Redevelopment Plan are intended to improve the environmental quality within the Downtown Northbank CRA and Southside CRA. Some of the projects that the Downtown Investment Authority has undertaken or will undertake in the coming years involve Brownfield sites that have environmental issues such as polluted soil. Other projects funded or implemented by the Downtown Investment Authority involve the elimination of substandard building and housing conditions that affect the physical environment of the Downtown Northbank CRA. The Downtown Investment Authority may provide incentives to private property owners to upgrade structures and improve housing conditions. In addition, Brownfield sites may couple TIF funding with any additional remediation and environmental grants. Information on petroleum sites can be obtained from the OCULUS data management database on the FDEP website (<http://dwmedms.dep.state.fl.us/Oculus/servlet/login>). The Contamination Locator Map on the FDEP website can provide locational information on the discharge sites and links to the OCULUS database (<http://webapps.dep.state.fl.us/DepClnup/welcome.do>).



Availability of Community Facilities and Services

Since the original adoption(s) of the CRA Redevelopment Plan, the City of Jacksonville has expended considerable funds on infrastructure improvements and beautification efforts. Additionally, in the last decade the City has spent over \$441 million on public improvements funded by the Better Jacksonville Plan. Many of the improvements funded by the Better Jacksonville Plan are located within the CRAs and include Veterans Memorial Arena, Baseball Grounds of Jacksonville, new Duval County Courthouse, and the Main Library.

Effect on School Population

There is only one public school located within the Downtown Northbank CRA: LaVilla Middle School for the Arts. Table 6.4.1 on the following page identifies the school population and current enrollment for that school as well as those public schools in close proximity to Downtown Jacksonville.

Table 6.4.1 Duval County Public Schools In and Around Downtown Jacksonville

School Name and Location	Magnet School	Current Enrollment 2021	School Performance Grade (2019)
John E. Ford Pre K-8 (#154) 1137 Cleveland Street, 32209	Yes	664	B
R L Brown Academy (#581) 1535 Milnor Street, 32206	Yes	267	C
Central Riverside Elementary (#18) 2555 Gilmore Street, 32204	Yes	349	B
Spring Park Elementary (#72) 2250 Spring Park Road, 32207	Yes	461	C
Matthew W. Gilbert Middle (#146) 1424 Franklin Street, 32206	Yes	854	C
LaVilla Middle School for the Arts (#267) 501 North David Street, 32202	Yes	1,005	A
Julia Landon Middle School (#31) 1819 Thatcher Avenue, 32207	Yes	876	A
Andrew Jackson High School (#35) 3816 North Main Street, 32206	Yes	960	B
Hendricks Avenue Elementary School (#71) 3400 Hendricks Avenue, 32207	No	620	A
West Riverside Elementary School (#12) 2801 Herschel Street, 32205	Yes	286	C
Andrew A. Robinson Elementary School (#262) 101 West 12th Street, 32206	Yes	584	C
Riverside High School (#33) 1200 McDuff Avenue South, 32205	Yes	1,664	B
William M. Raines High School (#165) 3663 Raines Avenue, 322209	Yes	1,453	C
Terry Parker High School (#86) 7301 Parker School Road, 32211	Yes	1,516	C
Lake Shore Middle School (#69) 2519 Bayview Road, 32210	Yes	1,073	C
Alfred I. DuPont Middle School (#66) 2710 DuPont Avenue, 32217	Yes	731	C
Southside Middle School (#211) 2948 Knights Lane E, 32216	Yes	909	D

Source: Florida Department of Education

Relocation of Displaced Residents and Businesses

Residential relocations are not currently contemplated by this CRA Redevelopment Plan. In the event that existing or future Downtown Investment Authority (DIA) projects do require the

relocation of residents, a relocation plan will be submitted as a component of the project package prior to official action on the project.

6.5 | Redevelopment Projects

Project Name: Retail Enhancement Incentive Programs

CRA Redevelopment Plan Schedule:	2022–2033
Responsible Entity:	CRA
Estimated Cost:	\$1,000,000 /year 2022-2027; TBD thereafter
Comprehensive Plan Consistency:	Future Land Use Element Policy 1.1.19
Supporting Redevelopment Goals:	Goal 3: Retail/Food & Beverage/Entertainment Goal 4: Vibrancy

The success of many great downtown streets has much to do with its continuity of retail uses on the first floors of buildings. This continuity increases the retail interest in a street, provides a heightened degree of liveliness, color, movement, and energy, and provides the necessary synergy among retailers that ultimately results in greater sales and interest from additional retailers.

The DIA supports the City’s downtown revitalization objectives, and through community workshops and input from numerous stakeholders, has determined that retail and restaurant recruitment and art galleries and entertainment themed businesses are necessary for continued economic development and residential growth in Downtown Jacksonville, and a priority within the Northbank Core Retail Enhancement Areas as identified in the incentive program guidelines. Two targeted food and beverage districts have been established to provide compact walkable dining districts with nearby public parking. Waterfront restaurants are a specific priority with their own incentive parameters as are sidewalk cafes. Additional programs may be added, and proposed programs modified as market conditions dictate.

All Retail Incentive Enhancement programs will be structured as grants with claw backs subject to maintaining performance requirements during a defined compliance period but are often referred to as Forgivable Loans. To streamline documentation, DIA has chosen to eliminate Loan agreements and recorded security instruments in favor of grant agreements with applicable claw back language. All eligible properties are located within the boundaries of either the Downtown Northbank CRA or Southside CRA (the “Retail Program Areas”). As such, individual awards will be funded from the Retail Enhancement Program funding of the applicable CRA or from the available Forgivable Loan or Retail Enhancement Program funding within the Downtown Economic Development Fund.

The DIA will allocate funds on an as needed basis to provide recoverable grants to any property or business owner with qualified projects to assist with offsetting some of the costs associated with renovating or preparing commercial space for retail, salon, restaurant, gallery, or other similar use for occupancy as identified more completely elsewhere in the incentive guidelines. Funds may be used to retain and improve existing businesses or to recruit new businesses in the geographic areas identified in each Retail Enhancement Program. The following identifies specific goals for the Program: Increase the mix of shopping, dining, and entertainment options for Downtown Jacksonville residents and visitors to Downtown Jacksonville:

- Increase the mix of shopping, dining, and entertainment options for Downtown residents and visitors to the Downtown area;
- Expand the local property tax base by stimulating new investment in older, Downtown properties;

- Expand state and local sales tax base by increasing sales for new or existing shops; and
- Attract new and retain existing business to/in Downtown by decreasing renovation costs incurred for modernizing retail space in older, commercial properties in the Retail Program Areas.
- Establish new retail businesses in new properties deemed to be making significant contributions to growth within an identified area of importance within the Retail Program Areas.

To advance recruitment and marketability, the recoverable grant (“Grant”) provides an incentive to improve the interior appearance and functionality and the utility of street level storefronts for the purpose of attracting retail and restaurant owners/investors and to draw more commercial activity to the Downtown Jacksonville area. Within the Downtown Northbank CRA, the Basic Retail Enhancement Grant, the Core Area Retail Enhancement Grant, Food and Beverage Retail Enhancement Grants, Waterfront Restaurant Grants and Sidewalk Café Grants will be available to eligible applicants as identified in the Retail Enhancement Program Guidelines and subject to available funding.

Project Name: Commercial Office Incentive Program

CRA Redevelopment Plan Schedule:	2022–2027
Responsible Entity:	CRA
Estimated Cost:	\$500,000 annually
Comprehensive Plan Consistency:	Future Land Use Element Policy 1.1.19
Supporting Redevelopment Goals:	Goal 1: Commercial Office Goal 4: Vibrancy

In order to increase commercial office utilization, occupancy, and job growth to reinforce Downtown Jacksonville as the region’s epicenter for business, the DIA has established a Commercial Revitalization Incentive program.

Office workers have served as the primary source of customers for Downtown Jacksonville businesses for many years. As residential opportunities increase, Downtown Jacksonville employees are a primary target market to occupy new housing developments and they remain a critical market that attracts shopping and food and beverage establishments to the Downtown Northbank CRA. The retention and growth of this important segment is integral to success and growth of the Downtown Northbank CRA in addition to Downtown Jacksonville overall.

The recent pandemic has changed office utilization patterns. To remain competitive with suburban markets where parking is often free and readily available, to encourage leasing of vacant Downtown Jacksonville office space and to incentivize new office construction when build to suit or accompanied by job creation, the CRA should consider use of its resources, or when inadequate, request funding from the City, to accomplish this goal and fund this program as needed. Initially funding will be requested for appropriation to the Downtown Economic Development Fund.

Project Name: Targeted Hotel Incentive Program

CRA Redevelopment Plan Schedule:	2022–2033
Responsible Entity:	CRA
Estimated Cost:	\$TBD – REV Grant
Comprehensive Plan Consistency:	Future Land Use Element Policy 1.1.19
Supporting Redevelopment Goals:	Goal 4: Vibrancy Goal 7: River Access

The DIA has created a Targeted Hotel Incentive program designed to support the development of new to the market boutique hotels within Downtown Jacksonville. Existing inventory includes convention and meeting hotels as well as limited service, select service and extended stay hotels. Boutique hotels, characterized as hotels with 120 keys or fewer, a full-service restaurant open to the public for three meal periods/day, supplemental bar, entertainment, spa, or meeting room space, and rated 4 star or above with an emphasis on unique design and furnishings, are not presently available in Downtown Jacksonville and their addition would diversify the market as well as add rooms to available supply without directly competing with current supply.

The Targeted Hotel Incentive is exclusively a REV grant program and guidelines have been established like those for multi-family residential REV grants.

Project Name: Housing Incentive Program

CRA Redevelopment Plan Schedule:	2022–2033
Estimated Cost:	CRA
Responsible Entity:	\$875,000/year 2022-2027 plus REV grants; TBD thereafter
Comprehensive Plan Consistency:	Future Land Use Element Policy 2.3.1
Supporting Redevelopment Goals:	Goal 2: Housing Goal 6: Walkable/Bikeable Goal 7: River Access

The future of Downtown Jacksonville depends on the future of Downtown Jacksonville housing. Urban housing density makes Downtown Jacksonville retail viable and enriches the character of Downtown Jacksonville for tourists and office workers who drive economic growth. The goal is to create market conditions in which residential is viable without public funding, but first, incentives must fill gaps to ensure that Downtown Jacksonville can compete with outlying areas.

Residential growth will have positive impacts on Downtown Jacksonville and serve as a for other forms of growth. Residential growth is the key to unlocking the positive benefits sought for the City, including amenities, redevelopment of existing building stock, and the presence of more vibrant neighborhood life on the streets and in the public realm. Providing a mix of housing typologies at a range of price points will allow for growth in the permanent population is key to area revitalization. Residents – more so than workers or tourists – are the vital human ingredient in defining a neighborhood’s lasting character. Furthermore, establishing a permanent population base will provide evidence to retailers and employers

that Downtown Jacksonville can and should be a viable location to operate. The best way to attract a diverse population is by providing high quality housing and a wide range of housing types that are accessible to a broad range of incomes.

The CRA Redevelopment Plan recommends the DIA focus resources on increasing housing through the BID Strategy’s use of grants, incentives, and tax abatements such as, but not limited to, a DIA Multifamily Housing REV grant Program, a DIA Small Scale Multifamily Incentive Program, and an Affordable Housing Development Loan Program. A predictable and consistent housing incentive program can facilitate development at the pace required to reach the DIA’s conservative target of a minimum of 7,500 built and occupied dwelling units by 2030. Communities with residents who like where they live and live near their workplace are more successful and put less strain on the built environment, which leads to a growing local economy. The more people like Downtown Jacksonville and grow roots here, the more the local downtown economy will grow as well. Over time the incentive program and other actions will support reduction or modification of incentives, as a critical mass of dense urban development increases market demand and makes development projects feasible without subsidy.

Public benefits that developers should be expected to provide include:

- An exemplary standard of urban design with emphasis on density;
- Structured parking or contribution to shared parking; surface parking internal only (no surface parking lots unless screened by buildings fronting all streets); and
- Ground-floor transparency, façade differentiation and other zoning overlay criteria.
- Waterfront restaurants required for all riverfront residential; riverfront setbacks, height step backs and view and access corridors
- Public access and easements for riverfront and creekfront trails, enhanced sidewalks
- Mixed-use structures to create opportunities for residents to dine, shop, and find entertainment within walking distance of their homes
- Commitments to maintenance and programming of adjacent parks
- Consideration for resiliency

The CRA should consider an initial funding commitment for the Small-Scale program of \$500,000, adding funds annually as needed dependent upon demand.

The Multi-family REV is self-funding from the CRA, and the Development Loan program has previously budgeted funds available.



Project Name: **Parking Screening Grant Program**

CRA Redevelopment Plan Schedule: 2022–2024
Responsible Entity: CRA
Estimated Cost: \$1,000,000
Comprehensive Plan Consistency: Future Land Use Element Policy 2.3.4
Supporting Redevelopment Goals: Goal 5: Clean/Safe/Healthy/Accessible
 Goal 6: Improve Walkability/Bikeability

The DIA has created a Parking Screening Grant Incentive program to assist in property owners with the cost of improvements required by the Downtown Zoning Overlay. The Overlay adopted in 2019 established a phased -in requirement for screening of existing surface parking lots. The incentive program will require funding by the CRA in the current year but diminishing in successive years as the compliance deadline is reached.

Project Name: **Mobility Fee Credit Incentive Program**

CRA Redevelopment Plan Schedule: 2022–2033
Responsible Entity: CRA
Estimated Cost: \$ 0 – From Current Credit Pool
Comprehensive Plan Consistency: Transportation Element Policy 1.4.4
 Transportation Element Policy 1.4.7
Supporting Redevelopment Goals: Goal 5: Clean/Safe/Healthy/Accessible
 Goal 6: Improve Walkability/Bikeability
 Goal 7: River Access

The DIA has created a Mobility Fee Credit Incentive Program that establishes the criteria upon which mobility fee credits will be issued to Downtown Jacksonville projects. The DIA holds a previously established pool of credits, so this program allocates incentives at no direct cost to the CRA. The established criteria advance the CRA Redevelopment Plan Goals and Strategic objectives. Projects that do not qualify for full credit allocation will be required to pay mobility fees required by Code.

Project Name: **Facade Grant Program**

CRA Redevelopment Plan Schedule: 2022–2027
Responsible Entity: CRA
Estimated Cost: \$150,000 annually
Comprehensive Plan Consistency: Future Land Use Element Policy 1.4
Supporting Redevelopment Goals: Goal 1: Commercial Office
 Goal 5: Clean/Safe/Healthy/Accessible

The DIA has created a Façade Grant Incentive program to assist in renovation and restoration of street front building facades. The program is designed to improve the appearance of the Downtown Jacksonville buildings facing the street, improve the pedestrian experience and enhance property values. It is available to assist property owners facing citations for exterior maintenance violations and for those seeking to upgrade their property. Initial program efforts will be focused in the Central Core.

Project Name: **Artist Live/Work Implementation Strategy**

CRA Redevelopment Plan Schedule: 2022-2033
Responsible Entity: CRA
Estimated Cost: TBD
Comprehensive Plan Consistency: Future Land Use Policies 2.3.8, 2.3.11 and 2.3.15
 Housing Policies 1.2.14 and 1.4.7
Supporting Redevelopment Goals: Goal 2: Housing
 Goal 3: Retail/Food & Bev/Entertainment
 Goal 4: Vibrancy

Great cities are known for their distinct and unique art, cultural, and entertainment (ACE) offerings. ACE are not only relevant in creating a sense of place, but they also contribute to the economic vitality of Downtown Jacksonville. Economic research notes that steady growth in downtowns contributes directly to the demand and success of ACE destinations and programs. Downtown Jacksonville is not only undergoing a physical renaissance but cultural awakening as well. The CRA Redevelopment Plan seeks to differentiate and brand Downtown Jacksonville’s ACE offerings as part of an overall competitive and market positioning strategy. Specifically, the DIA seeks to:

- Build on cultural strengths and assets to differentiate Jacksonville as an international city and authentic place;
- Strengthen Downtown Jacksonville’s role as the center of culture and commerce;
- Leverage arts to expand visitor, residential, and business base;
- Enhance quality of life for urban residents, their guests, and visitors; and
- Maximize direct/indirect qualitative and economic benefits.

Artists require affordable space to live and make art, and communities require economic, creative and cultural stimulus to support an attractive public realm. Relocation projects establish an arts scene in buildings that may have been formerly unoccupied or had a different use. Incentives are often used to attract artists and arts-related activity by providing subsidies and assistance for moving, property rehabilitation, and start-up costs.

The CRA Redevelopment Plan recommends repurposing derelict structures by converting them to affordable, viable, and sustainable housing and studio environments for artists. Doing so will not only reduce the number of vacant and deteriorating structures but will help create excitement and boost efforts to create an Arts District in Downtown Jacksonville. The goal of this endeavor is to create an influx and concentrated clusters of creative energy (density) that becomes a mechanism for the community to encourage future livability and prosperity. Renovation should allow the creation of live/work units and complementary space, including offices for arts, cultural and educational organizations and galleries that can be used for exhibitions by tenants and for meetings. For purposes of this CRA Redevelopment Plan, “artists” are defined broadly as individuals committed to and participating in the arts, even if they don’t earn their living that way. These include painters, sculptors, dancers, actors, musicians, writers, filmmakers, photographers, and others.

Project Name: **Northbank Marketing and Promotion**

CRA Redevelopment Plan Schedule:	2022–2027
Responsible Entity:	CRA
Estimated Cost:	\$200,000 annually
Comprehensive Plan Consistency:	Future Land Use Element Policy 1.1.24
Supporting Redevelopment Goals:	Goal 1: Commercial Office Goal 2: Residential Goal 3: Retail/Food & Bev/Entertainment Goal 4: Vibrancy Goal 7: River Access

The DIA may assist with funding and support of promotional activities in order to raise awareness and interest in the Downtown Northbank CRA, provide support for area businesses, and help brand Downtown Jacksonville regionally, nationally, and internationally. Promotional campaigns should create a positive image for the Downtown Northbank CRA neighborhoods, and be aimed at increasing business volume, development activity and residential interest in each of the unique Downtown Jacksonville neighborhoods in the Downtown Northbank CRA - Brooklyn, LaVilla, Cathedral Hill, City Center, and Sports and Entertainment.

For clarity, this Project is supplemental and distinctive from other City or DVI efforts, and is focused on branding, marketing to investors, developers, and to potential residents and not the marketing of special events.

Branding implementation is one major focus of Downtown Northbank CRA marketing efforts. Branding implementation may include campaigns, as well as neighborhood specific streetscape improvements, banners, art and light installations, landscape improvements and signage to reinforce the unique character of each neighborhood.

Project Name: **Northbank Banners**

CRA Redevelopment Plan Schedule:	2022–2027
Responsible Entity:	CRA
Estimated Cost:	\$180,000
Comprehensive Plan Consistency:	Future Land Use Element Policy 1.1.24
Supporting Redevelopment Goals:	Goal 2: Residential Goal 3: Retail/Food & Bev/Entertainment Goal 4: Vibrancy

A banner project was previously implemented in a portion of Downtown. That program has been expanded to now include distinct neighborhood banners consistent with the neighborhoods brands and personalities that will be produced, installed and updated on a regular schedule as part of the Downtown Jacksonville marketing and branding efforts.

Project Name: **Improved Wayfarer Signage**

CRA Redevelopment Plan Schedule:	2025–2033
Responsible Entity:	CRA
Estimated Cost:	\$1,000,000
Comprehensive Plan Consistency:	Future Land Use Element Policy 3.2.15
Supporting Redevelopment Goals:	Goal 4: Vibrancy Goal 5: Clean/Safe/Healthy/Accessible

The Downtown Northbank CRA is comprised of several Neighborhoods or Districts, but no coordinated signage and wayfinding system was ever implemented to help people locate destinations and move from one neighborhood to another.

The implementation of a consistent, clean, and accurate system of wayfarer signs can better define the Downtown Northbank CRA portion of Downtown Jacksonville, reinforcing its unique character, attributes, and assisting both motorists and pedestrians in navigating through the area in a pleasant and easy way. These identifiers could not only provide improved directional information for both those in vehicles and pedestrians, but they also can become major elements of an improved public environment that add color, liveliness, and a degree of celebration to the public realm. The combination of improved information for those residing or visiting Downtown Jacksonville, a reinforcement of the special character of the Downtown Northbank CRA, and a heightened level of liveliness makes the improved wayfarer signage system one of the most useful and cost-effective implementation measures the DIA can use to move the CRA Redevelopment Plan forward.

The recommended project supports developing a dedicated brand identity with short-term beautification initiatives that improve connectivity and walkability. The improved signage has the ability to string other Downtown Jacksonville projects together and directly addresses an impediment for visitors of easily identifying parking, public spaces, and points of interest. It is a near-term effort to combat the negative perception that it is difficult to find your way around Downtown Jacksonville, while also serving as a form of beautification.



Project Name: **Urban Art Program**

CRA Redevelopment Plan Schedule: 2022–2027
Responsible Entity: CRA
Estimated Cost: \$1,500,000
Comprehensive Plan Consistency: Future Land Use Element Policy 3.2.15
 Future Land Use Element Objective 2.3
Supporting Redevelopment Goals: Goal 4: Vibrancy

The Urban Art Program is an arts-based civic engagement initiative to promote community development through urban design and attractive streetscape enhancements with semi-permanent and permanent public art installations. Individual artists or artist teams are encouraged to partner with property owners (public and private) to produce façade enhancements and streetscape designs that engage audiences of all ages at the street level. The Urban Art and Streetscape Program is complimentary to branding, clean up and beautification initiatives with each community-based activity further enhancing and shaping the city’s overall design and visual aesthetic while highlighting the individuality and identities of residents, schools, and businesses by neighborhood. Some projects will require joint agreements as they involve multiple administrations, agencies, and authorities. Installations could include murals on building facades, hanging light and art installations over streets, painted crosswalks, sculptures, interactive installations, etc.

Initial DIA efforts will be focused in the two targeted Food and Beverage Districts in the Core Retail Enhancement area as well as murals and other installations in each Neighborhood that reinforce the neighborhood brand personalities, as well as interactive art installations that enhance riverfront nodes.

Project Name: **Historic Markers**

CRA Redevelopment Plan Schedule: 2022–2027
Responsible Entity: CRA
Estimated Cost: \$1,000,000
Comprehensive Plan Consistency: Historic Preservation Element 1.7.2
Supporting Redevelopment Goals: Goal 4: Vibrancy

In 2016, a portion of Downtown Northbank CRA was declared a National Historic District, and within and beyond the boundaries, the area is home to many locally designated sites and landmarks. An historic walking tour brochure and mobile app were created by Visit Jacksonville. To complement the brochure and app, and to add to the interest and vitality of Downtown Jacksonville, DIA should consider funding creation and placement of historic markers throughout Downtown Jacksonville identifying not only the locations of historic buildings and sites, but also providing interesting and engaging content regarding noteworthy sites. Markers may be affixed to buildings, located in the sidewalk, or otherwise installed in proximity to the site or building.

Initial funding has been identified in the Downtown Economic Development Fund. CRA funds for phase 2.

