



February 2015

Community Redevelopment Area Plans

Northbank Downtown CRA & Southside CRA



Downtown
Epicenter



Urban
Living



Strategic
Partnerships



Pedestrian
Access



River
Access



24-7
Downtown



Healthy
Design

PROSSER

dp
DIETRICH PLANNING

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URBANOMICS
Urban and Real Estate Economics

Acknowledgements

This Community Redevelopment Plan has been prepared under the direction of the City of Jacksonville Downtown Investment Authority serving in their capacity as the Community Redevelopment Agency 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 Downtown Investment Authority and its Redevelopment Plan Committee, along with Downtown Vision, Inc. the City's Office of Economic Development and the Planning and Development Department. The 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 community redevelopment plans.

Mayor of Jacksonville

Alvin Brown

Downtown Investment Authority

Oliver Barakat, *Chair*

Jack Meeks, *Vice-Chair*

Craig Gibbs, *Secretary*

Antonio Allegretti

Jim Bailey, Jr.

Melody Bishop, AIA

Robert Clements

Doris Goldstein

Kay Williams

Aundra Wallace, *Chief Executive Officer*

Guy Parola, AICP, *Redevelopment Manager*

Thomas Daly, Esq., *Real Estate Analyst*

Former Board Members Who Contributed to the Plan

Don Harris, *Immediate Past Chair*

Michael Saylor, AICP

Paul Perez

Jacksonville City Council

Clay Yarborough, *President*

Gregory Anderson, *Vice-President*

William Bishop, AIA, *District 2*

Richard Clark, *District 3*

Donald Redman, *District 4*

Lori Boyer, *District 5*

Matthew Schellenberg, *District 6*

Dr. Johnny Gaffney, *District 7*

Denise Lee, *District 8*

Warren Jones, *District 9*

Reginald Brown, *District 10*

Raymond Holt, *District 11*

Doyle Carter, *District 12*

William Gulliford, Jr., *District 13*

James Love, *District 14*

Kimberly Daniels, *At-Large Group 1*

John Crescimbeni, *At-Large Group 2*

Stephen Joost, *At-Large Group 3*

Robin Lumb, *At-Large Group 5*



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DOWNTOWN JACKSONVILLE

Community Redevelopment Plan

Section 1 Introduction and Background

Purpose

-

Existing Downtown CRAs

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Stakeholder Outreach

-

Comparative Downtown Analyses

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. The new Downtown Investment Authority (DIA) is doing just that by melding the three existing community redevelopment plans adopted in the 1980s, two of which were merged in 2000, and updating them with the principles contained in several downtown plans completed during the past fifteen years; updated with current data, as required by Florida Statutes; and inclusion of areas of focus that shall be targeted within the existing Community Redevelopment Area (CRA) boundaries. While the Northbank Downtown and Southside Community Redevelopment Area Plans remain separate with corresponding geographical areas and their own tax increment trust funds, this Plan consolidates them into one comprehensive document and amends the overall plans pursuant to Section 163.361(1), F.S. The Downtown Jacksonville Community Redevelopment Area Plan will be referred to throughout this document as the "Plan" or the "CRA Plan" and shall serve as a policy guide for the DIA, planners, developers and government to utilize over the next thirty years in order to promote and foster an appealing and successful urban center – *the place to be* in northeast Florida.

The DIA has embarked on the update of the existing community redevelopment area plans for several reasons. **First**, there were three original plans that are now more than thirty years old. The City designated three CRAs in the downtown area: Northside West CRA (1981), Downtown East (1985), and Southside (1980). Over the years, the three community redevelopment plans have been readopted, ratified and confirmed. In 2000, the City combined the Northside West and Downtown East Community Redevelopment Areas and their trust funds into a reformed entity to be known as the Northbank Downtown Community Redevelopment Area ("Northbank Downtown CRA"). As part of that act, the City directed that development within the Northbank Downtown CRA be consistent with the Downtown Master Plan ("Celebrating the River: a Plan for Downtown Jacksonville", 2000). Now, fifteen years later, an update is needed.

Second, 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.

Third, 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.

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 community redevelopment area plans, be prepared and adopted. This document, which contains the Southside CRA Plan and the Northbank Downtown CRA Plan (together referred to as "the CRA Plans" or "the 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 Plans and the BID Strategy strategically prioritize, shape the design 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 Plan's recommendations into actionable items within a framework of accountability.

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

- Establish a Community Redevelopment Plan that provides mechanisms to realize a bold vision for the Northbank Downtown 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 Northbank Downtown 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.

The CRAs, while independent of each other, have strong ties that support and enhance the viability of one another. While the St. Johns River may divide them physically, it binds them together developmentally, culturally, socially, and environmentally. This Plan requires consistent support by the City's administrations, legislative bodies, and business leaders as it transcends time through the balance of each CRA's life cycle. This will provide Downtown Jacksonville with a long-term context for its investments, a continuity of improvements, and a consistency in its efforts toward a common vision.

To be successful it sets a direction Downtown Jacksonville must take in the 21st century to succeed nationally, not just regionally. The Plan is intended to give the latitude needed to pursue unforeseen opportunities that will certainly arise and to respond to new challenges. The 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 Plan in conjunction with the Business Investment Development Plan in the coming years to guide decisions and actions that affect the form and function of Downtown. The 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 Plan **supersedes** the Downtown Master Plan which, with the adoption of this Plan, is repealed. The Plan works in concert with the Consolidated Downtown DRI Development Order, Mobility Plan, and Downtown Overlay Zone. The Plan incorporates the design elements and districts created within the Downtown Master Plan however, the Downtown Master Plan's projects and any element conflicting with this Plan are eliminated. The market study within the Downtown Master Plan is now replaced with the Market Feasibility Study contained in the companion BID Strategy. The Plan's projects replace those within the Downtown Master Plan and the seven (7) Redevelopment Plan Goals expressed in Section 5 are used to benchmark success.

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 Downtown 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 impacts natural resources greater by developing in under developed, 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. Transportation road network to and from Downtown Jacksonville is in place and light rail and cycle tracks 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 principle 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 nearly one million people. It offers an ever important location for people from all walks of life 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 are all essential elements of civic life. 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,

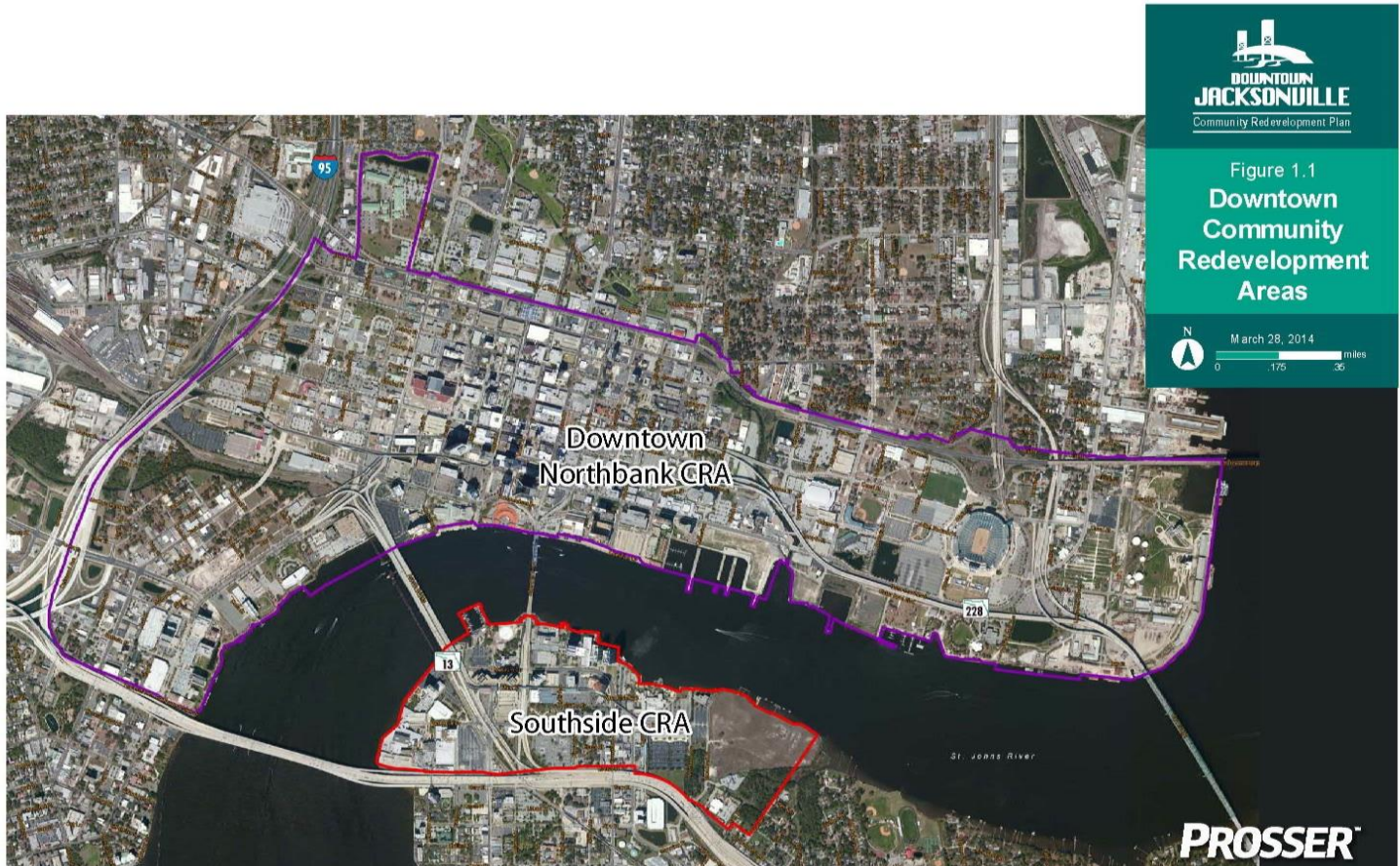
gather, and play without having to spend hours commuting. This Plan endeavors to “move the needle” on this vital community with recommended actions that when completed will reveal:

- 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 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 Northbank Downtown Community Redevelopment Area ("CRA") and the Southside CRA. Legal descriptions of these two community redevelopment areas are included in Sections 6 and 7, respectively.



The Northbank Downtown 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.

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.

Duration of 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 Plan, but no later than 60 years after the fiscal year in which the plans were initially approved or adopted. Therefore, the provisions of this 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 December 31, 2041;
- **Northside West portion of the Northbank Downtown TIF District** through December 31, 2041; and
- **Downtown East portion of the Northbank Downtown TIF District** through December 31, 2045.

Safeguards and Retention of Control

This Plan is the guiding document for future development, redevelopment and ancillary programs, projects and activities in and for the Northbank Downtown CRA and Southside CRA. In order to assure that redevelopment will take place in conformance with the seven (7) 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 insure 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 Plan.

Table 1.2.1 Northside West Community Redevelopment Area	
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	
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 Southside Community Redevelopment Area	
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.

Table 1.2.4 Northbank Downtown Community Redevelopment Area	
Ord. 2000-1078-E	Consolidates the Northside West CRA and Downtown East CRA into the Northbank Downtown CRA. The Northside West and Downtown East Redevelopment trust funds are combined but require separate accounting for increment calculation and outstanding indebtedness.

1.3

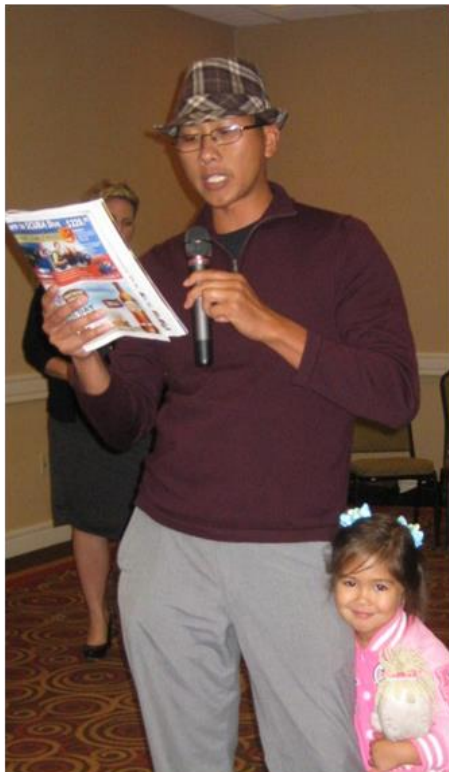
Stakeholder Outreach

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 residents, and other Jacksonville citizens. Outreach included numerous public workshops with the DIA Redevelopment Plan Committee, several community forums, and a virtual town hall for stakeholders to contribute their ideas.

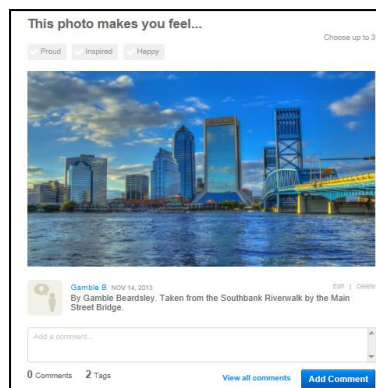


According to stakeholders, the promotion of urban walkability was seen as critical to Downtown's continued economic growth.

The 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. To supplement the recommended increase in residential population, a majority of participants believes Downtown 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 parks and public spaces; and (4) **increased mobility and access**, which includes pedestrian activation, public transportation and improved wayfinding.



2012
2013

Nov 20
Redevelopment
Plan Committee
Meeting

Dec 20
Redevelopment
Plan Committee
Meeting

Jan 9
Redevelopment
Plan Committee
Meeting

Jan 16
Redevelopment
Plan Committee
Meeting

Mar 28
Redevelopment
Plan Committee
Meeting

Aug 28
Redevelopment
Plan Committee
Workshop

Sep 11
Redevelopment
Plan Committee
Workshop

Sep 27
Redevelopment
Plan Committee
Workshop

Oct 9
Redevelopment
Plan Committee
Workshop

Oct 23
Redevelopment
Plan Committee
Workshop

Nov 4
Community
Forum

Nov 5
Community
Forum

Nov 13
Redevelopment
Plan Committee
Workshop

Dec 9
Community
Forum



2013
2014

Dec 11
Redevelopment
Plan Committee
Workshop

Feb 26
Special DIA
Board Meeting

Mar 6
Downtown
Development
Review Board

2013
2014

Mar 19
Special DIA
Board Meeting

Mar 25
Special DIA
Board Meeting

Apr 1
Special DIA
Board Meeting

Apr 8
Special DIA
Board Meeting

Apr 16
Special DIA
Board Meeting

Apr 24
Special DIA
Board Meeting

Apr 30
Special DIA
Board Meeting

May 7
CRA Plan
Update Review
Committee
Meeting

May 13
CRA Plan
Update Review
Committee
Meeting

May 14
BID Plan
Review
Committee
Meeting

May 16
CRA Plan
Update Review
Committee
Meeting

May 19
CRA Plan
Update Review
Committee
Meeting

May 27
CRA Plan
Update Review
Committee
Meeting

May 28
BID Plan
Review
Committee
Meeting

May 29
CRA Plan
Update Review
Committee
Meeting

Jun 2
BID Plan
Review
Committee
Meeting

Jun 4
CRA Plan
Update Review
Committee
Meeting

Jun 11
BID Plan
Review
Committee
Meeting



Jun 12
CRA Plan
Update Review
Committee
Meeting

Jun 18
CRA Plan
Update Review
Committee
Meeting

Jun 19
BID Plan
Review
Committee
Meeting

Jul 1
CRA Plan
Update Review
Committee
Meeting

Jul 24
CRA Plan
Update Review
Committee
Meeting

Jul 28
BID Plan
Review
Committee
Meeting

Jul 29
CRA Plan
Update Review
Committee
Meeting

Jul 30
Regular DIA
Board Meeting

1.4

Comparative Downtown Analyses

The state of Downtown Jacksonville and those of downtowns in eight other U.S. cities are profiled and compared in this analysis. Comparisons include (1) size (population) of the city, urban county, and metro areas, (2) distinctive or significant attributes, (3) major downtown public and private employers and employment, (4) status of the downtown office, retail, and housing markets, (5) downtown venues and attractions, (6) significant recent and future downtown investments and development projects, and (7) public agencies and private organizations with roles in downtown planning and development. The eight other cities profiled are:

- Baltimore, Maryland
- Cincinnati, Ohio
- Charlotte, North Carolina
- Chattanooga, Tennessee
- Greenville, South Carolina
- Indianapolis, Indiana
- Kansas City, Missouri
- Louisville, Kentucky

Of the eight downtowns, all but Charlotte and Greenville are “river cities.” Metropolitan Statistical Areas (MSAs) range in size from 500,000 to over two million residents. Indianapolis (Marion County) and Louisville (Jefferson County) have consolidated city-county governments. Charlotte and Mecklenburg County have a number of shared city-county services.

For the details of the Comparative Analyses please refer to [Appendix D](#) located at the end of this Plan.



DOWNTOWN JACKSONVILLE

Community Redevelopment Plan

Section 2 Statutory Requirements and Authority

Requirements of the Plan

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Authority to Undertake Community Redevelopment

•

DIA Authority

•

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. 6.5 and 7.5
(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. 6.2 and 7.2 Sec. 6.3 and 7.3 Sec. 6.2 and 7.2
(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. 6.6 and 7.6
(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. 6.6 and 7.6
(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 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 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 the following powers necessary or convenient to carry out and effectuate the Community Redevelopment Plan.

Sec. 163.370(2), *Florida Statutes* (2013)

- (a) To make and execute contracts and other instruments necessary or convenient to the exercise of its powers under the Community Redevelopment Act of 1969, as amended.
- (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 Sec. 163.380, *Florida Statutes* 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 Section 163.380, *Florida Statutes* 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 Section 163.385, *Florida Statutes* 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 City.

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 [Florida Statutes] 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* (2013)

- (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 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 Section 163.385, *Florida Statutes*.
- (4) The power to approve the acquisition, demolition, removal or disposal of property as provided in Section 163.370(4), *Florida Statutes* and the power to assume the responsibility to bear loss as provided in Section 163.370(4), *Florida Statutes*.

- (5) The power to develop and implement 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 Northbank Downtown 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

Reporting Requirements

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

- September/October: Proposed and Final Budgets posted on the official DIA website two days prior and 30 days after the date the budget is adopted.
- December: Annual report to the Florida Department of Economic Opportunity (DEO), Special Districts Information Program.
- March 31: Annual Report of its activities for the preceding fiscal year to the Jacksonville City Council. The Report shall include a complete financial statement setting forth its assets, liabilities, income and operating expenses as of the end of such fiscal year.
- 45 days after completion or June 30: An independent financial audit of the Northside West Redevelopment Trust Fund, Downtown East Redevelopment Trust Fund and Southside Redevelopment Trust Fund. The audit must comply with the requirements set forth in Section 163.387(8), *Florida Statutes* (separate or city/county component unit) to each taxing authority and to the Auditor General.
- June 30: Inclusion in Annual Financial Report (AFR/CAFR) to the Florida Department of Financial Services by city or county.



DOWNTOWN JACKSONVILLE

Community Redevelopment Plan

Section 3 **Redevelopment Trust Funds**

Tax Increment Financing

•

Southside Redevelopment Trust Fund

•

Northbank Downtown Redevelopment Trust Fund

- Northside West Portion

- Downtown East Portion

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:

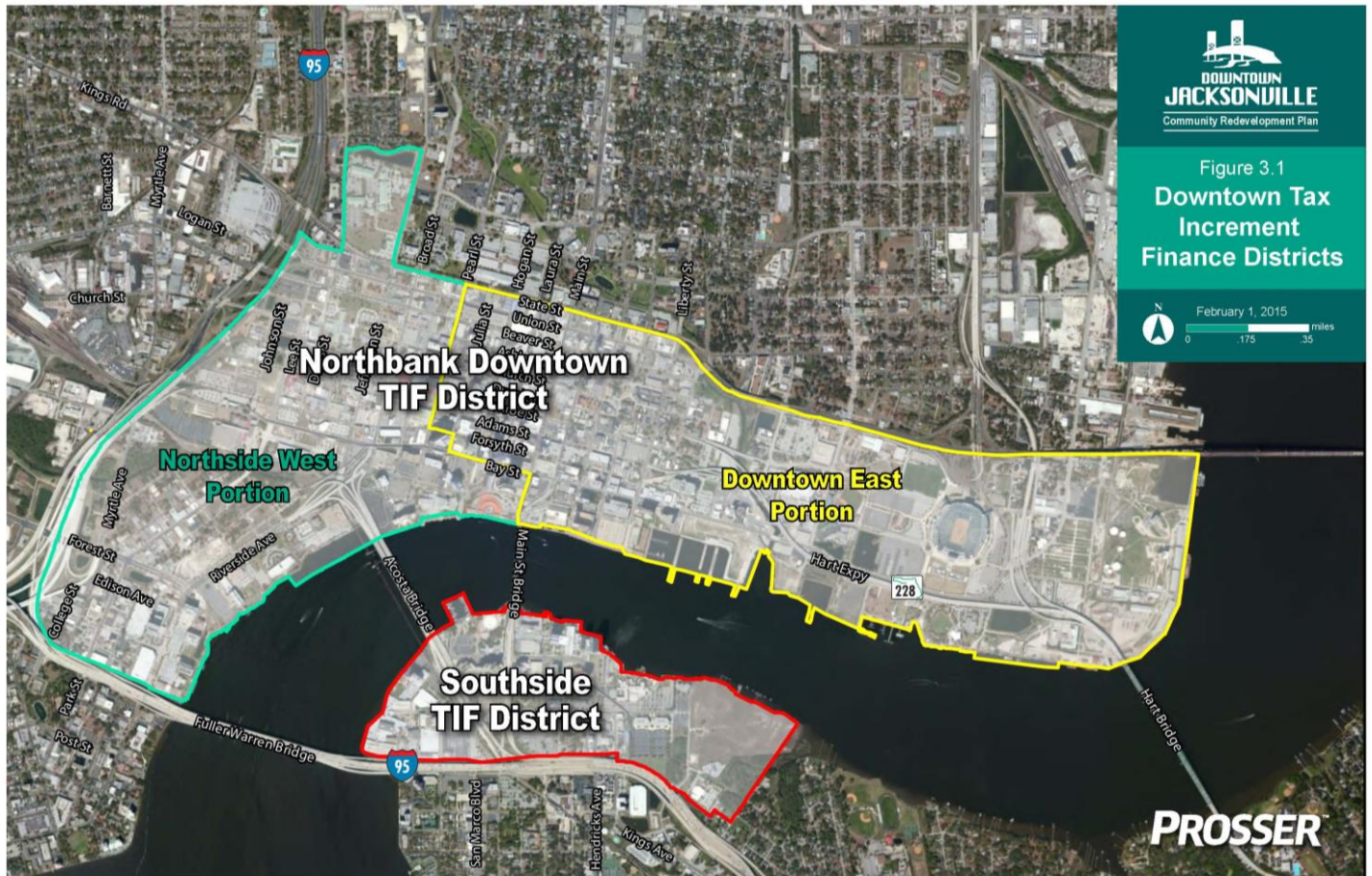
- The construction of public capital improvements such as improving parks, streetscapes and parking structures;
- Land assembly for public use and any public/private partnerships;
- Promotion and marketing the Northbank Downtown CRA and Southside CRA;
- Leveraging grants, loans, and other funding instruments;
- Economic development; and
- Promoting housing.

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.

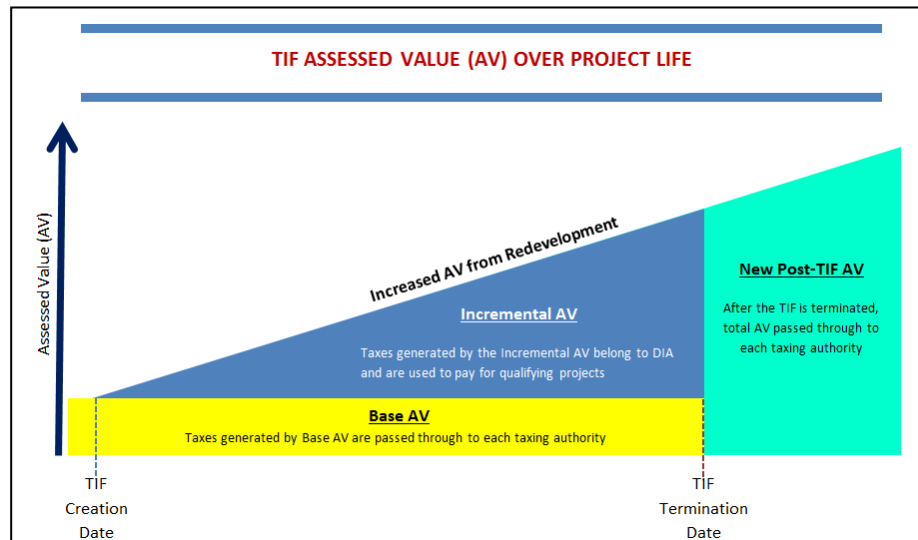
Section 163.353, *Florida Statutes* designates that the powers of "a taxing authority [to]...appropriate funds to a redevelopment trust fund include the preservation and enhancement of the tax base of such taxing authority and the furthering of the purposes of such taxing authority as provided by law." 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 81-562-24), 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 Northbank Downtown 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.



Redevelopment Trust Fund dollars may only be spent on projects and programs that are in-line with the Plan Umbrellas or outlined as specific projects and programs in the Redevelopment Plan. 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 Northbank Downtown 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 Community Redevelopment Area Plan. A Redevelopment Trust Fund is established for the tax increment revenue and dedicated to redevelopment.



Upon adoption, the Redevelopment Trust Fund ordinance specifies the base valuation (“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.