Project Name: **Shotgun Houses**

CRA Redevelopment Plan Schedule: 2022–2024
Responsible Entity: CRA
Estimated Cost: \$350,000
Comprehensive Plan Consistency: Historic Preservation Element Goal 1
Supporting Redevelopment Goals: Goal 4: Vibrancy

The DIA has three historically designated shotgun houses in its inventory that have been vacant and deteriorating. The COJ Parks Department has sought to relocate one of the houses to Lift Ev’ry Voice and Sing Park and CRA has set aside funds to restore the exteriors of the remaining two including roof, siding and windows as well as structurally stabilize the foundation and floor. This work should be completed in 2022-2023.

DIA should actively pursue adaptive re-use opportunities thereafter that would respect the historic significance of the structures, allow public access, complete restoration of the buildings, ensure long term maintenance and add to the character and activation of LaVilla.

Project Name: **LaVilla Heritage Trail and LaVilla Gateways**

CRA Redevelopment Plan Schedule: 2023-2025
Responsible Entity: CRA
Estimated Cost: \$1,000,000
Comprehensive Plan Consistency: Historic Preservation Element Goal 1
Supporting Redevelopment Goals: Goal 4: Vibrancy

The LaVilla Strategy, completed in 2018 following extensive public engagement, recommended implementation of a LaVilla Heritage Trail to generate public awareness of, and celebrate, the cultural significance of the LaVilla Neighborhood. A series of markers and storyboards identifying important buildings, sites, people and stories of the community will be included as well as trail markers identifying the route.

Gateway features at major neighborhood entries including Lee and Bay Street, Broad and Bay Street and Davis and State, and Broad and Beaver should also be installed to reinforce the significance of the truly historic neighborhood that once thrived in this location.

Project Name: **Enhanced Maintenance of Public Spaces**

CRA Redevelopment Plan Schedule: 2022–2033

Responsible Entity: CRA

Estimated Cost: \$550,000 annually

Comprehensive Plan Consistency: Recreation and Open Space Goal 9
Recreation and Open Space Objective 9.1

Supporting Redevelopment Goals: Goal 1: Commercial Office
Goal 2: Residential
Goal 5: Clean/Safe/Healthy/Accessible
Goal 7: River Access

Appropriate maintenance of Downtown Jacksonville parks, public spaces, parking lots, streetscapes and publicly owned vacant lots and buildings is essential to Downtown Jacksonville’s revitalization. The CRA should consider financial support of enhanced maintenance efforts and strive to ensure that City contracts and processes are put in place to enhance the level of regular maintenance, upkeep, and accountability regarding Downtown public spaces. The CRA should encourage adoption of public spaces for maintenance by private developers and reward private contributions toward maintenance of Downtown public spaces.

Project Name: **Expanded Free Public Access to Downtown Wi-Fi**

CRA Redevelopment Plan Schedule: 2024-2027

Responsible Entity: CRA

Estimated Cost: \$200,000

Comprehensive Plan Consistency: Future Land Use Element Policy 1.1.24

Supporting Redevelopment Goals: Goal 4: Vibrancy

The City of Jacksonville and the DIA would like to expand the Downtown Jacksonville free wireless internet access in several areas of Downtown Jacksonville. The public would be able to collect E-mail or browse the Web while having a meal at an outdoor cafe, relaxing in James Weldon Johnson Park, or strolling down one of the corridors where the free Wi-Fi would be provided.

The DIA has expanded Wi-Fi to include retail corridors and the Elbow District within the Core of Downtown. In order to provide a seamless Wi-Fi experience within the Downtown Northbank CRA, the DIA would undertake the expansion of the free Downtown Wi-Fi would be located in the following corridor areas:

- Riverfront Plaza
- Metropolitan Park
- Bay, Forsyth, Adams, Monroe, and Duval Streets from Julia Street to Lee Street
- Church and Ashley Streets from Laura Street to Lee Street
- Liberty Street from the St. Johns River to Ashley Street
- Market Street from Forsyth Street to Ashley Street
- Newnan Street from Adams Street to Ashley Street
- Main and Ocean Streets from Monroe Street to Ashley Street

Access points let wireless devices use the resources of a wired Local Area Network (LAN). The City of Jacksonville and the DIA Wi-Fi program currently use several overlapping access points to create a Wi-Fi zone. Keep in mind that the signal from the access points travels in a straight line and users could possibly encounter “dead” areas in places where the street slopes sharply up or down relative to the transmitter.

As with any Internet access users should take appropriate security precautions. While the City of Jacksonville and the DIA provide free wireless access to the Internet in limited parts of Downtown Jacksonville, they do not provide direct support to users of this service.

Project Name: **Activation and Programming of Public Spaces**

CRA Redevelopment Plan Schedule: 2022–2033

Responsible Entity: CRA

Estimated Cost: \$600,00 for Performing Arts Water Activation Program + \$500,000 annually through 2024, \$750,000 annually thereafter

Comprehensive Plan Consistency: Recreation and Open Space Policy 4.1.5
Recreation and Open Space Element Goal 8

Supporting Redevelopment Goals: Goal 1: Commercial Office
Goal 2: Residential
Goal 5: Clean/Safe/Healthy/Accessible
Goal 7: River Access

This recommended project should be done in concert with the DIA’s Activation and Programming efforts within the Southside CRA. Both the Activating the Waterfront study conducted by the Jessie Ball DuPont Fund and the Downtown Parks Assessment and Plan which focused on off-the-waterfront parks recommended extensive programming to activate Downtown parks and public spaces.

It was recommended that waterfront programming follow two-year general themes and within that framework, establish consistent daily themes. On the waterfront, a dispersed scenario where multiple sites are similarly activated on a regular basis was suggested as a way to phase in implementation. Options might include physical interventions as well as programs and smaller events. Large scale special events are welcome but do not form the backbone of regular activation. Initially, events on the Riverwalk, in James Weldon Johnson Park and at Riverfront Plaza and Metropolitan Park could include regular weekly, monthly and annual festivals and events to draw local citizens who may not utilize Downtown Jacksonville on a regular basis and should appeal to variety of audiences from single adults to families with small children. Possible events might include a concert series, kids’ crafts and activities, outdoor movies, Art Walk, and exercise and art classes. Consistency and quality, as well as the diversity of the offerings, are important and should guide implementation strategies.

Programming should be funded annually over the next five years by the CRA, but private sponsors and partnerships should eventually assume that responsibility. Incentive programs for office and residential development should incorporate funding commitments from developers whenever their properties benefit directly from park space or the Riverwalk.

Additional programming recommendations for neighborhood parks, as well as physical equipment and supplies needed for all programming efforts, and staffing for implementation, are included within the scope of this project.

This project also encompasses the existing Northbank Water Activation project which is in design and will provide video and audio content for projection at the Performing Arts Center as well as other art and interactive installations to activate the space.

Project Name: **Neighborhood Streetscape Improvements**

CRA Redevelopment Plan Schedule:	2022–2033
Responsible Entity:	CRA
Estimated Cost:	\$750,000 annually
Comprehensive Plan Consistency	Future Land Use Element Goal 2 Future Land Use Element Policy 2.2.2 Future Land Use Element Policy 2.2.8
Supporting Redevelopment Goals:	Goal 2: Residential Goal 4: Vibrancy Goal 5: Clean/Safe/Healthy/Accessible Goal 6: Improve Walkability/Bikeability

Recently completed updates to the Downtown design standards incorporate distinctive streetscape features that help to brand and identify neighborhoods within Downtown. Paver bands and inserts, feature trees, and district specific street furniture are among these elements. Enhanced street lighting is also included as part of this project and a recently completed lighting study reveals where additional fixtures are needed in LaVilla and Cathedral neighborhoods.

A phased implementation of the neighborhood features is contemplated and should be funded consistently, if possible to reinforce neighborhood identities.

Project Name: **Northbank Riverwalk Extension and Enhancements**

CRA Redevelopment Plan Schedule:	2022–2027
Responsible Entity:	Northbank Riverwalk Extensions - City
Responsible Entity	Northbank Riverwalk Enhancements - CRA
Estimated Cost:	\$18,000,000 extensions; \$5,000,000 enhancements
Comprehensive Plan Consistency:	Future Land Use Element Policy 8.2.4 Recreation and Open Space 4.1.4
Supporting Redevelopment Goals:	Goal 4: Vibrancy Goal 5: Clean/Safe/Healthy/Accessible Goal 6: Improve Walkability/Bikeability Goal 7: River Access

Complete the continuous Northbank Riverwalk from Fuller Warren on the west (the western boundary of the CRA) through Metropolitan Park on the East. Future segments could extend further west to Memorial Park. This will include both CIP projects such as the Riverwalk extension in front of the future MOSH location and extension from Shipyards West to Metropolitan Park, and Riverwalk enhancements/replacements such as at the Four Seasons and at Riverfront Plaza, as well as private developer constructed segments. Expansion of the existing Riverwalk clear zone should be evaluated and where possible additional landscaping and shade added to the Riverwalk. Additional access points to adjacent uplands should be required as conditions to incentives along with substantially extended duration public Riverwalk easements.

All adjacent private developments shall be required to include Riverfront restaurants, retail, or entertainment venues directly accessible by the public from the Riverwalk in order to be eligible for any incentive. DIA should consider funding enhancement of existing segments to create a sense of continuity and place following recommendations of the SWA Riverfront Design Guidelines completed for DIA in 2018 and the adopted Riverwalk Park Design Criteria and Plant Palette.

While Northbank Riverwalk Enhancements to implement the recommendation of the SWA and DuPont studies will be included in the CRA budgets, the extension of the Riverwalk from Catherine Street to Metropolitan Park is a City CIP project.

Riverwalk Informational Signage has been installed in limited locations and without full digital map functionality or the full menu of signage types, including “selfie spot” artistic signage. Installation of upgraded signage and new signage in newly completed Riverwalk segments should be a priority.

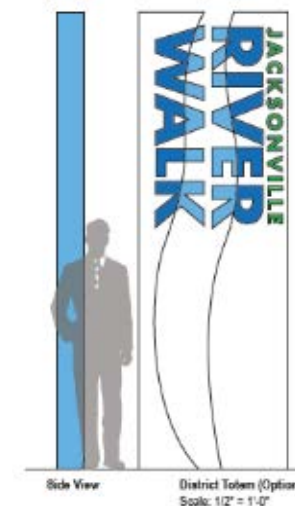
Furthermore, a digital interactive app for the Riverwalk should be implemented to complement the signage and provide information about Riverwalk programs and activities. This project leverages technology to activate underutilized space along the Northbank and Southside Riverwalks and the urban core in Downtown Jacksonville. This initiative gathers and curates’ high-quality content from a variety of community partners and feeds it to an interactive app and website to enhance the user experience along the Riverwalk and in the urban core.

This project contributes to downtown revitalization, promotes healthy lifestyles, drives commerce, helps position the city as a tourist destination, activates public space, encourages community involvement, supports community nonprofits and local business, and ultimately emphasizes the value of the St. Johns River as central to the city’s identity.

This project also incorporates kiosks, wayfinding signage, sculptures and playscapes along the Riverwalk and throughout the urban core. These physical features will serve to not only enhance the experience of a user engaging the app, but also provide an interactive and educational experience for in person visitors.

This project focuses on integrating content from five primary core content channels:

- Health and Wellness
- Arts and Culture
- Sports and Entertainment
- Environment
- History and Architecture



Project Name: **Acquisition, Development of New Northbank Neighborhood Parks**

CRA Redevelopment Plan Schedule:	2022–2033
Responsible Entity:	CRA
Estimated Cost:	\$4,500,000
Comprehensive Plan Consistency:	Future Land Use Element Policy 8.2.4 Recreation and Open Space 4.1.4
Supporting Redevelopment Goals:	Goal 4: Vibrancy Goal 5: Clean/Safe/Healthy/Accessible Goal 6: Improve Walkability/Bikeability Goal 7: River Access

As recommended by the Downtown Parks Assessment and Plan completed in 2021 as part of this BID and CRA update, land for several new neighborhood parks on the Northbank should be located and acquired, or City owned parcels set aside, and developed to provide missing recreational and park amenities in proximity to residents within Downtown Jacksonville neighborhoods. Suggestions include a dog run, playground, and sport courts in LaVilla, a playground and other amenities in Cathedral Hill, etc. Optional locations might include the JSO designated parcel on Ashley, and a City owned parcel in LaVilla. The CRA should consider funding land acquisition where needed and design of these parks, and development if funding is available or alternatively seek inclusion in the City CIP.

DIA will consider incentives for creative ideas that utilize the upper floor or rooftop of structured parking garages for public space such as sport lawns (bocce ball, putting greens, yoga, etc.), dog parks, and other recreational activities. Development of new public garages will similarly be considered for opportunities to build out such space for public parks and recreational uses that benefit of the community.



Project Name: **Landmark Public Park System on the St. Johns River**

CRA Redevelopment Plan Schedule:	2022–2027
Responsible Entity:	City
Estimated Cost:	TBD
Comprehensive Plan Consistency:	Future Land Use Element Policy 8.1.7 Future Land Use Element Policy 8.2.4 Recreation and Open Space Objective 4.1 Recreation and Open Space Policy 4.1.2 Recreation and Open Space Policy 4.1.4
Supporting Redevelopment Goals:	Goal 4: Vibrancy Goal 5: Clean/Safe/Healthy/Accessible Goal 6: Improve Walkability/Bikeability Goal 7: River Access

The Northbank and Southside riverfronts, connected by an amenitized and programmed continuous Riverwalk linking a series of distinctive signature riverfront parks is that landmark park system for Downtown Jacksonville. On the Northbank, the signature parks, which are an immediate DIA priority, will include a redesigned and renovated Metropolitan Park, the new 10 acre plus Shipyards West Park, a newly constructed Riverfront Plaza Park, and a new park at the mouth of McCoy’s Creek. These larger parks will be developed and maintained as first class destination parks with a variety of amenities and programs that appeal to a broad range of residents and visitors and are accessible to all. The Jessie Ball DuPont initiated Waterfront Activation Strategy and the Riverfront Plaza design competition both gathered extensive public input which will shape the design and programming of these parks. Funding for construction in most cases will be City CIP, however if sufficient CRA funds are available, one or more new riverfront park spaces or elements could be funded by the CRA.

Increasing the supply of residential units at strategic locations in either the Downtown Northbank CRA or Southside CRA creates an even greater need and draw for a landmark public riverfront park. A landmark public riverfront park would be an essential amenity to increase attractiveness of living and working Downtown Jacksonville and is a priority of the DIA.

The following excerpts are from a presentation entitled How Cities Use Parks for Community Revitalization that Peter Harnick, Director of Green Cities Initiatives for Trust for Public Land, gave at an American Planning Association City Parks Forum.

Parks are complex elements of a city. They can serve scores of different uses, may be specialized in their function, or can simply provide visual appeal for residents. However they work, they act to define the shape and feel of a city and its neighborhoods. They also function as a conscious tool for revitalization. Parks can stem the downturn of a commercial area, support the stabilization of faltering neighborhoods, and provide a landmark element and a point of pride for constituents. For all these things, to happen, the city needs to be open and aware of parks’ potential to spur revival and support the elements that are needed to make that happen.

The following summarizes the Project for Public Spaces’ 9 Steps to Creating a Great Waterfront: Develop a Downtown Jacksonville Landmark Public Park central to the core, along the riverfront that ties in the surrounding built environment, social atmosphere, infrastructure, human element, and access to the River.

Creating a great waterfront includes critical components such as, but not limited to: a focus on great public space, public input and goals, existing assets and context, shared vision, multiple-use destinations along the waterfront, connections to destinations, maximum public access, balance between environmental and human needs, and short-term actions that build confidence towards the greater project.

Project Name: **Redesign Metropolitan Park**

CRA Redevelopment Plan Schedule:	TBD
Responsible Entity:	City
Estimated Cost:	TBD
Comprehensive Plan Consistency:	Future Land Use Element Policy 8.1.7 Recreation and Open Space Goal 4 Recreation and Open Space Element Objective 4.1 Recreation and Open Space Element Policy 4.1.4 Recreation and Open Space Element Policy 4.1.5
Supporting Redevelopment Goals:	Goal 4: Vibrancy Goal 5: Clean/Safe/Healthy/Accessible Goal 6: Walkability/Bike-ability Goal 7: River Access

Metropolitan Park lies at the eastern end of the Downtown Jacksonville waterfront and is used almost exclusively for large, ticketed events and is underutilized the remainder of the year. Every great city has its iconic park or public space. Such a place shapes the image or identity of the City and is a destination and attraction for all its citizens. The CRA Redevelopment Plan recommends the redesigning of Metropolitan Park into one of the City’s signature waterfront parks and connecting it to other signature waterfront parks through a series of smaller parks and the Riverwalk, creating a landmark public park system on the waterfront.

Metropolitan Park itself should become an engaging prime waterfront venue which becomes a regional destination that provides a relevant space for all Jacksonville’s citizens at all times. The redesign and/or relocation needs to outline how to better utilize beautiful public space so that it satisfactorily engages the river and provides connectivity to the surrounding uses and Downtown Jacksonville overall. The DIA should strive to release or relocate the National Park Service restriction that limits the number of permissible ticketed events in Metropolitan Park since this location is the only location capable of hosting large scale outdoor festivals and concerts, but such events are rarely fully sponsored or free. If the limitation is not removed or relocated, other free recreational uses should be combined with flexible festival lawn space so that public use and enjoyment is maximized on days other than the limited ticketed event days.

The use of Metro Park can be improved by both a physical redevelopment of the area, but also by better programming large events, encouraging greater passive and active use of the park and increasing existing marine linkages and services. Currently, it is physically separated from the rest of Downtown Jacksonville with no defined entry and a lack of a connection to the St. Johns River. Access to the park could be maximized by creating a new welcoming entrance and eliminating existing visual barriers to the street.

The site could also serve as a trailhead for the Riverwalk, with opportunities for vendors, a destination waterfront restaurant, and ecotourism themes. The DIA should encourage the City to implement a plan that enables Metro Park to provide a variety of amenities and events with spaces that are flexible for both passive and programmed uses that engage the St. Johns River. The adjacent marina and its services should be enhanced to further activate the park.

Project Name: **Riverfront Plaza Park**

CRA Redevelopment Plan Schedule:	2022-2025
Responsible Entity:	City
Estimated Cost:	\$25,000,000
Comprehensive Plan Consistency:	Future Land Use Element Policy 8.1.7 Recreation and Open Space Goal 4 Recreation and Open Space Element Objective 4.1 Recreation and Open Space Element Policy 4.1.4 Recreation and Open Space Element Policy 4.1.5
Supporting Redevelopment Goals:	Goal 4: Vibrancy Goal 5: Clean/Safe/Healthy/Accessible Goal 6: Walkability/Bike-ability Goal 7: River Access

Riverfront Plaza, the site of the former Jacksonville Landing, is important to the revitalization of Downtown Jacksonville as it is located at the crossroads where everything comes together: James Weldon Johnson Park and the Laura and Hogan Street corridors, the river and road connections to the Southside, the Northbank Riverwalk and east-west collectors like Water Street, Independent Drive, and Bay Street.

The importance of the site as a public space has long been recognized and a design competition was held to select the team who would design the minimum 4-acre public park space. Three shortlisted firms completed conceptual designs, with Perkins & Will being selected as the lead designer for the park. Both of the top-scoring designs shifted density of adjacent private redevelopment to the corner parcel adjacent to Main Street bridge leaving the Hogan Street corner largely open.

The Park will include a new pedestrian ramp access to Main Street bridge, a large flexible lawn for concerts and events connected to the Performing Arts Center, a destination playground, water features, a beer garden and other food and beverage options in a new distinctive free-standing building that will house restrooms, park office, visitor center, and the like. The Park will also include the foundation for an iconic monumental sculpture raised on a platform, and eventual inclusion of a sculpture by internationally acclaimed artist Jefre’.



Project Name: **Shipyards West Park**

- CRA Redevelopment Plan Schedule:** 2022-2026
- Responsible Entity:** City as to 9-acre Kids Kampus replacement park
- Responsible Entity:** CRA as to remainder of Shipyards West
- Estimated Cost:** \$22,000,000 as to City replacement Park; TBD As to CRA scope
- Comprehensive Plan Consistency:** Future Land Use Element Policy 8.1.7
Recreation and Open Space Goal 4
Recreation and Open Space Element Objective 4.1
Recreation and Open Space Element Policy 4.1.4
Recreation and Open Space Element Policy 4.1.5
- Supporting Redevelopment Goals:** Goal 4: Vibrancy
Goal 5: Clean/Safe/Healthy/Accessible
Goal 6: Walkability/Bike-ability
Goal 7: River Access

A world-class riverfront park and complimentary amenities are planned to be situated on the 10 +/- acre site the west side of Hogan’s Creek. Currently identified as “Shipyards West Park,” this DIA priority project is also a City CIP priority project since a Florida Recreational Assistance Program Grant (FRDAP) that is administered by the FDEP encumbers the site and commits the DIA and City to construct a “replacement park” for the acreage released on the former Kids Kampus site. In conjunction with another DIA priority project, the Northbank Riverwalk Expansion (which is also in the City CIP), this landmark destination park will provide the missing link between Riverfront Plaza and Metropolitan Park. The design of the Park will be completed by early 2023, and construction will commence soon thereafter. Further, an entertainment venue is being pursued for the western banks of Hogan’s Creek as well. The Jacksonville Fire Museum will also be relocated to this western side of this parcel, facing Bay Street and a historic Naval Ship & museum (USS Orleck) has been approved for Pier One at the western end of the Shipyards.

Project Name: **McCoys Creek Riverfront Park**

- CRA Redevelopment Plan Schedule:** 2023-2026
- Responsible Entity:** TBD
- Estimated Cost:** TBD
- Comprehensive Plan Consistency:** Future Land Use Element Policy 8.1.7
Recreation and Open Space Goal 4
Recreation and Open Space Element Objective 4.1
Recreation and Open Space Element Policy 4.1.4
Recreation and Open Space Element Policy 4.1.5
- Supporting Redevelopment Goals:** Goal 4: Vibrancy
Goal 5: Clean/Safe/Healthy/Accessible
Goal 6: Walkability/Bike-ability
Goal 7: River Access

As part of the McCoys Creek restoration project, the City has acquired a riverfront parcel between the future creek location and the Acosta Bridge. This future park site will become another destination park node along the Northbank Riverwalk. Its design and construction will follow completion of the creek project. The site includes City owned submerged lands which may also facilitate future recreational boater access or an over water amenity.

Project Name: **LaVilla Cultural Destination Parks**

- CRA Redevelopment Plan Schedule:** 2022-2027
- Responsible Entity:** City
- Estimated Cost:** TBD
- Comprehensive Plan Consistency:** Historic Preservation Element Policy 1.4.7
Recreation and Open Space Element Goal 7
Recreation and Open Space Element Policy 7.1.2

Supporting Redevelopment Goals: Goal 4: Vibrancy

The LaVilla Cultural destination parks include, first and foremost, Lift Ev’ry Voice and Sing Park. In addition to the historic Johnson Brother home site on Lee Street, DIA has provided the remainder of the Lee Street frontage of that block on Lee Street for the cultural park. COJ Parks Department engaged Walter Hood a& Associates to design the tribute park and the design is complete and funds have been secured for construction through the CIP, Jessie Ball duPont Fund and private donors.

This Park will become a cultural attraction for tourists as well as a neighborhood amenity for LaVilla. It will further activate Lee Street (the route of the Emerald Trail Model Mile) connect to other cultural sites in LaVilla such as the Ritz Theater and provide opportunities for community concerts and gatherings restoring a sense of community to this once vibrant neighborhood.

Other suggested amenities such as string lights across Lee Street, artistic crosswalks, etc. may be considered by DIA for funding in the future. Furthermore, it will be important to develop restaurants and retail nearby and DIA should consider filling the retention pond facing Lee Street across Adams Street from the park and facilitating its redevelopment for a restaurant/music venue adjacent to the Park with additional parking for the park. Similarly, a restaurant on the Houston /Forsyth side of the Park will also further activate the park and should be encouraged on the remaining City-owned land.

A second cultural destination park in LaVilla is the planned improvements for the Ritz Pocket Park across from the historic Ritz Theater. The park will be refurbished and feature a large reproduction of the Augusta Savage sculpture entitled “The Harp”.

Finally, another Hood design contemplates a third cultural site on the Lee Street frontage of the former train station. “The Colored Waiting Room”, located near the site of the former segregated waiting room, is a reminder not only of the history of segregation, but the importance of the African-American population to the rail heyday.



Project Name: **St. Johns River & Tributary Access**

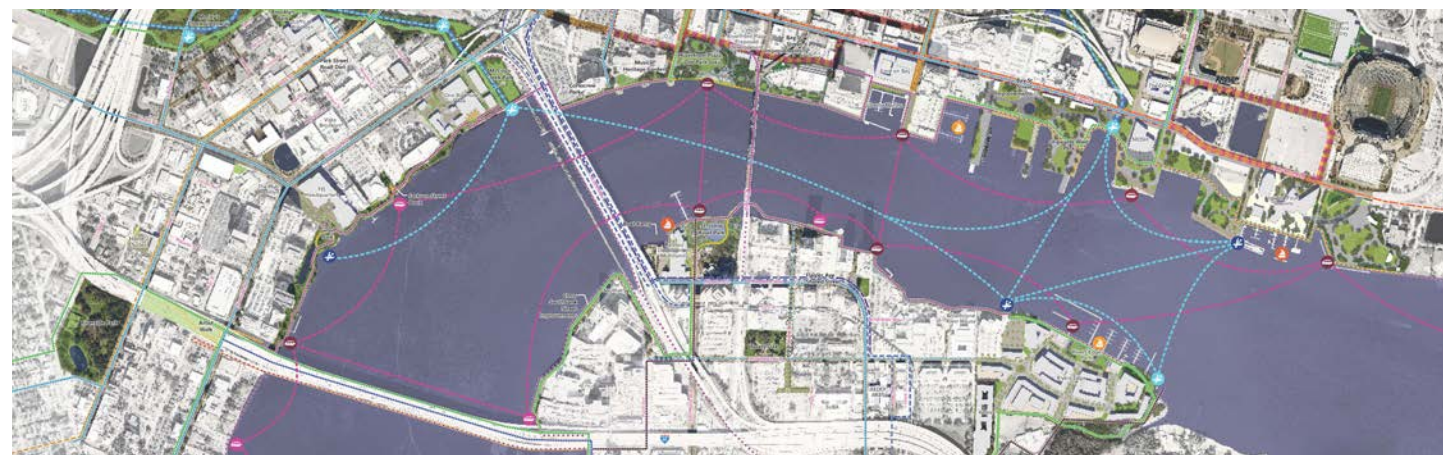
- CRA Redevelopment Plan Schedule:** 2022-2027
- Responsible Entity:** City as to new marinas, docks, kayak launches
- Responsible Entity:** CRA as to signage, amenities, programs, mooring field
- Estimated Cost:** \$2,000,000 CRA; City TBD
- Comprehensive Plan Consistency:** Future Land Use Element Policy 8.1.7
Future Land Use Element Policy 8.2.4
Recreation and Open Space Objective 4.1
Recreation and Open Space Policy 4.1.2
Recreation and Open Space Policy 4.1.4
- Supporting Redevelopment Goals:** Goal 4: Vibrancy
Goal 7: River Access

The CRA Redevelopment Plan recommends the creation of a network of sustainable water launches and increased water access for the public to enjoy the St. Johns River. The DIA could bolster water access by (i) improving identification of existing launches, (ii) creating new launches and amenitizing launch sites with fuel, docking, ship’s stores, and dining and entertainment opportunities, and (iii) introducing boat clubs and rentals that allow for a broad range of income levels to experience the river directly.

The current Northbank network comprised of the Metropolitan Park Marina and floating docks at Riverfront Plaza, Jackson Street, and Fuller Warren, along with an ADA accessible kayak launch at Gefen Park, should be expanded to include public docking and a kayak launch at McCoy’s Creek, an additional kayak launch at Hohan’s Creek, and increased recreational dock capacities in other locations along the Riverwalk. Fuel should be made available at the public marina slated for reconstruction at Metropolitan Park (a City CIP project) and the proposed ship’s store and restaurant in this location will be desirable boater amenities. The planned marina at Liberty Basin (a City CIP project) is a priority.

Secure storage could be made available in the future at kayak launch sites. Possible amenities for all dock areas could include fresh water to rinse boats/gear, trash cans, picnic area, and maps or navigation guides.

The DIA may investigate developing a mooring field for transient and short-term tenant boaters. This would increase the popularity of Downtown Jacksonville with vacationing boaters, increase the amount of marine activity during events (Jazz Fest, sporting events, concerts, others) and make the riverfront (through the addition of large boats and yachts) more aesthetically pleasing. Initial considerations suggest that long-term tenancy (liveaboards) may lead to issues with discharge and derelict vessels and would not be considered desirable.



Project Name: **Liberty Basin Marina**

- CRA Redevelopment Plan Schedule:** 2022-2025
- Responsible Entity:** City
- Estimated Cost:** \$13,000,000
- Comprehensive Plan Consistency:** Future Land Use Element Policy 8.1.7
Future Land Use Element Policy 8.2.4
Recreation and Open Space Objective 4.1
Recreation and Open Space Policy 4.1.2
Recreation and Open Space Policy 4.1.4
- Supporting Redevelopment Goals:** Goal 4: Vibrancy
Goal 7: River Access

Preliminary design of Liberty Basin Marina has been completed and a FIND grant application will be filed in 2022 to finalize design. The planned marina at Liberty Basin (a City CIP project) is a priority and should be completed as soon as practicable and include commercial boat clubs, rental boats, and tour opportunities as well as recreational boater slips. This marina will further enhance boater access and provide access to the adjacent existing and planned restaurants. Timing of construction should be coordinated to precede or coincide with completion of the adjacent private development on the former courthouse site.

Project Name: **Liberty Street Improvements**

- CRA Redevelopment Plan Schedule:** TBD
- Responsible Entity:** CRA
- Estimated Cost:** TBD
- Comprehensive Plan Consistency:** Transportation Element Policy 1.5.3
Transportation Element Objective 4.1
Transportation Element Policy 4.1.4
- Supporting Redevelopment Goals:** Goal 4: Vibrancy
Goal 5: Clean/Safe/Healthy/Accessible
Goal 6: Walkability/Bike-ability
Goal 7: River Access

Liberty Street is a planned north-south bicycle corridor. This corridor will provide a parallel facility to the Emerald Trail segments at Hogan’s Creek, Hogan Street, and Lee Street to connect Beaver Street to the Riverwalk. A redesign of the roadway to provide a cycle track or protected bike lanes is contemplated. Each improvement and project shall build upon priorities identified in the 2030 Multimodal Transportation Plan and the North Florida Transportation Planning Organization (NFTPO) Downtown Jacksonville Bicycle and Pedestrian Route Plan, and the COJ Bicycle Pedestrian Master Plan, the Emerald Trail Plan as well as other previous work to identify strategic corridors and a variety of facility types to be determined.

In addition, each improvement and project shall consider bicycle treatment options outlined in both the AASHTO Guide for Development of Bicycle Facilities and the National Association of City Transportation Officials (NACTO) Urban Bikeway Design Guide.

All improvements and projects will take into consideration the following traffic analysis essentials:

- Ease of Implementation
- Connectivity
- Crash Data
- Gap Analysis
- Count Data
- Volume Data
- Speed Data
- Impact Assessment
- Synchronization of Signals
- Pedestrians and Bike Signal Improvements
- Traffic Calming Recommendations

Cycle tracks provide bicyclists exclusive space in the roadway by separating them from motor vehicle traffic with raised medians. The Plan recommends giving Liberty Street a road diet reducing lanes from four to two lanes. Aforementioned planning efforts recommend north-south protected bike lanes (cycle tracks) along the west side of Liberty Street connecting the Klutho Park Greenway with the Northbank Riverwalk. Liberty Street is a four-lane undivided road with some on-street parking and very low traffic volumes.

In the context of the new American urban economy, protected bike lanes (cycle tracks) promote economic growth in several common ways:

- **Fueling Redevelopment to Boost Real Estate Value** - Protected bike lanes can bring order and predictability to streets and provide transportation choices while helping to build neighborhoods where everyone enjoys spending time.
- **Helping Companies Attract Talented Workers** - Millennials and members of Generation X increasingly prefer downtown jobs and nearby homes. Protected bike lanes make biking more comfortable and popular and can help companies locate in Downtown Jacksonville without unnecessary expenses on parking.
- **Making Workers Healthier and More Productive** - By creating a clear delineation between auto and bike traffic, protected bike lanes get more people burning calories, clearing minds, and strengthening hearts and lungs. As companies scramble to lower health care costs, employees benefit from the exercise of pedaling to work helping boost overall productivity and reduce bills.
- **Increasing Retail Visibility and Sales Volume** - When people use bikes for errands, they're the ideal kind of retail customers: regulars. They stop by often and spend as much or more per month as people who arrive in cars. Plus, ten customers who arrive by bike fit in the parking space of one customer who arrives by car.



Project Name: Bay Street Improvements

- CRA Redevelopment Plan Schedule:** TBD
- Responsible Entity:** City
- Estimated Cost:** TBD
- Comprehensive Plan Consistency:** Transportation Element Policy 1.5.3
Transportation Element Objective 4.1
Transportation Element Policy 4.1.4
- Supporting Redevelopment Goals:** Goal 4: Vibrancy
Goal 5: Clean/Safe/Healthy/Accessible
Goal 6: Walkability/Bike-ability
Goal 7: River Access

Originally envisioned as an east west bicycle route in future road diets, Bay Street has become the designated autonomous vehicle route. Until the requirement for a dedicated U2C lane on Bay Street is removed, bicycle improvements to Bay Street will be postponed and replaced with parallel facilities. Where possible, a multi-use path of sufficient width to accommodate both pedestrians and bicyclists will be provided beyond the curb line but within the right of way.

Project Name: Monroe Street LaVilla Road Diet

- CRA Redevelopment Plan Schedule:** TBD
- Responsible Entity:** City
- Estimated Cost:** TBD
- Comprehensive Plan Consistency:** Transportation Element Policy 1.5.3
Transportation Element Objective 4.1
Transportation Element Policy 4.1.4
- Supporting Redevelopment Goals:** Goal 4: Vibrancy
Goal 5: Clean/Safe/Healthy/Accessible
Goal 6: Walkability/Bike-ability

City Traffic Engineering has identified Monroe Street between I-95 and Jefferson Street as a prime candidate for a road diet to enhance vehicular safety as well as provide a cycle track connecting to the eastern segment of Monroe. This segment currently has a high vehicular crash rate and excessive speeds that can both be improved by the proposed road diet. The CRA plan fully supports this effort both for its value to the safety and quality of life for LaVilla residents and businesses, but also for the potential to provide a fully connected east-west bicycle corridor centrally located between Beaver Street and the Riverwalk.

Project Name: Beaver Street Road Diet

CRA Redevelopment Plan Schedule: 2023-2025
Responsible Entity: FDOT
Estimated Cost: TBD
Comprehensive Plan Consistency: Transportation Element Policy 1.5.3
 Transportation Element Objective 4.1
 Transportation Element Policy 4.1.4
Supporting Redevelopment Goals: Goal 4: Vibrancy
 Goal 5: Clean/Safe/Healthy/Accessible
 Goal 6: Walkability/Bike-ability

FDOT has identified Beaver Street between I-95 and Liberty Street as a prime candidate for a road diet to enhance vehicular safety. City departments and the DIA have requested a continuous multi-use path within this corridor to connect the Lee Street and Hogan Street segments of the Emerald Trail as well as the proposed Liberty Street bicycle corridor. This multi-use corridor would provide a east-west route across the northern side of Downtown on a much lower traffic volume street than State or Union, and provide a parallel facility to Monroe Street and the Riverwalk.

Project Name: Restore Two-Way Street System

CRA Redevelopment Plan Schedule: 2022-2027
Responsible Entity: CRA as to Forsyth and Adams
Responsible Entity: City as to Monroe, Pearl, and Julia
Estimated Cost: \$7,000,000 CRA in 2022-2024; other segments TBD
Comprehensive Plan Consistency: Transportation Element Policy 1.5.3
 Transportation Element Policy 1.6.1
 Transportation Element Objective 4.1
 Transportation Element Policy 4.1.4
Supporting Redevelopment Goals: Goal 5: Clean/Safe/Healthy/Accessible
 Goal 6: Walkability/Bike-ability

All Downtown Jacksonville infrastructure improvements shall accommodate pedestrians and bicyclists within existing street network to establish a dedicated network. These facilities will provide for improved access, convenience, and safety to major destinations within Downtown Jacksonville to surrounding neighborhoods.

Existing Downtown Jacksonville one-way street patterns promote faster speeds and reduce wayfinding and traffic dispersion for motorists and lead to confusion and circuitous travel to destinations and attractions. For the casual visitor to Downtown Jacksonville, the one-way street grid often presents a confusing circulation pattern and a frustration at the inability to find a specific location. Often times, drivers are taken blocks out of one’s way in trying to return to a destination or find off-street parking. As Downtown Jacksonville redevelops over the coming years, the need for traffic dispersion in the Downtown Northbank CRA will be increased. Two-way streets, coupled with on-street parking and street trees tend to work together to

slow automobile travel speeds thereby creating a more walkable, pedestrian-friendly environment. The CRA Redevelopment Plan Update recognizes that some streets are best retained as one-way, to facilitate increased vehicle capacity. In order to improve the pedestrian experience and make businesses more visible and accessible, the CRA Redevelopment Plan Update recommends that several one-way streets be converted to enable two-way travel in order to improve wayfinding, improve access to properties, and reduce travel distance to destinations. Listed below those streets the CRA Redevelopment Plan Update recommends being converted to two-way travel in an effort to enhance street-level activity and vibrancy in the Northbank Core Retail Enhancement Area and increasing the visibility of downtown businesses and retailers. The recommended conversions do not alter the arterial loop of one-way roadways that frame the Northbank Core Retail Enhancement Area.

Roadway	From	To
Adams Street	Jefferson Street	Liberty Street
Forsyth Street	Broad Street	Liberty Street
Monroe Street	Pearl Street	Liberty Street
Pearl Street	Riverwalk	State Street
Julia Street	Bay Street	State Street

The DIA will coordinate and partner closely with the City’s Public Works Department because the signal synchronization system in place Downtown Jacksonville assumes a certain flow and speed of vehicles that is used to maximize the timing of signal sequences. However, the operational disadvantages associated with one-way streets, in which the existing system forces drivers to follow out-of-direction routes to their destinations, causing an increase in the number of turning movements required and the vehicle-miles of travel offsets the signal synchronization issue. Signal synchronization can be dealt with so that signal progression can be maintained on two-way streets to favor the peak direction movement during the morning and afternoon peak periods with minimal effect on vehicular delay or the capacity of the network. Oversized driving lanes should be repurposed to improve walkability with increased walk widths and bikeways. Bicyclists and pedestrians’ presence in turn slow cars down, and new bike lanes are a great way to utilize excess road width currently dedicated to oversized driving lanes.

The Downtown Northbank CRA has currently funded design of this project on Forsyth and Adams and has allocated funding for basic implementation subject to cost estimate revisions.



Project Name: Hogan Street Improvements - Emerald Trail Link

- CRA Redevelopment Plan Schedule:** 2022-2024
- Entity Responsible:** City
- Estimated Cost:** TBD
- Comprehensive Plan Consistency:** Transportation Element Objective 4.1
Transportation Element Policy 4.1.4
Transportation Element Policy 1.5.3
- Supporting Redevelopment Goals:** Goal 4: Vibrancy
Goal 5: Clean/Safe/Healthy/Accessible
Goal 6: Walkability/Bike-ability
Goal 7: River Access

Hogan Street, between State Street and the Riverwalk is a designated Emerald Trail link and improvements for bicyclists and pedestrians are currently in design. The cycle track and expanded sidewalk will facilitate and encourage safe bicycle travel all the way from Springfield and the downtown campus of Florida State College at Jacksonville and to the St. Johns River. This important link will parallel proposed Liberty and Pearl Street improvements connecting nearby neighborhoods to the Riverwalk and East Coast Greenway as well as other Downtown Jacksonville destinations.

All Downtown Jacksonville infrastructure improvements shall accommodate pedestrians and bicyclists within existing street network to establish a dedicated network. These facilities will provide for improved access, convenience, and safety to major destinations within Downtown Jacksonville to surrounding neighborhoods. Each improvement and project shall build upon priorities identified in the 2030 Multimodal Transportation Plan and the North Florida Transportation Planning Organization (NFTPO) Downtown Jacksonville Bicycle and Pedestrian Route Plan as well as other previous work to identify strategic corridors and a variety of facility types to be determined. In addition, each improvement and project shall consider bicycle treatment options outlined in both the AASHTO Guide for Development of Bicycle Facilities and the National Association of City Transportation Officials (NACTO) Urban Bikeway Design Guide.

All improvements and projects will take into consideration the following traffic analysis essentials:

- Ease of Implementation
- Connectivity
- Crash Data
- Gap Analysis
- Count Data
- Volume Data
- Speed Data
- Impact Assessment
- Synchronization of Signals
- Pedestrians and Bike Signal Improvements
- Traffic Calming Recommendations



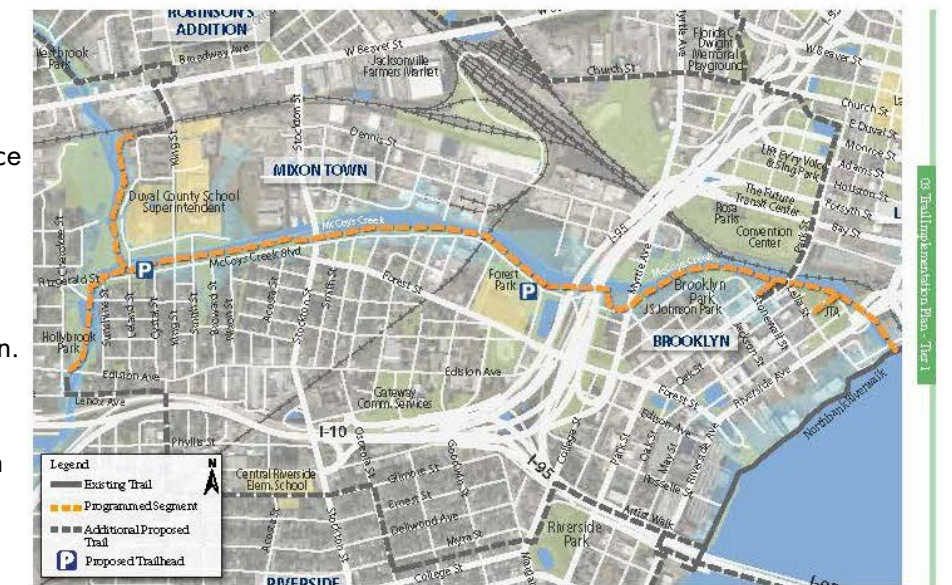
Project Name: McCoy's Creek Improvements & Emerald Trail Link

- CRA Redevelopment Plan Schedule:** TBD
- Responsible Entity:** City
- Estimated Cost:** TBD
- Comprehensive Plan Consistency:** Transportation Element Objective 4.1
Transportation Element Policy 4.1.4
Transportation Element Policy 1.5.3
Recreation and Open Space Element Goal 4
Recreation and Open Space Element Policy 4.1.4
Recreation and Open Space Element Policy 4.2.5
- Supporting Redevelopment Goals:** Goal 4: Vibrancy
Goal 5: Clean/Safe/Healthy/Accessible
Goal 6: Walkability/Bike-ability
Goal 7: River Access

Both McCoy's Creek and Hogan's Creek offer marvelous links between surrounding Urban Core neighborhoods, the redevelopment of Downtown Jacksonville, and new infill development connections to the St. Johns River. Accessibility to Hogan's Creek and surrounding linear parklands will add value to the adjacent neighborhoods and inland properties while completing a major segment of the overall Emerald Necklace, a connected and beautiful system of trails, active and passive open spaces that foster a greater sense of community Downtown. To realize these important links involves resolving longstanding environmental contamination issues, creating practical and pedestrian-friendly connections, linking the creeks and the river, and providing programmed active elements along the trails.

The long-term recommended actions for McCoy's Creek should create an amenity that could stimulate and support the creation of new residential development. A new park space along the banks of a relocated creek has been negotiated as part of an adjacent redevelopment proposal and will facilitate project completion. In conjunction with this project could be the redevelopment of Park Street as a boulevard with a landscaped median acting as the gateway to the LaVilla District.

Programmed Segment | McCoy's Creek Greenway



In order to begin any improvements, the creeks and their banks must be cleaned, and contaminants removed. While such an effort might appear straightforward, the breadth and scope of the task expands to the pollutant sources located well north and west of Downtown Jacksonville. These sources are often times privately-owned properties contaminated by ash or failing septic tanks that continually deposit silt along the bottom or banks of the creeks. This project is currently included in the City CIP and underway.

The CRA Redevelopment Plan recommends DIA partner with federal, state, and local agencies in their efforts to restore the health of the creeks. This effort will likely involve the dredging of the creeks to remove sediments that have been deposited over the years, wetland creation and restoration of a littoral shelf to aid treating water and reduce the effects of pollutants and sedimentation, remove exotic species, debris, pipes, and non-contributing structures.

A segment of the Emerald Trail has been designed to follow the creek and that segment is included in the City CIP projects for McCoy's. DIA could assist affiliated agencies and the private sector in the design and construction of enhanced amenities for the greenway and parks such as lighting, pavilions, landscaping, tables, benches, and trash receptacles along the portion of the creeks located Downtown.

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Project Name: Emerald Trail Model Mile

- CRA Redevelopment Plan Schedule:** 2022-2023
- Responsible Entity:** City
- Estimated Cost:** Fully-Funded - Under Construction
- Comprehensive Plan Consistency:**
 - Transportation Element Objective 4.1
 - Transportation Element Policy 4.1.4
 - Transportation Element Policy 1.5.3
- Supporting Redevelopment Goals:**
 - Goal 4: Vibrancy
 - Goal 5: Clean/Safe/Healthy/Accessible
 - Goal 6: Walkability/Bike-ability

The first segment in the implementation Tier 1 was chosen by PATH/KAIZEN team and vetted through the Steering Committee as the model project to kick-off the implementation of the Emerald Trail. The model project will make the connection from the south end of the existing S-Line trail to the intersection of Park Street and Stonewall Street, providing multiple access points for the LaVilla and Brooklyn neighborhoods, as well as establishing the future opportunity to connect to the McCoy's Creek Greenway. In addition, there is a funded COJ project for a road diet on Park Street between Stonewall and Forest Street with a two-way cycle track on the west side of Park Street. Constructing this segment will meet the project goal to provide connections between the S-line trail and its surrounding neighborhoods towards the Riverwalk and Downtown Jacksonville area. This segment has the most logical start/endpoints that will ensure high use of the model project once it is built.