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 as specified in the Plan and not for general governmental purposes. **These funds are to be used only for projects, improvements, acquisitions and programs within each TIFs’ corresponding geographical boundary 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 Downtown 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 DIA is also authorized to obtain advances, borrow funds, and create indebtedness in carrying out the Plan. The principal and interest on such advances, funds, and indebtedness may be paid from tax increments or any other funds available to the Northbank Downtown and Southside CRAs. 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 will 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 Downtown Redevelopment Trust Funds 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 the approved Community Redevelopment Plan which project will be completed within three (3) years from the date of such appropriation.

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

Pursuant to Section 163.387(6), *Florida Statutes*, monies in the Redevelopment Trust Funds **may be expended** for undertakings of the Downtown Investment Authority as described in the Plan for the following purposes, including but not limited to:

- (a) Administrative and overhead expenses necessary or incidental to the implementation of the adopted Plan.
- (b) Expenses of redevelopment planning, surveys, and financial analysis, including the reimbursement of the Downtown Investment Authority for such expenses incurred before the 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 workforce housing within the Southside, Northside West, and Downtown East Redevelopment Trust Fund boundaries.
- (h) The development of community policing innovations (with City Council approval).

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 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 which are not an integral part of the redevelopment if the improvements are normally financed by user fees, and if the improvements would have otherwise been made without the Downtown Investment Authority within three years; or
- (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 2014 and the expiration years of the CRAs (2040, 2041, and 2044), 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 market rate increases that may influence a fluctuation in TIF Projections.

Background and Assumptions

Table 3.1.1
Redevelopment Trust Fund TIF District Taxable Value Trends (Year Established to 2013)

Parameter	Southbank	Northside West	Downtown East
Year Established (Year Expires)	1980 (2040)	1981 (2041)	1984 (2044)
Base Year Taxable Value (\$)	89,127,781	214,636,423	201,743,546
Current 2013 Taxable Value (\$)	380,587,972	527,724,057	320,895,677
Peak Year Taxable Value (\$)	507,495,544 (2009)	719,824,232 (2008)	510,279,451 (2008)
Tax Value Loss Since Peak (%)	(25.0)	(26.7)	(37.1)
Average Annual Taxable Value Trends (%)			
Year Established to 2013	4.50	2.85	1.61
Year Established to 2000	5.01	4.25	0.94
2000 to 2013	3.71	0.85	2.45
2000 to Peak Year	8.83	5.39	10.21
Peak Year to 2013	(5.59)	(6.01)	(8.86)
2012 to 2013	(2.91)	0.93	(2.78)
2011 to 2012	(7.84)	(4.14)	(2.81)

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 lost \$508 million in taxable value since 2008-09 peak.
- Total taxable value of all three TIF Districts in 2013 is \$1.23 billion, about where it was 9-10 years ago.

Assumptions for 30-year TIF Projections (2014-2044):

- Average annual increase (appreciation) of existing taxable real estate: 1.0 percent in first year, 2.0 percent in years two through 30. **NOTE:** These appreciation rates are considered conservative.
- Average annual value for new development: \$0 in first year, \$2.5 million in year two, \$5.0 million in years three through 10, and \$10 million in years 11 through 30. 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 are 10.03533 for 2013 and 11.4419 for 2014 and after.
- Southbank opportunities include development of the JEA property and redevelopment of the School Board, Wyndham, and related properties, as well as other misc. 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.

3.2

Southside Redevelopment Trust Fund

The Southside Redevelopment Trust Fund was created in 1980 by way of Ordinance 80-1347-704. Its activities are guided by this 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.

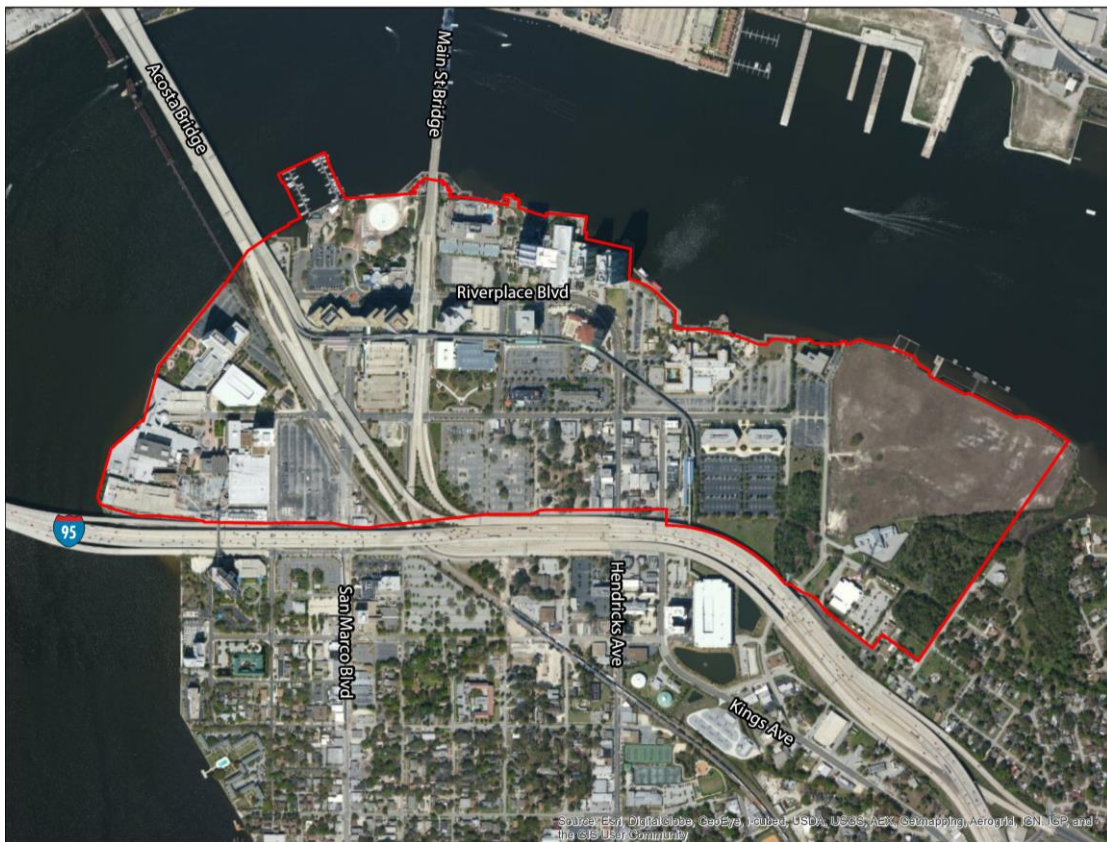


Table 3.2.1
Southside Redevelopment Trust Fund TIF Projections

Year	Taxable Value Existing Uses (1)	Cum Added Val Over Base	Taxable Value New Devel (2)	Cum Value New Devel	Total Added Val Over Base	Tax Increment Base (95%)	Annual TIF Revs (\$) (3)	Cumulative TIF Revs (\$)
Base - 1980	89,127,781							
2013	380,587,972	291,460,191	0	0	291,460,191	276,887,181	2,778,654	2,778,654
2014	384,393,852	295,266,071	2,500,000	2,500,000	297,766,071	282,877,767	3,236,659	6,015,313
2015	392,081,729	302,953,948	5,000,000	7,500,000	310,453,948	294,931,250	3,374,574	9,389,887
2016	399,923,363	310,795,582	5,000,000	12,500,000	323,295,582	307,130,803	3,514,160	12,904,047
2017	407,921,831	318,794,050	5,000,000	17,500,000	336,294,050	319,479,347	3,655,451	16,559,498
2018	416,080,267	326,952,486	5,000,000	22,500,000	349,452,486	331,979,862	3,798,480	20,357,978
2019	424,401,873	335,274,092	5,000,000	27,500,000	362,774,092	344,635,387	3,943,284	24,301,262
2020	432,889,910	343,762,129	5,000,000	32,500,000	376,262,129	357,449,023	4,089,896	28,391,158
2021	441,547,708	352,419,927	5,000,000	37,500,000	389,919,927	370,423,931	4,238,354	32,629,511
2022	450,378,662	361,250,881	5,000,000	42,500,000	403,750,881	383,563,337	4,388,693	37,018,205
2023	459,386,236	370,258,455	5,000,000	47,500,000	417,758,455	396,870,532	4,540,953	41,559,158
2024	468,573,960	379,446,179	5,000,000	52,500,000	431,946,179	410,348,870	4,695,171	46,254,329
2013-2024							46,254,329	
2025	477,945,440	388,817,659	10,000,000	62,500,000	451,317,659	428,751,776	4,905,735	51,160,063
2026	487,504,348	398,376,567	10,000,000	72,500,000	470,876,567	447,332,739	5,118,336	56,278,400
2027	497,254,435	408,126,654	10,000,000	82,500,000	490,626,654	466,095,322	5,333,016	61,611,416
2028	507,199,524	418,071,743	10,000,000	92,500,000	510,571,743	485,043,156	5,549,815	67,161,231
2029	517,343,514	428,215,733	10,000,000	102,500,000	530,715,733	504,179,947	5,768,777	72,930,008
2030	527,690,385	438,562,604	10,000,000	112,500,000	551,062,604	523,509,474	5,989,943	78,919,951
2031	538,244,192	449,116,411	10,000,000	122,500,000	571,616,411	543,035,591	6,213,359	85,133,310
2032	549,009,076	459,881,295	10,000,000	132,500,000	592,381,295	562,762,231	6,439,069	91,572,379
2033	559,989,258	470,861,477	10,000,000	142,500,000	613,361,477	582,693,403	6,667,120	98,239,499
2034	571,189,043	482,061,262	10,000,000	152,500,000	634,561,262	602,833,199	6,897,557	105,137,056
2025-2034							58,882,727	
2035	582,612,824	493,485,043	10,000,000	162,500,000	655,985,043	623,185,791	7,130,429	112,267,485
2036	594,265,080	505,137,299	10,000,000	172,500,000	677,637,299	643,755,434	7,365,785	119,633,271
2037	606,150,382	517,022,601	10,000,000	182,500,000	699,522,601	664,546,471	7,603,674	127,236,945
2038	618,273,390	529,145,609	10,000,000	192,500,000	721,645,609	685,563,328	7,844,147	135,081,092
2039	630,638,857	541,511,076	10,000,000	202,500,000	744,011,076	706,810,523	8,087,255	143,168,347
2040	643,251,635	554,123,854	10,000,000	212,500,000	766,623,854	728,292,661	8,333,052	151,501,399
2041	656,116,667	566,988,886	10,000,000	222,500,000	789,488,886	750,014,442	8,581,590	160,082,989
2042	669,239,001	580,111,220	10,000,000	232,500,000	812,611,220	771,980,659	8,832,925	168,915,915
2043	682,623,781	593,496,000	10,000,000	242,500,000	835,996,000	794,196,200	9,087,113	178,003,028
2044	696,276,256	607,148,475	10,000,000	252,500,000	859,648,475	816,666,051	9,344,211	187,347,240
2035-2044							82,210,184	
Notes:								
1. Annual growth (appreciation) rate of existing taxable properties: 1.0 percent in first year, 2.0 percent per year thereafter.								
2. New development includes major renovations, new construction, and converting existing tax exempt properties; based on \$2.5 million per year increasing up to \$10.0 million per year.								
3. Based on advalorem tax rate of 10.03533 for 2013 and 11.4419 for 2014 and after.								
4. Major new development opportunities include JEA property and redevelopment of Wyndham Hotel, School Board, and related properties.								

3.3

Northbank Downtown Redevelopment Trust Fund

As noted previously, the Northbank Downtown Community Redevelopment Area Trust Fund was created through the merger of the Northside West CRA Trust Fund and the Downtown East CRA Trust Fund through Ordinance 200-1078-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 in 1981 and Downtown East is 1984), the increment projected in each area is stated in separate tables.

-Northside West Portion

The Northside West Community Redevelopment Area Trust Fund was created in 1981 by way of Ordinance 81-562-24. 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.

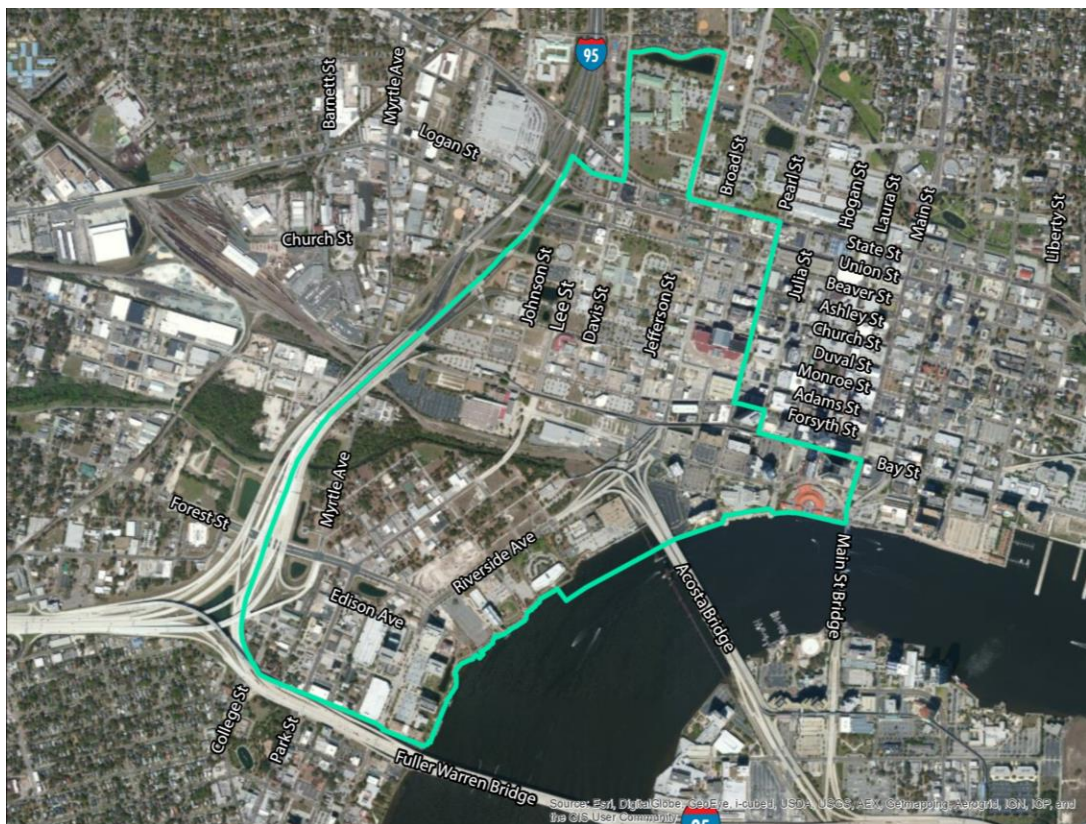


Table 3.3.1
Northside West Redevelopment Trust Fund TIF Projections

Year	Taxable Value Existing Uses (1)	Cum Added Val Over Base	Taxable Value New Devel (2)	Cum Value New Devel	Total Added Val Over Base	Tax Increment Base (95%)	Annual TIF Revs (\$) (3)	Cumulative TIF Revs (\$)
Base - 1981	214,636,423							
2013	527,724,057	313,087,634	0	0	313,087,634	297,433,252	2,984,841	2,984,841
2014	533,001,298	318,364,875	2,500,000	2,500,000	320,864,875	304,821,631	3,487,739	6,472,579
2015	543,661,324	329,024,901	5,000,000	7,500,000	336,524,901	319,698,655	3,657,960	10,130,540
2016	554,534,550	339,898,127	5,000,000	12,500,000	352,398,127	334,778,221	3,830,499	13,961,038
2017	565,625,241	350,988,818	5,000,000	17,500,000	368,488,818	350,064,377	4,005,402	17,966,440
2018	576,937,746	362,301,323	5,000,000	22,500,000	384,801,323	365,561,257	4,182,715	22,149,155
2019	588,476,501	373,840,078	5,000,000	27,500,000	401,340,078	381,273,074	4,362,488	26,511,644
2020	600,246,031	385,609,608	5,000,000	32,500,000	418,109,608	397,204,127	4,544,770	31,056,414
2021	612,250,951	397,614,528	5,000,000	37,500,000	435,114,528	413,358,802	4,729,610	35,786,024
2022	624,495,970	409,859,547	5,000,000	42,500,000	452,359,547	429,741,570	4,917,060	40,703,084
2023	636,985,890	422,349,467	5,000,000	47,500,000	469,849,467	446,356,993	5,107,172	45,810,256
2024	649,725,608	435,089,185	5,000,000	52,500,000	487,589,185	463,209,725	5,299,999	51,110,255
2013-2024							51,110,255	
2025	662,720,120	448,083,697	10,000,000	62,500,000	510,583,697	485,054,512	5,549,945	56,660,200
2026	675,974,522	461,338,099	10,000,000	72,500,000	533,838,099	507,146,194	5,802,716	62,462,916
2027	689,494,013	474,857,590	10,000,000	82,500,000	557,357,590	529,489,710	6,058,368	68,521,285
2028	703,283,893	488,647,470	10,000,000	92,500,000	581,147,470	552,090,096	6,316,960	74,838,244
2029	717,349,571	502,713,148	10,000,000	102,500,000	605,213,148	574,952,490	6,578,549	81,416,793
2030	731,696,562	517,060,139	10,000,000	112,500,000	629,560,139	598,082,132	6,843,196	88,259,989
2031	746,330,493	531,694,070	10,000,000	122,500,000	654,194,070	621,484,367	7,110,962	95,370,951
2032	761,257,103	546,620,680	10,000,000	132,500,000	679,120,680	645,164,646	7,381,909	102,752,861
2033	776,482,245	561,845,822	10,000,000	142,500,000	704,345,822	669,128,531	7,656,102	110,408,962
2034	792,011,890	577,375,467	10,000,000	152,500,000	729,875,467	693,381,694	7,933,604	118,342,566
2025-2034							67,232,311	
2035	807,852,128	593,215,705	10,000,000	162,500,000	755,715,705	717,929,920	8,214,482	126,557,049
2036	824,009,171	609,372,748	10,000,000	172,500,000	781,872,748	742,779,110	8,498,804	135,055,853
2037	840,489,354	625,852,931	10,000,000	182,500,000	808,352,931	767,935,284	8,786,639	143,842,492
2038	857,299,141	642,662,718	10,000,000	192,500,000	835,162,718	793,404,582	9,078,056	152,920,548
2039	874,445,124	659,808,701	10,000,000	202,500,000	862,308,701	819,193,266	9,373,127	162,293,675
2040	891,934,026	677,297,603	10,000,000	212,500,000	889,797,603	845,307,723	9,671,926	171,965,602
2041	909,772,707	695,136,284	10,000,000	222,500,000	917,636,284	871,754,470	9,974,527	181,940,129
2042	927,968,161	713,331,738	10,000,000	232,500,000	945,831,738	898,540,151	10,281,007	192,221,136
2043	946,527,524	731,891,101	10,000,000	242,500,000	974,391,101	925,671,546	10,591,441	202,812,577
2044	965,458,075	750,821,652	10,000,000	252,500,000	1,003,321,652	953,155,569	10,905,911	213,718,488
2035-2044							95,375,921	
Notes:								
1. Annual growth (appreciation) rate of existing taxable properties: 1.0 percent in first year, 2.0 percent per year thereafter.								
2. New development includes major renovations, new construction, and converting existing tax exempt properties; based on \$2.5 million per year increasing up to \$10.0 million per year.								
3. Based on advalorem tax millage rate of 10.03533 for 2013-3 and 11.4419 for 2014 and after.								
4. Major new development opportunities include Brooklyn, LaVilla, and Landings redevelopment.								

-Downtown East Portion

The Downtown East Community Redevelopment Area Trust Fund was created in 1985 by way of Ordinance 85-145-130. NOTE: The Downtown East Community Redevelopment Area Plan was adopted in 1984, however; its Redevelopment Trust Fund's ordinance was not adopted until 1985, which is why its ordinance is not numbered "84". Redevelopment Trust Funds are established by the "frozen value" of the properties located within the boundary of that CRA District's Trust Fund at the time of the Plan 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.

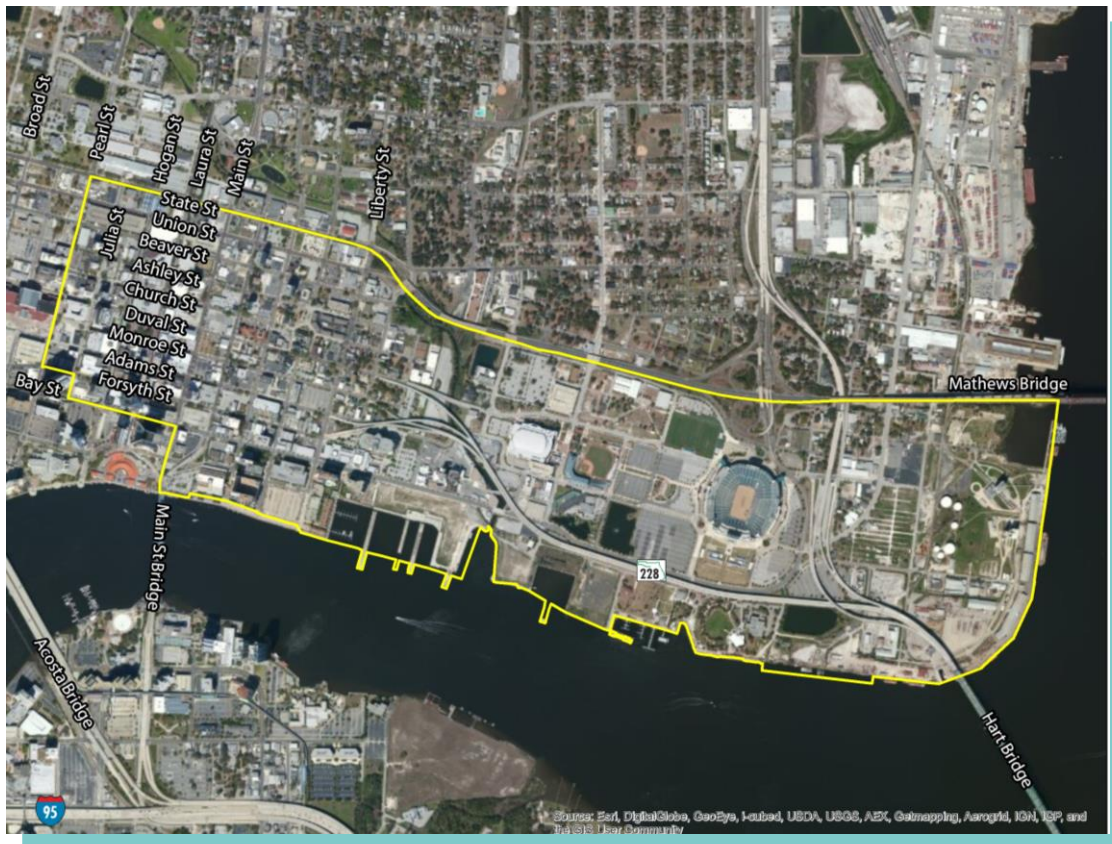


Table 3.4.1
Downtown East Redevelopment Trust Fund TIF Projections

Year	Taxable Value Existing Uses (1)	Cum Added Val Over Base	Taxable Value New Devel (2)	Cum Value New Devel	Total Added Val Over Base	Tax Increment Base (95%)	Annual TIF Revs (\$) (3)	Cumulative TIF Revs (\$)
Base - 1984	201,743,546							
2013	320,895,677	119,152,131	0	0	119,152,131	113,194,524	1,135,944	1,135,944
2014	324,104,634	122,361,088	2,500,000	2,500,000	124,861,088	118,618,033	1,357,216	2,493,160
2015	330,586,726	128,843,180	5,000,000	7,500,000	136,343,180	129,526,021	1,482,024	3,975,184
2016	337,198,461	135,454,915	5,000,000	12,500,000	147,954,915	140,557,169	1,608,241	5,583,425
2017	343,942,430	142,198,884	5,000,000	17,500,000	159,698,884	151,713,940	1,735,896	7,319,321
2018	350,821,279	149,077,733	5,000,000	22,500,000	171,577,733	162,998,846	1,865,016	9,184,337
2019	357,837,704	156,094,158	5,000,000	27,500,000	183,594,158	174,414,450	1,995,633	11,179,970
2020	364,994,458	163,250,912	5,000,000	32,500,000	195,750,912	185,963,367	2,127,774	13,307,744
2021	372,294,348	170,550,802	5,000,000	37,500,000	208,050,802	197,648,262	2,261,472	15,569,216
2022	379,740,235	177,996,689	5,000,000	42,500,000	220,496,689	209,471,854	2,396,756	17,965,972
2023	387,335,039	185,591,493	5,000,000	47,500,000	233,091,493	221,436,919	2,533,659	20,499,631
2024	395,081,740	193,338,194	5,000,000	52,500,000	245,838,194	233,546,284	2,672,213	23,171,844
2013-2024							23,171,844	
2025	402,983,375	201,239,829	10,000,000	62,500,000	263,739,829	250,552,837	2,866,801	26,038,645
2026	411,043,042	209,299,496	10,000,000	72,500,000	281,799,496	267,709,522	3,063,106	29,101,750
2027	419,263,903	217,520,357	10,000,000	82,500,000	300,020,357	285,019,339	3,261,163	32,362,913
2028	427,649,181	225,905,635	10,000,000	92,500,000	318,405,635	302,485,354	3,461,007	35,823,920
2029	436,202,165	234,458,619	10,000,000	102,500,000	336,958,619	320,110,688	3,662,674	39,486,595
2030	444,926,208	243,182,662	10,000,000	112,500,000	355,682,662	337,898,529	3,866,201	43,352,796
2031	453,824,732	252,081,186	10,000,000	122,500,000	374,581,186	355,852,127	4,071,624	47,424,420
2032	462,901,227	261,157,681	10,000,000	132,500,000	393,657,681	373,974,797	4,278,982	51,703,402
2033	472,159,252	270,415,706	10,000,000	142,500,000	412,915,706	392,269,920	4,488,313	56,191,716
2034	481,602,437	279,858,891	10,000,000	152,500,000	432,358,891	410,740,946	4,699,657	60,891,372
2025-2034							37,719,528	
2035	491,234,485	289,490,939	10,000,000	162,500,000	451,990,939	429,391,392	4,913,053	65,804,426
2036	501,059,175	299,315,629	10,000,000	172,500,000	471,815,629	448,224,848	5,128,544	70,932,970
2037	511,080,359	309,336,813	10,000,000	182,500,000	491,836,813	467,244,972	5,346,170	76,279,140
2038	521,301,966	319,558,420	10,000,000	192,500,000	512,058,420	486,455,499	5,565,975	81,845,115
2039	531,728,005	329,984,459	10,000,000	202,500,000	532,484,459	505,860,236	5,788,002	87,633,117
2040	542,362,565	340,619,019	10,000,000	212,500,000	553,119,019	525,463,068	6,012,296	93,645,413
2041	553,209,816	351,466,270	10,000,000	222,500,000	573,966,270	545,267,957	6,238,901	99,884,315
2042	564,274,013	362,530,467	10,000,000	232,500,000	595,030,467	565,278,943	6,467,865	106,352,180
2043	575,559,493	373,815,947	10,000,000	242,500,000	616,315,947	585,500,150	6,699,234	113,051,414
2044	587,070,683	385,327,137	10,000,000	252,500,000	637,827,137	605,935,780	6,933,057	119,984,471
2035-2044							59,093,098	
Notes:								
1. Annual growth (appreciation) rate of existing taxable properties: 1.0 percent in first year, 2.0 percent per year thereafter.								
2. New development includes major renovations, new construction, and converting existing tax exempt properties; based on \$2.5 million per year increasing up to \$10.0 million per year.								
3. Based on advalorem tax millage rate of 10.03533 for 2013 and 11.4419 for 2014 and after.								
4. Major new development opportunities include the Shipyards and Commodores Point area.								