The proposed trail starts at the intersection of the existing S-Line on State Street by adding an at-grade crossing with a pedestrian activated signal. Then, it becomes a side path on the south side of State Street to the west side of Eaverson Street by utilizing the extra green space on the existing shoulder. As the side path reaches the signalized intersection at West Beaver Street, it will cross to the south side and transition into a greenway trail through the Florida Dwight Memorial Playground. Crossing Cleveland Street with the traffic signal, the proposed trail continues as a side path on the north side of Church Street. It will then make a mid-block crossing over to the south side of Church Street with Rectangular Rapid Flashing Beacon. Coordination with FDOT is needed to make the trail transitions off the street onto its property. The trail transitions off the street and becomes a greenway on the City-owned green space adjacent to the detention ponds until it reaches Lee Street. There are several vacant parcels along the west side of Lee Street, which could be utilized as space for a greenway trail. The Brooklyn Road Diet Study has proposed converting the western half of the Park Street viaduct to a bike/pedestrian space. The planning team has reviewed and incorporated the proposed facility on the viaduct as part of the model project.

Model Project | S-Line to Stonewall Street



Project Name: **Hogans Creek Improvements & Emerald Trail Link**

CRA Redevelopment Plan Schedule:	TBD
Responsible Entity:	City
Estimated Cost:	TBD
Comprehensive Plan Consistency:	Transportation Element Objective 4.1 Transportation Element Policy 4.1.4 Transportation Element Policy 1.5.3 Recreation and Open Space Element Goal 4 Recreation and Open Space Element Policy 4.1.4 Recreation and Open Space Element Policy 4.2.5
Supporting Redevelopment Goals:	Goal 4: Vibrancy Goal 5: Clean/Safe/Healthy/Accessible Goal 6: Walkability/Bike-ability Goal 7: River Access

Both McCoy’s Creek and Hogan’s Creek offer marvelous links between surrounding Urban Core neighborhoods, the redevelopment of Downtown Jacksonville, and new infill development connections to the St. Johns River. To realize these important links involves resolving longstanding environmental contamination issues, creating practical and pedestrian-friendly connections, linking the creeks and the river, and providing programmed active elements along the trails.

The Hogan’s Creek flood control, resiliency and creek restoration project will require significant land acquisitions within Downtown that should begin as soon as practicable to secure the necessary flood plain corridor. Design and construction of the creek restoration project and the adjacent Emerald trail link should be coordinated and will take multiple years to complete, but will have a major impact not only on upstream neighborhoods, but on redevelopment staging of Cathedral Hill and the Sports and Entertainment District.

Project Name: **Park Once - Park Smart**

CRA Redevelopment Plan Schedule:	2022-2033
Responsible Entity:	CRA & City
Estimated Cost:	TBD
Comprehensive Plan Consistency:	Transportation Element Policy 1.4.7 Transportation Element Objective 1.5 Transportation Element Policy 1.5.4 Transportation Element Policy 2.3.8
Supporting Redevelopment Goals:	Goal 1: Office Goal 2: Housing Goal 3: Retail/Food & Bev/Entertainment

Adequate and convenient parking is always a primary element of the health of any downtown, and Downtown Jacksonville is no exception. Jacksonville has been blessed with more than 30,000 public parking spaces,

and while the demand is catching up to this supply, a very large amount of land Downtown is still devoted to parking. Peripheral parking areas are underutilized while certain areas experience high occupancy levels. While such a supply can be a boon to commuters, it nevertheless has a negative impact on the activity level of downtown’s streets and neighborhoods.

The CRA Redevelopment Plan recommends a Park Once – Park Smart strategy of consolidating existing parking, discouraging surface parking spaces, education, and better pricing to utilize the existing parking resources, upgrades of on-street and off-street parking systems to implement new technologies and dynamic pricing, and consolidated management under DIA of all municipal parking facilities and the CRA leased garages.

The DIA shall work to prevent new permanent surface parking lots Downtown, a notion consistent with Downtown parking legislation from 2010. In order to maximize the amount of parking Downtown while at the same time minimizing the negative impacts of parking facilities on the Downtown streetscape, the following improvements to the parking system are recommended:

- Connect parking facilities with clear and logical transit and pedestrian linkages.
- Encourage parking as part of mixed-use developments, rather than as standalone.
- With some exceptions, mandate first floor retail uses in parking facilities.
- Identify, consolidate, and market fringe parking locations.
- Enhance the identity of the peripheral parking structures with public art.
- Promote the education of the lower prices for parking at peripheral locations.
- Hire a “parking concierge” to consolidate parking supply for prospective developers and tenants looking for parking beyond that which is dedicated to the targeted property.
- Consider implementation of a Downtown Jacksonville parking shuttle.
- Adjust on-street and off-street rates to market in order to balance supply and demand and influence parker choices
- Implement flexible on-demand parking rate adjustments and weekend charges
- Utilize increased parking revenue to upgrade facilities, implement mobile apps and pay kiosks, and modernize downtown public parking

The Downtown Northbank CRA should be a place where visitors have the ability to park once and experience several destinations without repeatedly utilizing their automobile.

DIA, through its Office of Public Parking should continuously strive to implement rate adjustments, policy changes and physical upgrades to not only modernize City owned or managed parking options and facilities but to advance shared parking goals and a park once – park smart strategy. The parking enterprise fund should bear the cost of these upgrades, but the CRA may use TIF funds when available to accelerate implementation.

As redevelopment occurs and Downtown Jacksonville becomes a more active and vibrant area, a new Northbank east-west Circulator route, possibly the U2C, should be considered to link key existing and new destinations to one another within the Downtown Northbank CRA. Circulator buses or autonomous vehicles could run at frequent intervals to minimize wait times and compete with riders’ option of driving to their destination. The goal is to have a reliable, easy to use shuttle that anyone can utilize after they park and know they will make it back to their car safely after venturing out to all Downtown Jacksonville has to offer them.

The circulator or U2C is a means to link the various surrounding neighborhoods with Downtown Jacksonville and eliminate the perception Downtown Jacksonville is difficult to navigate and support the use of peripheral parking facilities.

Project Name: K-12 School in the Northbank CRA

- CRA Redevelopment Plan Schedule:** Market-Driven
- Responsible Entity:** CRA
- Estimated Cost:** TBD
- Comprehensive Plan Consistency:** Future Land Use Element Policy 2.3.6
Future Land Use Element Policy 3.4.1
- Supporting Redevelopment Goals**
 - Goal 2: Housing
 - Goal 4: Vibrancy
 - Goal 5: Clean/Safe/Healthy/Accessible
 - Goal 6: Walkability/Bikeability

In further support of Downtown employees and residents, the DIA should recruit a Downtown K-12 school in Cathedral or Central Core. One potential site might be the Supervisor of Elections site on Monroe Street.

Project Name: LaVilla Catalyst Sites - Arts Gateway and Convention Center

- CRA Redevelopment Plan Schedule:** Market Driven
- Responsible Entity:** CRA
- Comprehensive Plan Consistency:** Historic Preservation Element Goal 1
Historic Preservation Element Objective 1.5
- Supporting Redevelopment Goals:**
 - Goal 1: Office
 - Goal 2: Housing
 - Goal 3: Retail/Food & Bev/Entertainment
 - Goal 4: Vibrancy
 - Goal 5: Clean/Safe/Healthy/Accessible
 - Goal 6: Walkability/Bike-ability
 - Goal 8: Efficiency

Both the existing Prime Osborne Convention Center site and the La Villa Arts Gateway identified in the LaVilla Strategy are identified catalyst sites.

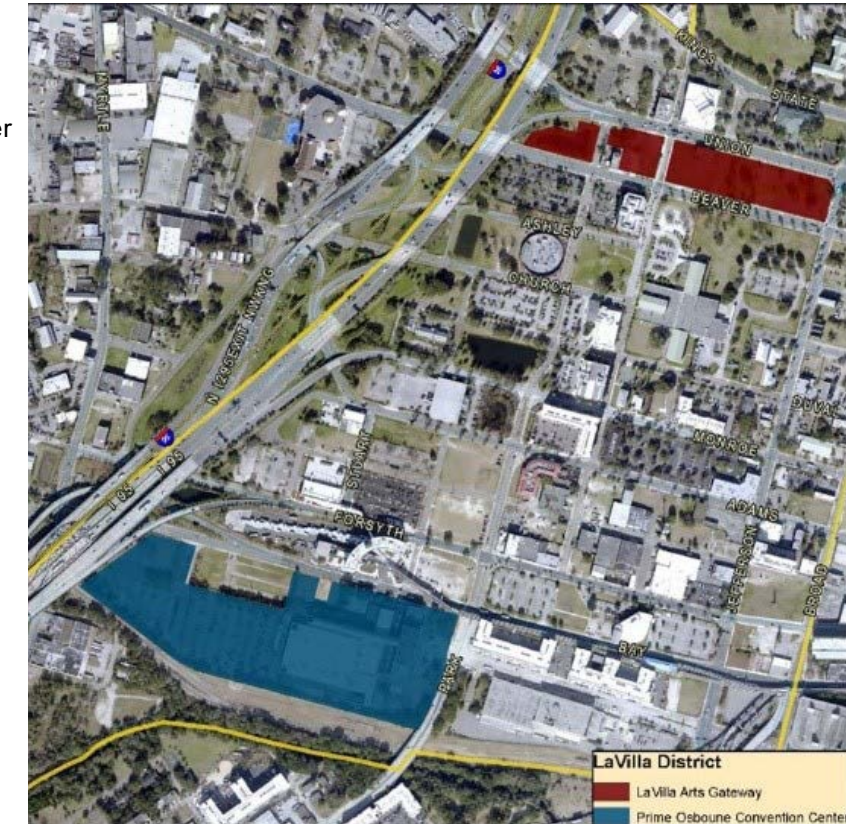
With the burgeoning new residential, retail and restaurant development presently happening in the nearby Brooklyn neighborhood, the cultural attractiveness of the LaVilla neighborhood, and the presence of the Prime Osborn Convention Center and Skyway, the 2014 CRA Redevelopment Plan recommended examining the potential redevelopment of 40 acres in LaVilla which are composed of properties owned by three public entities: the City of Jacksonville, the Jacksonville Transportation Authority (JTA), and the Florida Department of Transportation (FDOT). The 40-acres are bound by Duval Street to the north, Lee/Park Street to the east, I-95 to the west, and the southern property boundary of the Prime Osborne Convention Center to the south. A jointly funded document, the LaVilla Neighborhood Development Strategy, was the

final deliverable and guides future dispositions and redevelopment activities. Several parcel dispositions have occurred consistent with that strategy and new residential developments have returned residents to LaVilla.

JTA recently completed the Jacksonville Regional Transportation Center (JRTC) office structure primarily for Jacksonville Transportation Authority (JTA). The JRTC connects local and regional bus services, First Coast Flyer Bus Rapid Transit, the Skyway, intercity bus, intercity rail, and future commuter rail. Additionally, the JRTC will support development of the LaVilla neighborhood as a master planned transit-oriented development opportunity encompassing parcels controlled by the JTA and City of Jacksonville’s Downtown Investment Authority. The vision for the area would be an urban metropolitan center with mixed-income housing, retail, and office development with a direct connection to a proposed regional transportation hub. Several Multifamily housing developments are now complete and townhomes for owner occupancy are under construction. Return of passenger rail service to the former train station is a priority. The Convention Center parcels and the Arts Gateway parcels that require careful consideration and implementation.

The high-quality educational opportunities at the LaVilla School for the Arts, Florida State College at Jacksonville, and Ritz Theater, and the spillover effect from Fresh Market, 220 Riverside and Unity Plaza easily connected to the site by Park Street offers tremendous potential for redevelopment of these sites.

The DIA will insist that redevelopment activities within LaVilla reinforce LaVilla’s role as an important center of African American heritage and Downtown Jacksonville’s center for cultural and arts facilities. It should be a vibrant, mixed-use urban area where commercial, cultural, entertainment, and urban housing such as loft apartment and walk-ups coexist side by side and create the synergy needed to sustain a neighborhood. With future plans for LaVilla to be redeveloped as a mixed-use transit-oriented neighborhood, it should also be considered appropriate for locating higher education institutions in LaVilla, perhaps a culinary arts college, or a fintech academy as a catalyst to nurture an academic environment Downtown.



Project Name: **Riverfront Plaza Development Pad/East Parking Lot Catalyst Sites**

- CRA Redevelopment Plan Schedule:** Market-Driven
- Responsible Entity:** CRA
- Comprehensive Plan Consistency:** Future Land Use Element Goal 1
Future Land Use Element Policy 1.1.19
Recreation and Open Space Element Goal 6
Recreation and Open Space Element Policy 6.1.4
- Supporting Redevelopment Goals:** Goal 1: Office
Goal 2: Housing
Goal 3: Retail/Food & Bev/Entertainment
Goal 4: Vibrancy
Goal 5: Clean/Safe/Healthy/Accessible
Goal 6: Walkability/Bikeability

The Perkins & Will plan for Riverfront Plaza Park recommends the DIA partner with the private sector in any redevelopment initiative regarding the adjacent development that repositions Riverfront Plaza with more destination experience events, mixed-use including residential, shopping, ample pedestrian access to the river, and unique restaurants.

Project Name: **Sports and Entertainment Surface Lots-Catalyst Sites**

- CRA Redevelopment Plan Schedule:** Market-Driven
- Responsible Entity:** CRA
- Comprehensive Plan Consistency:** Future Land Use Element Policy 1.1.19
- Supporting Redevelopment Goals:** Goal 2: Housing
Goal 3: Retail/Food & Bev/Entertainment
Goal 4: Vibrancy
Goal 5: Clean/Safe/Healthy/Accessible
Goal 6: Walkability/Bikeability

The underutilized surface lots surrounding the stadium are prime property for redevelopment for high-density mixed-use redevelopment with a particular focus on entertainment venues, visitor attractions, hospitality and year-round activation complemented by traditional residential and retail. Particular attention should be paid to the Bay Street frontage and connections to the riverfront and Metropolitan Park as well as connectivity to other venues and adjacent neighborhoods.

Project Name: **Former Duval County Courthouse/City Hall Annex Catalyst Site**

- CRA Redevelopment Plan Schedule:** Near-Term
- Responsible Entity:** CRA
- Comprehensive Plan Consistency:** Future Land Use Element Goal 1
Recreation and Open Space Element Goal 6
Recreation and Open Space Element Policy 6.1.4
- Supporting Redevelopment Goals:** Goal 2: Housing
Goal 3: Retail/Food & Bev/Entertainment
Goal 4: Vibrancy
Goal 6: Walkability/Bikeability

The site is well-suited for large scale, mixed-use development and a Notice of Disposition was recently awarded for a high-rise residential and retail project on the former courthouse site that both activates Bay Street and the future Liberty Basin marina. The DIA should insist that redevelopment of the site achieve the following goals:

- Provides active uses along the waterfront such as marinas, restaurants, cafes, retail, amusement, entertainment, etc. that will help activate and offer amenity to the St. Johns River;
- Provides public access to the waterfront by means of improved and expanded boardwalks, parks and/or trails along the waterfront;
- Conceals parking from street and river views by means of linear buildings, walls, and landscaping;
- Provides a pedestrian link that does not block connecting the Jacksonville Landing to Metropolitan Park, the Baseball Grounds of Jacksonville, EverBank Field, and Veterans Memorial Arena.

The City Hall annex site should be retained as an activated civic space in the short-term. As the courthouse site and marina are completed, consideration for redevelopment opportunities associated with this parcel should be reconsidered and evaluated against its value in providing public space and connectivity in this section of Bay Street.



Project Name: **Snyder Memorial Church Catalyst Site**

- CRA Redevelopment Plan Schedule:** 2022-2024
- Responsible Entity:** CRA
- Comprehensive Plan Consistency:** Historic Preservation Element Goal 1
Historic Preservation Element Objective 1.5
- Supporting Redevelopment Goals:** Goal 3: Retail/Food & Bev/Entertainment
Goal 4: Vibrancy

To augment the programming efforts at James Weldon Johnson Park, the CRA Redevelopment Plan recommends that the DIA determine the disposition for the reuse of the City-owned Snyder Memorial Building to improve activity along the Laura Street corridor. In 2007, and again in 2021, the City reviewed the current status of the existing building at 226 North Laura Street, to determine the general extent of previous construction bid contract work that was accomplished. The review considered what general areas of work must be completed to allow use as an Assembly Occupancy under the current Florida Building Code. This review did not include any design or engineering revisions to the existing documents and is general in nature to determine the approximate extent of remaining items and related probable cost to make the facility usable.

The Public Works Department is currently engaging a contractor to perform a number of building repairs to further stabilize, waterproof, and ensure the longevity of the structure. The DIA should work to ascertain an optimal user for the Snyder Memorial Church that can bolster and support the event programming going on in the vicinity, ensure long term maintenance of the building and its accessibility to the public, be respectful of the building’s history, and add to Downtown Jacksonville’s activation. The CRA Redevelopment Plan recommends that any cultural, experiential retail, or recreational use of the building not restrict public access, that anyone can enter the building.

Project Name: **First Baptist Church Campus Catalytic Sites**

- CRA Redevelopment Plan Schedule:** Market-Driven
- Responsible Entity:** CRA
- Comprehensive Plan Consistency:** Future Land Use Element Policy 1.1.19
Future Land Use Element Policy 1.1.24
- Supporting Redevelopment Goals:** Goal 2: Housing
Goal 3: Retail/Food & Bev/Entertainment
Goal 4: Vibrancy
Goal 6: Walkability/Bikeability

The 9 square blocks of Downtown Jacksonville property held by First Baptist Church and offered for potential redevelopment present a unique catalytic opportunity for the north end of Downtown Jacksonville. Proximity to FSCJ and major arterial roadways as well as an abundance of parking make these sites well-suited for a campus development- whether educational, institutional, or corporate. A medical research campus would be centrally located between Jacksonville’s major hospitals, and a variety of uses would benefit from the proximity to both City Center and FSCJ. DIA should encourage redevelopment that encompasses all or much of the campus rather than piecemeal redevelopment that eliminates larger scale opportunities.

Project Name: **Shipyards & Kids Kampus Catalyst Site**

- CRA Redevelopment Plan Schedule:** Market Driven
- Estimated Cost:**
- Comprehensive Plan Consistency:** Future Land Use Element Goal 1
Future Land Use Element Goal 2
Recreation and Open Space Element Goal 3
Recreation and Open Space Element Goal 4
- Supporting Redevelopment Goals:** Goal 6: Walkability/Bikeability
Goal 7: River Access

The Shipyards/Kids Kampus Site is located between a convention hotel and the sports & entertainment venues and is optimally located for large-scale holistically planned redevelopment that will serve as the missing link providing an activated corridor from the Central Core to the Working Waterfront District and enhance the daytime, nighttime, and weekend appeal of Downtown Jacksonville. It’s location along the majestic St. Johns River provides a once-in-a-generation opportunity to create a mixed-use destination that includes robust park and public spaces, dining and entertainment opportunities, and office and residential options.

Due to complete in Fall 2022, the joint effort between the City and DOT, the removal of the Hart Bridge Expressway overpass between Gator Bowl Boulevard and A Philip Randolph, will provide easier access to the Shipyards and Sports & Entertainment complex. This will allow motorists travelling from US-1 into Downtown Jacksonville to “arrive” on the street level rather than fly over this soon-to-be vibrant Downtown District.

A world-class riverfront park and complimentary amenities are planned to be situated on the 10 +/- acre site the west side of Hogan’s Creek. Further, an entertainment venue is being pursued for the western banks of Hogan’s Creek as well. The Jacksonville Fire Museum will also be relocated to this western side of this parcel, facing Bay Street and a historic Naval Ship & museum (USS Orleck) has been approved for Pier One at the western end of the Shipyards. The Museum of Science and History (MOSH) has plans to relocate to the eastern side of Hogan’s Creek and the CRA has agreed to a long-term ground lease for this purpose. The addition of a public institution to the Shipyards, such as a science museum, will attract many visitors from around the region to the Downtown Jacksonville Riverfront and beyond. The park, museums and entertainment venues will provide an activated link from the core of Downtown to the Sports and Entertainment venues and new private developments to the east.

Beginning in Q2 2022, the eastside of Shipyards, comprising of the site of the former Kids Kampus Park, will be redeveloped into a luxury Four Seasons resort hotel and condominiums, a Class A office building, and a marina support building (which will include a ship’s store and casual dining) with an event lawn. Further, the Developer and/or City will make significant improvements to the Riverwalk and Metropolitan Park Marina. The Developer commits to annual contributions towards maintenance and programming of Metropolitan Park.

Immediately to the West of the office building and marina support building/events lawn is a 3 +/- acre site available for development, in which the Developer retains a Right of First Offer to develop. The site is well-suited for high-quality residential or mixed-use development with retail or other publicly accessible uses on the ground floor fronting Gator Bowl Blvd and the River. Due to the central location of the parcel within the Shipyards, the contribution of public amenities, such as unique placemaking and programming along the Riverwalk that cohesively integrates into the overall Shipyards Redevelopment should be required. Any new waterfront private development in the Shipyards should include a restaurant or destination venue accessible from the Riverwalk, retail shops fronting the waterfront, or other publicly accessible and engaging first floor activated space on the waterfront.





SOUTHSIDE CRA

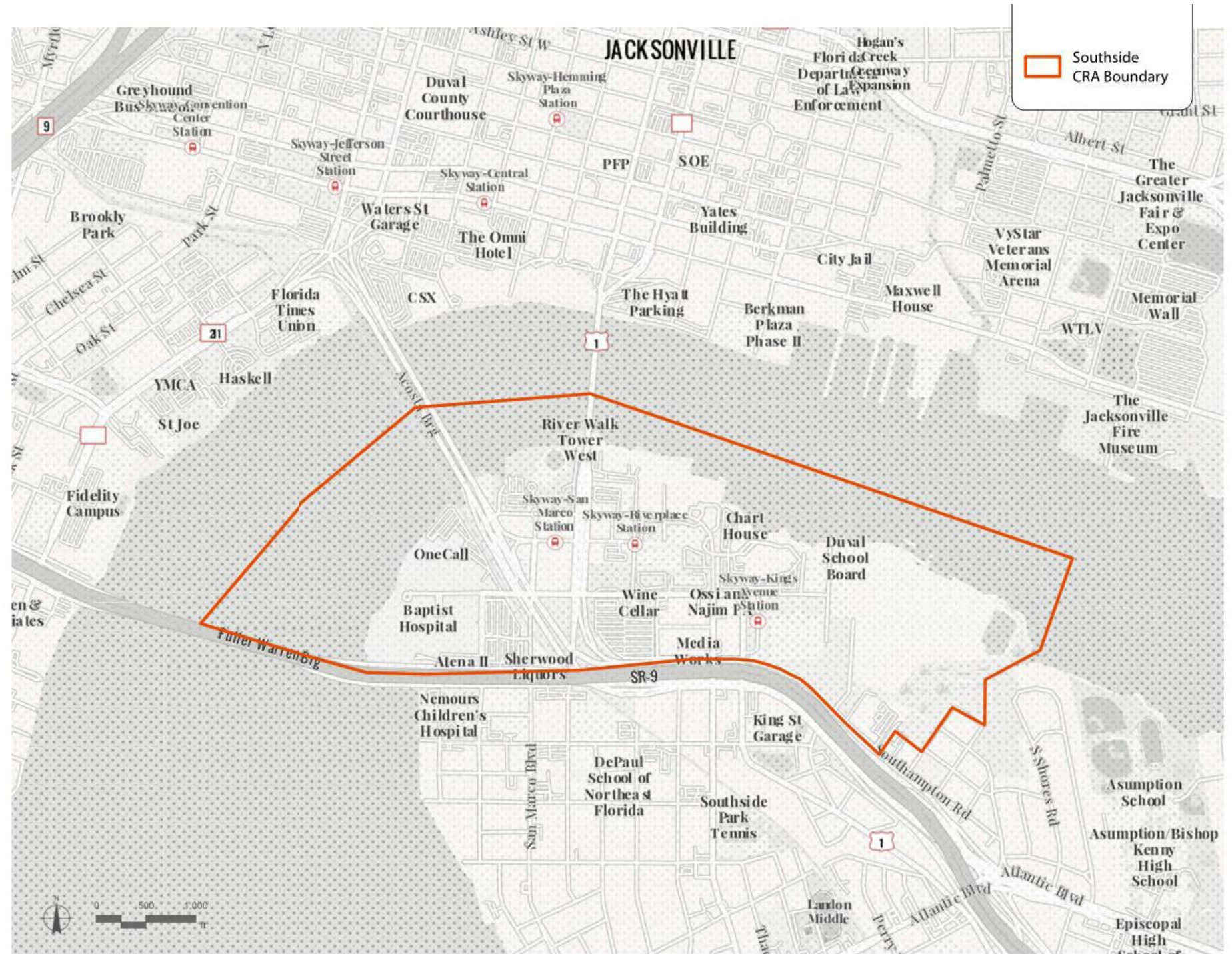
- **7.1 Legal Description**
- **7.2 Existing Conditions**
- **7.3 Residential Use Element**
- **7.4 Neighborhood Impact Assessment**
- **7.5 Redevelopment Projects**
-

7.1 | Legal Description

The legal description of the **Southside Community Redevelopment Area**, as set forth in Ordinance 80-1347-704 and subsequently amended in Ordinance 83-22-66, and as further amended hereby, is as follows:

A part of the City of Jacksonville, Duval County, Florida described as follows: Begin at the point of the center line of the St. Johns River on the north right-of-way line of the Fuller Warren Bridge, Interstate 95; thence Easterly along said Northerly right-of-way line to a point of intersection with the southwesterly edge of the southbound roadway of South Main Street; thence northeasterly along a line drawn straight from the last described point to the northwesterly corner of Lot 18, Block 1, Bostwick's Subdivision of Block 46 in South Jacksonville, as shown on plat recorded in Plat Book 3, Page 68 of the current public records of said County, said northwest corner being located in the northeasterly right-of-way line of the northbound approach to said South Main Street from said Interstate 95; thence southeasterly and easterly along said northeasterly right-of-way line and northerly right-of-way line of Interstate 95 to an intersection with the southeasterly right-of-way line of Vine Street; thence northeasterly along said southeasterly right-of-way line of Vine Street to the northeasterly line of that certain alley running southeasterly through Block 17, Reeds Fourth Subdivision of South Jacksonville, as shown on plat recorded in Plat Book 1, Page 46 of the former public records of said County; thence southeasterly along said northeasterly alley line to an intersection with the northwesterly right-of-way line of Alamo Street; thence northeasterly along said northwesterly right-of-way line of Alamo Street to its intersection with the northerly right-of-way line of Utah Avenue; thence easterly along said northerly right-of-way line to its intersection with the northerly prolongation of the centerline of Barbara Avenue; thence continue northerly along the prolongation of the centerline of Barbara Avenue, a distance of 390 feet, more or less, to the center of a drainage canal; thence continue northeasterly along the centerline of said drainage canal to a point where said canal empties into a shallow bay; thence continue northerly along the waters of said bay to a point on the centerline of the St. Johns River; thence westerly and southerly along said center line of the St. Johns River to the Point of Beginning.

Figure 7.1 Southside CRA Boundary



7.2 | Existing Conditions

The following demographics provided are derived from the U.S. Census Bureau’s 2019 American Community Survey (ACS). The data fields are standardized and collected at regular intervals which allows for analysis across geographies and time periods. The survey covers a wide variety of topics, from income to housing and other related topics. Private sector and academic research both depend heavily on this voluminous data source.

Like any data set that is used to infer conclusions about a population from a sample, the ACS does have limitations. Most relevant to this is analysis is that the smallest geographic areas for which estimates are available are Census Block Groups (BG). While the data can be used to infer conclusions about large geographic areas with great statistical certainty, the smaller the area of interest the greater the margin of error around the

inferences. It is important to note that the 2019 U.S. Census does not provide income data at the BG level, only at the Census Tract (CT) level. In addition, there are data sets for households and housing units. Households are units that are occupied, whereas housing units are the actual housing structures.

Considering the data limitations described above, demographic data is presented for each of the BGs that comprise the Southside CRA. Rather than make assumptions to allocate the BG level data to within or outside the CRA, demographic assumptions are not altered at the BG level so that a reader can evaluate the unaltered data. The table below lists the geographic relationship between each BG and each Downtown Overlay District. CTs are divided into BGs, which are comprised of many Census blocks.

The Southside CRA is comprised of one CT: 8 and numerous BGs. The CT exceeds the boundary of the Southside CRA which then skews the accuracy of capturing the data specifically for the Southside CRA. Therefore, the tables below summarize the CT by BG data for the Southside CRA.

The Southside CRA has a total population of 2,786 persons, having a median age of 39.6, consisting of 336 people at the age of 18 and under, and 490 people at the age of 65 and older. The population consists of 1,251 males and 1,535 females. In addition, the racial and ethnic profile is of the Southside CRA is comprised of 2,412 white; 187 black; 78 Asian; and 238 Hispanic or Latino.

The household composition reflects that there are 1,699 households within the Southside CRA with family households representing approximately 35.5%, or 603 households. The average household size is 1.56 persons with an average

family household of 2.39 persons. In addition, the housing tenure consists of 2,062 total housing units with occupied units representing 82.4%, or 1,699 units. Of the total occupied units, 382 units are owner-occupied, and 1,317 units are renter-occupied. Subsequently, 363 units, or 17.6%, of the total housing units are assumed vacant.

While income data is not captured at the BG level, the following is provided for the CTs that exceed the geographical boundary of the Southside CRA to give a snapshot of general income data for the greater area of the CRA. The Southside CRA has a median household income of \$62,298 with married couple families having a median household income of \$79,071. Seniors have a significantly lower median household income at \$39,130. Additionally, the median income for white households is \$63,504, whereas the median income for black households is \$44,353 within the Southside CRA.

Table 7.2.1 Census Block Groups Intersected by Downtown Overlay Districts

Census Tract/Block Group ⁽¹⁾	Intersecting Downtown Overlay Districts
8.1	Southbank (Partial), Non-CRA Areas
8.2	Southbank (Partial), Non-CRA Areas
10.1	Church (Partial), Cathedral (Partial), Non-CRA Areas
10.2 ⁽²⁾	Sports & Entertainment (Partial), Cathedral (Partial), Non-CRA Areas
10.3	Cathedral (BG Completely within District)
171.1 ⁽³⁾	Brooklyn (Partial), Non-CRA Areas
172.1	La Villa (Completely within BG), Central Core (Completely within BG), Church (Partial), Sports & Entertainment (Partial), Non-CRA Areas
174.2	Working Waterfront (Completely within BG), Sports & Entertainment (Partial), Non-CRA Areas

Source: Downtown Jacksonville Market & Feasibility Study, Willdan 2021.

1. Census Tracts include only Block Groups that are located in the CRA; Some BGs contain significant non-CRA areas which will influence the resulting statistics.
2. BG 10.2 contains the Duval County Jail and two homeless shelters. Observations from these facilities are included in the survey data and affect the resulting statistics. For this reason, household population and multi-family dwelling unit data is reported by District, using data provided by Downtown Vision, which excludes the jail and shelters.
3. A small portion of the Brooklyn District extends beyond BG 171.1. However, the portion of the Brooklyn District that is outside of BG 171.1 is roadway area and does not contain any dwelling units or businesses.

Table 7.2.2 Southside CRA Population

Census Tract ⁽¹⁾	Total Population	Male	Female	Average Median Age	Age 18 & under	Age 65 and Older
8	2,786	1,251	1,535	39.6	336	490

Source: Profile of General Population and Housing Characteristics, U.S. Census Bureau’s 2019 Demographic Profile; Downtown Jacksonville Market & Feasibility Study, Willdan 2021.

1. Census Tracts include only Block Groups that are located in the CRA

Table 7.2.3 Southside CRA Population by Race and Ethnicity

Census Tract ⁽¹⁾	Total Population	White	Black	American Indian	Asian	Pacific Islander	Hispanic	Two or More Races
8	2,786	2,412	187	–	78	–	238	–

Source: Profile of General Population and Housing Characteristics, U.S. Census Bureau’s 2019 Demographic Profile; Downtown Jacksonville Market & Feasibility Study, Willdan 2021.

1. Census Tracts include only Block Groups that are located in the CRA

Table 7.2.4 Southside CRA Household Compilation

Census Tract ⁽¹⁾	Total Households	Family Households	% of Total Households	Average Household Size	Average Family Size
8	1,699	603	35.5%	1.56	2.39

Source: Profile of General Population and Housing Characteristics, U.S. Census Bureau's 2019 Demographic Profile; Downtown Jacksonville Market & Feasibility Study, Willdan 2021.

1. Census Tracts include only Block Groups that are located in the CRA

Table 7.2.5 Southside CRA Housing Tenure

Census Tract ⁽¹⁾	Total Units	Total Occupied Units	% of Total Units	Owner Occupied	Renter Occupied	Total Vacant Units	% of Total Units
8	2,062	1,699	82.4%	382	1,317	363	17.6%

Source: Profile of General Population and Housing Characteristics, U.S. Census Bureau's 2019 Demographic Profile; Downtown Jacksonville Market & Feasibility Study, Willdan 2021.

1. Census Tracts include only Block Groups that are located in the CRA

Table 7.2.6 Southside CRA Household Income

Census Tract ⁽¹⁾	Median Household Income	Median Income White HH	Median Income Black HH	Median Income Senior HH	Married Couple Families
8	\$62,298	\$63,504	\$44,353	\$39,130	\$79,071

Source: Profile of General Population and Housing Characteristics, U.S. Census Bureau's 2019 Demographic Profile; Downtown Jacksonville Market & Feasibility Study, Willdan 2021.

1. Census Tracts include only Block Groups that are located in the CRA

Zoning Regulations

The Downtown Overlay Zone and Downtown District Use and Form Regulations are contained within Chapter 656, Part 3, Subpart H, Ordinance Code. Its specific intent is to promote and encourage the revitalization and growth of Downtown Jacksonville through a mix of uses not typically permitted within a conventional zoning district. Further, the Downtown Overlay Zone recognizes the uniqueness of each of the eight (8) Downtown Overlay Districts (Brooklyn, LaVilla, Church, Cathedral, Central Core, Sports & Entertainment, Working Waterfront and Southside Districts) through district-specific uses and design criteria.

In 2019 through the adoption of Ordinances 2019-0197-E, the various Zoning Districts (not to be confused with Downtown Overlay Districts) within Downtown Jacksonville were consolidated into one: *Commercial Central Business District* ("CCBD") Companion to this wholistic rezoning was Ordinance 2019-196-E, which amended the Downtown Overlay Zone and Downtown District Use and Form Regulations to:

- Maximizing the use of all available resources;
- Ensuring a high degree of compatibility between new and existing uses;
- Promoting mixed-use developments;
- Promoting access to and focus on the St. Johns River and its tributaries;

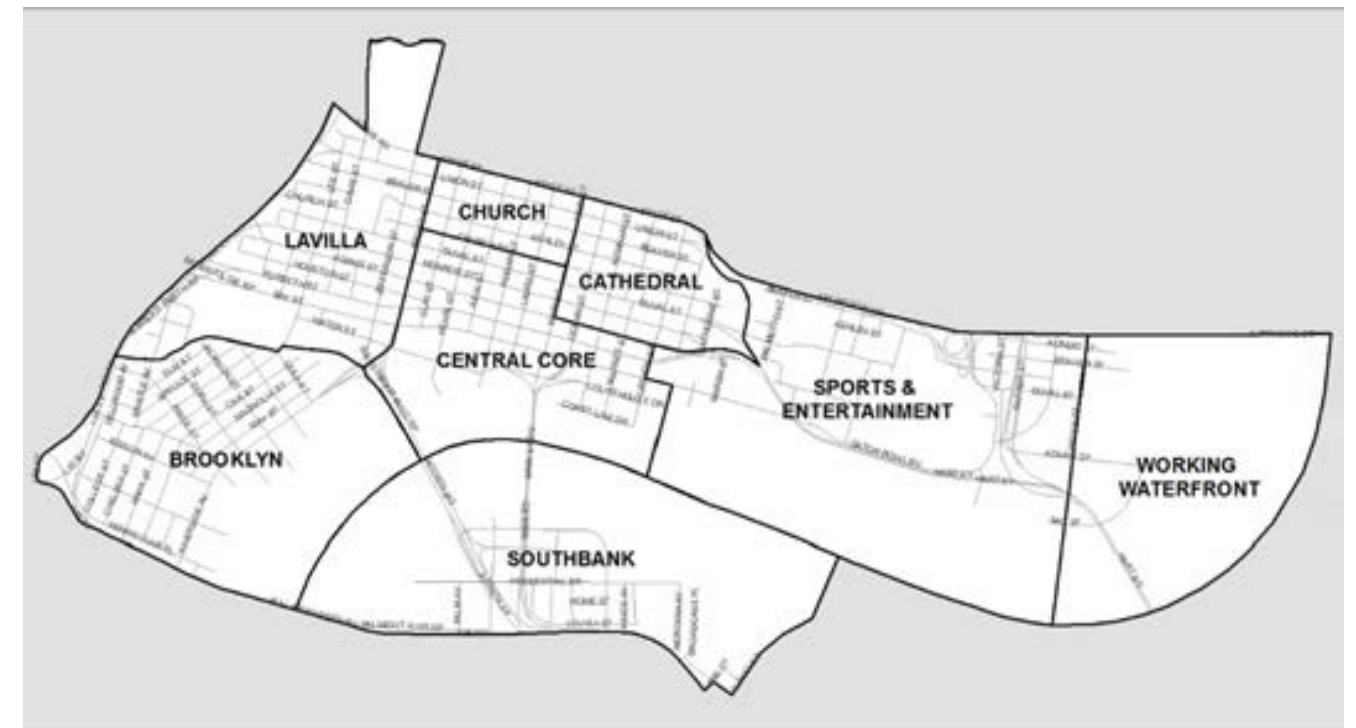
- Streamlining the review and approval process for projects;
- Providing flexibility in both the uses allowed and the physical design of projects;
- Ensuring quality development that is in keeping with the traditional Downtown urban fabric, which creates a single zoning district for almost all Downtown Jacksonville properties (excluding Planned Unit Developments) into one Commercial Central Business District (CCBD); Consolidate maximum height limitations by Overlay District; and
- Create Private Realm, Public Realm, and waterfront development regulations.

section resulting in a roadmap of sorts to a complete development or redevelopment project. This is illustrated by the summary below:

Uses Permitted Generally – Applicable to all Overlay Districts Zoned CCBD: this is the first threshold question for a development, is the use permitted Downtown regardless of Overlay District.

Uses Regulated by District: if a use is not identified as permitted in all of Downtown, is that use permitted within the Overlay District of which it is located?

Essentially, the Downtown Overlay Zone and Downtown District Use and Form Regulations section of the Zoning Code is structured so that each section's regulations build on the previous



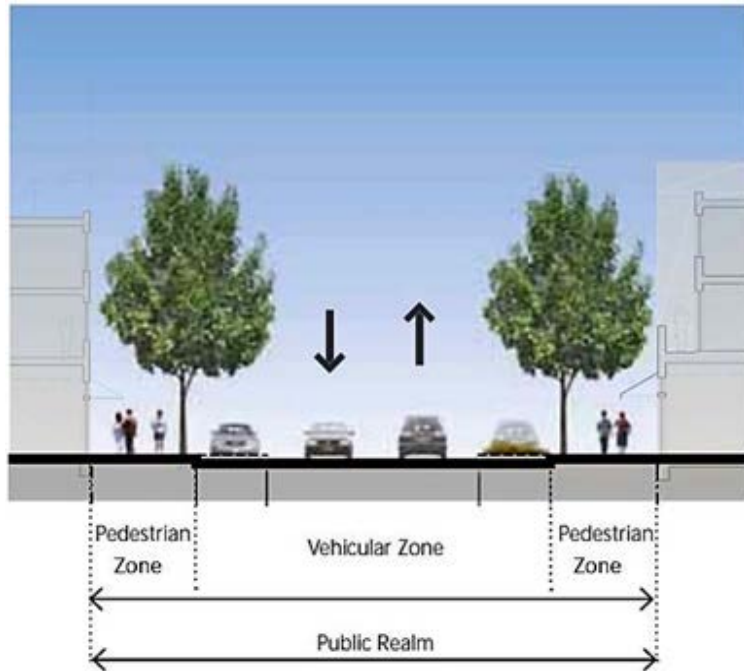
DOWNTOWN OVERLAY DISTRICTS



Development Standards for Uses Regulated by District: *includes additional development and design standards for specific uses.*

Form Regulations – Private Realm Regulations: *contains development specific regulations such as build-to lines, building massing, façade differentiation, transparency, and building height requirements. Additionally, waterfront design and riverfront view regulations are found here as well.*

Form Regulations – Public Realm Regulations: *these are the “public space” companion regulations to the “private realm” development standards. These include criteria for pedestrian (i.e. sidewalk) and vehicular zones (see below image):*



Included in the Public Realm regulations are minimum shade requirements within the pedestrian zone, regulations regarding awnings and other building elements that may protrude into the Public Realm.

Downtown Development Review Board: *the above referenced sections contain the standards for development and the standards by which projects will be reviewed by the Downtown Development Review Board, a nine-member body consisting of landscape architects, architects, urban planners and other design professionals and downtown stakeholders. The “DDRB” will review each project at a conceptual level, focusing on building massing and site plan elements, and at a final level where the focus is more granular.*

This section contains all the process information for a project to apply for and receive DDRB approval.

Downtown Design Guidelines: **it is important to note that the Downtown Design Guidelines adopted herein augment the Private and Public Realm design regulations through more detailed graphical representations of those regulations; through the use of “meets the intent” or “does not meet the intent” precedent imagery; and through incorporation branding, color scheme, and personality of each Overlay District.**

Development Rights within Downtown Jacksonville

Prior to 2021, Development Rights within Downtown Jacksonville were contained in a “Consolidated Downtown Development of Regional Impact (“DRI”). Through the adoption of Ordinances 2020-693, 2020-694 and 2020-695, the Downtown DRI was abandoned and a new process for allocation of development rights was created. In short, undeveloped properties and, in certain instances the redevelopment of existing buildings, will require an allocation of development rights by the Downtown Investment Authority (“DIA”), the authority of which can be found in Chapter 55 of the Jacksonville Code of Ordinances.

The DIA allocates development rights through a board action, typically in the form of a resolution, with its action memorialized in an allocation agreement. Note: The Future Land Use Element of the City of Jacksonville 2030 Comprehensive Plan contains the existing development as well as development rights or entitlements available for allocation.

Companion to its ability to allocate development rights, the DIA may issue Mobility Fee Credits as a means to incentive a project through reducing or eliminating Mobility Fees that would otherwise be paid by a developer. The Mobility Fee process as well as a Mobility Fee calculator may be found at the Transportation Planning tab of the Planning and Development Department’s section of the City’s website www.coj.net.

In 2016 an historic district encompassing a significant portion of Downtown Jacksonville was listed on the National Register of Historic Places. The boundaries of the historic district are roughly Beaver Street to the north, Catherine and Liberty Streets to the east, the St. Johns River to the south, and North Pearl Street to the west. This area is significant for its pre-1965 architecture, most of which post-dates Jacksonville’s great 1901 fire.

Table 7.2.7 identifies historically significant structures located within the Downtown Southside CRA in the following categories:

- Local Landmark Designation
- Listed on National Register of Historic Places
- Potentially Eligible for Listing on NRHP

Figure 7.2.7 Historically Significant Structure

Name	Street Address	Local Landmark Designation	National Register of Historic Places Contributing Resource	National Register of Historic Places Non-Contributing Resource
1001 Kings Avenue	1001 Kings Avenue	•		
The Pole Sign for the B&B Rest	1019 Hendricks Avenue	•		

Source: Jacksonville Planning and Development Department, January 2022.