DOWNTOWN JACKSONVILLE

Community Redevelopment Plan

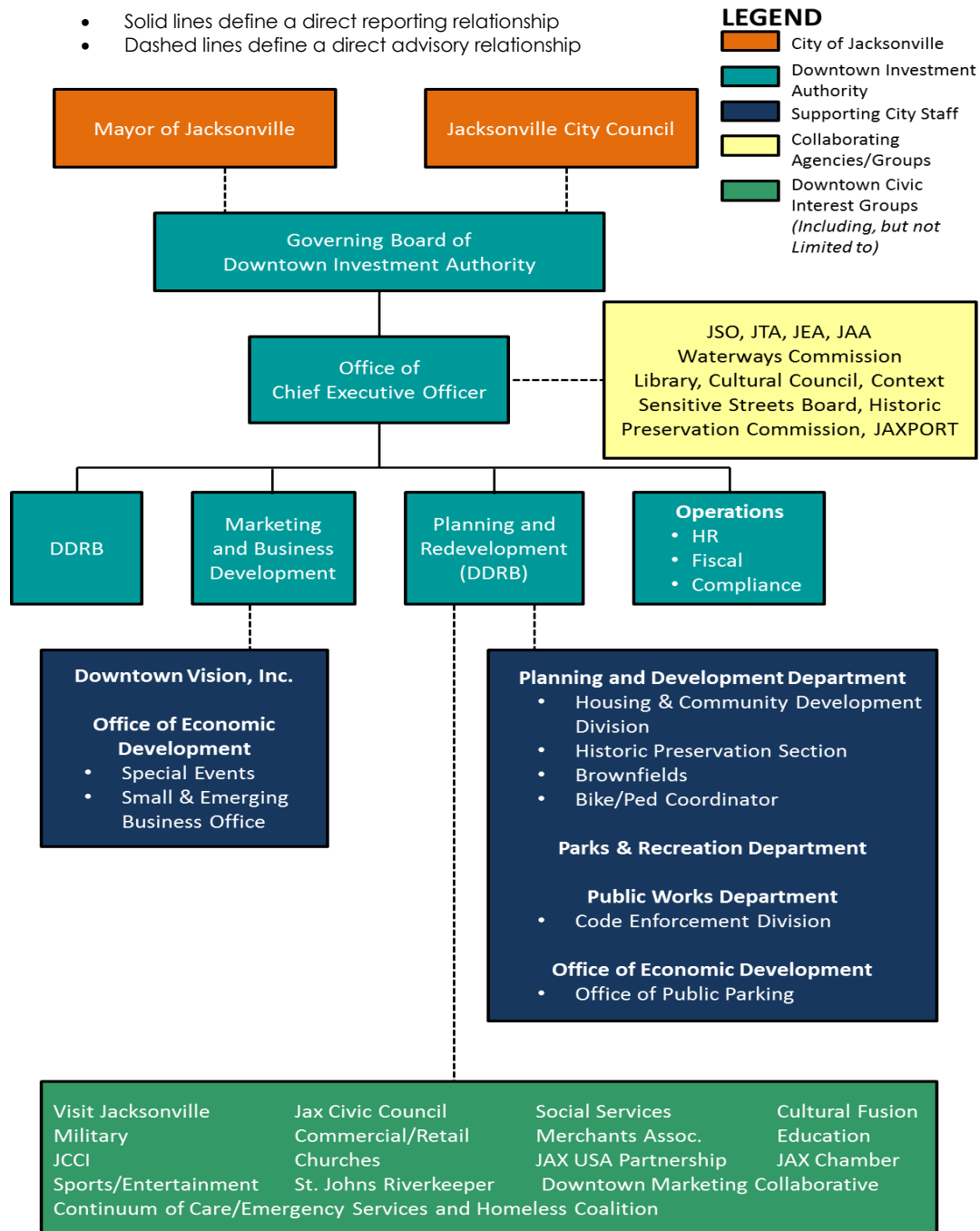
Section 4 Governance

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:





DOWNTOWN JACKSONVILLE

Community Redevelopment Plan

Section 5 **Redevelopment Goals**

Goals and Objectives

•

Strategy

5.1

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 seven 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 plan and to communicate DIA successes to stakeholders, constituents, and elected officials. NOTE: There are external and internal benchmarking methods. The external benchmarking methods are to measure, evaluate, and report outcomes from the various projects, programs, and initiatives. The internal benchmarking methods 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

Reinforce Downtown as the City's unique epicenter for business, history, culture, education, and entertainment.

Strategic Objectives

- Increase the opportunities for Downtown employment.
- Protect and revitalize historic assets.
- Support expansion of entertainment and restaurant facilities.
- Increase venues, workspaces and residential opportunities with a focus on the Target Area.
- Create a consistent theme and image that conveys a sense of the excitement and activity Downtown.
- Focus efforts on drawing many diverse attractions, rather than a small number of large ones.
- Improve transit connections between the various districts and destinations of Downtown.
- Coordinate parking, pedestrian, and transit systems to encourage strategically-placed parking that can accommodate multiple downtown destinations ("park once").
- Encourage green building practices, where feasible, in order to maximize sustainability and minimize resource consumption/cost.
- Expand upon the ability for national conventions.

Benchmarks

- | | |
|--|--|
| • Number of Residents | • Number of Outdoor Seating Establishments |
| • Number of Jobs | • Number and Variety of Downtown Events |
| • Number of Business Establishments | • Attendance at Downtown Events |
| • Class A Office Space Vacancy Rate | • Number of Art in Public Places |
| • Class B Office Space Vacancy Rate | • Number of Downtown Visitors |
| • Class C Office Space Vacancy Rate | • Hotel Occupancy Rates |
| • Percent of Retail Space Vacancy | • Annual Private Capital Investments |
| • Tax Value and Impact to TIF and Future Projections | |

DIA Tasks

- Compare to Current Market Feasibility Study
- Review Current BID "Years Tables" and Revise per Priority and Funding
- Track for DIA Internal Target Reporting



Redevelopment Goal No. 2

Increase rental and owner-occupied housing downtown, targeting key demographic groups seeking a more urban lifestyle.

Strategic Objectives

- Actively pursue a minimum of 3,850 built and occupied multi-family dwelling units by 2025; and strive to induce construction of 350 multi-family dwelling units per year.
- Leverage land contributions, infrastructure investments, incentive grants, and low interest loans.
- Promote and attract neighborhood retail to support downtown residents.
- Coordinate marketing efforts for downtown housing opportunities to achieve blanket coverage on a local, regional, state and national level.
- Evaluate new multi-family residential development with Downtown design guidelines, overall compatibility, financial feasibility, and existing Downtown residential developments.
- Reconcile city plan policies and regulations to insure policy consistency and uniform application.
- Establish a clear, efficient and maximally predictable process for reviewing development permits, including development and use of model forms and agreements where appropriate.

Benchmarks

- Number of Residents
- Number of Residential Units
- Number of Jobs
- Number of Business Establishments
- Retail Space Vacancy Rate
- Tax Value and Impact to TIF and Future Projections
- Private Capital Investments
- Number of Multi-Family Units Constructed
- Number of Building Permits Issued

DIA Tasks

- Compare to Current Market Feasibility Study
- Review Current BID "Years Tables" and Revised per Priority and Funding
- Annually assess with public input the efficiency and effectiveness of the City process for reviewing development permits
- Housing Incentive Programs' Thresholds
- Track for Internal DIA Target Reporting



Redevelopment Goal No. 3

Simplify the approval process for downtown development and improve departmental and agency coordination.

Strategic Objectives

- Provide publicly-owned land and building space for public and private development which will support and strengthen Downtown's commercial and residential base and comply with the other Redevelopment Goals.
- Initiate public/private partnerships.
- Identify cooperative property owners/developers and develop key pilot initiatives.
- Promote clean-up and redevelopment of brownfields.
- Increase recreation, entertainment, cultural heritage, and other programming opportunities.
- Foster alliances and build relationships with legislators, other governmental officials and their staff through regular briefings, tours and events.
- Provide spaces for residents to conduct community business and spaces for social events and educational programs.
- Simplify application and permitting processes, including the assignment of a project facilitator.

Benchmarks

- Tax Value and Impact to TIF and Future Projections
- Duration of Development Agreement Process
- Dollar Value of Tax Credits
- Annual Private Capital Investments
- Duration of Permitting Process

DIA Tasks

- Regularly Coordinate with City Departments, Supporting Authorities, and Business Leaders (see DIA Organizational Chart, Section 4.1)
- Track Project Utilization of State and Federal Grant Applications, Including Tax Credits
- Compare to Current Market Feasibility Study
- Review Current BID "Years Tables" and Revise per Priority and Funding
- Track for DIA Internal Target Reporting
- Track Duration of Development Agreement Process
- Track Duration of Permitting Process



Redevelopment Goal No. 4

Improve walkability/bikeability and connectivity to adjacent neighborhoods and the St. Johns River while creating highly walkable nodes.

Strategic Objectives

- Improve access to and from the St. Johns River and enhance the Downtown experience for all Jacksonville citizens and visitors through variety of spaces, signage, lighting, and technology.
- Optimize the design and flow of downtown streets for pedestrian and other street level activity; return to two-way streets where appropriate.
- Improve existing public parks and plazas and create new open spaces with a mix of pedestrian-oriented amenities and activities.
- Protect, enhance, and increase public perpendicular access to the Riverwalk in line with street grid.
- Provide for proper management and maintenance of public spaces.
- Use signage and lighting to connect districts and banners signifying districts.
- Develop interconnected, attractive and safe pedestrian links between the Northbank and Southbank, among neighborhoods, activities, greenways and open spaces.
- Encourage development of the Hogan's Creek and McCoy's Creek Greenways and similar projects that restore natural beauty, clean up the environment, and re-establish neighborhood pride.
- Create a mixture of uses so that housing, activities, retail and other businesses are within useful walking distance.
- Require sidewalks of sufficient width and make sure a continuous pedestrian path is available.
- Plant street trees, using varieties that will provide shade.
- Shape the sidewalks and streets through the sense of enclosure provided by buildings.
- Identify potential neighborhood nodes where housing can be built in close proximity to residential amenities such as groceries and neighborhood services; focus on improvements that will foster walkability in these areas.
- Throughout Downtown and particularly in neighborhood nodes, require all buildings to have active facades at street level. Encourage active street life through a mixture of restaurants (including cafes with outdoor seating), retail, services and connection to the street. Minimize blank walls and surface parking.
- Connect neighborhood nodes to the central business district, and to each other, with public transit.
- Enhance bikeable linkages, including the creation of wide, visible dedicated bike lanes on certain streets, creating a useful network of bike lanes.

Benchmarks

- Number and Variety of Special Events
- Attendance at Special Events
- Number of Public River Access Points
- Walk Score greater than 90 in neighborhood nodes. Walk Score greater than 80 in all other parts of Downtown other than EverBank Field.
- Increased real estate value in neighborhood nodes
- Increased Private Capital Investments in neighborhood nodes
- Increase in observed number of pedestrians and bicyclists
- Increase in desirable street activity outside of business hours
- Decrease in pedestrian and bicyclist deaths and injuries.

DIA Tasks

- Coordinate with City Departments and Supporting Authorities (see DIA Organizational Chart, Section 4.1)
- Coordinate with District 1, 3, and 5 CPACs
- Compare to Current Market Feasibility Study
- Review Current BID "Years Tables" and Revise per Priority and Funding
- Track for DIA internal target reporting
- Track walkability scores for Downtown Nodes (<http://www.walkscore.com/methodology.html>)



Redevelopment Goal No. 5

Establish a waterfront design framework to ensure a unique experience and sense of place.

Strategic Objectives

- Ensure that the riverfront is both physically and visually accessible for locals and tourists of all ages and income.
- Enforce the 50-foot (minimum) building setback from the St. Johns River's water edge.
- Work to obtain perpetual easements from private property owners along the St. Johns River.
- Formalize guidelines 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.
- Prioritize beautification and greening of the Riverwalk using Florida-Friendly landscaping practices and plant material that is indigenous to the region.
- Ensure that development and improvements along the riverfront avoid and minimize adverse impacts to the health of the St. Johns River.
- Maintain, enhance, expand, and encourage public river access for motorized and non-motorized watercraft points.
- Periodically, enhance, develop, and update design criteria and performance standards along the riverfront.
- Encourage active public use of the River.
- Comprehensively program, promote, and activate the Riverwalk with public festivals, events, and activities.
- Promote active and passive educational tools that provide information about the River and all that it offers historically, environmentally, and recreationally.
- Ensure that the riverfront includes a variety of immersive environments, ranging from passive enjoyment of the River to active entertainment areas with restaurants, shops, and attractions, all linked by the Riverwalk.
- Promote a landmark public park on the riverfront central to Downtown.
- Promote the creation of a greenway network linking the terminal ends of both the Northbank and Southside CRA Districts' riverfronts.

Benchmarks

- Number of Public River Access Points
- Number/Acreage of Riverfront Public Space/Parks
- Number/Length of floating docks and access thereof
- Increase in the number of bike racks at access points
- Number of symbiotic uses such as outdoor seating, kayak rentals, etc.
- Increase in observed number of pedestrians and bicyclists
- Increase in desirable street activity outside of business hours

DIA Tasks

- DIA and City Department Pre-Application Meeting (see DIA Organizational Chart, Section 4.1)
- Downtown design guidelines
- Zoning Code
- Downtown Zoning Overlay
- Continuous DIA and City Department Project Coordination
- Track for DIA internal target reporting



Redevelopment Goal No. 6

Maintain a clean and safe 24-7 Downtown for residents, workers, and visitors.

Strategic Objectives

- Coordinate, support, and enforce continuous cleaning of Downtown.
- Coordinate with the City and JEA for new installation, maintenance and repair of lighting.
- Enhance the presence of Downtown security and coordinate with JSO for increased public safety officers within Downtown.
- Promote a larger residential presence through development opportunities of all types of price ranges, including mixed-income and mixed-use structures.
- Provide increased walkability through:
 - Support and attract additional commercial, service, residential, transportation, recreation, and open space uses.
 - Redevelop the major road corridors with pedestrian-scale neighborhood retail and services.
 - Enhance the connection with neighborhoods immediately adjacent to Downtown through attractive, walkable/bikeable linkages.

Benchmarks

- Number of Residents
- Number of Residential Units
- Number of Jobs
- Tax Value and Impact to TIF and Future Projections
- Number of Multi-Family Units Constructed
- Number of Building Permits Issued

DIA Tasks

- Public Safety Reporting
- Public Works and JEA Lighting Maintenance Schedules, Continuum of Care/Emergency Services & Homeless Coalition Reporting (CoC/ESCH)
- Review Current BID "Years Tables" and Revise per Priority and Funding
- Track for DIA Internal Target Reporting



Redevelopment Goal No. 7

Use planning and economic development policies to promote design for healthy living.

Strategic Objectives

- Put people first: Consider health upfront; integrate health into planning processes; and consider health impacts.
- Recognize the economic value: Encourage Downtown development to be compact and walkable as it provides economic benefits to developers through higher residential sale prices, enhanced marketability, and faster sales or leases creating an economic multiplier effect.
- Empower champions for health: Communicate the benefits; encourage grassroots action; broaden the base; build a brand; and forge unconventional partnerships.
- Energize shared spaces: Map community assets; take back the street; rethink public places; program early and often; explore fail-fast initiatives; and encourage public/private cooperation.
- Make healthy choices SAFE: safe, accessible, fun, and easy.
- Promote equitable access: Improve access to services, amenities, and opportunities by designing for all ages and abilities; integrate land use and transit; and focus on schools.
- Mix it up: Entice mixes of uses and densities; remove regulatory barriers; rethink parking; and optimize uses.
- Embrace unique character: unearth underutilized assets and integrate natural systems to promote physical activity.
- Promote access to healthy food: Utilize land use, development decisions, and economic policy to create access to healthy food.
- Make it all active: Co-locate activities; begin every trip with a walk; implement active-living guidelines; and design for flexibility.

Benchmarks

- Number/Acreage of Parks
- Miles of Bike Paths/Lanes
- Number/Frequency of Farmers Markets
- Air Quality Index
- Walk Score

DIA Tasks

- Monitor, Apply, and Incorporate the above mentioned Strategic Objectives into the Downtown design guidelines, Zoning Code, and Downtown Zoning Overlay
- Monitor against professional organizations' continuing Policies and Methods of Healthy Project Implementation
- Coordinate with the Duval County Public Health Department, the Health Planning Council of Northeast Florida, the Jacksonville Regional Health Collaborative, and other supporting health organizations
- Coordinate with JTA for Improved Public Transit
- Perform Walkability Audits
- Review BID "Years Tables" and Revise per Priority and Funding
- Track for DIA Internal Target Reporting

5.2

Strategy

The vast size of the two Downtown community redevelopment areas creates the need to concentrate the recommendations of this Plan on a smaller, defined Target Area that is primed for revitalization and initial implementation. It is critical to focus attention and resources on a concentrated area with the greatest potential for growth. A blanket agenda that applies to all Downtown areas equally will be too diluted and ineffective in spurring growth. However, by focusing on a specific area, small nodes of growth will form and revitalization has a greater potential to sprout. It is proven that success is contagious in revitalizing urban areas. Focusing on existing assets, businesses, infrastructure, cultural programs, maintained public space, and active urban residential areas will breed further outward and upward.

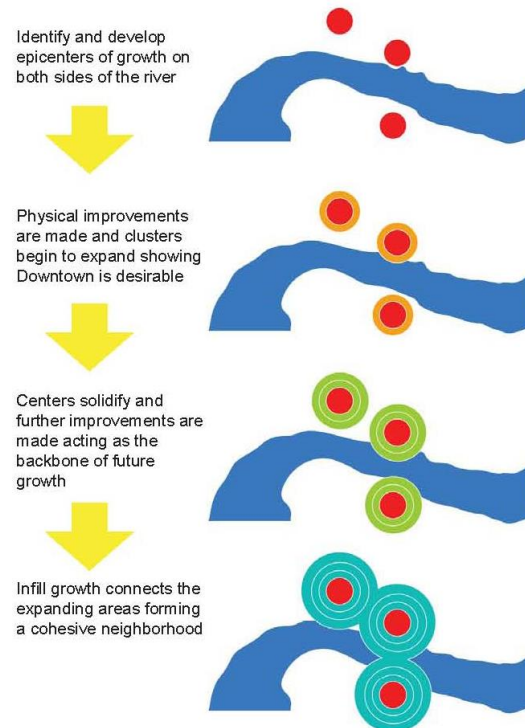
The Plan utilizes a place-based strategy with a focus on specific, defined areas for catalyzing redevelopment. The strategy concentrates on those locations where money has been and has recently been invested. Investment in key streets and open space systems will set a physical framework for growth. Further redevelopment will cause these areas to expand and serve as the backbone for further redevelopment. Retail, commercial and entertainment activities will support additional residential and will help congeal the identity of a robust neighborhood. This initial growth can then catalyze subsequent rounds of infill growth in the areas in between the initially incentivized Target Area illustrated below.



Downtown Jacksonville
Target Area
July 16, 2014

The strategy concentrates implementation and resources on the Northbank Core Retail Enhancement Area and the Southbank Riverwalk as areas that offer the best opportunity for initial growth. These form the cultural and historical heart of Jacksonville. This strategy recognizes that bringing activities, employment and development to the core of Downtown will have a much greater impact and deserves higher priority than project on the periphery of Downtown Jacksonville. Revitalizing the epicenter of growth within the heart of Jacksonville will create a viable and sustainable urban center and serve the impetus for revitalizing the rest of Downtown. Detailed recommendations for this Target Area are contained in Section 6 for the Downtown Northbank CRA and Section 7 for the Southside CRA.

A fundamental premise of the redevelopment strategy 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. As the Downtown Northbank CRA is redeveloped over the coming years, the likelihood of the personal automobile as primary means of mobility will diminish. Downtown'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.

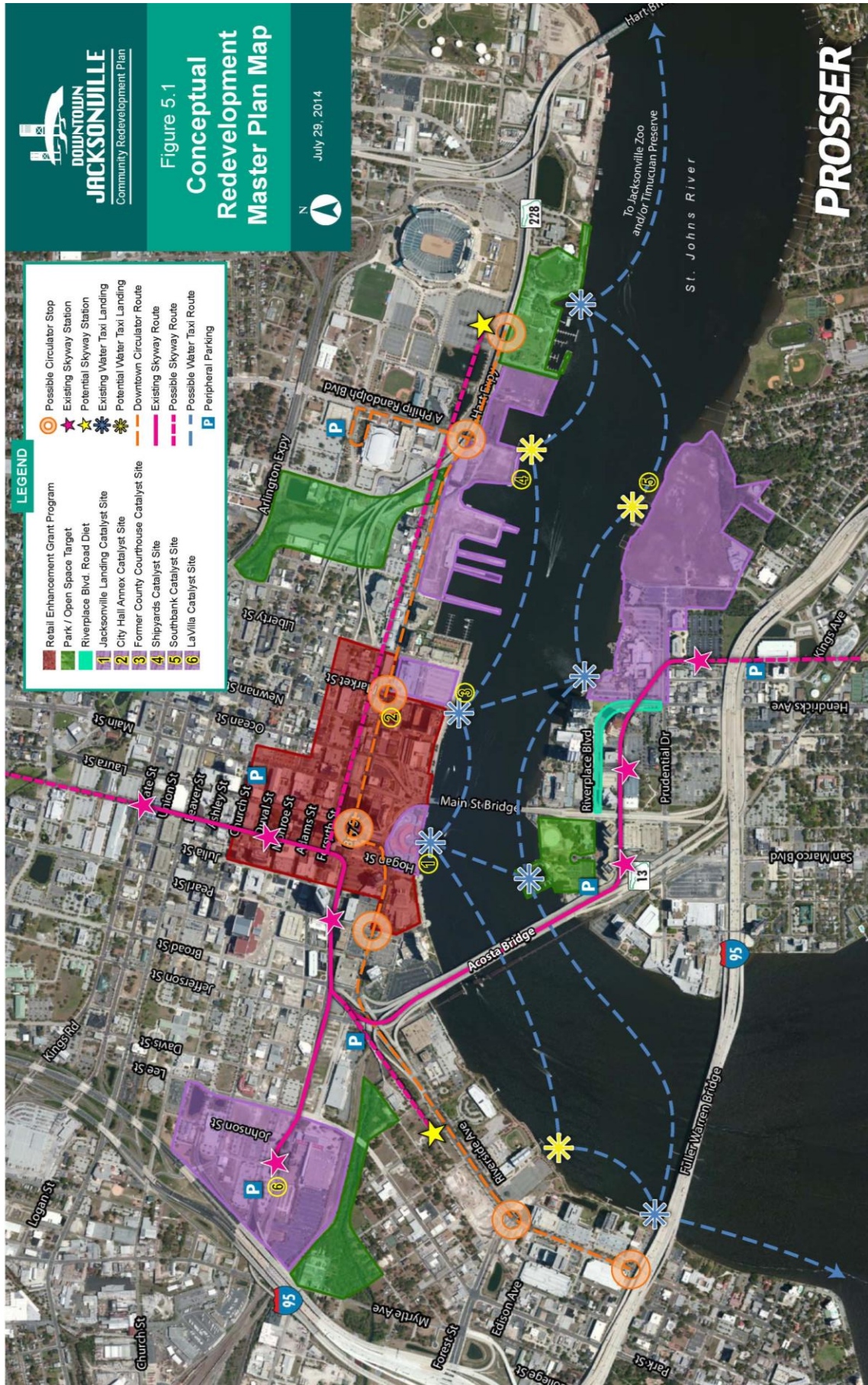
- Residents of less walkable environments face a measurably higher risk of decreased physical activity, obesity, diabetes, asthma, increased traffic injuries, decreased social capital, and increased social isolation. Each of these health impacts has a cost that is borne first by individuals and ultimately by the community as a whole.