Figure 7.2 Southside CRA Existing Land Use Map

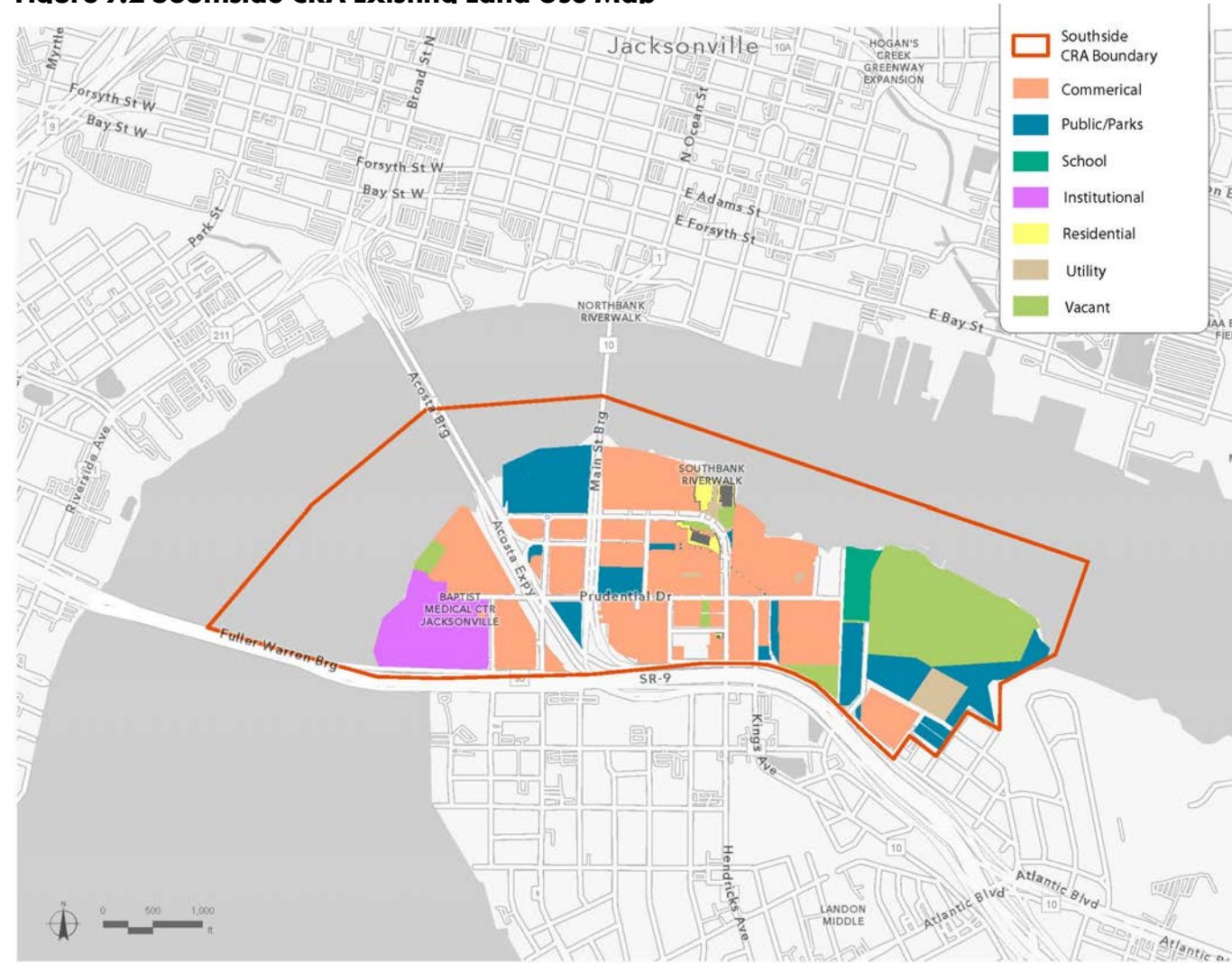


Figure 7.3 Southside CRA Future Land Use Map

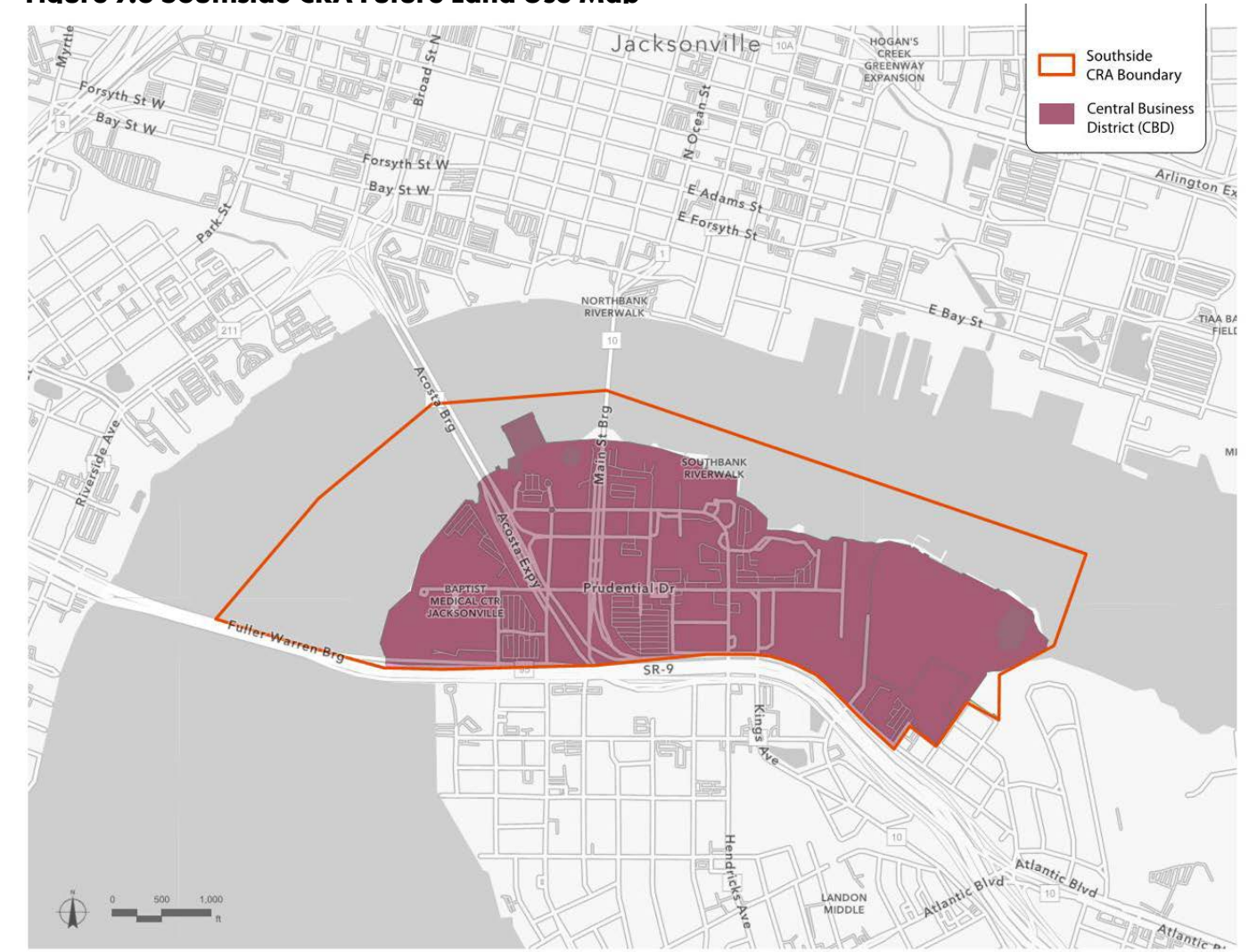


Figure 7.4 Southside CRA Zoning Overlay Map

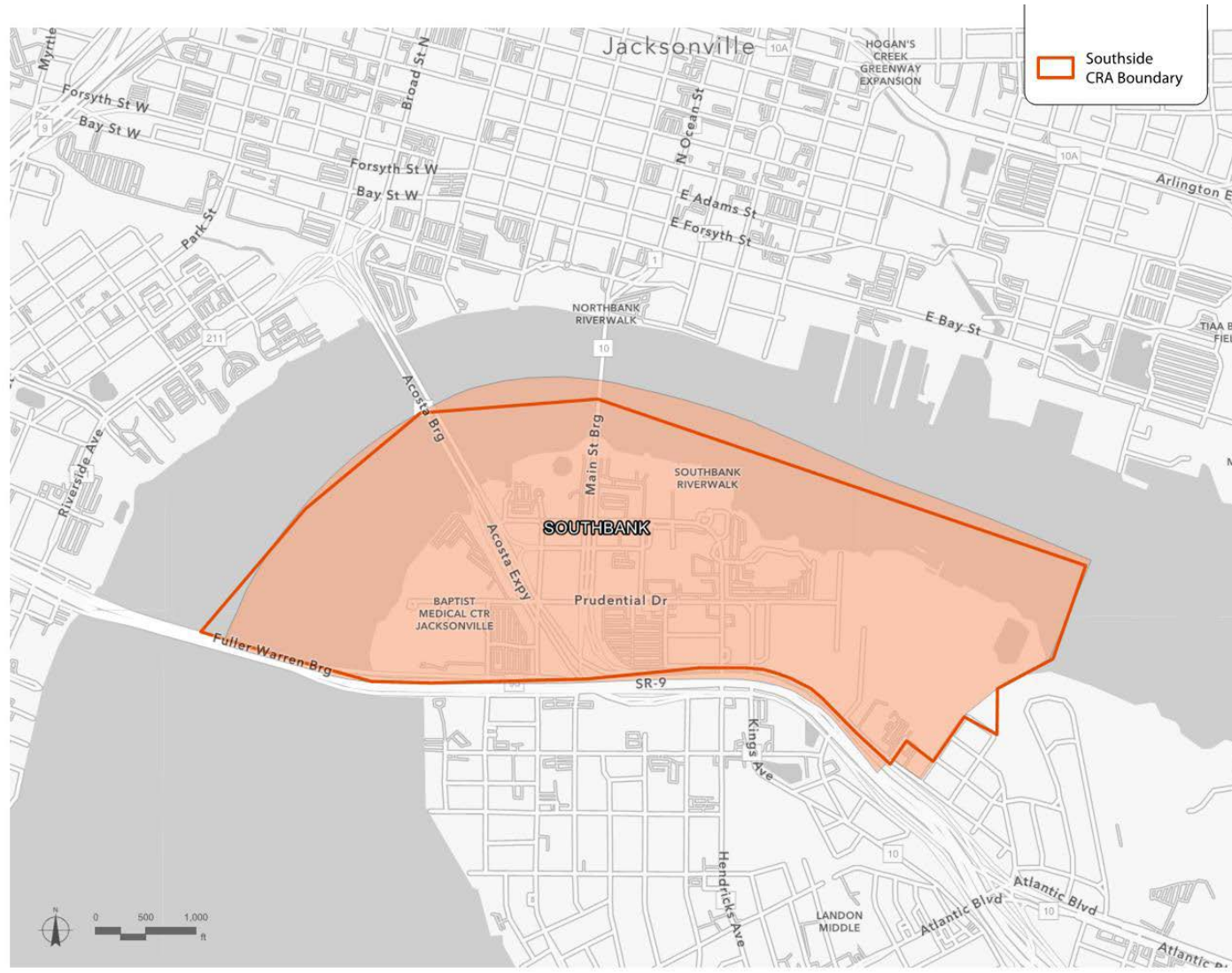
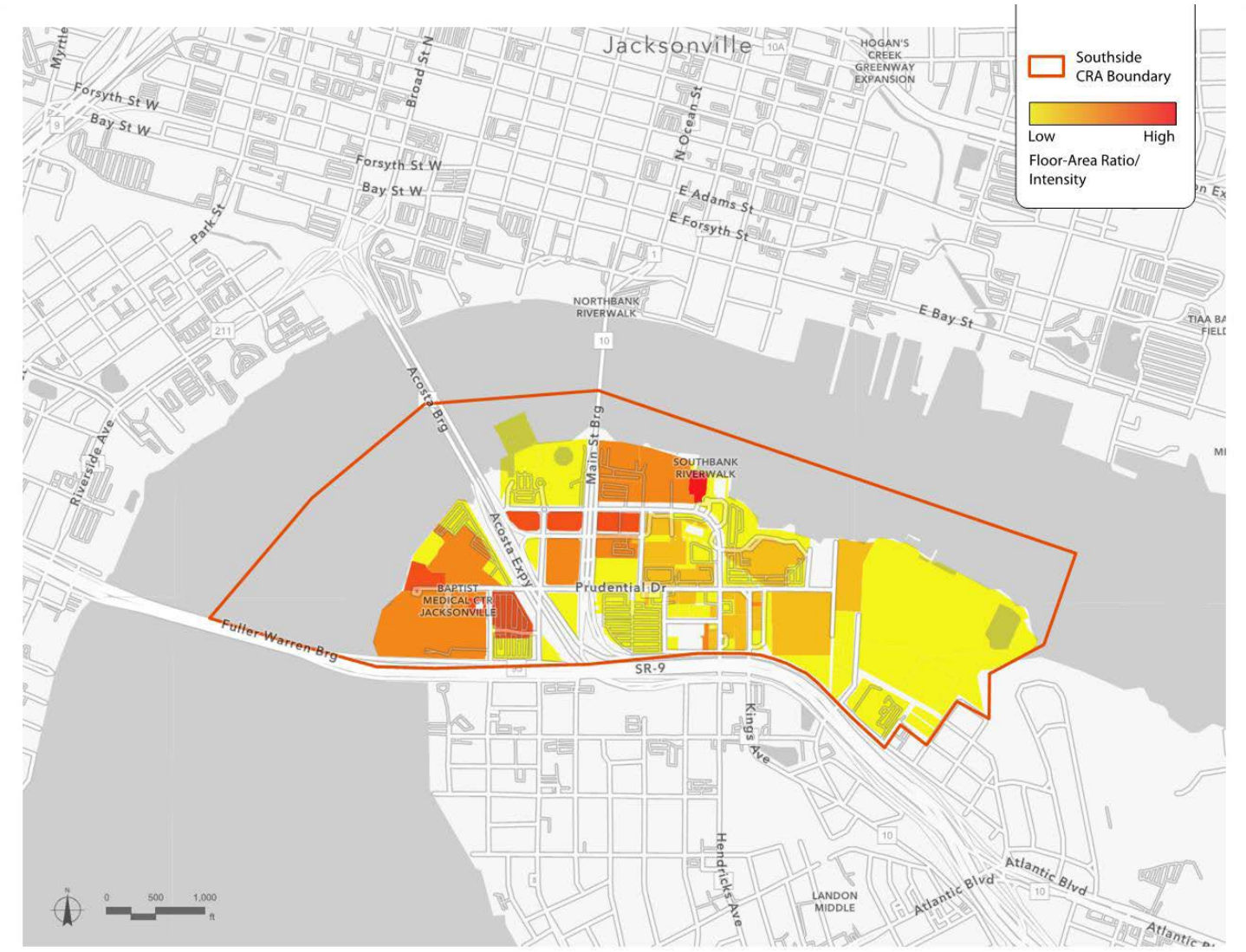


Figure 7.5 Southside CRA Existing Development Pattern Map



7.3 | Residential Use Element

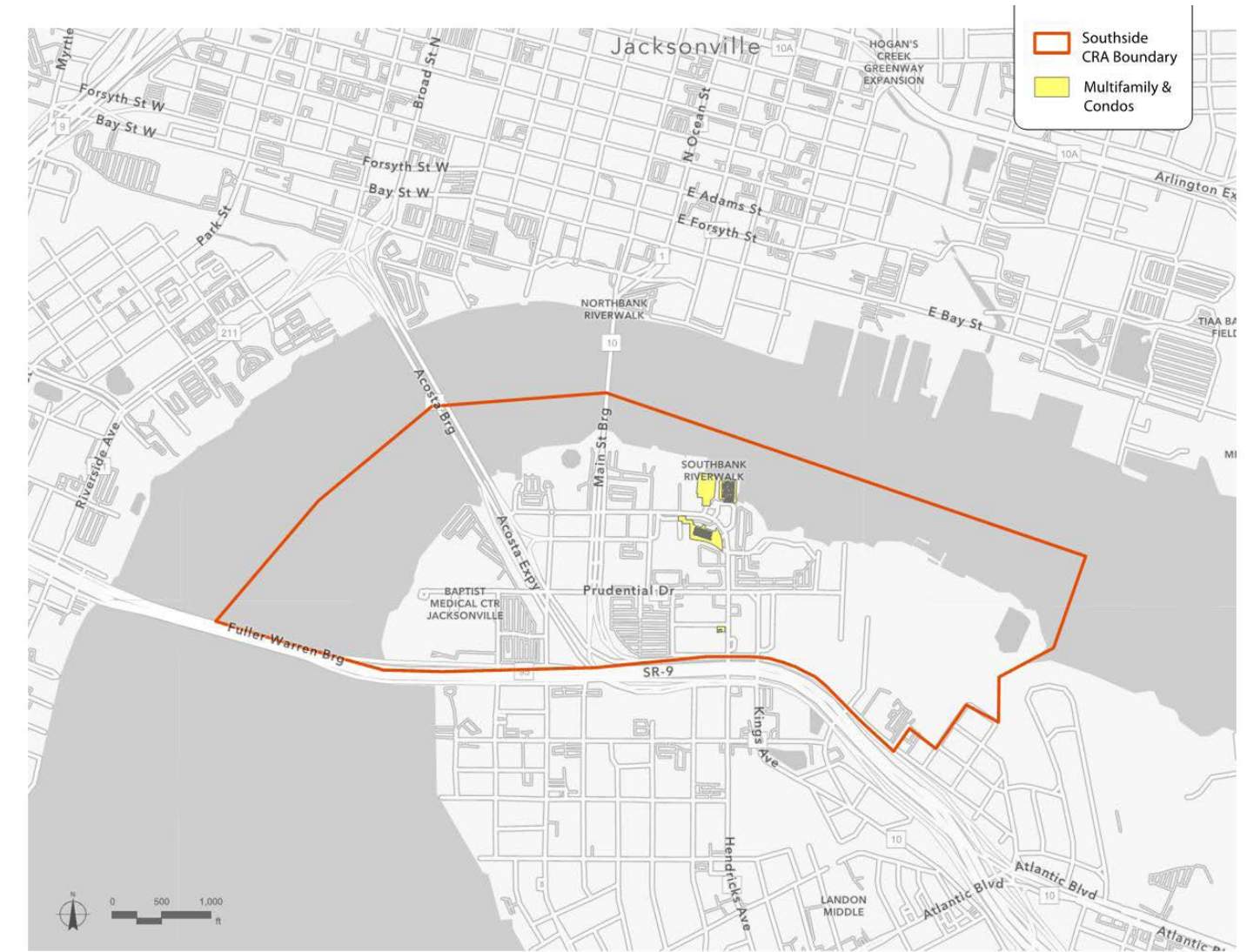
Table 7.3.1 Residential Housing Supply – Existing Inventory

Residential Community	Address	Units	Lease/Sale	District	Opened
SOBA (San Marco Apartments)	1444 Home St.	143	Lease	Southbank	2019
Broadstone River House	1655 Prudential Dr	263	Lease	Southbank	2019
The Peninsula	1431 Riverplace Blvd.	234	Lease/Sale	Southbank	2008
The Strand	1401 Riverplace Blvd.	295	Lease	Southbank	2007
San Marco Place	1478 Riverplace Blvd.	141	Sale	Southbank	2007
Home Street Lofts	1050 Hendricks Ave.	12	Sale	Southbank	2003

Table 7.3.2 Proposed/Under Construction Residential Housing

Residential Community	Address	Units	Lease/Sale	District	Opened
The Southerly	959 Prudential Dr.	185	Lease	Southbank	Under Construction
Rivers Edge; Life on the St. Johns	0 Broadcast Pl.	950	Lease/Sale	Southbank	Proposed
JTA Southbank Residential	700 Montana Ave.	350	Lease	Southbank	Proposed
Artea	0 Montana St.	340	Lease	Southside	Proposed

Figure 7.6 Southside CRA Residential (Multi-Family & Condo) Location Map



Workforce Housing

The CRA Redevelopment Plan seeks to integrate workforce housing into future DIA community planning initiatives. For purposes of this CRA Redevelopment Plan, the term “workforce housing” shall mean housing that is affordable to a person who earns less than 150 percent of the current area median income. Workforce housing is also viewed as investment in infrastructure that facilitates development of such housing. The DIA shall promote the development of workforce housing in Downtown Jacksonville by:

- Annually review, analyze, and refocus workforce housing efforts;
- Coordinate with the Planning and Development Department, Jacksonville Housing Division, and the Jacksonville

Housing Finance Authority to determine the need for the best practices to improve the market for workforce housing in Downtown Jacksonville;

- Incorporating incentive boosts for the provision of workforce housing units in mixed-income developments;
- Including in housing incentive programs, specific incentive boosts for projects that provide workforce housing;
- Surveying property controlled by the DIA for use as or in support of workforce housing projects; and
- Working with rental property owners and developers to set aside rental units for low- and moderate-income households.

7.4 | Neighborhood Impact Assessment

The CRA Redevelopment Plan may have impacts on the neighborhoods located within the Southside CRA. The potential impacts as they relate to traffic circulation, environmental quality, community facilities & services, school populations, and resident relocation are listed in the following section. An inventory of neighborhood assets located in the Southside CRA is listed as follows:

Public Schools

- None

Parks and Open Space

- Southbank Riverwalk
- Friendship Fountain
- St. Johns River Park
- Jessie Ball DuPont Park / Treaty Oak

Cultural and Civic Institutions

- Duval County School Board
- Museum of Science and History

Emergency Shelters

- None

Medical Facility/Hospital

- Baptist Medical Center Jacksonville (473 beds including Heart Hospital)
- Baptist Heart Hospital (120 beds)
- Wolfson Children's hospital (199 beds)

With the maintenance of existing parks and the addition of pop-up parks and pocket parks where vacant dilapidated parcels currently exist; the Downtown Jacksonville experience can richly be energized. It is critical to regularly program

activities to be tied to individual parks as well as a collection of activities that string the Downtown Jacksonville parks together. Improving the appeal and safety of the Downtown Jacksonville parks may be accomplished through the utilization of better lighting and the presence of security and cost savings.

The following section describes the potential impacts of redevelopment efforts on traffic circulation, environmental quality, availability of community facilities and services, school population, and relocation of displaced persons. While neighborhood impacts have been considered for the specific redevelopment actions recommended in this Amendment, it should be noted that some of these projects are in the early stages of planning. Therefore, some impacts resulting from their implementation may as yet be undetermined. Other actions described in the CRA Redevelopment Plan for subsequent years are subject to further refinement and elaboration in the intervening period and are consequently not included in the consideration of near-term impacts.

Traffic Circulation

The redevelopment projects contained within this CRA Redevelopment Plan are generally adjacent to major transportation corridors and are not anticipated to degrade traffic circulation within the residential areas of the Southside CRA.

Environmental Quality

The redevelopment actions proposed in this CRA Redevelopment Plan are intended to improve the environmental quality within the Southside CRA. Some of the projects that the Downtown Investment Authority has undertaken or will undertake in the coming years involve Brownfield sites that have environmental issues such as polluted soil. Other projects funded

or implemented by the Downtown Investment Authority involve the elimination of substandard building and housing conditions that affect the physical environment of the Southside CRA. The Downtown Investment Authority may provide incentives to private property owners to upgrade structures and improve housing conditions. In addition, Brownfield sites may couple TIF funding with any additional remediation and environmental grants. Information on petroleum sites can be obtained from the OCULUS data management database on the FDEP website (<http://dwmedms.dep.state.fl.us/Oculus/servlet/login>). The Contamination Locator Map on the FDEP website can provide locational information on the discharge sites and links to the OCULUS database (<http://webapps.dep.state.fl.us/DepClnup/welcome.do>).

Availability of Community Facilities and Services

Since Downtown Jacksonville contains some of the oldest sections of the City, it has the availability of the full range of community services and facilities associated with urbanized areas. Since the adoption(s) of the CRA Redevelopment Plan, the City of Jacksonville has expended considerable funds on infrastructure improvements and beautification efforts. Additionally, in the last decade the City has spent over \$441 million on public improvements funded by the Better Jacksonville Plan. Many of the improvements funded by the Better Jacksonville Plan are located within the CRAs including Veterans Memorial Arena, Baseball Grounds of Jacksonville, new Duval County Courthouse, and the Main Library.

Effect on School Population

There are not any public schools located within the Southside CRA. Table 7.4.1 identifies the school population and current enrollment for public schools in close proximity to Downtown Jacksonville.