The Plan recommends a series of actions that would benefit the redevelopment potential of the Downtown Northbank CRA. It will take considerable time for substantial revenues to be collected in order to implement redevelopment opportunities intended to combat the blighting influences. The following redevelopment projects and activities are categorized into Near-Term Projects (2014-2019), Mid-Term Projects (2020-2030), Long-Term Projects (2031-2045), and Catalyst Projects (which may occur at any time). Some projects may be phased and have subsequent activity at later dates. The Plan’s timing is meant to be flexible in order to respond to changing market conditions, funding sources, and community priorities. It is important that these timeframes be flexible enough to take advantage of unforeseen opportunities such as private sector development initiatives or newly created government programs and funding sources which may provide additional leverage for tax increment financing.

The Downtown Investment Authority (DIA) cannot undertake the immense task of redevelopment on its own. Therefore, it must structure its programs to act as catalysts for redevelopment efforts by individual residents and businesses within the Downtown Northbank Community Redevelopment Area (CRA) and to leverage investment by private enterprise.

Opportunities for projects and activities are graphically illustrated on the **Conceptual Redevelopment Master Plan Map** (see Figure 5.1 on the following page). The Map represents the foundation of the recommendations contained in the Plan based on a synthesis of the seven Redevelopment Goals, existing conditions, the community’s expressed goals and objectives for the future redevelopment of Downtown Jacksonville, as well as a response to preliminary assessment of prevailing market opportunities.

This Map identifies where primary land uses and activity centers should be located in order to enhance the quality of life for the community and create a development pattern that attracts businesses and residents alike. The Map provides a tool for the DIA to promote economic development by showing the private sector entities where DIA is focusing their attention, and potential locations that may serve their purpose. Every five (5) years both the Map and this Plan should be evaluated and revised based upon changes in the economy, public concerns, and private sector redevelopment proposals.





DOWNTOWN JACKSONVILLE

Community Redevelopment Plan

Section 6 Downtown Northbank CRA

Legal Description

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Existing Conditions

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Residential Use Element

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Neighborhood Impact Assessment

•

CRA Plan Umbrellas

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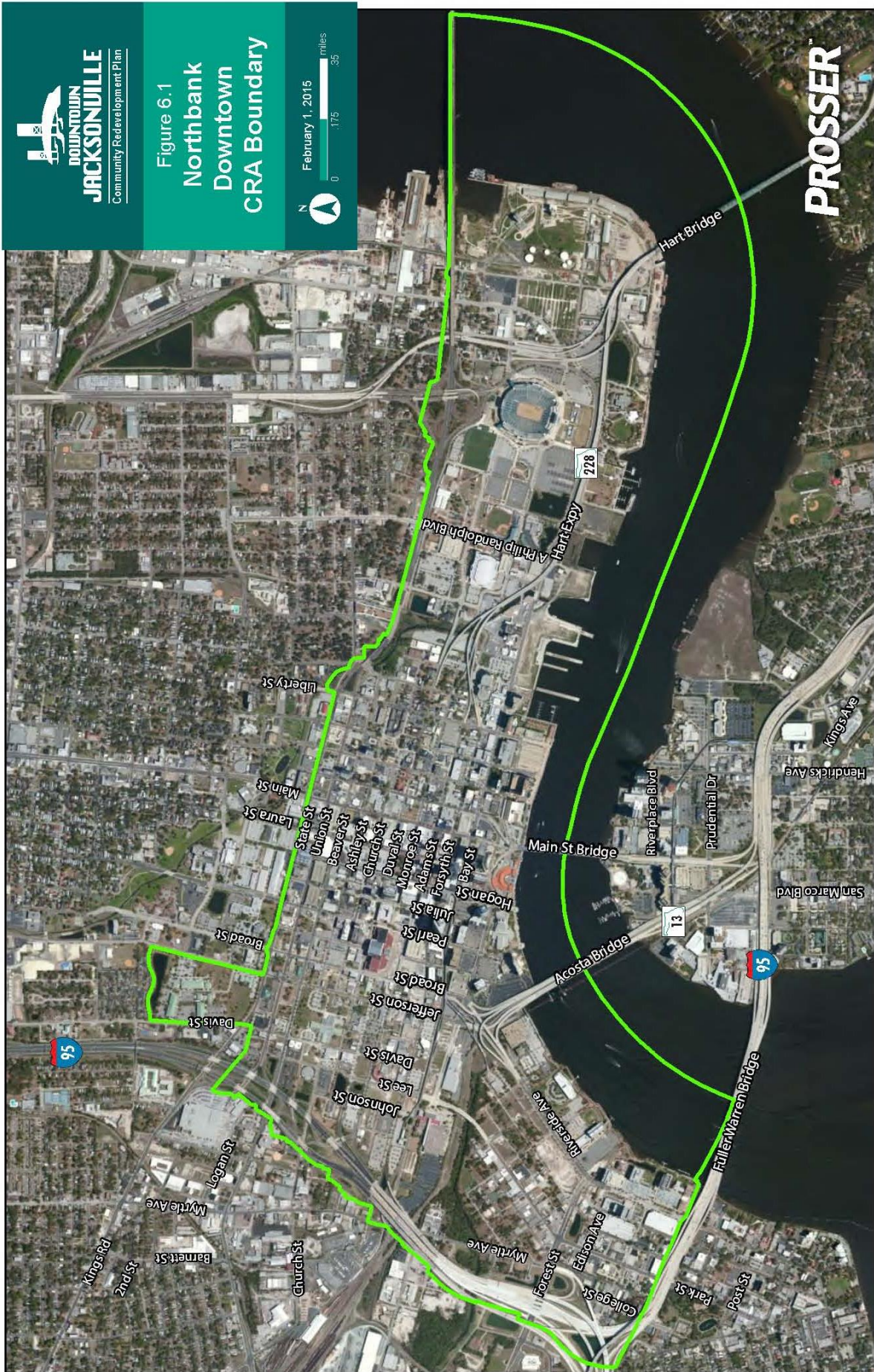
Redevelopment Projects

6.1

Legal Description

The legal description for the **Northbank Downtown 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 line 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.



6.2

Existing Conditions

The following demographics provided are derived from the U.S. Census Bureau's 2010 Demographic Profile. It is important to note that the 2010 U.S. Census does not provide income data at the Block Group ("BG") level, only at the Census Tract ("CT") level. In addition, the age thresholds vary between CTs and BGs; CTs age thresholds are "Average Age 19 and Under" and "Average Age 62 and Older;" BGs age thresholds are "Average Age 18 and Under" and "Average Age 65 and Older." To differentiate, there are data sets for households and housing units. Households are units that are occupied. Housing units are the housing structures, the units. This BG data is summarized for the Northbank Downtown CRA.

The Northbank Downtown 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 Northbank Downtown CRA. This is the reason for going one step further in providing the relevant BGs which are located within the CT and within the Northbank Downtown CRA.

The Northbank Downtown CRA has a total population of 6,611 persons, having a median age of 41.75, consisting of 373 people at the age of 18 and under, and 278 people at the age of 65 and older. The male population consists of 5,117 persons and female of 1,499. The racial and ethnic profile is diverse, being comprised of: 2,721 white, 3,707 black, 18 American Indian, 69 Asian, 8 Pacific Islander, and 121 Hispanic. ***It is important to note that the Duval County Jail resides in the Northbank Downtown CRA, which greatly skews the population data. When the Jail population is removed, the net total population is 2,651 persons. It is not possible to break out the Jail population from the other population data sets (e.g. race, ethnicity, age, gender).***

The household composition reflects that there are 877 households within the Northbank Downtown CRA with 375 of those households being family households (20.3%). The average household size is 1.94 persons with an average family household of 2.84 persons. The housing tenure consists of 1,197 total housing units with 877 of them being occupied (73%). Of those units that are occupied, 168 are owner-occupied and 659 are renter-occupied units, leaving 320 (48.6%) 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 Northbank Downtown CRA to give a snapshot of general income data for the greater area of the CRA. The Northbank Downtown CRA has a median household income of \$23,905 with married couple families having a median household income of \$67,788. The median income for white households is \$29,381; \$16,323 for black households; and \$16,800 for senior households.

Table 6.2.1
Northbank Downtown CRA Population

Census Tract ⁽¹⁾	Total Population	Male	Female	Median Age	Age 18 & under	Age 65 and Older
10	4,794 ⁽²⁾	4,037	763	42	198	51
171	66	25	38	43	14	13
172	1,704	1,028	678	46	155	209
174	47	27	20	36	6	5

Source: Profile of General Population and Housing Characteristics, U.S. Census Bureau's 2010 Demographic Profile

(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 6.2.2
Northbank Downtown CRA Population by Race and Ethnicity

Census Tract ⁽¹⁾	Total Population	White	Black	American Indian	Asian	Pacific Islander	Hispanic
10	4,800	1,831	2,909	8	11	5	116
171	63	14	48	0	0	0	2
172	1,706	865	717	10	58	3	105
174	47	11	33	0	0	0	0

Source: Profile of General Population and Housing Characteristics, U.S. Census Bureau's 2010 Demographic Profile

(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 6.2.3
Northbank Downtown CRA Household Composition

Census Tract ⁽¹⁾	Total Households	Family Households	Percentage of Total Households	Average Household Size	Average Family Size
10	48	10	21%	3.33	3.18
171	34	12	35.3%	2.08	3.11
172	777	145	18.7	1.28	2.03
174	18	11	61.1%	1.05	3.05

Source: Profile of General Population and Housing Characteristics, U.S. Census Bureau's 2010 Demographic Profile

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

Table 6.2.4 Northbank Downtown CRA Housing Tenure							
Census Tract ⁽¹⁾	Total Units	Total Occupied Units	Percentage of Total Units	Owner Occupied	Renter-Occupied Units	Total Vacant Units	Percentage of Total Units
10	84	48	57%	5	43	36	42.9%
171	47	34	72%	11	23	13	27.7%
172	1,043	777	75%	143	584	266	25.5%
174	23	18	78%	9	9	5	21.7%

Source: Profile of General Population and Housing Characteristics, U.S. Census Bureau's 2010 Demographic Profile

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

Table 6.2.5 Northbank Downtown CRA Household Income					
Census Tract	Median HH Income	Median Income White HH	Median Income Black HH	Median Income Senior HH	Married Couple Families
10	\$ 11,449	\$ 14,154	\$ 9,728	\$ 13,718	\$ 28,281
171	\$ 36,137	\$ 41,080	\$ 21,361	\$ 25,121	\$ 97,813
172	\$ 27,574	\$ 50,313	\$ 12,589	\$ 11,864	\$ 110,238
174	\$ 20,462	\$ 11,979	\$ 21,615	\$ 16,500	\$ 34,821

Source: Median Income in the Past Twelve Months (In 2012 Inflation-Adjusted Dollars), U.S. Census, American Community Survey, 5 Year Estimates

Zoning Regulations

In order to promote mixed-use development in Downtown Jacksonville, the Downtown Overlay Zone was created to give special consideration to certain uses and design elements due to the unique characteristics of the Downtown community redevelopment areas. This was necessary because certain types of development may not be permitted in or meet all of the requirements of a conventional zoning district. The Downtown Overlay Zone and Downtown District 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 as a desirable high density, mixed-use area by maximizing the use of all available resources, ensuring a high degree of compatibility between new and existing uses, promoting mixed use development, streamlining the review and approval process for projects, and ensuring quality development that is in keeping with the traditional downtown urban fabric.

Figures 6.4 and 6.5 illustrate two zoning maps for the Northbank Downtown CRA. Figure 6.4 illustrates the Downtown Zoning Overlay and Figure 6.5 illustrates the conventional zoning categories. The Downtown Zoning Overlay, including the ten (10) Downtown Districts established therein, was established as the zoning district within Downtown Jacksonville. The proposed land uses and design objectives contained in the 2000 Downtown Master Plan established the basis for the Overlay. It is intended to promote and encourage revitalization and growth in Downtown Jacksonville by maximizing the use of all available resources, ensuring a high degree of compatibility between new and existing uses, promoting mixed-use developments, streamlining the review and approval process for projects, and ensuring quality development. The Northbank Downtown CRA contains nine (9) of the ten Downtown Districts. Table 6.2.9 contains a listing of what uses are permissible within each of the Districts. An "X" indicates the use is permissible.

The Downtown Overlay Zone ensures the implementation of the Plan based on the following principles:

- (a) A diverse mix of land uses shall always be permitted in Downtown Jacksonville;
- (b) Downtown Jacksonville shall be promoted as a viable and vital residential area and residential uses are an acceptable land use anywhere Downtown;
- (c) The marketplace, not regulations, should be the primary force driving the mix of land uses;
- (d) Appropriate overlay zone standards and design review criteria shall be the principal tools to ensure compatible, high quality development;
- (e) Quality public spaces such as streets, sidewalks, parks, and squares where citizens come to know each other and watch over their collective security shall be provided;
- (f) Overlay zone standards may vary within Downtown Districts in order to achieve long-term planning objectives;
- (g) Development regulations shall promote the continued use and/or redevelopment of historical and older structures;
- (h) Building densities that support the use of mass transit shall be established and strategically located and off-street parking space requirements shall be eliminated in the core area and reduced in other Downtown areas, except for new residential uses;

- (i) Parking garages shall incorporate active uses on the ground floor in order to engage pedestrians and surface parking lots shall be discouraged unless landscaping and architectural treatments are incorporated to soften their appearance; and
- (j) Parking minimums and maximums shall be established to promote the use of peripheral parking associated with the JTA Skyway and other forms of mass transit.

All new and rehabilitation projects require DRI development rights, which are made available through the Consolidated Downtown DRI Development Order (DO). The Downtown Zoning Overlay requires a developer of a proposed project to obtain DRI development rights prior to receiving final Downtown Development Review Board (DDRB) approval. DRI development rights are allocated to a developer through a Redevelopment Agreement negotiated with the DIA and approved by the Jacksonville City Council. Developers are required to mitigate the impacts of their proposed development by adhering to the Consolidated Downtown DRI DO conditions and agreeing to applicable TCEA Mobility Performance Standards.

Limitations on the type, size, height, number, and proposed use of buildings are dictated by the Downtown Zoning Overlay. The Downtown Design Guidelines which were drawn from the Downtown Master Plan (*Celebrating the River: A Plan for Downtown Jacksonville*, 2000) are found in [Appendix C](#).

Table 6.2.9

Downtown District Regulations

		Brooklyn & Riverside	LaVilla	Church	Central Civic Core	Cathedral	Riverfront	River Park	Institutional	Stadium
(a)	Retail and wholesale sales of food and drugs, wearing apparel, toys, sundries and notions, books and stationery and newsstands, leather goods and luggage, jewelry stores, watch repairs and pawnshops, art, camera and photographic supplies (including camera repair), sporting goods, hobby shops, and pet shops (but not including animal kennels or veterinarians), musical instruments, florist or gift shops, delicatessens, bakeries, home furnishings and appliances (including repair incidental to sale), office merchandise in completely enclosed buildings, hardware, new automobile parts (including rebuilt parts but not installation, repair or rebuilding of parts) and accessories and similar uses.	X	X	X	X	X	X	X	X	X
(b)	Service establishments such as barber or beauty shops, shoe repair shops, interior decorators, reducing salons or gymnasiums, tailors or dressmakers, radio and television broadcasting offices and studios (but not antenna or transmitting facilities), funeral homes, marinas, blueprinting, job printing, newspapers, radio and television repair shops, travel agencies, employment offices (but not day labor pools) and similar uses.	X	X	X	X	X	X	X	X	X
(c)	Other Service establishments including, rental of automotive vehicles, automated carwashes, laundry or dry cleaning pick up or drop off establishments with no cleaning to occur on premises, veterinarians or animal boarding kennels, carpenter or cabinet shops and similar uses.		X		X					
(d)	Restaurants including the outdoor sale and service of food but not drive-in or drive-thru facilities.	X	X	X	X	X	X		X	X
(e)	Banks (but not drive-thru tellers), loan companies, mortgage brokers, stockbrokers and similar financial institutions.	X	X	X	X	X	X	X	X	
(f)	All types of professional and business offices, union halls and similar uses (excluding day labor pools).	X	X	X	X	X	X	X	X	
(g)	Commercial, recreational or entertainment facilities in completely enclosed buildings or outdoors such as billiard parlors, bowling alleys, swimming pools, skating rinks, dance halls, carnivals or circuses, theaters (including open-air theaters), pony rides, athletic complexes, arenas, auditoriums, convention centers, go-cart tracks, driving ranges and similar uses.	X	X		X	X	X	X	X	X
(h)	Schools, colleges, universities, business, trade or vocational schools, art galleries, museums, community centers, dance, art or music studios, and similar uses.	X	X	X	X	X	X	X	X	
(i)	Hotels and motels.	X	X		X	X	X	X	X	X
(j)	Fruit, vegetable, poultry or fish markets.	X	X	X	X	X	X	X	X	X
(k)	Establishments or facilities, including nightclubs, which include the retail sale and service of all alcoholic beverages for either on-premises or off-premises consumption, or both, subject to the provisions of Part 8 (Alcoholic Beverages) of Chapter 656, Ordinance Code.	X	X		X	X	X	X	X	X
(l)	Automobile parking garages.	X	X	X	X	X	X	X	X	X
(m)	Commercial parking lots.	X	X	X		X	X		X	X
(n)	Accessory parking lots.	X	X	X		X	X	X	X	X

**Table 6.2.9 (cont.)
Downtown District Regulations**

		Brooklyn & Riverside	LaVilla	Church	Central Civic Core	Cathedral	Riverfront	River Park	Institutional	Stadium
(o)	Multiple-family dwellings.		X	X	X	X	X		X	X
(p)	Housing for the elderly.	X		X	X	X				
(q)	Private clubs.	X	X		X	X			X	X
(r)	Day care or adult care centers.	X		X	X	X		X	X	
(s)	Churches, including a rectory and similar uses.	X		X						
(t)	Medical or dental clinics.		X	X		X				
(u)	Medical or dental laboratories and manufacture of associated products.	X	X	X	X					
(v)	Filling or fueling stations.		X							
(w)	Warehousing, storage or distributorship businesses.		X							
(x)	Personal property storage establishments.	X	X			X				
(y)	Marinas.	X			X			X		X
(z)	Public utilities such as lift stations, pump stations, wells, electric substations and chilled water plants.	X	X	X	X	X	X	X	X	X



Table 6.2.10 found on the ensuing three pages identifies historically significant structures located within the Northbank Downtown CRA in the following categories:

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

Table 6.2.10
Historically Significant Structures

Name	Street Address	Local Landmark Designation	Listed on National Register of Historic Places	Potentially Eligible for Listing on NRHP
Old City Cemetery		•		
James A. Merrill Residence	315 A. Philip Randolph Blvd.	•		
Old St. Andrews Episcopal Church	317 A. Philip Randolph Blvd.	•	•	
Old Central Fire Station	39 East Adams Street	•		
Old Jacksonville Free Public Library	101 East Adams Street		•	
Boars House	332 East Adams Street			•
Atlantic National Bank	118 West Adams Street	•	•	
Atlantic National Bank Annex	118 West Adams Street	•		•
Carling Hotel	31-33 West Adams Street	•	•	
W.A. Knight Building	111-113 West Adams Street	•	•	
Old Southern Drug Co./Lerner Shops	20 West Adams Street	•		
The Professional Building	126 West Adams Street	•		•
	1100-1112 West Adams Street	•		
Barnett National Bank Building	112 West Adams Street	•		•
Lund House	218 East Ashley Street			•
Clara White Mission	611-615 West Ashley Street	•		
Genovar's Hall	636-648 West Ashley Street	•		
Edward M. Stanton School	525 West Ashley Street	•	•	
St. John's Apartments	311 West Ashley Street	•		
H&W B Drew Company Building	45 West Bay Street			•
El Modelo Block	501 West Bay Street		•	
Atlantic Coast Line Locomotive #1504	1000 West Bay Street	•		
Jacksonville Terminal Complex	1000 West Bay Street	•	•	
Dyal-Upchurch Building	6 East Bay Street	•	•	
Hutchinson/Suddath Building	315-319 East Bay Street	•		
Holmes Block	107-117 East Bay Street	•		
Covington Co./JH Churchwell Bldg.	301 East Bay Street	•		
Guaranty Trust & Savings Bank	101 East Bay Street	•		•
Mount Zion A.M.E. Church	201 East Beaver Street	•	•	
	605 West Beaver Street	•		
Bethel Baptist Institutional Church	215 Bethel Baptist Street	•		
First Baptist Sunday	121 West Church Street			•
First Baptist Church	130 West Church Street			•
Masonic Temple	400-408 North Broad Street	(1)	•	
Florida Baptist Convention Building	218 West Church Street	•	•	
Young Men's Hebrew Assoc.	712 West Duval Street	•	•	
Immaculate Conception Church	121 East Duval Street	•	•	
Elena Flats	122-128 East Duval Street			•
First United Methodist Church	225 East Duval Street			•
St. Johns Episcopal Church	251 East Duval Street			•
YMCA Building	325 East Duval Street			•
St. James Building	117 West Duval Street	•	•	

Table 6.2.10 (cont.)
Historically Significant Structures

Name	Street Address	Local Landmark Designation	Listed on National Register of Historic Places	Potentially Eligible for Listing on NRHP
Fire Station No. 4	639 West Duval Street			•
Old YMCA	49 West Duval Street			•
U.S. Post Office & Courthouse	310 West Duval Street			•
Florida Theatre Building	128-130 East Forsyth Street	•	•	
Lynch Building	11 East Forsyth Street	•	•	
Title & Trust Co. of Florida Bldg.	200 East Forsyth Street		•	
Plaza Hotel	353 East Forsyth Street		•	
Bisbee Building	47 West Forsyth Street	•	(2)	•
Old Florida National Bank Building	54 West Forsyth Street	•		•
Old Bisbee Building	51 West Forsyth Street		(2)	•
Palmer Building	315-319 West Forsyth Street			•
Hamby Building	325 West Forsyth Street			•
Old First Federal Savings and Loan	331 West Forsyth Street			•
Catherine Street Fire Station No. 3	1406 Gator Bowl Blvd.	•		
Annie Lytle School No. 4	1011 Gilmore Street	•		•
Levy Building	201 North Hogan Street			•
Jones Brothers Furniture Co. Bldg.	516-520 North Hogan Street	•		•
The Seminole Club	400 North Hogan Street	•		•
Old Federal Reserve Bank Building	424 North Hogan Street	•		•
	316-318 North Jefferson Street	•		
	320-322 North Jefferson Street	•		
Shotgun Houses	612, 614 & 616 North Lee Street	•		
Ambassador Hotel	420 North Julia Street	•	•	
Thomas V. Porter House	510 Julia Street		•	
Greenleaf & Crosby	200 North Laura Street			•
Elk's Club Building	201-213 North Laura Street	•	•	
Greenleaf & Crosby Clock	208 North Laura Street	•		
Western Union Telegraph Co. Bldg.	333 North Laura Street	•		•
Snyder Memorial Methodist Church	226 North Laura Street	•	•	
Florida Life Building	115-117 North Laura Street	•		•
Trio	119-121 North Laura Street		(2)	•
Jacksonville Terminal Complex	10 North Lee Street	•		
James Weldon Johnson Birthsite	NW corner N. Lee St./Houston St.	•		
Groover-Stewart Drug Co. Bldg.	25 North Market Street		•	
Palms Apartments	129 North Market Street			•
Old Duval County Armory	851 North Market Street	•		•
Greater Hills Temple	825 West Monroe Street	•		•
	725 West Monroe Street	•		
Old Brewster Hospital	843 West Monroe Street	•	•	
First Presbyterian Church	118 West Monroe Street	•		•
Morocco Temple	219 Newnan Street		•	
Haydon Burns Library	112 North Ocean Street	•		

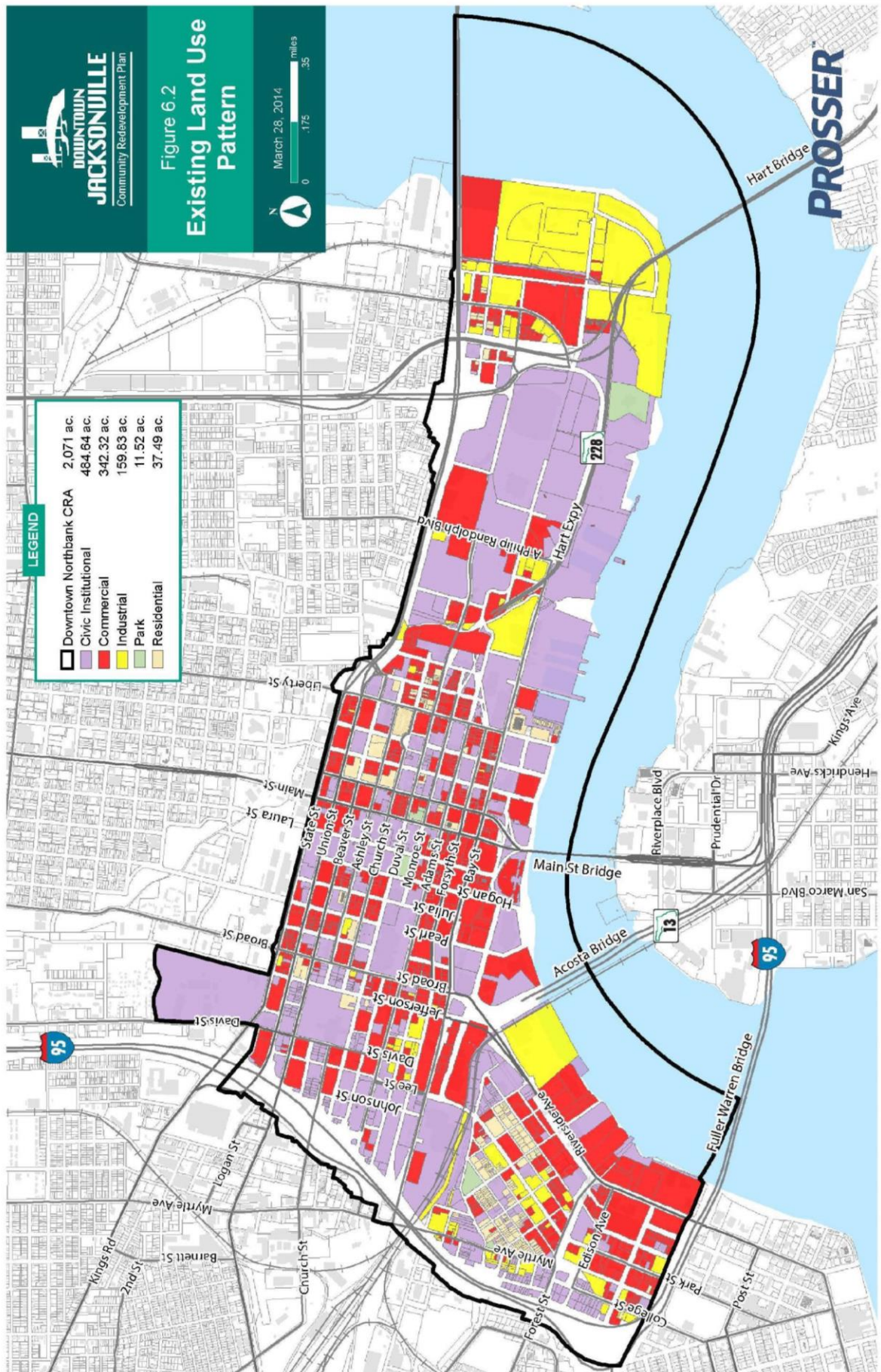
Table 6.2.10 (cont.)
Historically Significant Structures

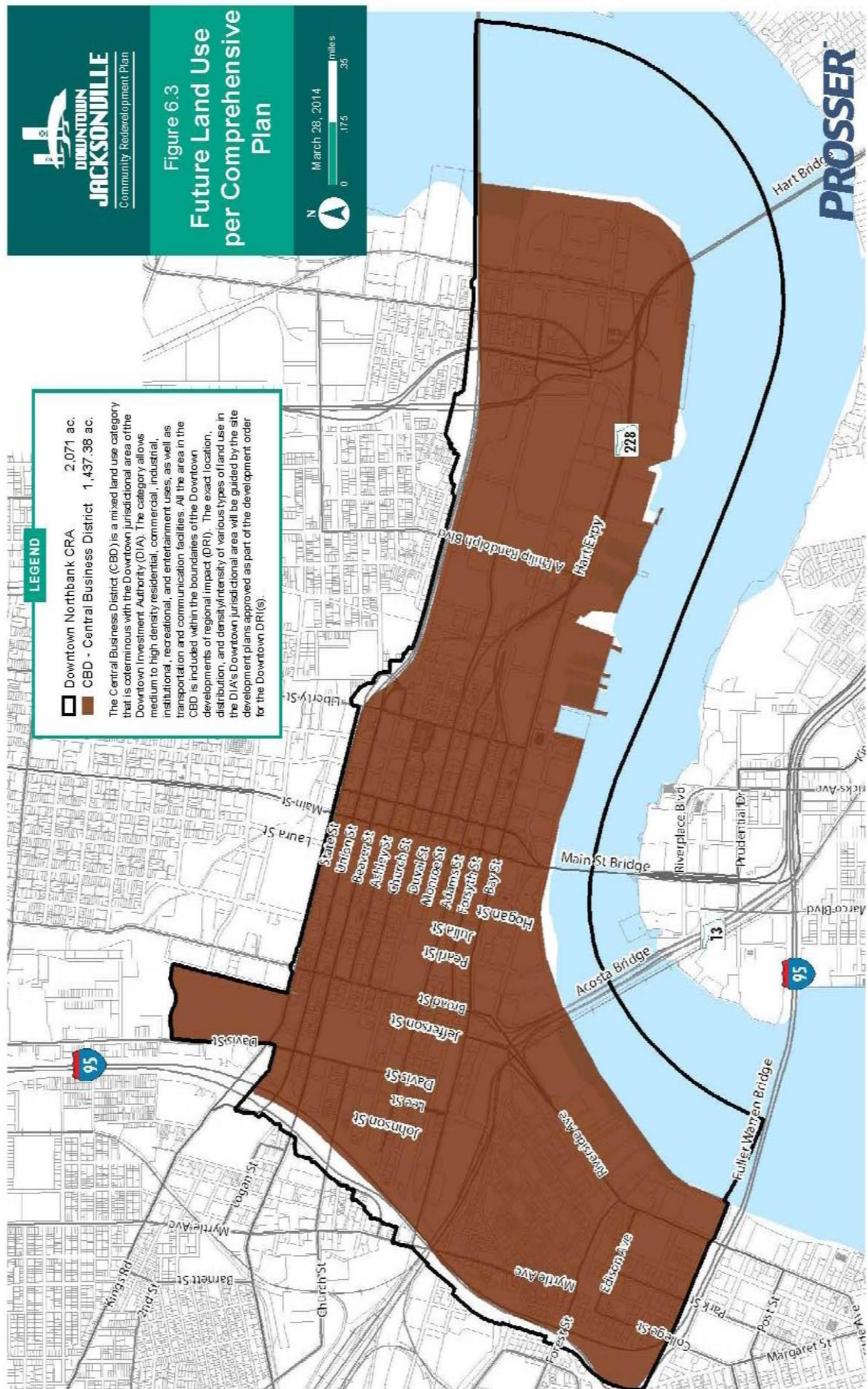
Name	Street Address	Local Landmark Designation	Listed on National Register of Historic Places	Potentially Eligible for Listing on NRHP
Old St. Luke's Hospital	314 Palmetto Street	•	•	
St. Philips Episcopal Church	801 North Pearl Street	•		
Fire Station No. 5	347 Riverside Avenue	(3)		•
Moulton & Kyle Mortuary	17 West Union Street			•
Fairfield School No. 9	513 Victoria Street			•
Harris Grocery	202-214 North Washington St.			•

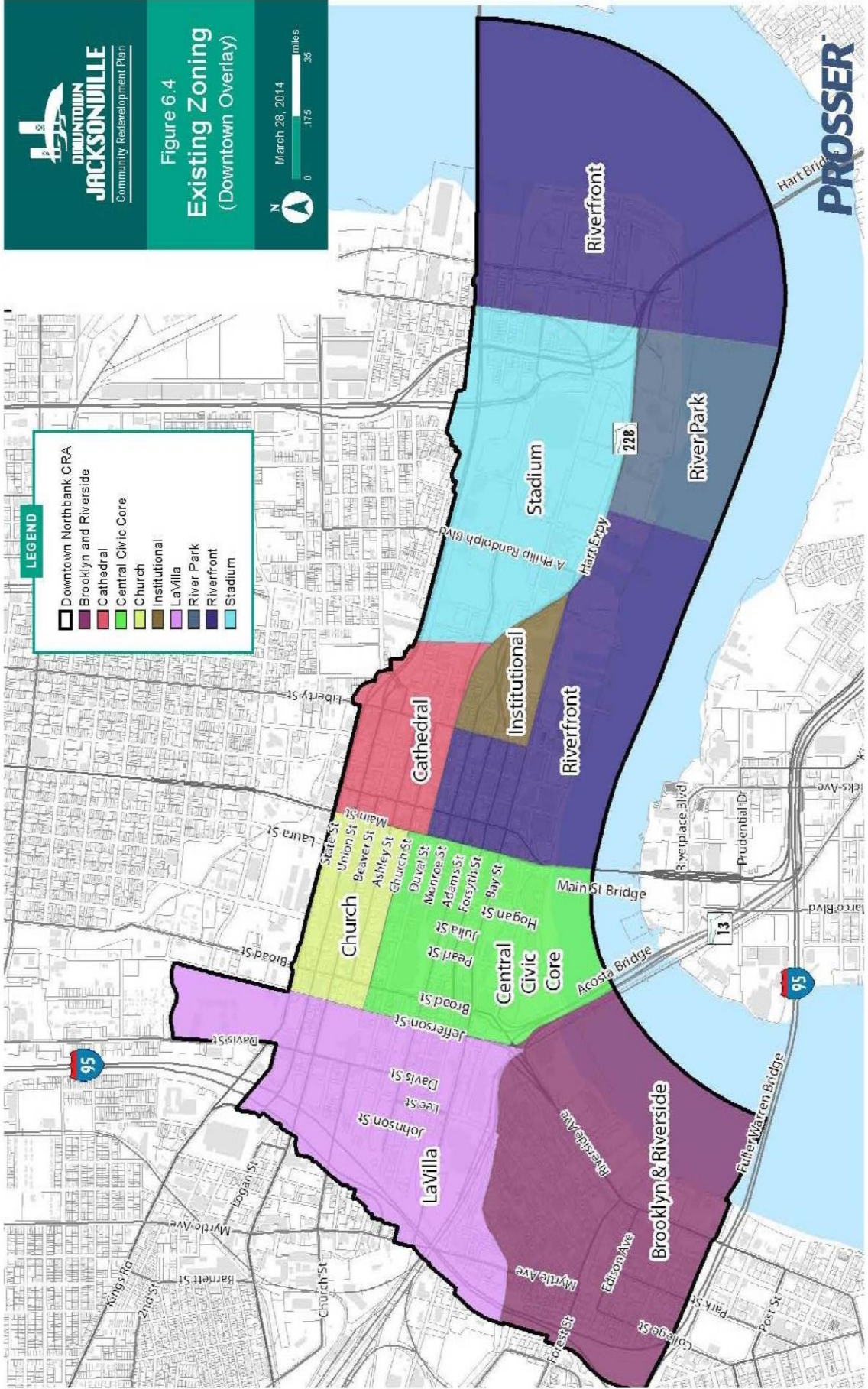
Source: Jacksonville Planning and Development Department, December 2013

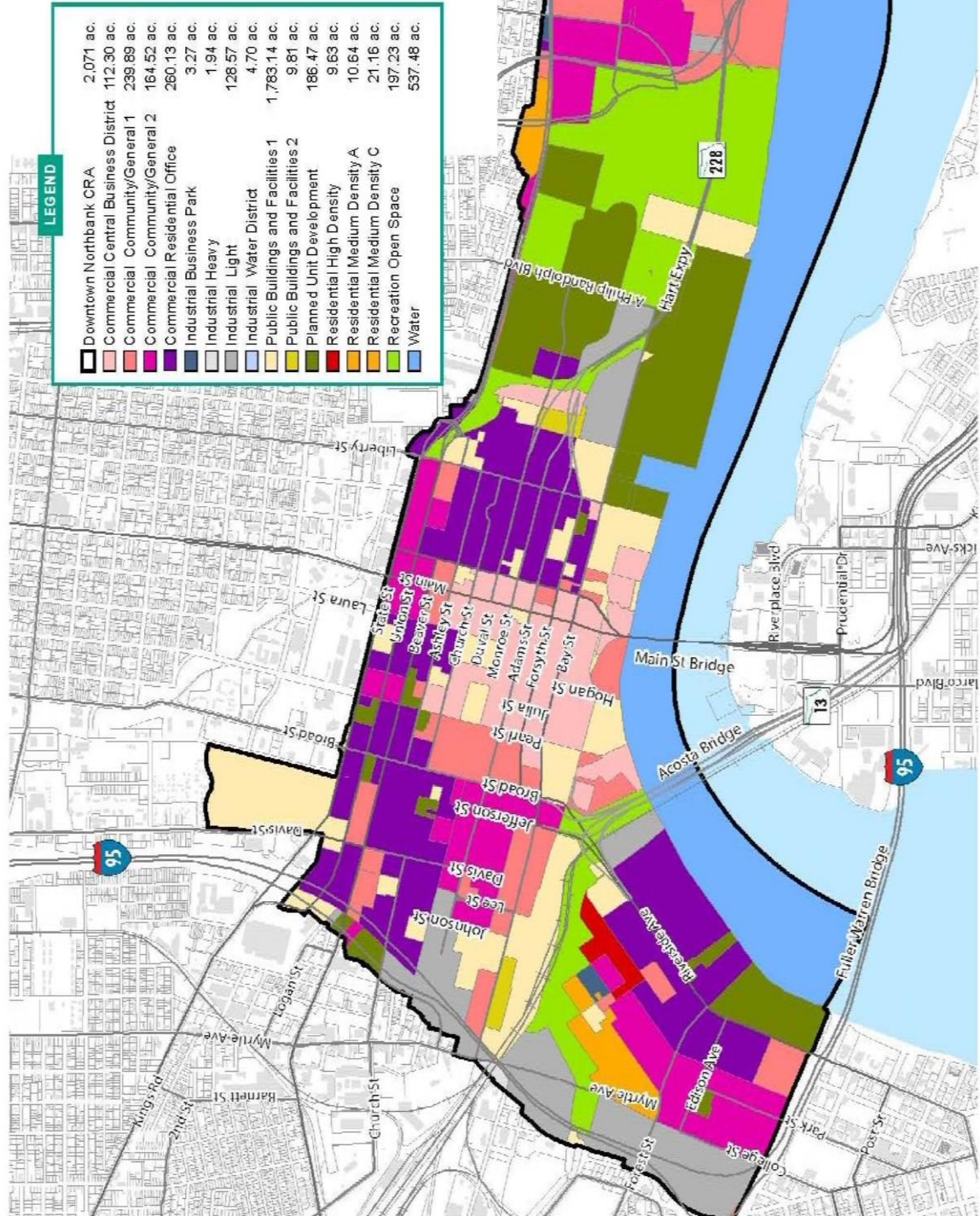
- (1) Currently in process of being designated a Local Landmark by the Jacksonville City Council.
- (2) Reportedly in the process of being listed on the National Register.
- (3) Recommended for landmark designation by the Jacksonville Historic Preservation Commission. The Jacksonville City Council has not taken action to make it official.



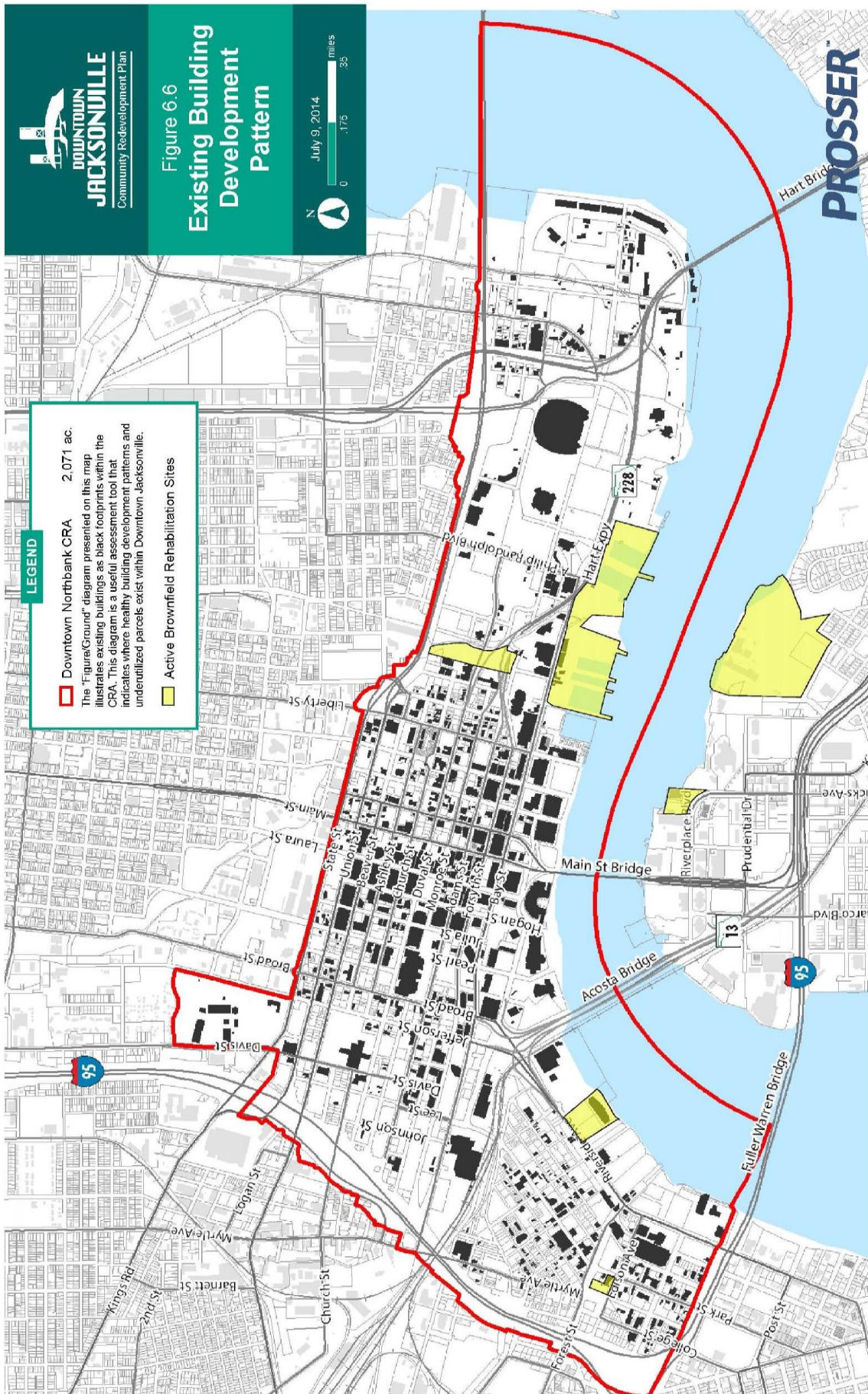


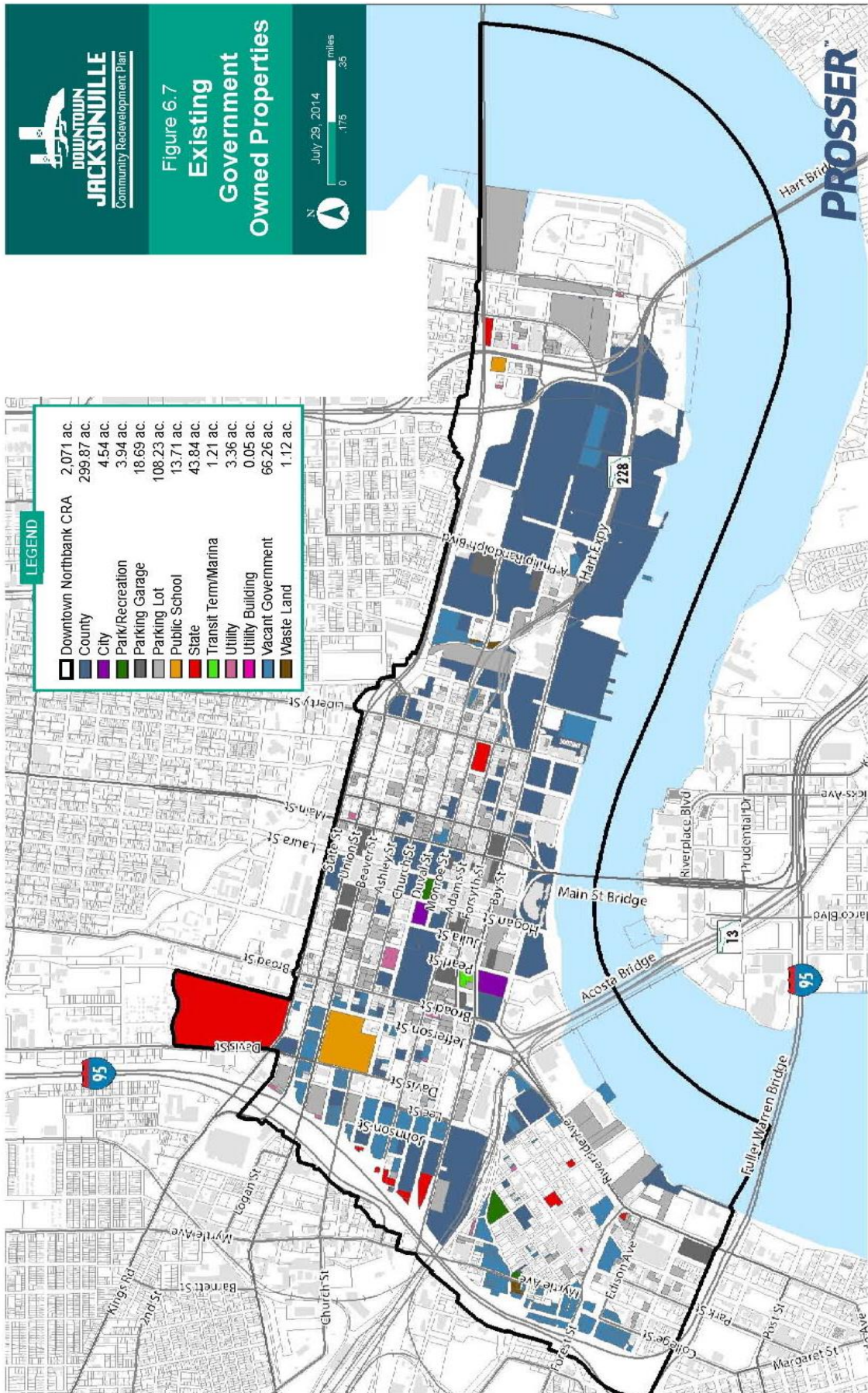


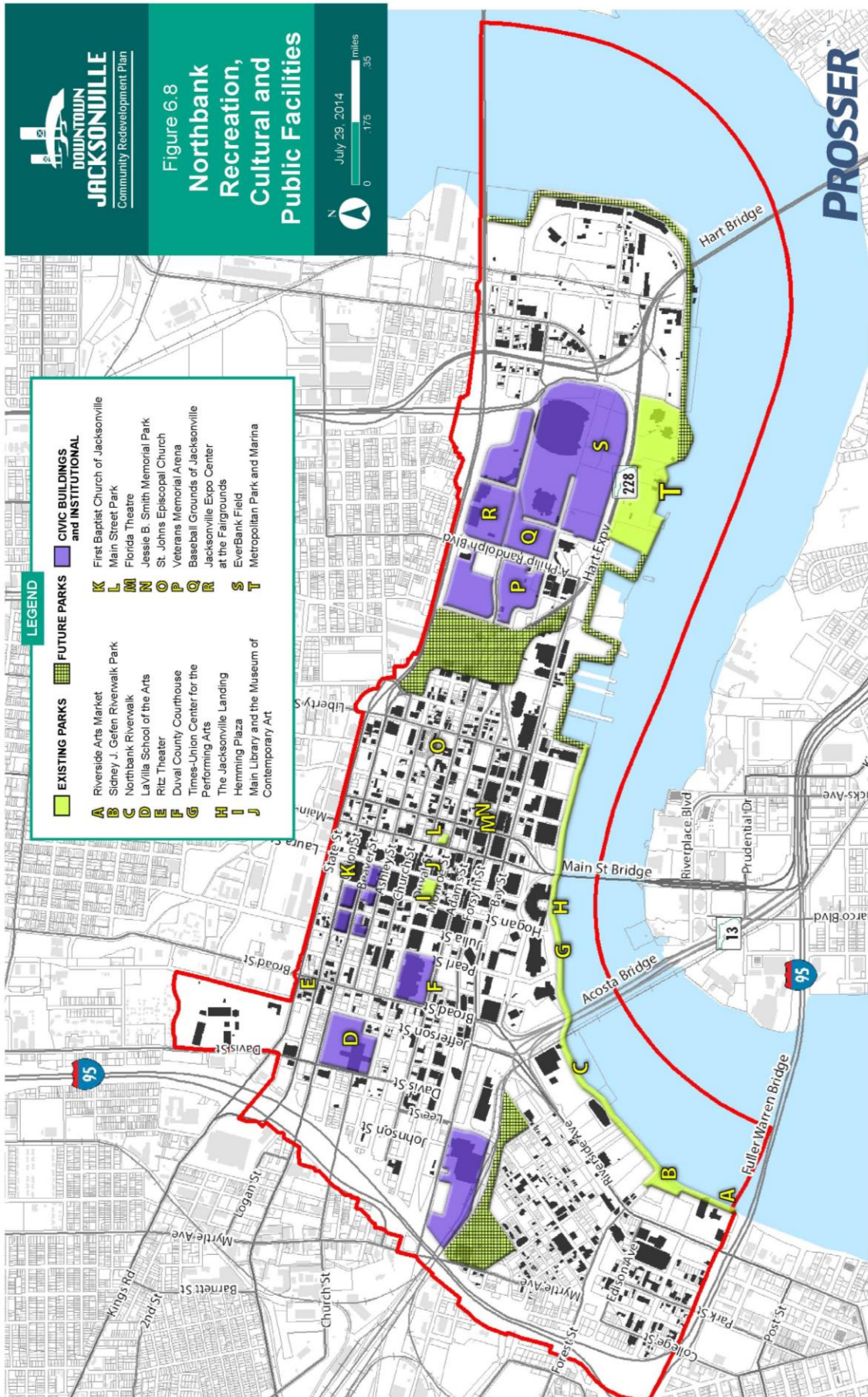




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**DOWNTOWN
JACKSONVILLE**
Community Redevelopment Plan

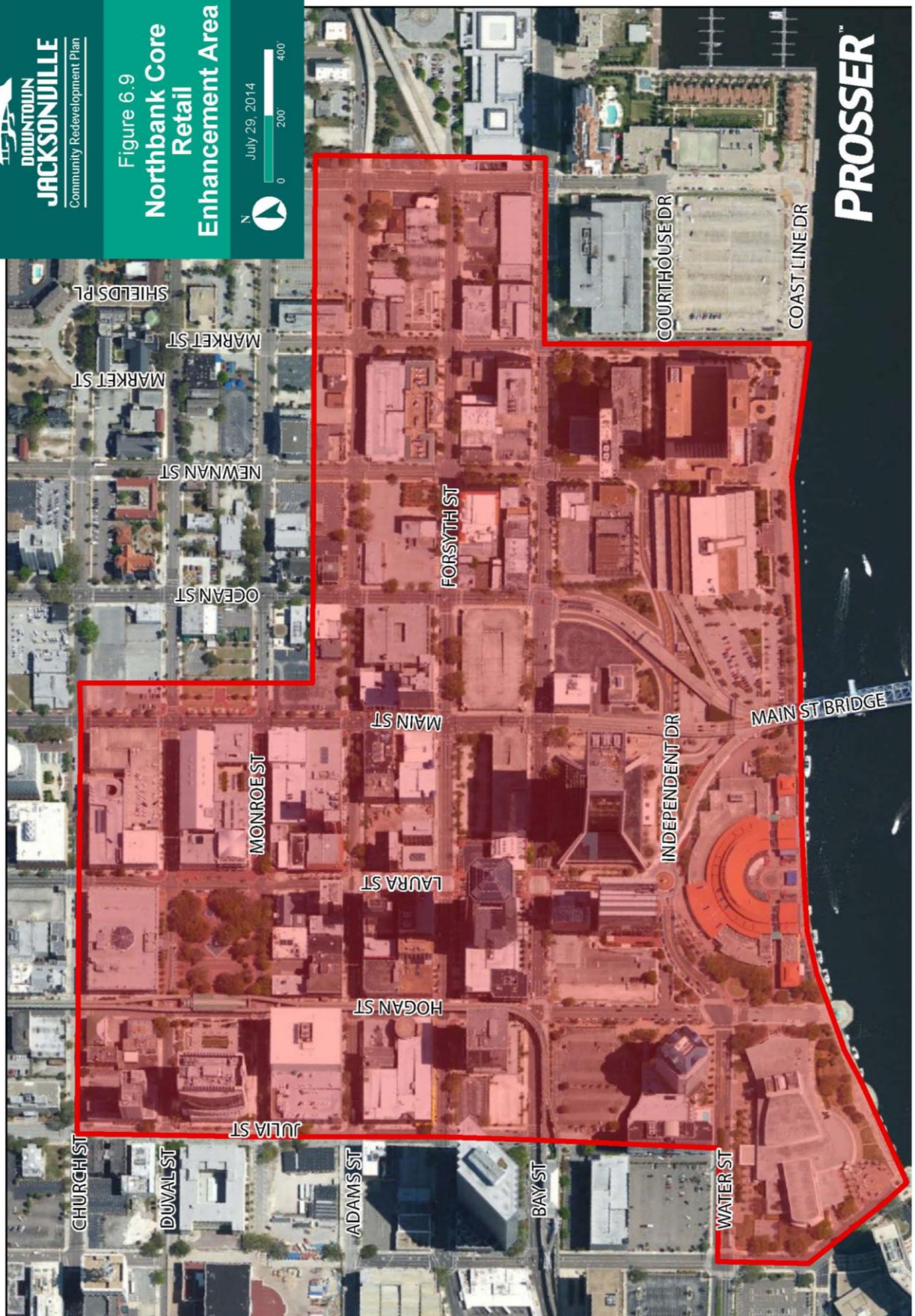
Figure 6.9
**Northbank Core
Retail
Enhancement Area**

July 29, 2014



0 200' 400'





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6.3

Residential Use Element

(A) 11 E. Forsyth	127 Units
(B) Cathedral Residences (senior living)	632 Units
(C) Churchwell Lofts at East Bay	21 Units
(D) Parks at the Cathedral	51 Units
(E) Residences at City Place	205 Units
(F) Stevens Duval (senior living)	58 Units
(G) The Carling	99 Units
(H) The Metropolitan	118 Units
(I) The Plaza Condominium at Berkman Plaza	206 Units
(J) The Townhomes at Berkman Plaza	20 Units
(K) W.A. Knight Lofts	12 Units
Single Family Homes (low income)	134 Units
<hr/>	
1,683 Units	



Existing Public Housing

There is currently no existing public housing in the Northbank Downtown CRA.