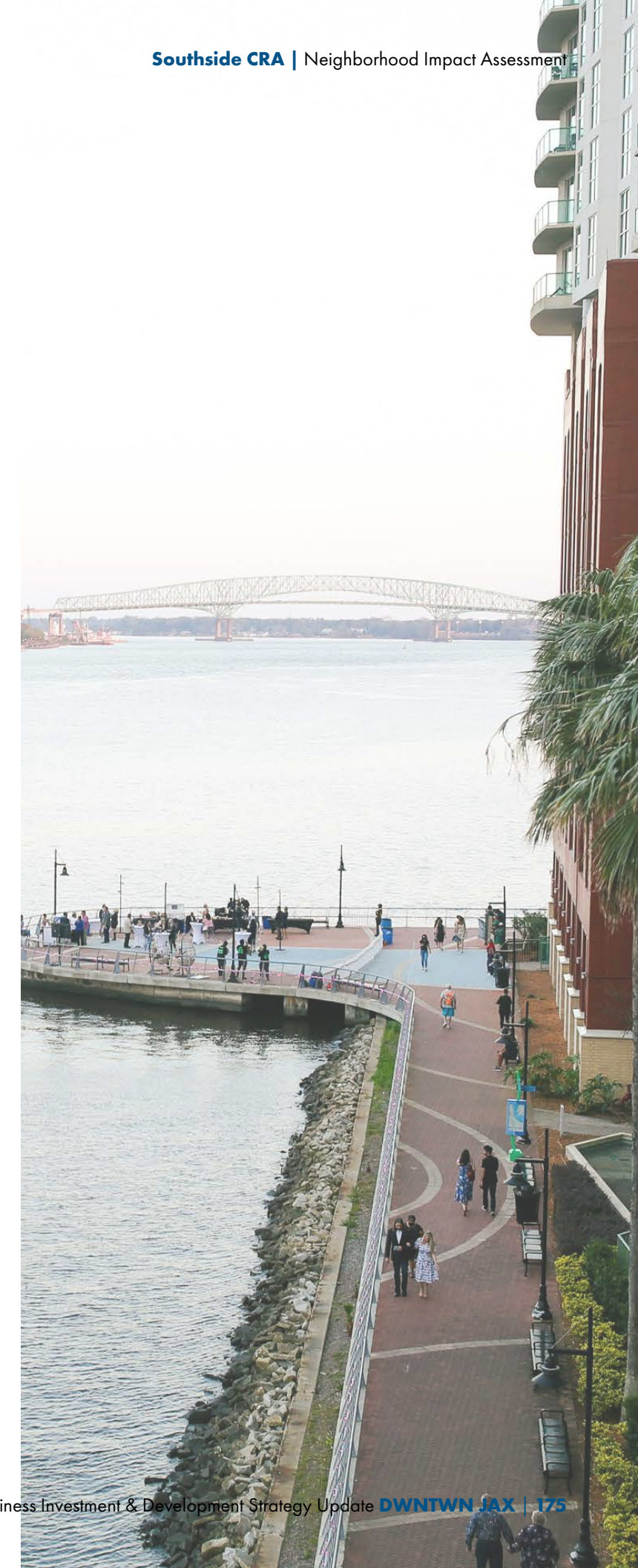


Table 7.4.1 Duval County Public Schools In and Around Downtown Jacksonville

School Name and Location	Magnet School	Current Enrollment 2021	School Performance Grade (2019)
John E. Ford Pre K-8 (#154) 1137 Cleveland Street, 32209	Yes	664	B
R L Brown Academy (#581) 1535 Milnor Street, 32206	Yes	267	C
Central Riverside Elementary (#18) 2555 Gilmore Street, 32204	Yes	349	B
Spring Park Elementary (#72) 2250 Spring Park Road, 32207	Yes	461	C
Matthew W. Gilbert Middle (#146) 1424 Franklin Street, 32206	Yes	854	C
LaVilla Middle School for the Arts (#267) 501 North David Street, 32202	Yes	1,005	A
Julia Landon Middle School (#31) 1819 Thatcher Avenue, 32207	Yes	876	A
Andrew Jackson High School (#35) 3816 North Main Street, 32206	Yes	960	B
Hendricks Avenue Elementary School (#71) 3400 Hendricks Avenue, 32207	No	620	A
West Riverside Elementary School (#12) 2801 Herschel Street, 32205	Yes	286	C
Andrew A. Robinson Elementary School (#262) 101 West 12th Street, 32206	Yes	584	C
Riverside High School (#33) 1200 McDuff Avenue South, 32205	Yes	1,664	B
William M. Raines High School (#165) 3663 Raines Avenue, 322209	Yes	1,453	C
Terry Parker High School (#86) 7301 Parker School Road, 32211	Yes	1,516	C
Lake Shore Middle School (#69) 2519 Bayview Road, 32210	Yes	1,073	C
Alfred I. DuPont Middle School (#66) 2710 DuPont Avenue, 32217	Yes	731	C
Southside Middle School (#211) 2948 Knights Lane E, 32216	Yes	909	D

Source: Florida Department of Education

Relocation of Displaced Residents and Businesses

Residential relocations are not currently contemplated by this CRA Redevelopment Plan. In the event that existing or future Downtown Investment Authority (DIA) projects do require the

relocation of residents, a relocation plan will be submitted as a component of the project package prior to official action on the project.

7.5 | Redevelopment Projects

Project Name: Retail Enhancement Grant Programs

- CRA Redevelopment Plan Schedule:** 2022–2027
- Responsible Entity:** CRA
- Estimated Cost:** \$2,500,000
- Comprehensive Plan Consistency:** Future Land Use Element Policy 1.1.19
- Supporting Redevelopment Goals:** Goal 3: Retail/Food & Beverage/Entertainment
Goal 4: Vibrancy

The success of many great downtown streets has much to do with its continuity of retail uses on the first floors of buildings. This continuity increases the retail interest in a street, provides a heightened degree of liveliness, color, movement, and energy, and provides the necessary synergy among retailers that ultimately results in greater sales and interest from additional retailers.

The DIA supports the City’s downtown revitalization objectives, and through community workshops and input from numerous stakeholders, has determined that retail and restaurant recruitment and art galleries and entertainment themed businesses are necessary for continued economic development and residential growth in the Downtown Jacksonville area, and a priority within the Southside Core Retail Enhancement Areas as identified in the incentive program guidelines. Waterfront restaurants are a specific priority with their own incentive parameters as are sidewalk cafes. Additional programs may be added, and proposed programs modified as market conditions dictate.

All Retail Incentive Enhancement programs will be structured as grants with claw backs subject to maintaining performance requirements during a defined compliance period but are often referred to as Forgivable Loans. To streamline documentation, DIA has chosen to eliminate Loan agreements and recorded security instruments in favor of grant agreements with applicable claw back language. All eligible properties are located within the boundaries of either the Downtown Northbank CRA or Southside CRA (the “Retail Program Areas”). As such, individual awards will be funded from the Retail Enhancement Program funding of the applicable CRA or from the available Forgivable Loan or Retail Enhancement Program funding within the Downtown Economic Development Fund.

The DIA will allocate funds on an as needed basis to provide recoverable grants to any property or business owner with qualified projects to assist with offsetting some of the costs associated with renovating or preparing commercial space for retail, salon, restaurant, gallery, or other similar use for occupancy as identified more completely elsewhere in the incentive guidelines. Funds may be used to retain and improve existing businesses or to recruit new businesses in the geographic areas identified in each Retail Enhancement Program. The following identifies specific goals for the Program:

- Increase the mix of shopping, dining, and entertainment options for Downtown residents and visitors to Downtown Jacksonville;
- Expand the local property tax base by stimulating new investment in older, Downtown Jacksonville properties;
- Expand state and local sales tax base by increasing sales for new or existing shops; and
- Attract new and retain existing business to/in Downtown Jacksonville by decreasing renovation costs incurred for modernizing retail space in older, commercial properties in the Retail Program Areas.

- Establish new retail businesses in new properties deemed to be making significant contributions to growth within an identified area of importance within the Retail Program Areas.

To advance recruitment and marketability, the recoverable grant (“Grant”) provides an incentive to improve the interior appearance and functionality and the utility of street level storefronts for the purpose of attracting retail and restaurant owners/investors and to draw more commercial activity to the Downtown Jacksonville area.

Within the Southside CRA, the Core Retail Enhancement Grant, Facade Grants, and Waterfront Restaurant Grants will be available to eligible applicants as identified in the Retail Enhancement Program Guidelines and subject to available funding.

Project Name: Commercial Revitalization Program

- CRA Redevelopment Plan Schedule:** 2022–2027
- Responsible Entity:** CRA
- Estimated Cost:** \$2,000,000
- Comprehensive Plan Consistency:** Future Land Use Element Policy 1.1.19
- Supporting Redevelopment Goals:** Goal 1: Commercial Office
Goal 4: Vibrancy

In order to increase commercial office utilization, occupancy, and job growth to reinforce Downtown Jacksonville as the region’s epicenter for business, the DIA has established a Commercial Revitalization Incentive program.

Office workers have served as the primary source of customers for Downtown Jacksonville businesses for many years. As residential opportunities increase, Downtown Jacksonville employees are a primary target market to occupy new housing developments and they remain a critical market that attracts shopping and food and beverage establishments to the Downtown Northbank CRA. The retention and growth of this important segment is integral to success and growth of the Downtown Northbank CRA in addition to Downtown Jacksonville overall.

The recent pandemic has changed office utilization patterns. To remain competitive with suburban markets where parking is often free and readily available, to encourage leasing of vacant Downtown Jacksonville office space and to incentivize new office construction when build to suit or accompanied by job creation, the CRA should consider use of its resources, or when inadequate, request funding from the City, to accomplish this goal and fund this program as needed. Initially funding will be requested for appropriation to the Downtown Economic Development Fund.

Project Name: Targeted Hotel Incentive Program

- CRA Redevelopment Plan Schedule:** 2022–2033
- Responsible Entity:** CRA
- Estimated Cost:** TBD - REV Grant
- Comprehensive Plan Consistency:** Future Land Use Element Policy 1.1.19
- Supporting Redevelopment Goals:** Goal 4: Vibrancy
Goal 7: River Access

The DIA has created a Targeted Hotel Incentive program designed to support the development of new to the market boutique hotels within Downtown Jacksonville. Existing inventory includes convention and meeting hotels as well as limited service, select service and extended stay hotels. Boutique hotels, characterized as hotels with 120 keys or fewer, a full-service restaurant open to the public for three meal periods/day, supplemental bar, entertainment, spa, or meeting room space, and rated 4 star or above with an emphasis on unique design and furnishings, are not presently available in Downtown Jacksonville and their addition would diversify the market as well as add rooms to available supply without directly competing with current supply.

The Targeted Hotel Incentive is exclusively a REV grant program and guidelines have been established like those for multi-family residential REV grants.

Project Name: Housing Incentive Program

- CRA Redevelopment Plan Schedule:** 2022–2027
- Responsible Entity:** CRA
- Estimated Cost:** \$125,000 + REV grants
- Comprehensive Plan Consistency:** Future Land Use Element Policy 2.3.1
- Supporting Redevelopment Goals:** Goal 2: Housing
Goal 6: Walkable/Bikeable
Goal 7: River Access

The future of Downtown Jacksonville depends on the future of Downtown Jacksonville housing. Urban housing density makes Downtown Jacksonville retail viable and enriches the character of Downtown Jacksonville for tourists and office workers who drive economic growth. The goal is to create market conditions in which residential is viable without public funding, but first, incentives must fill gaps to ensure that Downtown Jacksonville can compete with outlying areas. Residential growth will have positive impacts on Downtown Jacksonville and serve as a catalyst for other forms of growth. Residential growth is the key to unlocking the positive benefits sought for the City, including amenities, redevelopment of existing building stock, and the presence of more vibrant neighborhood life on the streets and in the public realm. Providing a mix of housing typologies at a range of price points will allow for growth in the permanent population is key to area revitalization. Residents – more so than workers or tourists – are the vital human ingredient in defining a neighborhood’s lasting character. Furthermore, establishing a permanent population base will provide evidence to retailers and employers that Downtown Jacksonville can and should be a viable location to operate. The best way to attract a diverse population is by providing high quality housing and a wide range of housing types that are accessible to a broad range of incomes.

The CRA Redevelopment Plan recommends the DIA focus resources on increasing housing through the BID Strategy’s use of grants, incentives, and tax abatements such as, but not limited to, the DIA Multifamily Housing REV Grant and the DIA Small Scale Multi-Family Housing Grant. A predictable and consistent Housing Incentive Program can facilitate development at the pace required to reach the DIA’s conservative target of a minimum of 7,500 built and occupied multi-family dwelling units by 2030. Communities with residents who like where they live and live near their workplace are more successful and put less strain on the built environment, which leads to a growing local economy. The more people like Downtown Jacksonville and grow roots here, the more the local downtown economy will grow as well. Over time the incentive program and other actions will support reduction or modification of incentives, as a critical mass of dense urban development increases market demand and makes development projects feasible without subsidy. Public benefits that developers should be expected to provide include:

- An exemplary standard of urban design with emphasis on density;
- Structured parking or contribution to shared parking; surface parking internal only (no surface parking lots unless screened by buildings fronting all streets); and
- Ground-floor transparency, façade differentiation and other zoning overlay criteria.
- Waterfront restaurants required for all riverfront residential; riverfront setbacks, height step backs and view and access corridors
- Public access and easements for riverfront and creekfront trails, enhanced sidewalks
- Mixed-use structures to create opportunities for residents to dine, shop, and find entertainment within walking distance of their homes
- Commitments to maintenance and programming of adjacent parks
- Consideration for resiliency

The Multi-family REV is self-funding from the CRA, and the Development Loan program has previously budgeted funds available

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Project Name: **Mobility Fee Credit Incentive Program**

CRA Redevelopment Plan Schedule:	2022–2033
Responsible Entity:	CRA
Estimated Cost:	\$ 0 – From Current Credit Pool
Comprehensive Plan Consistency:	Transportation Element Policy 1.4.4 Transportation Element Policy 1.4.7
Supporting Redevelopment Goals:	Goal 5: Clean/Safe/Healthy/Accessible Goal 6: Improve Walkability/Bikeability Goal 7: River Access

The DIA has created a Mobility Fee Credit Incentive Program that establishes the criteria upon which mobility fee credits will be issued to Downtown Jacksonville projects. The DIA holds a previously established pool of credits, so this program allocates incentives at no direct cost to the CRA. The established criteria advance the CRA Redevelopment Plan Goals and Strategic objectives. Projects that do not qualify for full credit allocation will be required to pay mobility fees required by Code.

Project Name: **Parking Screening Grant Program**

CRA Redevelopment Plan Schedule:	2022–2024
Responsible Entity:	CRA
Estimated Cost:	\$125,000
Comprehensive Plan Consistency:	Future Land Use Element Policy 2.3.4
Supporting Redevelopment Goals:	Goal 5: Clean/Safe/Healthy/Accessible Goal 6: Improve Walkability/Bikeability

The DIA has created a Parking Screening Grant Incentive program to assist in property owners with the cost of improvements required by the Downtown Zoning Overlay. The Overlay adopted in 2019 established a phased -in requirement for screening of existing surface parking lots. The incentive program will require funding by the CRA in the current year but diminishing in successive years as the compliance deadline is reached.

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Project Name: **Southbank Marketing and Promotion**

CRA Redevelopment Plan Schedule:	2022–2027
Responsible Entity:	CRA
Estimated Cost:	\$600,000
Comprehensive Plan Consistency:	Future Land Use Element Policy 1.1.24
Supporting Redevelopment Goals:	Goal 1: Commercial Office Goal 2: Residential Goal 3: Retail/Food & Bev/Entertainment Goal 4: Vibrancy Goal 7: River Access

The DIA may assist with funding and support of promotional activities in order to raise awareness and interest in the Southside CRA, provide support for area businesses, and help brand Downtown Jacksonville regionally, nationally, and internationally. Promotional campaigns should create a positive image for the Southside CRA neighborhoods, and be aimed at increasing business volume, development activity and residential interest in each of the unique Downtown Jacksonville neighborhoods.

For clarity, this Project is supplemental and distinctive from other City or DVI efforts with focus on branding, marketing to investors, developers, and to potential residents and not the marketing of special events. Branding implementation is one major focus of Southside CRA marketing efforts. Branding implementation may include campaigns, as well as neighborhood specific streetscape improvements, banners, art and light installations, landscape improvements and signage to reinforce the unique character of each neighborhood.

Separate banner projects have been previously implemented and will continue to be updated as part of the Downtown Jacksonville marketing and branding efforts.

Project Name: Southbank Banners

CRA Redevelopment Plan Schedule: 2022–2027
Responsible Entity: CRA
Estimated Cost: \$70,000
Comprehensive Plan Consistency: Future Land Use Element Policy 1.1.24
Supporting Redevelopment Goals: Goal 2: Residential
 Goal 3: Retail/Food & Bev/Entertainment
 Goal 4: Vibrancy

A banner project was previously implemented in a portion of Downtown. That program has been expanded to now include distinct neighborhood banners consistent with the neighborhoods brands and personalities that will be produced, installed and updated on a regular schedule as part of the Downtown Jacksonville marketing and branding efforts. Banner arms will also be acquired to provide replacement stock.

Project Name: Improved Wayfarer Signage

CRA Redevelopment Plan Schedule: 2025–2033
Responsible Entity: CRA
Estimated Cost: \$300,000
Comprehensive Plan Consistency: Future Land Use Element Policy 3.2.5
Supporting Redevelopment Goals: Goal 4: Vibrancy
 Goal 5: Clean/Safe/Healthy/Accessible

The Downtown Southside CRA is a distinct Neighborhoods or Districts, but no coordinated signage and wayfinding system was ever implemented to help people locate destinations and move from one neighborhood to another.

The implementation of a consistent, clean, and accurate system of wayfarer signs can better define the Downtown Southside CRA portion of Downtown Jacksonville, reinforcing its unique character, attributes, and assisting both motorists and pedestrians in navigating through the area in a pleasant and easy way. These identifiers could not only provide improved directional information for both those in vehicles and pedestrians, but they also can become major elements of an improved public environment that add color, liveliness, and a degree of celebration to the public realm. The combination of improved information for those residing or visiting Downtown Jacksonville, a reinforcement of the special character of the Downtown Southside CRA, and a heightened level of liveliness makes the improved wayfarer signage system one of the most useful and cost-effective implementation measures the DIA can use to move the CRA Redevelopment Plan forward.

The recommended project supports developing a dedicated brand identity with beautification initiatives that improve connectivity and walkability. The improved signage has the ability to tie other Downtown Jacksonville projects together and directly addresses an impediment for visitors of easily identifying parking, public spaces, and points of interest. It is a near-term effort to combat the negative perception that it is difficult to find your way around Downtown Jacksonville, while also serving as a form of beautification.

Project Name: Southside Urban Art Program

CRA Redevelopment Plan Schedule: 2022–2027
Responsible Entity: CRA
Estimated Cost: \$275,000
Comprehensive Plan Consistency: Future Land Use Element Objective 2.3
Supporting Redevelopment Goals: Goal 4: Vibrancy

The Urban Art Program is an arts-based civic engagement initiative to promote community development through urban design and attractive streetscape enhancements with semi-permanent and permanent public art installations. Individual artists or artist teams are encouraged to partner with property owners (public and private) to produce façade enhancements and streetscape designs that engage audiences of all ages at the street level. The Urban Art Program is complimentary to branding, clean up and beautification initiatives with each community-based activity further enhancing and shaping the city’s overall design and visual aesthetic while highlighting the individuality and identities of residents, schools, and businesses by neighborhood. Some projects will require joint agreements as they involve multiple administrations, agencies, and authorities. Installations could include murals on building facades, hanging light and art installations over streets, painted crosswalks, sculptures, interactive installations, etc.

Initial efforts will be focused on murals and other installations in the Southbank that reinforces the neighborhood brand personality.

Project Name: Enhanced Maintenance of Public Spaces

CRA Redevelopment Plan Schedule: 2022–2027
Responsible Entity: CRA
Estimated Cost: \$100,000 annually
Comprehensive Plan Consistency: Recreation and Open Space Goal 9
 Recreation and Open Space Objective 9.1
Supporting Redevelopment Goals: Goal 1: Commercial Office
 Goal 2: Residential
 Goal 5: Clean/Safe/Healthy/Accessible
 Goal 7: River Access

Appropriate maintenance of Downtown Jacksonville parks, public spaces, parking lots, streetscapes and publicly owned vacant lots and buildings is essential to Downtown Jacksonville’s revitalization. The CRA should consider financial support of enhanced maintenance efforts and strive to ensure that City contracts and processes are put in place to enhance the level of regular maintenance, upkeep, and accountability regarding Downtown Jacksonville public spaces. The CRA should encourage adoption of public spaces for maintenance by private developers and reward private contributions toward maintenance of Downtown Jacksonville public spaces.

Project Name: **Activation and Programming of Public Spaces**

CRA Redevelopment Plan Schedule:	2022–2027
Responsible Entity:	CRA
Estimated Cost:	\$925,000 Water Activation; \$400,000 through 2024; \$250,000 annually thereafter
Comprehensive Plan Consistency:	Recreation and Open Space Policy 4.1.5 Recreation and Open Space Element Goal 8
Supporting Redevelopment Goals:	Goal 1: Commercial Office Goal 2: Residential Goal 5: Clean/Safe/Healthy/Accessible Goal 7: River Access

This project encompasses the former Water Activation project which is currently in design and will provide choreographed light sound projection content for projection at Friendship Fountain on a nightly basis. This project also includes other activation and programming which should be done in concert with the DIA’s Activation and Programming efforts within the Downtown Northbank CRA. St. Johns River Park and the Southside Riverwalk (and soon the RiversEdge parks) offer venues for collaboration continuing the synergy of events planned between James Weldon Johnson Park and Riverfront Plaza. Both the Activating the Waterfront study conducted by the Jessie Ball DuPont Fund and the Downtown Parks Assessment and Plan which focused on off-the-waterfront parks recommended extensive programming to activate Downtown Jacksonville parks and public spaces.

It was recommended that waterfront programming follow two-year general themes and within that framework, establish consistent daily themes. On the waterfront, a dispersed scenario where multiple sites are similarly activated on a regular basis was suggested as a way to phase in implementation. Options might include physical interventions as well as programs and smaller events. Large scale special events are welcome but do not form the backbone of regular activation. Initially, events on the Riverwalk and at St. Johns River Park could include regular weekly, monthly and annual festivals and events to draw local citizens who may not utilize Downtown Jacksonville on a regular basis and should appeal to variety of audiences from single adults to families with small children. Possible events might include a concert series, kids’ crafts and activities, outdoor movies, and a sip and stroll. Consistency and quality, as well as the diversity of the offerings, are important and should guide implementation strategies.

Programming should be funded annually over the next five years by the CRA, but private sponsors and partnerships should eventually assume that responsibility. Incentive programs for office and residential development should incorporate funding commitments from developers whenever their properties benefit directly from park space or the Riverwalk.

Additional programming recommendations for neighborhood parks, as well as physical equipment and supplies needed for all programming efforts, and staffing for implementation, are included within the scope of this project.

Project Name: **Neighborhood Streetscape Improvements**

CRA Redevelopment Plan Schedule:	2022–2027
Responsible Entity:	CRA
Estimated Cost:	\$1,000,000
Comprehensive Plan Consistency:	Future Land Use Element Goal 2 Future Land Use Element Policy 2.2.2 Future Land Use Element Policy 2.2.8
Supporting Redevelopment Goals:	Goal 2: Residential Goal 4: Vibrancy Goal 5: Clean/Safe/Healthy/Accessible Goal 6: Improve Walkability/Bikeability

Recently completed updates to the Downtown design standards incorporate distinctive streetscape features that help to brand and identify neighborhoods within Downtown. Paver bands and inserts, feature trees, and district specific street furniture are among these elements. Enhanced street lighting is also included as part of this project and Southbank fixtures could be changed out to a consistent JEA approved streetlight for use throughout the District.