Existing Low or Moderate Income Housing Facilities with Tenant Characteristics

Table 6.3.1
Florence North Davis Center (325 East Duval Street)

Housing Programs	Pre-Developed Loan Program; SAIL			
Total Units (Assisted Units)	79 (79)			
Population Served	Family			
Number of Households Reporting	75			
Average Household Size (Persons)	1.92			
% of Households with Elderly Persons	N/A			
White: N/A	Black: N/A	Asian: N/A	American Indian: N/A	Hispanic: N/A
Average Household Income (% Area Median Income)		\$7,286 (15.04)		
% Extremely Low Income (% Very Low Income)		80 (97)		
Average Tenant Rent Payment (\$) (HUD Properties only)		N/A		

Source: FHFC

Table 6.3.2
Cathedral Court (630 North Market Street)

Housing Programs	Rental Assistance/HUD; Section 202 Direct Loan			
Total Units (Assisted Units)	16 (16)			
Population Served	Persons with Disabilities			
Number of Households Reporting	16			
Average Household Size (Persons)	1.13			
% of Households with Elderly Persons	56			
White: 50	Black: 47	Asian: 0	American Indian: 0	Hispanic: 6
Average Household Income (% Area Median Income)		\$12,147 (18)		
% Extremely Low Income (% Very Low Income)		81 (94)		
Average Tenant Rent Payment (\$) (HUD Properties only)		\$279.19		

Source: HUD

Table 6.3.3
Cathedral Towers (601 Newnan Street)

Housing Programs	Pre-Developed Loan Program; Sec. 202 Direct Loan			
Total Units (Assisted Units)	203 (203)			
RD/HUD Rental Assistance	161			
Population Served	Elderly			
Number of Households Reporting	162			
Average Household Size (Persons)	1.09			
% of Households with Elderly Persons	86			
White: 42	Black: 53	Asian: 2	American Indian: 0	Hispanic: 8
Average Household Income (% Area Median Income)		\$11,503 (17)		
% Extremely Low Income (% Very Low Income)		78 (98)		
Average Tenant Rent Payment (\$) (HUD Properties only)		\$264.61		

Source: HUD

Table 6.3.4
Cathedral Townhouse (501 North Ocean Street)

Housing Programs	Pre-Developed Loan Program; Sec. 202 Direct Loan			
Total Units (Assisted Units)	179 (179)			
RD/HUD Rental Assistance	115			
Population Served	Elderly			
Number of Households Reporting	114			
Average Household Size (Persons)	1.02			
% of Households with Elderly Persons	89			
White: 38	Black: 57	Asian: 1	American Indian: 1	Hispanic: 5
Average Household Income (% Area Median Income)	\$12,849 (19)			
% Extremely Low Income (% Very Low Income)	66 (96)			
Average Tenant Rent Payment (\$) (HUD Properties only)	\$283.61			

Source: HUD

Table 6.3.5
Liberty Center (600 North Washington Street)

Housing Programs	SAIL (State Apartment Incentive Loan program)			
Total Units (Assisted Units)	100 (100)			
RD/HUD Rental Assistance	N/A			
Population Served	Family			
Number of Households Reporting	100			
Average Household Size (Persons)	1.00			
% of Households with Elderly Persons	6			
White: N/A	Black: N/A	Asian: N/A	American Indian: N/A	Hispanic: N/A
Average Household Income (% Area Median Income)	\$2,499 (5.66)			
% Extremely Low Income (% Very Low Income)	98 (100)			
Average Tenant Rent Payment (\$) (HUD Properties only)	N/A			

Source: FHFC

Table 6.3.6
Stevens Duval Apartments (601 North Ocean Street)

Housing Programs	Rental Assistance/HUD			
Total Units (Assisted Units)	52 (52)			
RD/HUD Rental Assistance	52			
Population Served	Elderly			
Number of Households Reporting	54			
Average Household Size (Persons)	1.09			
% of Households with Elderly Persons	96			
White: 48	Black: 53	Asian: 0	American Indian: 0	Hispanic: 2
Average Household Income (% Area Median Income)	\$11,119 (17)			
% Extremely Low Income (% Very Low Income)	80 (100)			
Average Tenant Rent Payment (\$) (HUD Properties only)	\$258.11			

Source: HUD

Proposed Housing

The Redevelopment Plan seeks to integrate workforce housing into future DIA community planning initiatives. For purposes of this 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 such as utility lines and transit. 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;
- Setting aside a percentage of housing incentive programs for moderate and below moderate income households;
- 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.

6.4

Neighborhood Impact Assessment

The Redevelopment Plan may have impacts on the neighborhoods located within the Northbank Downtown 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 Northbank Downtown CRA is listed as follows:

Public Schools

- Florida State College at Jacksonville, North Campus (just outside the Northbank CRA)
- LaVilla Middle School of the Arts

Promenades/Plazas/Places

- Northbank Riverwalk
- Hogan's Creek Expansion
- Hemming Plaza
- Jacksonville Landing
- Sidney J. Gefen Riverwalk Park

Cultural and Civic Institutions

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

Parks and Open Space

- Northbank Riverwalk Artist Square (aka Riverside Arts Market)
- Sidney J. Gefen Riverwalk Park
- Hemming Plaza
- Main Street Park
- Jesse B. Smith Memorial Park
- Metropolitan Park & Marina
- Northbank Riverwalk

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 Plan it should be noted that some of these projects are in the early stages of planning. Other actions described in the 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 Plan are generally adjacent to major transportation corridors and are not anticipated to degrade traffic circulation within the residential areas of the Northbank Downtown CRA. One of the reasons why traffic circulations works well in Downtown Jacksonville is the existence of a comprehensive grid network of streets.

Environmental Quality

The redevelopment actions proposed in this Plan are intended to improve the environmental quality within the Northbank Downtown 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 Northbank Downtown 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 community redevelopment plans were adopted, 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 Downtown community redevelopment areas and include Veterans Memorial Arena, Baseball Grounds of Jacksonville, new Duval County Courthouse, and the Main Library.

Effect on School Population

As stated above, there is only one public school located within the Northbank Downtown CRA: LaVilla Middle School for the Arts. Table 6.4.1 on the following page identifies the school population and any available capacity for that school as well as those public schools in close proximity to Downtown Jacksonville. The residential development programs identified within the Plan are not expected to adversely affect school populations.

Table 6.4.1
Duval County Public Schools In and Around Downtown Jacksonville

School Name and Location	Magnet School	Enrollment Capacity	Current Enrollment (Percent of Capacity)	School Performance Grade (2012)
John E. Ford Pre K-8 (#154) 1137 Cleveland Street, 32209	Yes	681	696 (102%)	C
Richard L. Brown Elementary (#148) 1535 Milnor Street, 32206	Yes	758	509 (67%)	C
Central Riverside Elementary (#18) 2555 Gilmore Street, 32204	Yes	426	408 (96%)	A
Spring Park Elementary (#72) 2250 Spring Park Road, 32207	Yes	504	442 (88%)	A
Matthew W. Gilbert Middle (#146) 1424 Franklin Street, 32206	Yes	776	471 (61%)	D
LaVilla Middle School for the Arts (#267) 501 North David Street, 32202	Yes	765	1,128 (148%)	A
Julia Landon Middle School (#31) 1819 Thatcher Avenue, 32207	Yes	735	747 (102%)	A
Andrew Jackson High School (#35) 3816 North Main Street, 32206	Yes	1,432	691 (48%)	P

Source: Duval County School District

Relocation of Displaced Residents and Businesses

Residential relocations are not currently contemplated by this 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.

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CRA Plan Umbrellas

Each Downtown Community Redevelopment Area (CRA) has a Redevelopment Plan that has a total life span of sixty (60) years. The Southside CRA Redevelopment Plan was adopted in 1980, expiring in 2040; the Northside West CRA Redevelopment Plan was adopted in 1981, expiring in 2041; and the Downtown East CRA Redevelopment Plan was adopted in 1984, expiring in 2044. While this Plan Update identifies certain specific projects and programs that the DIA seeks to implement for the redevelopment of Downtown, it cannot foresee all the possible challenges and opportunities for redevelopment that will come forward over that time frame. Therefore the 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 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

1. Economic Development

A key component required for successful redevelopment of Downtown is to increase the amount 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 Plan recommends the DIA pursue activities that support multi-family housing, office/retail development, and other commercial projects that spur economic development Downtown. While the DIA has developed some programs and projects

to spur retail and other commercial activities in the Downtown CRAs, the DIA cannot predict all manner of programs or projects that might be needed over the life of the Plan. Therefore while specific programs and projects are listed in the Plan, the DIA intends to develop additional programs and support additional projects in the future to spur economic development in Downtown. 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, 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. 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 will involve a number of Streetscape and Infrastructure projects. The Plan includes a number of specific projects of these types in the Northbank Downtown CRA Project Listing (Section 6.6). However there may be additional projects that would further the redevelopment of Downtown. The DIA would use Redevelopment Trust Fund monies to help pay for these potential Streetscape projects which might include sidewalks, bicycle lanes, crosswalks, street trees, lighting, furnishings and landscaped medians. 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 with an emphasis on creating highly walkable neighborhood nodes. All Downtown infrastructure improvements shall accommodate pedestrians and bicyclists within existing street network to establish a dedicated network.

4. Parking

The revitalization of Downtown 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 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 area is critical. The DIA is addressing some aspects of parking for listed projects related to streetscapes, road diets, and street redesign but, there may be other projects or programs which could also improve parking management. The DIA would seek to implement these currently unknown projects or programs to facilitate development in Downtown. The acquisition of property, the demolition of non-historic buildings, and the disposition of property are tools the DIA may use to foster parking management in Downtown. The DIA would use Redevelopment Trust Fund monies to help pay for these potential parking projects.

5. Design Guidelines

The DIA is authorized to modify and enforce the Downtown Design Guidelines (included as [Appendix C](#)) to promote continuity throughout the redevelopment of Downtown. The DIA has oversight over the Downtown Design Review Board (the “DDRB”), which issues approvals of design compliance with the Downtown Design Guidelines. 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 Downtown 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.

6. Historic Preservation

The Downtown urban core of Jacksonville is home to a great many historic structures. After the great fire of 1901 which decimated the Downtown area, the number of historic structures in Jacksonville was drastically reduced. Therefore the preservation of any historic buildings (whether currently designated as such or not) and the historic fabric itself is an extremely important aspect of the redevelopment of Downtown. The DIA may seek to assist the preservation of the historic fabric and historic structures in Downtown 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.

7. Housing

Having a critical mass of residents living in Downtown is essential to developing a thriving Downtown area and is an important element in the redevelopment of Downtown. There has been a consistent lack of housing options for those who work in Downtown and might like to live Downtown 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 Downtown 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, or to rehabilitate older rental housing stock. Therefore, while specific programs and projects are listed in the Plan, the DIA intends to develop additional programs and support additional projects in the future to spur housing development in Downtown. 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 for residents, employees, and visitors. The quality and quantity of these locations leave a lasting impression of what Downtown is, and is not. Additionally with an area in excess of eight (8) linear miles of riverfront running through the Downtown CRAs the development activity along this very special area is an important aspect the DIA will need to manage and incentivize as the entire Downtown is redeveloped. Therefore the DIA while currently proposing in the Plan some projects along the riverfront and for the development of park and other open spaces cannot foresee where these spaces will need to be located and developed, and how the riverfront can best be developed. The DIA in anticipation of these unknown needs intends to develop additional projects in the future to spur the development of parks and open space, and to maximize the impacts of riverfront development in Downtown. 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 Downtown 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. 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 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 Downtown CRAs including all due diligence costs.

10. Marketing, Festivals, Entertainment and Tourism

The public perception of Downtown is an important part of driving Downtown'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 the Downtown area can have a massive impact on how well and how quickly the redevelopment of Downtown occurs. Therefore the DIA needs the ability to inform the public about the improvements and energy in Downtown through an organized marketing campaign. This campaign should include festivals, events, entertainment, and efforts aimed at tourist attraction to Downtown, as well as earned and purchased media coverage. The campaign should help create and maintain the brand of Downtown 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, festivals and the encouragement of directing tourism into Downtown.

11. Culture, Arts, and Education

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

12. Community Health

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 community health 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 needs to address these community health concerns when evaluating projects, programs, and the overall direction the Downtown redevelopment activities are taking. The DIA has included community health concerns throughout the Plan; however the DIA cannot foresee the myriad of methods in which community health in Downtown 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.

6.6

Redevelopment Projects

Project Name: Retail Enhancement Grant Program

Plan Schedule: 2014-2015

Estimated Cost: \$750,000

Comprehensive Plan Consistency:

Future Land Use Objective 2.3

Future Land Use Policies 2.3.8, 2.3.11 and 2.3.15

Supporting Redevelopment Goals:



Downtown
Epicenter



24-7
Downtown



Healthy
Design



Strategic
Partnerships



Pedestrian
Access



River
Access



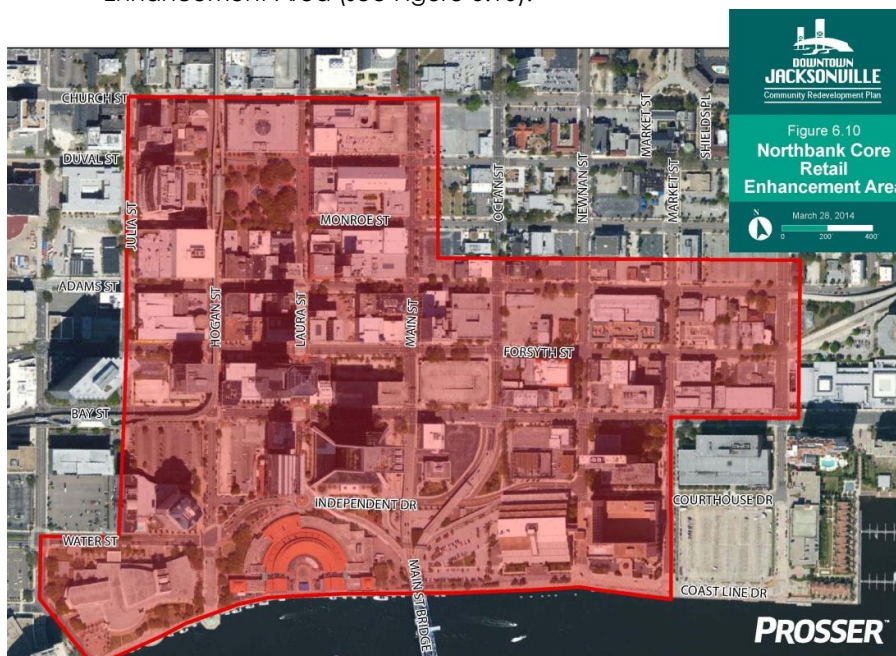
Urban
Living

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 Downtown Jacksonville retail market is not large enough for total first floor retailing along every downtown street; however, most of the best ground floor space to require retail use is located along Hogan Street, Laura Street, Bay Street, and Adams Street. The DIA has determined that retail and restaurant recruitment and creative office (such as business incubation, education/academia, information technology offices, art galleries and entertainment themed businesses) space is a priority within the Northbank Core Retail Enhancement Area.

The Downtown Retail Enhancement Grant Program (the "Program") is designed to create momentum in the critical task of recruiting and retaining restaurant and retail businesses and creative office space in the Northbank Core Retail Enhancement Area. The DIA will allocate recoverable grants to any property or business owner with qualified projects to assist with paying some of the costs associated with renovating or preparing commercial space for retail, salon, restaurant, gallery or other similar use for occupancy as identified above. Funds may be used to retain existing businesses or to recruit new businesses to the Northbank Core Retail Enhancement Area. **The grant will help even in the event the tenant should go out of business because the building improvements subsidized by the DIA will benefit subsequent tenants.** The specific goals for the Program are:

- 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 Northbank Core Retail Enhancement Area (see Figure 6.10).



To advance recruitment and marketability, the recoverable grant ("Grant") provides an incentive to improve the interior appearance and utility of street level storefronts, which will in theory attract retail and restaurant owners and draw more customers to the Downtown area.

Project Name: Urban Art Façade and Streetscape Program

Plan Schedule: 2014-2015

Estimated Cost: \$406,000

Comprehensive Plan Consistency:

Future Land Use Objective 2.3
Future Land Use Policies 2.3.5, 2.3.6 and 2.3.15
Transportation Policies 1.5.9 and 1.6.1
Housing Policy 1.4.7

Supporting Redevelopment Goals:



The Urban Art Façade and Streetscape 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 Façade and Streetscape Program is complimentary to 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 of the following projects will require joint agreements as they involve multiple administrations, agencies, and authorities.

The allocations below are illustrative and subject to change.

Project: Duval Walls (Budget: \$105,000)

Duval Walls is a live outdoor exhibition of mural artists and artist teams installing up to seven site-specific, semi-permanent and permanent public art murals on to the facades of abandoned and underused buildings. These large-scale signature murals are designed to encourage greater pedestrian connection and community engagement. Featured walls could beautify and enliven the streetscape and serve as pathways and corridors leading residents and visitors to experience Downtown as a neighborhood of renewed visual vibrancy through the arts.

- **Public art budget (75%): \$78,750** (up to seven \$11,250 projects dependent upon scale)
Budget includes the artist(s) fee, supplies, liability insurance, preparing, power washing and priming surface, equipment rental (if applicable), and travel-related expenses.
- **Administrative budget (20%): \$21,000**
Project management (15%): \$15,750
Permitting fees, archiving/documentation, plaque/signage (5%): \$5,250
- **Long-term maintenance budget (5%): \$5,250**

Project: Skyway Walls (Budget: \$64,000)

Skyway Walls will enhance the overall street-level engagement, promote walkability, and improve safety with up to 15 highly visible concrete walls, stairwells, support columns, and infrastructure of the Skyway rail system targeted for semi-permanent and permanent public art murals. Artists/artist teams could be commissioned to transform these concrete canvases into designs and welcoming imagery to encourage visitors and residents of all ages to utilize transit stations.

- **Public art budget (75%): \$48,000** (up to ten \$2,000 columns; up to five \$5,600 supports/stairwells)
Budget includes the artist(s) fee, supplies, liability insurance, preparing, power washing and priming surface, equipment rental (if applicable), and travel-related expenses.
- **Administrative budget (20%): \$12,800**
Project management (15%): \$9,600
Permitting fees, archiving/documentation, plaque/signage (5%) \$3,200
- **Long-term maintenance budget (5%): \$3,200**

Project: Utility Box (Budget: \$12,000)

Painting electric utility/traffic boxes transforms these “necessary” utilitarian objects into works of art to enhance the visual landscape. The main objective of this program is to initiate, promote, coordinate and implement quality beautification projects that improve the appearance of downtown and surrounding counties for the people who have invested their lives here and people visiting, in conjunction with citizens, schools, community based organizations, businesses.

- **Public art budget (75%): \$9,000** (up to eighteen \$600 projects)
Budget includes the artist(s) fee, fabrication, supplies, liability insurance, equipment rental (if applicable), and travel-related expenses.
- **Administrative budget (20%): \$2,400**
Project management (15%): \$1,800
Permitting fees, archiving/documentation, plaque/signage (5%) \$1,600
- **Long-term maintenance budget (5%): \$600**

Project: Bike Racks (Budget: \$20,000)

Bicycle parking should be readily available along shared streets and at destinations. Bike rack designs should balance form with function, be able to accommodate between a minimum of 4-6 bikes, and comply with national bicycle parking standards. Artist-designed proposals could be commissioned and selected for fabrication and installation at approved sites, which may include multiples of the same design.

- **Public art budget (75%): \$15,000** (up to eighteen \$600 projects; up to two \$2,100 projects)
Budget includes the artist(s) fee, fabrication, supplies, liability insurance, equipment rental (if applicable), and travel-related expenses.
- **Administrative budget (20%): \$4,000**
Project management (15%): \$3,000
Permitting fees, archiving/documentation, plaque/signage (5%) \$1,000
- **Long-term maintenance budget (5%): \$1,000**

Project: Street Furnishings (Budget: \$32,000)

Street furnishings take the form of benches, chairs, trash receptacles, planters, etc. designed with function and should be provided where social activity exists in public spaces. Different kinds of seating (benches, single chairs, etc.) and seating arrangements should be provided to allow for socializing and gathering along the main pedestrian connectors. Secondary seating such as planter, curbs, rails and other raised surfaces should be encouraged in future developments.

- **Public art budget (75%): \$24,000** (up to twelve \$2,000 projects)
Budget includes the artist(s) fee, fabrication, supplies, liability insurance, equipment rental (if applicable), and travel-related expenses.
- **Administrative budget (20%): \$6,400**
Project management (15%): \$4,800
Permitting fees, archiving/documentation, plaque/signage (5%) \$1,600
- **Long-term maintenance budget (5%): \$1,600**

Project: Outdoor Sculpture Installation (Budget: \$173,000)

In highly visible areas, up to two outdoor sculptures of various media and styles are displayed for permanent exhibition in the public realm or the support of rotating private exhibit installation program (city parks, green spaces, sidewalks or right-of-way). Ranging in size, style, and format, the projects are designed to shape the city and aesthetic legacy that we wish to preserve, promote public interest in outdoor public art, develop community pride, and draw visitors to the retail or civic areas where they are displayed.

- **Public art budget (75%): \$129,750** (up to two \$64,875 projects or one \$129,750 project)
Budget includes the artist(s) fee, supplies, liability insurance, equipment rental (if applicable), and travel-related expenses.
- **Administrative budget (20%): \$34,600**
Project management (15%): \$25,950
Permitting fees, archiving/documentation, plaque/signage (5%) \$8,650
- **Long-term maintenance budget (5%): \$8,650**

Project Name: Hemming Plaza Management

Plan Schedule: 2014-2015

Supporting Redevelopment Goals:

Estimated Cost: \$800,000

Comprehensive Plan Consistency:

Future Land Use Objective 2.3
Future Land Use Policies 2.3.8, 2.3.13 and 2.3.15
Transportation Policy 1.5.2
Housing Policy 1.4.7



Downtown
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Healthy
Design



Strategic
Partnerships



Pedestrian
Access



River
Access



Urban
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A variety of events take place on a regular basis to draw people from all walks of life Downtown. More events Downtown will mean more people in the streets which contributes to the sense of place and perceived senses of safety. Visitors to events in the core will increase their awareness and familiarity with Downtown and they may be more likely to return when there is not a special event. Downtown employees offer a solid base of attendees for reoccurring "after work" events that help keep Downtown active past 5:00 PM. In addition to activation, programs and projects should protect the extent of the canopy of oaks and other shade trees.

The Friends of Hemming Plaza (FOHP) have proposed the following operations and management strategy for Hemming Plaza: (1) make the plaza clean, safe, and attractive; (2) activate the space through programming, events, vendors, and partnering with others to make it easier to hold events in the larger plaza area, including adjacent streets and sidewalks; and (3) collaborate with surrounding property owners and tenants, Downtown stakeholders, and other groups.



Project Name: Hogan Street Plaza

Plan Schedule: TBD

Estimated Cost: \$1,015,000

Comprehensive Plan Consistency:

Future Land Use Objective 2.3

Future Land Use Policies 2.3.6, 2.3.8, 2.3.11, 2.3.13 and 2.3.15

Supporting Redevelopment Goals:



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Access



River
Access



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The Jacksonville Landing is important to the revitalization of Downtown as it is located at the crossroads where everything comes together: Hemming Plaza and the Laura and Hogan Street corridors, the river and road connections to the Southbank, the Northbank Riverwalk and east-west collectors like Water Street, Independent Drive, and Bay Street.

The Plan recommends the DIA partner with the private sector in any redevelopment initiative that repositions the Jacksonville Landing with more destination experience events, mixed-use including residential, shopping, ample pedestrian access to the river, and unique restaurants.

One proposed repositioning concept plan seeks to integrate the Landing back into the fabric of the Northbank Downtown CRA. The concept plan (illustrated at the bottom of this page) includes portal view corridors and riverfront engagement with connectivity to the river; greater building setbacks from the river; pedestrian-friendly connections with plenty of shade to the Northbank Riverwalk; and the infusion of public art along the waterfront.

The Plan is supportive of the elimination of Hogan Street's existing terminus at the river and shifting it northward at a roundabout comparable to the one at the end of Laura Street immediately in front of the Jacksonville Landing. This shift enables the creation of a pedestrian plaza along the river between the Jacksonville Landing and the Times Union Center for the Performing Arts.

The allocations below are illustrative and subject to change.

- | | |
|---|------------|
| • Mobilization and Maintenance of Traffic | \$ 150,000 |
| • Site Preparation and Demolition | \$ 38,328 |
| • Roadway, Sidewalk, Landscape, Drainage | \$ 456,744 |
| • Drainage and Utility | \$ 100,000 |
| • Design, Construction Administration | \$ 100,000 |

Project Name: Improved Wayfarer Signage

Plan Schedule: 2014-2015

Supporting Redevelopment Goals:

Estimated Cost: \$750,000

Comprehensive Plan Consistency:

Future Land Use Policy 2.3.6
Transportation Policies 1.5.1, 1.6.1 and 1.6.4
Housing Policy 1.4.7



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

The implementation of a consistent, clean, and accurate system of wayfarer signs can better define the Northbank Downtown 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 Northbank Downtown 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 Plan forward.

As a corollary effort to the 2000 Downtown Master Plan, a unified signage and wayfinding system for downtown was developed by the City's consultant and received DDRB approval in 2010. The system provided for an overall logo, design vocabulary, and color palette for the Brooklyn, Northbank, LaVilla, and Sports Complex districts located within the Northbank Downtown CRA. The DIA could utilize this approved signage and wayfinding system or build upon the work already done and seek design approval for another variation. 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 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: Liberty Street Improvements

Plan Schedule: TBD

Estimated Cost: \$500,000

Comprehensive Plan Consistency:

Future Land Use Policy 2.3.15
Transportation Policies 1.5.1 and 1.5.8
Housing Policy 1.4.7

Supporting Redevelopment Goals:



All Downtown 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 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

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. The Plan recommends 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 Downtown 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

Plan Schedule: TBD

Estimated Cost: \$1,000,000

Comprehensive Plan Consistency:

Future Land Use Policy 2.3.15
Transportation Policies 1.5.1 and 1.5.8
Housing Policy 1.4.7

Supporting Redevelopment Goals:



All Downtown 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 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

The Plan recommends the development of a greenway, including increased walkability and accessibility and two-way protected bike lanes (cycle track) on the north side of Bay Street offering a protected east-west bicycle connection all the way from **Jefferson Street to Liberty Street**, connecting with new north-south bicycle paths also recommended in the Plan. This can be accomplished by removing one travel lane with the one-way portion of Bay Street remaining one-way.

- Segment A (Stadium to Liberty) 4,600'
- **Segment B (Liberty to Ocean) 1,275'**
- **Segment C (Ocean to Hogan) 1,250'**
- **Segment D (Hogan to Jefferson) 1,885'**
- Segment E (Riverside Ave Ramps)

This initial foray into protecting bicycle traffic along Bay Street could serve as a critical connection to bicycle pathways that exist around Downtown. The estimated cost for Phase 1 is based upon \$700,000 per mile for milling and restriping, \$200,000 per mile for multi-use trails, \$100,000 per mile for mid-block crossings (which include median and signal), and a 20% contingency.

Segment A is the longest segment and should be done as a part of Phase 2. It could be constructed for approximately \$500,000. This segment could, however, be handled just as well (or better) through extension of the Riverwalk. This would enable this system to tie into the regional Emerald Necklace bicycle system.

As part of Phase 2, Segment E from Jefferson Street to the Riverside Avenue ramps would connect the system to the bicycle lanes on Riverside Avenue west of the ramps. This segment requires additional analysis to formulate a cost estimate. Phase 2 could include widening sidewalks for café seating and removal of the large mast arm traffic signals in favor of more conventional, a less domineering design.

Project Name: Pearl Street Improvements

Plan Schedule: TBD

Estimated Cost: \$325,000

Comprehensive Plan Consistency:

Future Land Use Policy 2.3.15
Transportation Policies 1.5.1 and 1.5.8
Housing Policy 1.4.7

Supporting Redevelopment Goals:



Downtown
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Healthy
Design



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Partnerships



Pedestrian
Access



River
Access



Urban
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All Downtown 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 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

This recommended project is a simple and reasonably low-cost model project aimed at making Downtown Jacksonville a great bicycle friendly urbanized area linked to adjacent neighborhoods to the north. Apart from the recreational opportunities, bikeways and trails offer excellent opportunities for transportation. Dollar for dollar, bicycle infrastructure is the most cost effective means of transportation available.

The existing configuration of Pearl Street is a confusing combination of two-lane, four-lane, one-way and two-way sections. In support of the Plan recommendation to convert Pearl Street to two-way traffic, the Plan also recommends a simple improvement to the Pearl Street corridor that 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.

These improvements can be as simple as bicycle lane markings and enhanced intersection markings, as well as, increasing multi-use trails constructed in accordance with National Association of City Transportation Officials (NACTO) Urban Bikeway Design Guide to serve as a model of what future Downtown Jacksonville bikeways can be. The project would result in a pleasant and safe bike route between Springfield and Riverside via the Northbank Riverwalk and the sidewalk on Riverside Avenue.

The recommended bikeway would extend from State Street (the Northbank Downtown CRA's northern boundary) to the Northbank Riverwalk. This is a critical link in the urban bikeway system connecting residential and employment uses and cultural and entertainment assets along the St. Johns River.

Section One extends from State Street to Duval Street. It contains wide pavement areas that are good candidates for installation of bike lanes that could link residential uses to the north to Downtown employment, recreational, and entertainment opportunities.

Section Two extends from Duval Street to the Northbank Riverwalk. If there is not sufficient space for a protected bike lane for every block, the wide sidewalk could offer occasional diversions from the street.

Project Name: Reinforce Branding of E Town Zone as “The Elbow”

Plan Schedule: 2014-2015

Supporting Redevelopment Goals:

Estimated Cost: Legislative Effort Only

Comprehensive Plan Consistency:

Transportation Policy 1.5.9

Future Land Use Objective 2.3

Future Land Use Policies 2.3.5, 2.3.6, 2.3.11 and 2.3.15



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With Laura Street and the Jacksonville Landing providing Downtown a major retail anchor, it is recommended that the Entertainment Town Zone or “E Town” should be rebranded to “The Elbow”, as it is widely referred to and recognized as the Northbank Downtown destination for entertainment and nightlife. In Section 250.801 of the *Ordinance Code*, a portion of the Elbow District is currently referred to as “E-Town”. The Elbow is a larger area, encompassing E-Town. The Elbow’s boundary consists of E-Town and the Forsyth and Adams Street Corridors. More specifically, Bay Street from Liberty to Ocean; Ocean Street from Bay Street to Forsyth and Adams Streets; Forsyth and Adams Streets from Newnan to Main Street. Therefore, when amending the Ordinance Code to rebrand the district “The Elbow”, the boundary must also be amended. NOTE: This amended boundary will not continue on to Pearl Street as the current E-Town boundary does; The Elbow does not include any area past Main Street.

This area has potential to become much like Beale Street in Memphis or Bourbon Street in New Orleans, The Elbow could be promoted as the place for out-of-towners to come and experience an exciting evening of entertainment with businesses such as the Florida Theatre, Mark's Downtown Club/Lounge, Underbelly, and Dive Bar. The Florida Theatre holds 200 entertainment events annually, drawing 250,000 attendees, as well as hundreds of community and non-profit gatherings. The DIA should support E Town becoming rebranded as “The Elbow”, a recognized name being marketed by more than twenty existing venues, bars, restaurants and shops. The DIA should cultivate even more exciting and dynamic “points of destination” as the site for distinctly eclectic and compelling bars, restaurants, and shops. It is a key link to events at Metro Park, the Baseball Grounds, Veterans Memorial Arena, and EverBank Field and its success has the potential to spill over onto the Hyatt Regency and the site of the former Duval County Courthouse and City Hall Annex Catalyst Sites. There is an acute lack of restaurant and café options within the vicinity of these two sites. The Elbow could be the landing pad for new high quality dining and desert destinations aimed at corporate and legal office employees, downtown residents, hotel guests, arena and stadium attendees, and the greater Jacksonville community.

The Plan recommends enhanced lighting, decorative banners identifying “The Elbow,” and public art to add an innovative flair to the zone, signaling a sense of excitement and playfulness. Bars and nightclubs that extend operating hours encouraging nighttime activity may be supported by the DIA in creating regularly occurring (e.g., monthly) street parties where East Bay Street between Liberty Street and Ocean Street is closed to vehicular traffic in favor of festival-style events, perhaps related to sporting events down the street, that attract visitors to Downtown. The new Retail Enhancement Grant Program complements the goal of this recommended project.

Project Name: Reinroduce Two-Way Street System

Plan Schedule: TBD

Estimated Cost: \$9,377,000

Comprehensive Plan Consistency:

Future Land Use Policies 2.3.5, 2.3.6 and 2.3.15
Housing Policy 1.4.7
Transportation Policies 1.5.1, 1.5.9, 1.6.1, 1.6.2 and 1.6.3

Supporting Redevelopment Goals:



All Downtown 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 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

Existing Downtown 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 Northbank Downtown 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 Plan Update recognizes that some streets are best retained as one-way, to facilitate safer travel and increase vehicle capacity. In order to improve the pedestrian experience and make businesses more visible and accessible, the 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 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
Monroe Street	Pearl Street	Liberty Street
Adams Street	Pearl Street	Liberty Street
Forsyth Street	Pearl Street	Liberty Street
Pearl Street	Riverwalk	State Street
Julia Street	Bay Street	State Street
Hogan Street	Water Street	Union Street

The DIA will coordinate and partner closely with the City's Public Works Department because the signal synchronization system in place Downtown 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 allocations below are illustrative and subject to change.

• Mill, Resurface, Two-way Monroe Street	\$ 310,000
• Mill, Resurface, Two-way Adams Street	\$ 380,000
• Mill, Resurface, Two-way Forsyth Street	\$ 360,000
• Mill, Resurface, Two-way Pearl Street	\$ 382,000
• Mill, Resurface, Two-way Julia Street	\$ 460,000
• Mill, Resurface, Two-way Hogan Street	\$ 345,000
• Modify Traffic Signal Equipment	\$ 2,980,000
• Traffic Signal Timing	\$ 82,000
• Parking Meters (Removal and Installation)	\$ 325,000
• Wayfinding	\$ 275,000
Subtotal Project	\$ 5,899,000
Contingency (25%)	\$ 1,474,750
Design	\$ 1,003,200
Construction, Engineering, Inspection	\$ 1,000,000
Total Project Construction	\$ 9,376,950

Project Name: National Historic District Designation

Plan Schedule: 2014-2017

Supporting Redevelopment Goals:

Estimated Cost: \$40,000-\$50,000

Comprehensive Plan Consistency:



Downtown
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Downtown



Healthy
Design



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Partnerships



Pedestrian
Access



River
Access



Urban
Living

The National Register of Historic Places is the official list of the Nation's historic places worthy of preservation. The National Register was established by the National Historic Preservation Act of 1966. The purpose of the Act is to ensure that as a matter of public policy, properties significant in national, state, and local history are considered in the planning of federal undertakings, and to encourage historic preservation initiatives by state and local governments and the private sector. The application process for the listing of a historic district on the National Register starts with the Florida Division of Historical Resources and the Florida National Register Review Board that recommends potential landmarks and districts to the National Park Service for final approval.

Benefits of a property being listed in National Register district include the following:

- Properties eligible for 20% Federal Income Tax Credit on a substantial rehabilitation done in compliance with the Secretary of the Interior's Standards for Rehabilitation.
- Properties may be exempt from certain FEMA requirements.
- Properties are eligible for some ADA and building code adjustments which can result in substantial cost savings.
- Properties owned by governments or private non-profit organizations are more competitive for state preservation grants.
- Districts include older buildings that may not be eligible for listing individually, thereby making them eligible for benefits by virtue of being a contributing property in the district.
- Property owners do not have to pursue individual listing(s)-saving time and money.

Being located in a National Register district **DOES NOT REQUIRE:**

- Buildings not be changed, altered or demolished.
- Buildings to be available for public visitation.
- The federal, state or local governments seeking protective covenants or seeking to purchase the property.

The timeframe for listing a district on the National Register can vary due to size of district, completeness and quality of application, and meeting cycle of the National Register Review Board. The National Park Service attempts to make a determination within 45 days of receiving the application. Consulting's fees for creating a historic district(s) will vary to the size and number of districts, the number of buildings already documented, and the amount of research already completed. Estimated cost: **\$30,000 to \$50,000**. Downtown areas that may have a sufficient cluster of buildings based on number, age and integrity to potentially constitute a district include the following;*

- **Central Business District:** Julia Street on the west; West Ashley Street on the north; North Market Street on the east and Bay Street on the south. A potential smaller residential district may be in the area defined by North Liberty Street on the west; East Ashley Street on the north; Catherine Street on the east; and East Duval Street on the south.
- **LaVilla and Southbank:** Very small districts may be considered along the North Broad Street Corridor between West Bay Street and West State Street, and Clay Street west to both sides of North Jefferson Street. A potential Southbank district could be considered in the general area defined by Prudential Drive, Onyx Street, Louisa Street, and Kipp Street.

***Please note these are very general working boundaries. Development of specific boundaries will be part of the nomination application.**

Project Name: Artists Live/Work Implementation Strategy

Plan Schedule: 2016-2017

Supporting Redevelopment Goals:

Estimated Cost:

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



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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. 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 Plan seeks to differentiate and brand Downtown'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'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 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 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: Housing Incentive Programs

Plan Schedule: 2015-2016

Supporting Redevelopment Goals:

Estimated Cost:

Comprehensive Plan Consistency:

Future Land Use Policies 2.3.11 and 2.3.15
Housing Policies 1.2.14 and 1.4.7



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The future of Downtown Jacksonville depends on the future of Downtown housing. Urban housing density makes Downtown retail viable and enriches the character of Downtown 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 encourage the first-movers to show that Downtown 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 a growth in permanent population that 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 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.

The 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 Downtown Housing Incentive Program, Multi-family Property Tax Exemption Program, Commercial Revitalization Program, and Shared Equity Down Payment Assistance Incentive. A predictable and consistent Housing Incentive Program can facilitate development at the pace required to reach the DIA's conservative target at a minimum for an additional 3,850 Downtown dwelling units by 2025. Communities with residents who like where they live are more successful, which leads to a growing local economy. The more people like Downtown and grow roots here, the more the economy grows 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;
- Structured parking or contribution to shared parking;
- Structured or rear parking (no surface parking lots in front of buildings); and
- Ground-floor transparency.

Additional consideration may be given for projects that are proximate to mass transit hubs and Target Area.

As the economic development agency for Downtown, the DIA will negotiate incentive packages for Downtown pursuant to City's approved Public Investment Policy regarding Programs 1-27 contained in the BID Strategy. These will require City Council approval under circumstances specified by the Public Investment Policy as made operational by the 2006 JEDC Public Investment Policy Manual. The 2006 JEDC Public Investment Policy Manual is incorporated to the BID Plan by reference.

Project Name: St. Johns River & Tributary Access

Plan Schedule: 2017-2018

Supporting Redevelopment Goals:

Estimated Cost:

Comprehensive Plan Consistency:

Future Land Use Policy 2.3.6

Transportation Policies 1.5.1 and 1.5.3



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Downtown



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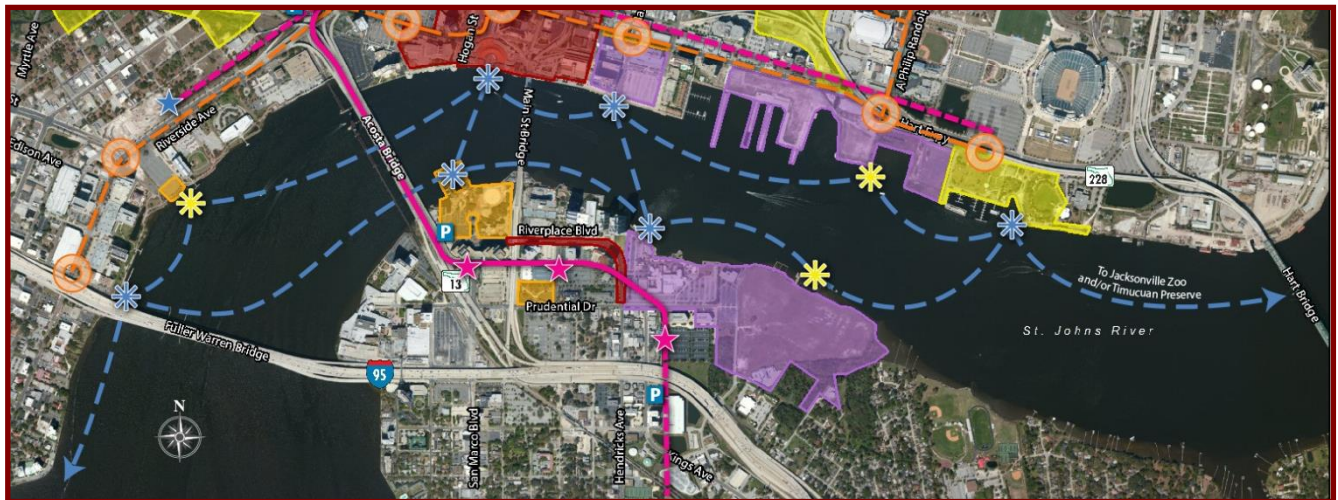
River
Access



Urban
Living

The Plan recommends the creation of a network of sustainable water launches and increase access for the public to enjoy the St. Johns River. The DIA could bolster water access by improving identification of existing launches and creating new launches particularly for low impact activities such as kayak, crew, sailfish. An initial network might include the Main Launch at Friendship Park, the Riverside Arts Market floating dock, the aforementioned Gefen Riverwalk Park, floating platforms attached to Jacksonville Landing's floating dock, and the floating dock along the Northbank Riverwalk in front of the Duval County Courthouse and City Hall Annex Catalyst Sites, Metropolitan Park Marina, and the School Board building. The network could be expanded in the future as redevelopment occurs at the Shipyards Catalyst Site and the Southbank Catalyst Site.

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, trash cans, picnic area, and maps or navigation guides.



Project Name: Park Once

Plan Schedule: 2015-2016

Supporting Redevelopment Goals:

Estimated Cost:

Comprehensive Plan Consistency:

Future Land Use Policies 2.3.9, 2.3.13 and 2.3.14
Transportation Policies 1.5.1, 1.6.5, 1.6.7, 5.3.2 and 5.3.4



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Access



River
Access



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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 43,000 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 Plan recommends a Park Once strategy of consolidating existing parking, discouraging more parking spaces in the Northbank Core Retail Enhancement Area, education, and better pricing to utilize the existing parking resources.

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.
- A "Try It, You'll Like It" campaign offering free transit days, discounts to new users, or a rate difference significant enough to create a real value.
- Promote the \$35 per month Downtown STAR Park-n-Ride program that includes unlimited rides on the Downtown/Riverside Trolley Monday through Friday and monthly parking in the Kings Avenue garage or a reserved space in the Park-n-Ride lots located in front of the Prime Osborn Convention Center on Forsyth Street.
- 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.

Project Name: Northbank East-West Circulator

Plan Schedule: 2017-2018

Supporting Redevelopment Goals:

Estimated Cost:

Comprehensive Plan Consistency:

Future Land Use Policies 2.3.14 and 2.3.15

Transportation Policies 1.5.1, 1.5.2, 1.5.3, 1.5.5 and 1.6.11



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Access



River
Access



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All Downtown 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 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

The Northbank Downtown CRA should be a place where visitors have the ability to park once and experience several destinations without repeatedly utilizing their automobile. Active and vibrant downtowns provide alternative transit options that are reliable, clean, and attractive to encourage ridership and reduce the need for excessive convenience parking at each destination.

The DIA should partner with JTA to implement a pilot program combining activity nodes that will support redevelopment and increase mobility between activity nodes. As redevelopment occurs and Downtown Jacksonville becomes a more active and vibrant area, a new Northbank east-west Circulator route should be reconsidered to link key existing and new destinations to one another within the Northbank Downtown CRA. One possible route outlined on the Conceptual Redevelopment Plan Map in orange could link the Riverside Arts Market with Unity Plaza, the Water Street Garage near the Times-Union Performing Arts Center and Jefferson Skyway Station, the Jacksonville Landing and Laura Street retailers, "The Elbow", Shipyards, Veterans Memorial Arena and Baseball Grounds, Metropolitan Park, and EverBank Field. Circulator buses 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 utilize after they park and know they will make it back to their car safely after venturing out to all Downtown has to offer them.

The Circulator is a practical means to link the various surrounding neighborhoods with Downtown Jacksonville and eliminate the perception Downtown is difficult to navigate and support the use of peripheral parking facilities. The DIA should explore operational funding sources (perhaps through the JTA) that allow reduced or free fares for the Circulator; free fares will help promote ridership and reduce frequent and unnecessary automobile trips within Downtown.

Project Name: Redesign Metropolitan Park

Plan Schedule: TBD

Supporting Redevelopment Goals:

Estimated Cost:

Comprehensive Plan Consistency:

Future Land Use Objective 2.3
Future Land Use Policies 2.3.6 and 2.3.15



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Access



River
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The 32-acre Metropolitan Park lies at the center of Duval County 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 Plan recommends the redesigning of Metropolitan Park into the City's iconic waterfront park, 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 overall.

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 seek out a redevelopment 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. It has a marina with 85 boat slips equipped with water and electrical service to provide boaters with more standard docking conveniences and services.

The park serves as a large open space for a variety of events and contain multi-use activities that are logically interconnected.

Project Name: Improve Links from Emerald Necklace to the St. Johns River

Plan Schedule: TBD

Supporting Redevelopment Goals:

Estimated Cost:

Comprehensive Plan Consistency:

Future Land Use Policies 2.3.6 and 2.3.15



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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 Hogan's Creek should endeavor to widen the creek edge from Beaver Street to Monroe Street and the creation of an informal park with a pedestrian and bicycle promenade connecting the parks in Springfield through Downtown leading into the Shipyards Catalyst Site and the St. Johns River. Property and easements should be obtained to expand access to greenways that can be utilized by Downtown residents, visitors and workers.

The long-term recommended actions for McCoy's Creek should create an amenity that could stimulate and support the creation of new residential development. 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 Prime Osborn Convention Center and LaVilla District.

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. 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.

The 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. Once that effort is completed, the DIA could assist affiliated agencies and the private sector in the design and construction of a multi-purpose path, lighting, pavilions, landscaping, tables, benches, and trash receptacles along the portion of the creeks located Downtown.

Project Name: Expand Free Public Access to Downtown Wi-Fi

Plan Schedule: 2014-2015

Supporting Redevelopment Goals:

Estimated Cost: \$80,000

Comprehensive Plan Consistency:

Future Land Use Objective 2.3
Future Land Use Policies 2.3.8, 2.3.11 and 2.3.15



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The City of Jacksonville and the DIA would like to expand the Downtown free wireless internet access in several areas of Downtown. The public would be able to collect E-mail or browse the Web while having a meal at an outdoor cafe, relaxing in Hemming Plaza, or strolling down one of the corridors where the free Wi-Fi would be provided. All you need is a functioning device (laptop computer, PDA, Pocket PC) that contains a properly configured wireless network adapter.

Free public access is currently available in the following locations:

- Hemming Plaza
- Jacksonville Landing
- St. James Building
- Ed Ball Building
- Yates Building
- Old Courthouse Annex Building
- Agriculture Building on Superior Street
- Jacksonville Fire and Rescue Department Building
- Metropolitan Park (need passcode, mainly for special events)

An expansion of the free Downtown Wi-Fi would be located in the following corridor areas:

- Adams Street, from Hogan Street east to Newnan
- Forsyth Street, from Hogan Street east to Newnan
- Bay Street, from Laura Street east to Liberty Street
- Bay Street/Water Street, from the Jacksonville Landing west to Julia Street
- Laura Street, from Hemming Plaza to the Jacksonville Landing

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 you could possibly encounter "dead" areas in places where the street slopes sharply up or down relative to the transmitter. Note: the specific range within which wireless access is available can be influenced by several things. A lot of metal, lead in glass, and reinforced concrete may reduce signal strength. **It is estimated that approximately 50 Access Points will need to be installed to cover the initial corridors. The budgetary cost of \$80,000 includes design, installation, hardware, fiber termination, internet access, and equipment warranty for the first year. If any additional fiber needs to be run this cost will go up.**

As with any Internet access you 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, they do not provide direct support to users of this service. A knowledgeable friend or network administrator from your carrier may help if you have problems connecting.