A phased implementation of the neighborhood features is contemplated.



Project Name: **Southbank Riverwalk Extension and Enhancements and Overland Connector**

CRA Redevelopment Plan Schedule: 2022-2033

Responsible Entity: City as to Extension from San Marco Boulevard to Nira and Overland Connector

Responsible Entity: CRA as to Rivers Edge Extension and Enhancements for Entire Length over water

Estimated Cost: \$3,500,000 Enhancements; \$15,000,000 Extensions

Comprehensive Plan Consistency: Future Land Use Element Policy 8.2.4
Recreation and Open Space Policy 4.1.4

Supporting Redevelopment Goals:
Goal 4: Vibrancy
Goal 5: Clean/Safe/Healthy/Accessible
Goal 6: Improve Walkability/Bike-ability
Goal 7: River Access

Complete the continuous Southbank Riverwalk loop from Fuller Warren to RiversEdge and connecting back overland along Nira Street to Nemours and back to Fuller Warren. This will include CIP projects such as the Riverwalk extension in front of Baptist, the One Call Building, and the Nira segments, as well as CRA projects such as the Riverwalk segment at RiversEdge, and further supplemented by private developer constructed segments. Expansion of the existing Riverwalk clear zone should be evaluated, and planters and trees added to the Riverwalk where possible. Lighting should be replaced to provide more reliable service. Maintenance of this amenity is an important element of the enhanced maintenance program of the DIA to ensure continuation of a clean, safe, functioning, and inviting Southbank Riverwalk for residents and visitors of all physical capabilities. Additional access points to adjacent uplands should be required as conditions to incentives along with substantially extended duration public Riverwalk easements.

Southbank Riverwalk Enhancements to implement the recommendations of the SWA and DuPont studies will be included in future CRA budgets.

DIA will continue working with DVI and organizations including private parties on ways to activate and bring people to the Southbank Riverwalk. The Sip and Stroll function, currently held in the evening on the on the third Thursday of each month is an example of programming that attracts visitation to the Riverwalk. Similar program activities that provide food, beverage, and entertainment will increase the number of visitors and leverage expenditures on the improvements to these facilities for public benefit.

Riverwalk Informational Signage has been installed in limited locations and without full digital map functionality or the full menu of signage types, including “selfie spot” artistic signage. Installation of upgraded signage and new signage in newly completed Riverwalk segments should be a priority.

Furthermore, a digital interactive app for the Riverwalk should be implemented to complement the signage and provide information about Riverwalk programs and activities. This project leverages technology to activate underutilized space along the Northbank and Southbank Riverwalks and the urban core in

Downtown Jacksonville. This initiative gathers and curates’ high-quality content from a variety of community partners and feeds it to an interactive app and website to enhance the user experience along the Riverwalk and in the urban core.

This project contributes to downtown revitalization, promotes healthy lifestyles, drives commerce, helps position the city as a tourist destination, activates public space, encourages community involvement, supports community nonprofits and local business, and ultimately emphasizes the value of the St. Johns River as central to the city’s identity.

This project also incorporates kiosks, wayfinding signage, sculptures and playscapes along the Riverwalk and throughout the urban core. These physical features will serve to not only enhance the experience of a user engaging the app, but also provide an interactive and educational experience for in person visitors.

This project focuses on integrating content from five primary core content channels:

- Health and Wellness
- Arts and Culture
- Sports and Entertainment
- Environment
- History and Architecture



Guided Tours Programs
Three Guided Tours
Aggregation of Places
Profile, Login, Third Party App Integration
Business and Sponsor Analytic Dashboard
User Enhancement for Places
Subscription Channels



Project Name: Acquisition and Development of New Southside Neighborhood Parks

CRA Redevelopment Plan Schedule:	2022-2027
Responsible Entity:	CRA
Estimated Cost:	\$2,500,000
Comprehensive Plan Consistency:	Recreation and Open Space Policy 1.2.2 Recreation and Open Space Policy 2.1.6 Recreation and Open Space Policy 4.1.4
Supporting Redevelopment Goals:	Goal 4: Vibrancy Goal 5: Clean/Safe/Healthy/Accessible

As recommended by the Downtown Parks Assessment and Plan completed in 2021, land for one or more new neighborhood parks in the Southside should be located, acquired, and developed to provide a dog run and or dog park and a multi-purpose sport court, both of which are currently missing in proximity to Southside residents. Optional locations might include the Prudential parking lot, current JTA owned land or FDOT under-bridge locations. A future park along Riverplace Boulevard would also serve the growing residential population but is not suitable for a full dog park and should be treated as a neighborhood park and Riverwalk amenity as well.

DIA will consider incentives for creative ideas that utilize the upper floor or rooftop of structured parking garages for public space such as sport lawns (bocce ball, putting greens, yoga, etc.), dog parks, and other recreational activities. Development of public garages will similarly be considered for opportunities to build out such space for the benefit of the community.

Project Name: Landmark Public Park System on the St. Johns River/Rivers Edge

CRA Redevelopment Plan Schedule:	2022-2024
Responsible Entity:	City as to St. Johns River Park and Friendship Fountain
Responsible Entity:	CRA as to RiversEdge
Estimated Cost:	TBD
Comprehensive Plan Consistency:	Future Land Use Element Policy 8.1.7 Future Land Use Element Policy 8.2.4 Recreation and Open Space Objective 4.1 Recreation and Open Space Policy 4.1.2 Recreation and Open Space Policy 4.1.4
Supporting Redevelopment Goals:	Goal 4: Vibrancy Goal 5: Clean/Safe/Healthy/Accessible Goal 6: Walkable/Bikeable Goal 7: River Access

The Northbank and Southside riverfronts, connected by an amenitized and programmed continuous Riverwalk linking a series of distinctive signature riverfront parks is that landmark park system for Downtown Jacksonville. On the Southside, the signature parks will include not only St. Johns River Park but also the

RiversEdge Central and Northeast parks. The CRA’s investments in the RiversEdge parks, pursuant to an existing redevelopment agreement, will ensure their quality and content.

Rivers Edge Central Park will include an iconic monumental sculpture, a passive park space as well as flexible plaza spaces and a flexible lawn for concerts, movies, etc. A small amphitheater could be incorporated and would expand the options for use. The Northeast Park at RiversEdge will include a wellness themed destination playground, a yoga lawn, and adult fitness equipment. Together with the Northwest Park and its Riverwalk swings, the marina, waterfront restaurants, and the marsh boardwalk and park- RiversEdge parks will add landmark park stature to the Southbank Riverwalk.

Increasing the supply of residential units at strategic locations in either the Downtown Northbank CRA or Southside CRA creates an even greater need and draw for a landmark public riverfront park. A landmark public riverfront park willould be an essential amenity to increase attractiveness of living and working in Downtown Jacksonville.

The following excerpts are from a presentation entitled How Cities Use Parks for Community Revitalization that Peter Harnick, Director of Green Cities Initiatives for Trust for Public Land, gave at an American Planning Association City Parks Forum.

Parks are complex elements of a city. They can serve scores of different uses, may be specialized in their function, or can simply provide visual appeal for residents. However they work, they act to define the shape and feel of a city and its neighborhoods. They also function as a conscious tool for revitalization. Parks can stem the downturn of a commercial area, support the stabilization of faltering neighborhoods, and provide a landmark element and a point of pride for constituents. For all these things, to happen, the city needs to be open and aware of parks’ potential to spur revival and support the elements that are needed to make that happen.



Project Name: Complete Renovation of St. Johns River Park and Friendship Fountain

CRA Redevelopment Plan Schedule: 2022-2024

Responsible Entity: City

Estimated Cost: Fully-Funded by COJ CIP - Under Construction

Comprehensive Plan Consistency: Future Land Use Element Policy 8.1.7
Recreation and Open Space Goal 4
Recreation and Open Space Element Objective 4.1
Recreation and Open Space Element Policy 4.1.5

Supporting Redevelopment Goals: Goal 4: Vibrancy
Goal 5: Clean/Safe/Healthy/Accessible
Goal 7: River Access

St. Johns River Park and Friendship Fountain have been redesigned to create a themed destination park centrally located along the Southbank Riverwalk between the Main Street and Acosta Bridges. The Park will serve as a key anchor for the Riverwalk and Main Street Bridge connector to Downtown Jacksonville’s business and entertainment destinations and is designed to function integrally with the Musical Heritage Park and related improvements being made at the Times-Union Performing Arts Center on the Northbank. The Park design, based on the theme “Exploring the St. Johns River”, will include a destination playground next to the Main Street Bridge featuring a large ship symbolic of Ribault’s Trinite’, Timucua style huts and totem, a splash pad and concession stand among other play elements. The Fountain itself will be renovated and modernized to become both more accessible with a lower outer ring, and more flexible and exciting with a variety of jets programmable and synchronized to music and lights shows. Representing the springs that are the source of the great river, the fountain is the centerpiece of the park as the river is to Jacksonville. To the west of the fountain, a lush botanical garden featuring the species documented in William Bartram’s travels will be installed, highlighted by fiber optic lights for a nighttime spectacle. Florida Friendly and waterfront friendly plants, landscaping design guidelines, and education should be an interactive feature within the park’s design.

The recently renovated floating docks and water taxi stop make the park a primary Downtown Jacksonville destination for boaters and allow visitors to easily access the St. John’s River. The planned addition of a restaurant with outdoor seating on the adjacent private redevelopment site will provide another amenity for park visitors and boaters alike.

MOSH, a longtime feature of the site, has announced plans to relocate to the Northbank. Until the actual relocation takes place, access to the Museum from the park will remain important. If the museum relocates as planned, an alternate civic attraction is highly recommended on the site and is consistent with the ULI TAP prepared for the Southside CRA. Alternate uses that could be considered would include a publicly accessible museum, entertainment, or restaurant venue or a school.



Project Name: RiversEdge CRA Parks and Infrastructure

CRA Redevelopment Plan Schedule: 2022-2026

Responsible Entity: CRA

Estimated Cost: \$25,000,000

Comprehensive Plan Consistency: Future Land Use Element Policy 8.1.7
Recreation and Open Space Goal 4
Recreation and Open Space Element Objective 4.1
Recreation and Open Space Policy 4.1.5

Supporting Redevelopment Goals: Goal 4: Vibrancy
Goal 5: Clean/Safe/Healthy/Accessible
Goal 7: River Access

The Southside CRA has entered into an agreement to fund construction of several destination riverfront parks as well as supporting bulkheads and roadways. The Central Park will feature a monumental sculpture with complimentary landscape design, a multipurpose lawn, and track. The Northeast Park will become a destination riverfront playground. Additional park features include a yoga lawn and fitness equipment for adults, a kayak launch and river taxi dock, public slips at the adjacent marina, public restroom, a marsh boardwalk and a possible small amphitheater. The Rivers Edge parks will complement and expand the health and wellness storyline which is the theme for this riverfront node. Kiosks and interactive features will engage visitors in the exciting medical research taking place in Jacksonville, our extraordinary medical care facilities and medical tourism opportunities, and other more subtle health and wellness installations such as themed playground elements, blood pressure or hear rate monitors or biofeedback street furniture.

Project Name: **St. Johns River & Tributary Access**

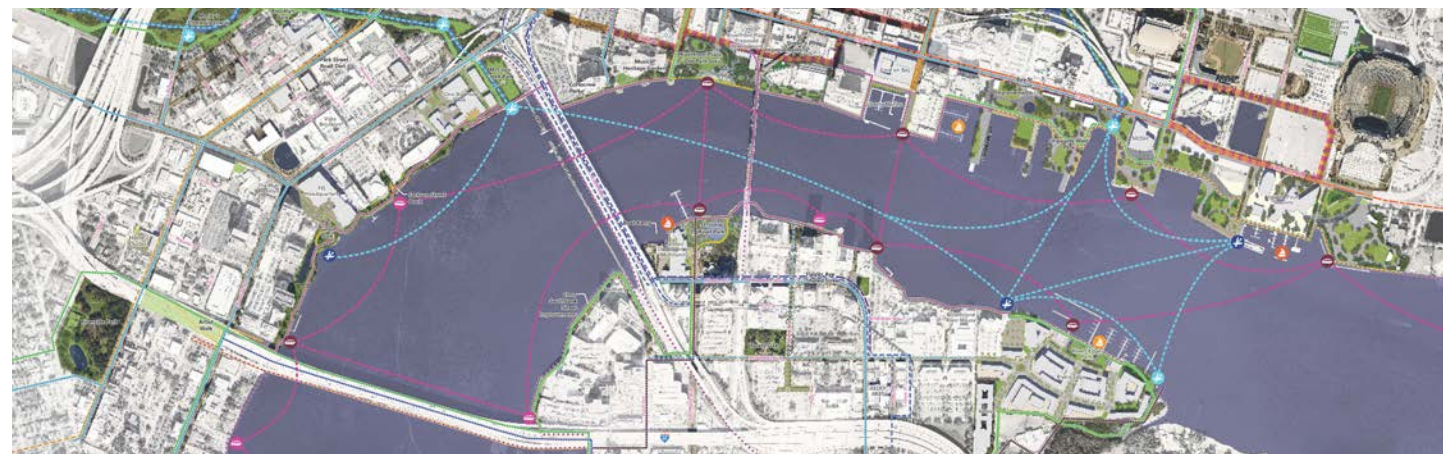
- CRA Redevelopment Plan Schedule:** 2025-2027
- Responsible Entity:** CRA as to enhancements and amenities, mooring field
- Responsible Entity:** City as to additional recreational docks along Riverwalk
- Estimated Cost:** \$500,000 CRA scope; City scope TBD
- Comprehensive Plan Consistency:** Future Land Use Element Policy 8.1.7
Future Land Use Element Policy 8.2.4
Recreation and Open Space Objective 4.1
Recreation and Open Space Policy 4.1.2
Recreation and Open Space Policy 4.1.4
- Supporting Redevelopment Goals:** Goal 4: Vibrancy
Goal 7: River Access

The CRA Redevelopment Plan recommends the creation of a network of sustainable water launches and increased water access for the public to enjoy the St. Johns River. The DIA could bolster water access by (i) improving identification of existing launches, (ii) creating new launches and amenitizing launch sites with parking, fuel, docking, ship’s stores, and dining and entertainment opportunities, and (iii) introducing boat clubs and rentals that allow for a broad range of income levels to experience the river directly.

The current Southside network comprised of the main boat ramp at St. Johns Marina and floating docks at Friendship Fountain and Riverplace tower, along with an ADA accessible kayak launch at the School Board should be expanded to include public docking and a kayak launch at Rivers Edge and increased recreational dock capacities in other locations along the Riverwalk. Fuel should be made available at the public marina slated for reconstruction at River City, and the fuel tanks relocated to a more resilient location. A ship’s store in this location as well as a restaurant near the boat ramp would be desirable boater amenities. The planned marina at Rivers Edge will further enhance boater access and provide access to the adjacent park and planned restaurants.

Each of the proposed network’s locations offer short distances from parking area to launch. Secure storage could be made available in the future. Possible amenities could include fresh water to rinse boats/gear, restroom facilities, trash cans, picnic area, and maps or navigation guides.

The DIA may investigate developing a mooring field for transient and short-term tenant boaters. This would increase the popularity of Downtown Jacksonville with vacationing boaters, increase the amount of marine activity during events (Jazz Fest, sporting events, concerts, others) and make the riverfront (through the addition of large boats and yachts) more aesthetically pleasing. Initial considerations suggest that long-term tenancy (liveaboards) may lead to issues with discharge and derelict vessels and would not be considered desirable.



Project Name: **Flagler Avenue Shared Street**

- CRA Redevelopment Plan Schedule:** 2025-2027
- Responsible Entity:** CRA
- Estimated Cost:** \$2,000,000
- Comprehensive Plan Consistency:** Future Land Use Element Policy 8.1.7
Recreation and Open Space Objective 4.1
Recreation and Open Space Policy 4.1.4
- Supporting Redevelopment Goals:** Goal 6: Walkability/Bike-ability
Goal 7: River Access

Implement a Shared Street Project on Flagler Ave from Riverplace Blvd. to Prudential Drive and complete a public access connection to the Riverwalk over former Flagler Ave. right of way.

Project Name: **Cross Southside Connector**

- CRA Redevelopment Plan Schedule:** 2025-2027
- Responsible Entity:** CRA
- Estimated Cost:** \$75,000
- Comprehensive Plan Consistency:** Transportation Element Policy 1.5.3
Transportation Element Objective 4.1
Transportation Element Policy 4.1.4
- Supporting Redevelopment Goals:** Goal 5: Clean/Safe/Healthy/Accessible
Goal 6: Walkability/Bike-ability

Conduct study to 3- lane Prudential Drive and implement cyclist and pedestrian infrastructure. If study concludes these modifications are feasible and desired, proceed to implement as a CRA project.

Project Name: **Southside Boat Ramp Restaurant Site**

- CRA Redevelopment Plan Schedule:** Market-Driven
- Responsible Entity:** CRA
- Estimated Cost:** TBD
- Comprehensive Plan Consistency:** Future Land Use Element Policy 1.1.19
- Supporting Redevelopment Goals:** Goal 3: Retail/Food & Bev/Entertainment
Goal 4: Vibrancy
Goal 7: River Access

Immediately adjacent to and west of the St. Johns Marina boat ramp is a City owned parcel of riverfront land. Further to the west lies the Acosta Bridge parking lot, currently under license to DIA for public use. The public demand for both waterfront restaurants in general and those accessible by boat is extremely high and this site presents an opportunity for redevelopment as a casual waterfront restaurant. DIA should pursue site design concepts and complete title, utility, and access investigations. If redevelopment remains feasible, DIA should actively market and seek developers and/or operators for a restaurant on this site.

Project Name: **Southside Catalyst Site - RiversEdge/School Board**

CRA Redevelopment Plan Schedule:	Market-Driven
Responsible Entity:	CRA
Estimated Cost:	TBD
Comprehensive Plan Consistency:	Future Land Use Element Policy 1.1.19
Supporting Redevelopment Goals:	<ul style="list-style-type: none"> Goal 1: Commercial Use Goal 2: Residential Goal 3: Retail/Food & Bev/Entertainment Goal 4: Vibrancy Goal 6: Walkable/Bikeable Goal 7: River Access

This 64-acre site within the Southside CRA has great potential for an upscale mixed-use development. It is a logical site for community-oriented retail, fine dining restaurants, hotel, office, multi-family residential and retail developments. And, given the proximity of tremendous amount of office space and multi-family housing, more service-oriented retail such as dry cleaners, hair salons, markets are likely to have success, providing immediate benefits to the surrounding residential base.

While RiversEdge is now under development, the Duval County School Board site has just begun the process of considering sale of its riverfront parcel. Development of this entire catalyst site will be shaped within the next 5 years and careful attention should be paid to ensure that the entire riverfront is not exclusively residential but includes waterfront restaurants, retail and entertainment venues that will serve and attract the public to enjoy our Downtown Jacksonville riverfront.

Looking towards the future, the DIA can prepare for large-scale retail and iconic, demand-generating, entertainment developments in the Southside. The DIA should promote a development plan that achieves the following goals:

- Provides active uses along the waterfront such as restaurants, cafes, retail, etc. that will help activate and offer amenity to the St. Johns River;
- Provides public access to the waterfront by means of improved and expanded Riverwalk connections, boardwalks and/or trails along the waterfront;
- Provides structured parking with a portion of spaces that are publicly available to support parking demands of off-site uses within the development; and
- Provides a pedestrian link that connects Riverplace Boulevard and/or Prudential Drive to the Southbank Riverwalk.





**COMPREHENSIVE
PLAN
CONSISTENCY**

Chapter 163, Part 3, Section 163.360 – community redevelopment plans as adopted into the Florida Statutes require that community redevelopment plans conform to the comprehensive plan for the county or municipality in which they are located. The City of Jacksonville Planning and Development Department has reviewed the CRA Redevelopment Plan and has found it to conform with the 2030 Comprehensive Plan, noting specific conformance with the following Elements and their respective Goals, Objectives and Policies as referenced below:

Future Land Use Element:

Policy 1.1.19
Objective 2.3
Policy 2.3.1
Policy 2.3.4
Policy 3.2.5
Policy 8.1.7
Policy 8.2.4

Historic Preservation Element:

Goal 1
Objective 1.4
Policy 1.7.2

Recreation and Open Space Element:

Policy 1.2.2
Policy 1.2.25
Policy 2.1.6
Objective 4.1
Policy 4.1.2
Policy 4.1.4
Policy 4.1.5
Policy 4.2.5
Goal 7
Goal 8
Goal 9
Objective 9.1

Transportation Element:

Policy 1.3.9
Policy 1.4.7
Objective 1.5
Policy 1.5.3
Policy 1.5.4
Policy 1.6.1
Policy 2.3.8
Objective 4.1
Policy 4.1.4

Housing Element:

Policy 1.2.14
Policy 1.4.7

The above referenced Elements and their respective Goals, Objectives and Policies are intended to demonstrate conformance with the City of Jacksonville 2030 Comprehensive Plan. Periodically, the City of Jacksonville amends the Comprehensive Plan. As amendments occur, the CRA Redevelopment Plan will be reviewed to ensure conformance with the Comprehensive Plan as may be amended.

As shown in Chapter 4, Governance, the DIA maintains a direct relationship with the Planning and Development Department. The Planning and Development Department's Director and division chiefs service in an advisory capacity to the DIA, a relationship with is memorialized in the Governance Structure of the DIA contained in Chapter 4 of the CRA Redevelopment Plan.



CRA Plan Appendices

The appendices listed below can all be viewed and downloaded via the following link: [https://dia.coj.net/Resources/BID-Plan-\(1\)](https://dia.coj.net/Resources/BID-Plan-(1)).

APPENDIX A	DOWNTOWN DESIGN GUIDEBOOK
APPENDIX B	PARK ASSESSMENT AND PLAN
APPENDIX C	NEIGHBORHOOD BRANDING IDENTITY GUIDELINES
APPENDIX D	ACTIVATING JACKSONVILLE'S RIVERFRONT, 2022
APPENDIX E	DOWNTOWN JACKSONVILLE MARKET & FEASIBILITY STUDY, 2021
APPENDIX F	COMPARATIVE DOWNTOWN ANALYSIS, 2021
APPENDIX G	DOWNTOWN PUBLIC PARKING STRATEGY & IMPLEMENTATION PLAN, 2019
APPENDIX H	EMERALD TRAIL MASTER PLAN, 2019
APPENDIX I	LAVILLA NEIGHBORHOOD DEVELOPMENT STRATEGY, 2019
APPENDIX J	RIVERFRONT DESIGN GUIDELINES & ACTIVITY NODES PLAN, 2018
APPENDIX K	BROOKLYN NEIGHBORHOOD ROAD DIET, 2017
APPENDIX L	CATHEDRAL DISTRICT MASTER PLAN, 2017
APPENDIX M	CONVENTION CENTER FEASIBILITY ANALYSIS, 2017



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