Expanding Downtown free Wi-Fi access provides public connections which help to promote the urban community by attracting people and business to Downtown. Expanding this free service may be a function of the network that is already in place and will help bring more customers Downtown and encourage business growth.

Project Name: “Riverwalk Project” Informational & Wayfinding App

Plan Schedule: 2018-2025

Supporting Redevelopment Goals:

Estimated Cost: \$201,400

Comprehensive Plan Consistency:

Future Land Use Objective 2.3
 Future Land Use Policies 2.3.5, 2.3.6 and 2.3.15
 Transportation Policies 1.5.9 and 1.6.1
 Housing Policy 1.4.7



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The “Riverwalk 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 people who might not own or use a smart phone. In addition to the app, there will be a robust website that mirrors the functionality and features of the app. It will also incorporate features and functionality that the app does not have, but are more conducive to a passive viewer interacting with a website from a desktop or laptop.

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 Platform	\$ 23,100
Three Guided Tours	\$ 32,400
Aggregation of Places	\$ 24,750
Profile, Login, Third Party App Integration	\$ 13,050
Business and Sponsor Analytic Dashboard	\$ 11,850
User Enhancement for Places	\$ 29,400
Subscription Channels	\$ 15,300
Friends	\$ 17,850
Business Enhancement for Places	\$ 13,500
Sight Seen	\$ 14,400
Popular	\$ 2,250
Other Direct Costs	\$ 3,550



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

Plan Schedule: 2017-2025

Supporting Redevelopment Goals:

Estimated Cost: TBD

Comprehensive Plan Consistency:

Future Land Use Objective 2.3
Future Land Use Policies 2.3.6 and 2.3.7



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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.

- **Key Point #1:** Parks that serve as central walking, resting, and meeting places can revive failing or threatened commercial areas.
- **Key Point #2:** Renewal takes leadership, vision, and time; with these three ingredients, revitalization tends to attract ever more investment.
- **Key Point #3:** Community residents and the city, working together on a neighborhood park project can turn around a distressed residential area.
- **Key Point #4:** Parks do not automatically lead to neighborhood revival; before investing, the city should make sure the relation of a park to its surrounding neighborhood will allow revitalization.

When careful attention is given to selective park creation or improvement, it will likely have a great impact. Elements to keep in mind when hoping to use city parks for community revitalization:

1. **PHYSICAL:** A park should be both a worthwhile destination in itself and attractive walking route to use in the course of doing other business.
2. **POLITICAL:** Creating a park – or repairing it – should provide the opportunity for people in the neighborhood to get to know each other and work together for the greater good.
3. **ECONOMIC:** The Park should create a distinctive presence that it gives retailers and opportunity to play off the “signature” and redouble the district's vitality. For a park in a residential area, the distinctiveness should give homeowners the confidence to renovate and upgrade.
4. **CONTEXT:** The Park must be located in a community that has the physical space, economic opportunity, and political commitment to revitalize.

Increasing the supply of residential units at strategic locations in either the Northbank Downtown or Southside CRAs 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.

The following summarizes the Project for Public Spaces' 9 Steps to Creating a Great Waterfront: Develop a Downtown 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: LaVilla Catalyst Site

Plan Schedule: Market-driven

Supporting Redevelopment Goals:



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Comprehensive Plan Consistency:

Future Land Use Objective 2.3
Future Land Use Policies 2.3.8, 2.3.11 and 2.3.15
Transportation Policy 1.5.1
Housing Policies 1.2.14 and 1.4.7



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 Plan recommends 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.

JTA has future plans for the subject parcels that will include the Jacksonville Regional Transportation Center (JRTC) office structure primarily for Jacksonville Transportation Authority (JTA). As planned, the JRTC will connect 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 and dense metropolitan center with mixed-income housing, retail and office development with a direct connection to a proposed regional transportation hub.

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 this location. It may be that the publicly-owned property could also be utilized for expansion of the convention center's meeting and exhibition space as well as a hotel. A feasibility study would ascertain whether the Prime Osborn is appropriate for niche large shows or whether the highest and best use is something else and shift the focus on large conventions to the central core.

The DIA will insist that redevelopment of the site reinforce LaVilla's role as an important center of African-American heritage and Downtown'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 as a catalyst to nurture an academic environment Downtown.

Project Name: Former Duval County Courthouse Catalyst Site

Plan Schedule: Market-driven

Supporting Redevelopment Goals:

Comprehensive Plan Consistency:

Future Land Use Objective 2.3

Future Land Use Policies 2.3.6, 2.3.8, 2.3.11 and 2.3.15



Downtown
Epicenter



24-7
Downtown



Healthy
Design



Strategic
Partnerships



Pedestrian
Access



River
Access



Urban
Living

Retail activities that are most appropriate for a downtown area, and most supportive of the type of vibrant Downtowns that is being sought, have changed considerably. The Northbank District has an energized entertainment district currently named in the Ordinance Code as E-Town. However, it is widely known as "The Elbow". The Elbow's boundary consists of E-Town and the Forsyth and Adams Street Corridors. More specifically, Bay Street from Liberty to Ocean; Ocean Street from Bay Street to Forsyth and Adams Streets; Forsyth and Adams Streets from Newnan to Main Street.

Given the Plan's near-term recommendation to rebrand the district's name to "The Elbow," and amend the boundary, both outlined in the *Ordinance Code*, with more of an emphasis on entertainment-oriented retailing, the adjacent Former Duval County Courthouse Site could offer specialty retailing that can only be found in unique locations along the St. Johns River with a mix of retail activities that reflect these trends. The site is well-suited for a new iconic attraction or venue to invigorate Downtown Jacksonville and increase the number of visitors. The DIA should support private investment to integrate current activities and events at the Jacksonville Landing, "The Elbow," and Hyatt Regency at this site to enhance the daytime, nighttime and weekend appeal of Downtown Jacksonville. The companion Business Investment and Development Strategy includes a market feasibility of the catalyst site and what mix of uses could likely succeed at this location. The site is well-suited for large scale, mixed-use development centered around sports, entertainment, and tourism. It demands world class design, developers, and international capital to realize a riverfront suitable for receiving major national events and conventions, if coupled with adjacent sites. 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; and
- Consideration should be given to the existing overwater parking deck to remove or improve as a priority for the redevelopment of the former Duval County Courthouse.

Project Name: Snyder Memorial Church Catalyst Site

Plan Schedule: Market-driven

Supporting Redevelopment Goals:

Comprehensive Plan Consistency:

Future Land Use Objective 2.3
Future Land Use Policies 2.3.8, 2.3.11 and 2.3.15
Transportation Policy 1.5.1
Housing Policies 1.2.14 and 1.4.7



Downtown
Epicenter



24-7
Downtown



Healthy
Design



Strategic
Partnerships



Pedestrian
Access



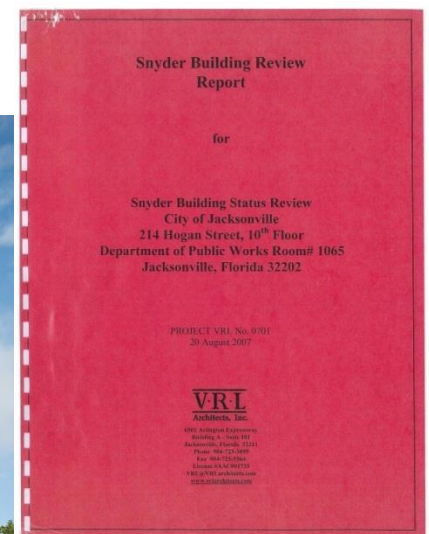
River
Access



Urban
Living

To augment the programming efforts at Hemming Plaza, the 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, 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.

In 2013, the Public Works Department began work on the stabilization of the east wall. The DIA should work in concert with the property manager for Hemming Plaza to ascertain an optimal user for the Snyder Memorial Church that can bolster and support the event programming going on in the vicinity. The 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: Shipyards Catalyst Site

Plan Schedule: Market-driven

Supporting Redevelopment Goals:



Comprehensive Plan Consistency:

Future Land Use Objective 2.3
Future Land Use Policies 2.3.6, 2.3.8, 2.3.11 and 2.3.15
Transportation Policy 1.5.1
Housing Policy 1.2.14

Relative to long-term strategies, the 46-acre Shipyards Site is located between a convention hotel and the sports complex and a likely location for distinctive themed entertainment-oriented destinations. It is capable of accommodating 400,000 square feet or more of retail and has previously been identified for future retail development. The importance of residential proximity is most evident with the nearby Plaza Condominiums at Berkman Plaza, The Carling, and Parks at the Cathedral townhomes. A new iconic attraction or venue should be planned for and developed to invigorate the Shipyards and increase the number of visitors. Possible examples include aquarium/marine life exhibits, U.S. Navy ship museum, water park with a link to Metroploitan Park, waterfront-oriented residential community and marina, support retail and restaurants.



This site is well-positioned to support ancillary activities from the sports complex as well as from “The Elbow” that could enhance the daytime, nighttime and weekend appeal of Downtown. Sports-related interactive destination entertainment park and unique dining and drinking establishments could be located within a short distance from the action at the Baseball Grounds and EverBank Field. Events such as concerts, shows, and sporting events can be longer, more enjoyable, and more diverse experiences if related attractions are located near the venues. Using a public-private partnership, the DIA could contribute the land, offer property tax-abatement, and job-creation grants, and a portion of the construction cost and the private developer and its investors contribute the balance and receive the profits for a period of time. At that point the assets revert to the DIA and could be continued, relocated nearby, or discontinued.

It is not unreasonable to assume that a small commercial district could arise within the Shipyards. It would be more of a convenience retail center for nearby residents than a destination center as that proposed for the Jacksonville Landing and former Duval County Courthouse Catalyst Site. The companion Business Investment and Development Strategy includes a market feasibility study of the Shipyards Catalyst Site that may advise potential private sector investors about what sort of uses would be distinctive and attract large numbers of visitors serving as a catalyst for other development. The site is well-suited for large scale, mixed-use development centered around sports, entertainment, and tourism. It demands world class design, developers, and international capital to realize a well-designed, world-class, higher and riverfront suitable for receiving major national events and conventions. Metropolitan Park serves as a perfect location for outdoor entertainment and would be the perfect complement to a well-conceived Shipyards development.

Project Name: Hemming Plaza Lighting Improvements

Plan Schedule: 2014-2019

Supporting Redevelopment Goals:

Estimated Cost:

Comprehensive Plan Consistency:

Future Land Use Policies 2.3.5, 2.3.6 and 2.3.15
Transportation Policy 1.5.1
Housing Policy 1.4.7



Downtown
Epicenter



24-7
Downtown



Simplified
Permitting



Public/Private
Partnerships



Pedestrian
Access



River
Access



Urban
Living

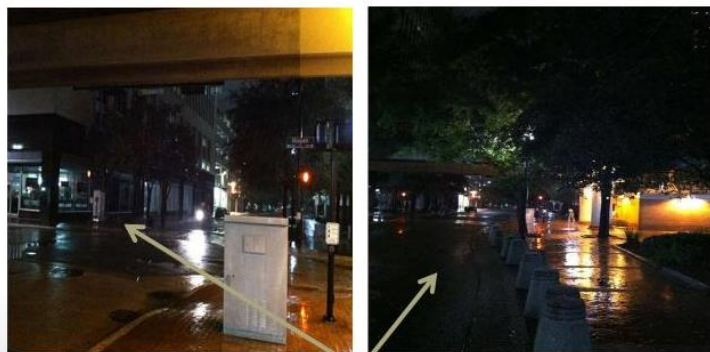
In late 2013 the Jacksonville Sheriff's Office conducted a Downtown Lighting Evaluation. After inspecting a summary of lighting assets provided by JEA, one distinct evaluation "hot spot" selected by JSO based upon current crime analysis information contains Hemming Plaza and the City Hall at St. James.

A majority of its legitimate use is mainly during business hours. During the evening, late night, and on the weekends, the area is often overwhelmed by the local transient population. The Hemming Plaza vicinity has a large number of lighting fixtures, but the wattage (foot candles) at ground level is extremely low. The fixtures do not contain any cut-offs to reduce glare, and therefore negatively impact the legitimate user's ability to see at night.

In addition, the lighting design places a significant amount of lighting fixtures along the outer perimeter of the property. In addition to the previous issues, this creates a silhouette lighting scheme with the already limited available light. The Plan Update recommends all of these fixtures be reviewed and evaluated for effectiveness to include removing any unnecessary lights if needed. It is highly recommended that the lighting wattages be increased from the lower 150-175 watt fixtures currently installed. The new lighting should meet or exceed 3fc (horizontal) at ground level with a uniformity no greater than 4:1. In addition, a lighting plan should be reviewed for the center area of Hemming Plaza and should include a plan that also provides sufficient lighting for all other public access areas.



A large number of installed lighting (particularly in the Hemming plaza park area) were either obstructed, or fully concealed by existing vegetation. As a result, numerous concealment areas, and dark locations were created.



Although the lights bordering the park were sufficient, nearby streets lacked sufficient lighting. It is recommended that additional (non-sodium) lighting be installed.

This area has a significant number of lights, almost to the point of being excessive. A vast majority of the lighting at this location was non-directional and contained no protection from glare or light trespass/pollution. Some of the lighting fixtures appeared to be broken and were not operational. A large number of installed lighting, particularly in the Hemming Plaza were either obstructed or fully concealed by existing vegetation resulting in numerous concealment areas and the creation of dark locations. Although the lights bordering the Plaza were sufficient, nearby streets lacked sufficient lighting (see photo below). The Plan Update recommends that additional (non-sodium) lighting be installed.



DOWNTOWN JACKSONVILLE

Community Redevelopment Plan

Section 7 Southside CRA

Legal Description

•

Existing Conditions

•

Residential Use Element

•

Neighborhood Impact Assessment

•

CRA Plan Umbrellas

•

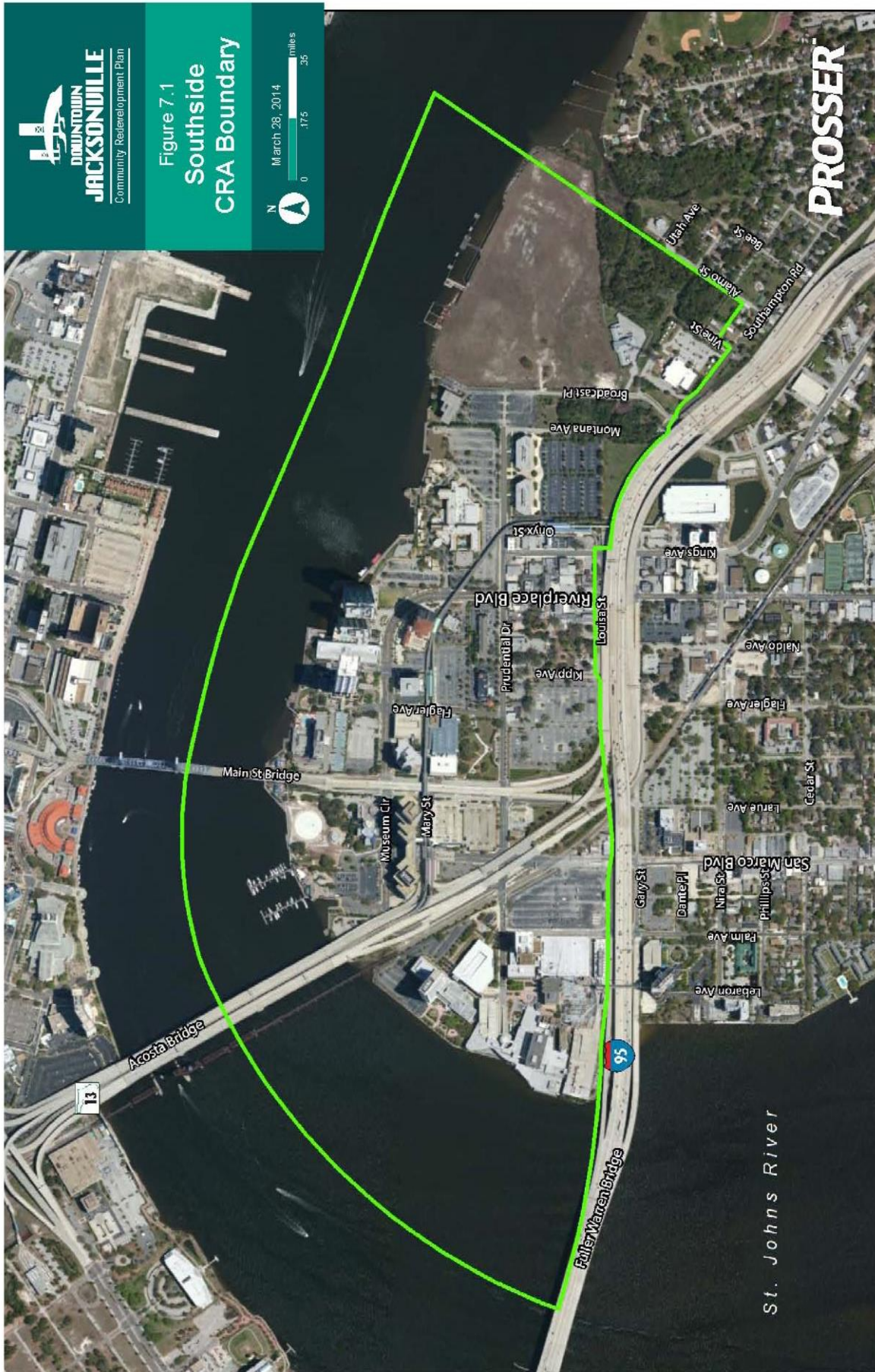
Redevelopment Projects

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.



7.2

Existing Conditions

The following demographics provided are derived from the U.S. Census Bureau's 2010 Demographic Profile. It is important to note that the 2010 U.S. Census does not provide income data at the Block Group ("BG") level, only at the Census Tract ("CT") level. In addition, the age thresholds vary between CTs and BGs; CTs age thresholds are "Average Age 19 and Under" and "Average Age 62 and Older;" BGs age thresholds are "Average Age 18 and Under" and "Average Age 65 and Older." To differentiate, there are data sets for households and housing units. Households are units that are occupied. Housing units are the housing structures, the units. This BG data is summarized for the Southside CRA.

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. This is the reason for going one step further in providing the relevant BGs which are located within the CT and within the Southside CRA.

The Southside CRA has a total population of 834 persons, having a median age of 42, consisting of 77 people at the age of 18 and under, and 62 people at the age of 65 and older. The male population consists of 459 persons and female of 375. The racial and ethnic profile is diverse, being comprised of: 669 white, 97 black, 1 American Indian, 44 Asian, and 49 Hispanic.

The household composition reflects that there are 501 households within the Southside CRA with 197 of those households being family households (39.3%). The average household size is 1.80 persons with an average family household of 2.10 persons. The housing tenure consists of 701 total housing units with 501 of them being occupied (71%). Of those units that are occupied, 102 are owner-occupied and 399 are renter-occupied units, leaving 200 (28.5%) 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 \$39,518 with married couple families having a median household income of \$78,203. The median income for white households is \$42,533; \$22,022 for black households; and \$26,314 for senior households.

Table 7.2.1
Southside CRA Population

Census Tract ⁽¹⁾	Total Population	Male	Female	Median Age	Age 18 & under	Age 65 and Older
8	834	459	375	42	77	62

Source: Profile of General Population and Housing Characteristics, U.S. Census Bureau's 2010 Demographic Profile

(1) Southside CRA located entirely within Census Tract 8

Table 7.2.2
Southside CRA Population by Race and Ethnicity

Census Tract ⁽¹⁾	Total Population	White	Black	American Indian	Asian	Pacific Islander	Hispanic
8	834	669	97	1	44	0	49

Source: Profile of General Population and Housing Characteristics, U.S. Census Bureau's 2010 Demographic Profile

(1) Southside CRA resides entirely within Census Tract 8

Table 7.2.3
Southside CRA Household Composition

Census Tract ⁽¹⁾	Total Households	Family Households	Percentage of Total Households	Average Household Size	Average Family Size
8	501	197	39.3%	1.80	2.10

Source: Profile of General Population and Housing Characteristics, U.S. Census Bureau's 2010 Demographic Profile

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

Table 7.2.4
Southside CRA Housing Tenure

Census Tract ⁽¹⁾	Total Units	Total Occupied Units	Percentage of Total Units	Owner Occupied	Renter-Occupied Units	Total Vacant Units	Percentage of Total Units
8	701	501	71%	102	399	200	28.5%

Source: Profile of General Population and Housing Characteristics, U.S. Census Bureau's 2010 Demographic Profile

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

Table 7.2.5
Southside CRA Household Income

Census Tract	Median HH Income	Median Income White HH	Median Income Black HH	Median Income Senior HH	Married Couple Families
8	\$ 39,518	\$ 42,533	\$ 22,022	\$ 26,314	\$ 78,203

Source: Median Income in the Past Twelve Months (In 2012 Inflation-Adjusted Dollars), U.S. Census, American Community Survey, 5 Year Estimates

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Zoning Regulations

In order to promote mixed-use development in Downtown Jacksonville, the Downtown Overlay Zone was created to give special consideration to certain uses and design elements due to the unique characteristics of the Downtown community redevelopment areas. This was necessary because certain types of development may not be permitted in or meet all of the requirements of a conventional zoning district. The Downtown Overlay Zone and Downtown District 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 as a desirable high density, mixed-use area by maximizing the use of all available resources, ensuring a high degree of compatibility between new and existing uses, promoting mixed use development, streamlining the review and approval process for projects, and ensuring quality development that is in keeping with the traditional downtown urban fabric.

Figures 7.4 and 7.5 on pages VII-12 and VII-13, respectively, illustrate two zoning maps for the Southside CRA. Figure 7.4 illustrates the Downtown Zoning Overlay and Figure 7.5 illustrates the conventional zoning categories. The Downtown Zoning Overlay, including the ten (10) Downtown Districts established therein, is established as the zoning district within Downtown Jacksonville. The proposed land uses and design objectives contained in the 2000 Downtown Master Plan established the basis for the Overlay. It is intended to promote and encourage revitalization and growth in Downtown Jacksonville by maximizing the use of all available resources, ensuring a high degree of compatibility between new and existing uses, promoting mixed-use developments, streamlining the review and approval process for projects, and ensuring quality development. The Southside CRA is composed of a single Downtown District. Listed below are what uses are permissible within the Southbank District, which constitutes the entire Southside CRA.

- (a) Retail and wholesale sales of food and drugs, wearing apparel, toys, sundries and notions, books and stationery and newsstands, leather goods and luggage, jewelry stores, watch repairs and pawnshops, art, camera and photographic supplies (including camera repair), sporting goods, hobby shops, and pet shops (but not including animal kennels or veterinarians), musical instruments, florist or gift shops, delicatessens, bakeries, home furnishings and appliances (including repair incidental to sale), office merchandise in completely enclosed buildings, hardware, new automobile parts (including rebuilt parts but not installation, repair or rebuilding of parts) and accessories and similar uses
- (b) Service establishments such as barber or beauty shops, shoe repair shops, interior decorators, reducing salons or gymnasiums, tailors or dressmakers, radio and television broadcasting offices and studios (but not antenna or transmitting facilities), funeral homes, marinas, blueprinting, job printing, newspapers, radio and television repair shops, travel agencies, employment offices (but not day labor pools) and similar uses
- (c) Other Service establishments including, rental of automotive vehicles, automated carwashes, laundry or dry cleaning pick up or drop off establishments with no cleaning to occur on premises, veterinarians or animal boarding kennels, carpenter or cabinet shops and similar uses
- (d) Restaurants including the outdoor sale and service of food but not drive-in or drive-thru facilities
- (e) Banks (but not drive-thru tellers), loan companies, mortgage brokers, stockbrokers and similar financial institutions
- (f) All types of professional and business offices, union halls and similar uses (excluding day labor pools)

- (g) Commercial, recreational or entertainment facilities in completely enclosed buildings or outdoors such as billiard parlors, bowling alleys, swimming pools, skating rinks, dance halls, carnivals or circuses, theaters (including open-air theaters), pony rides, athletic complexes, arenas, auditoriums, convention centers, go-cart tracks, driving ranges and similar uses
- (h) Schools, colleges, universities, business, trade or vocational schools, art galleries, museums, community centers, dance, art or music studios, and similar uses
- (i) Hotels and motels
- (j) Fruit, vegetable, poultry or fish markets
- (k) Establishments or facilities, including nightclubs, which include the retail sale and service of all alcoholic beverages for either on-premises or off-premises consumption, or both, subject to the provisions of Part 8 (Alcoholic Beverages) of Chapter 656, *Ordinance Code*
- (l) Automobile parking garages
- (m) Commercial parking lots
- (n) Accessory parking lots
- (o) Multiple-family dwellings
- (p) Private clubs
- (q) Day care or adult care centers
- (r) Medical or dental laboratories and manufacture of associated products
- (s) Marinas, and
- (t) Public utilities such as lift stations, pump stations, wells, electric substations and chilled water plants

Among those uses that are expressly prohibited within the Southbank District are:

- (a) Housing for the elderly
- (b) Churches, including a rectory and similar uses
- (c) Medical or dental clinics
- (d) Filling or fueling stations
- (e) Warehousing, storage or distributorship businesses, and
- (f) Personal property storage establishments

The Downtown Overlay Zone ensures the implementation of the Plan based on the following principles:

- (a) A diverse mix of land uses shall always be permitted in Downtown Jacksonville;
- (b) Downtown Jacksonville shall be promoted as a viable and vital residential area and residential uses are an acceptable land use anywhere Downtown;
- (c) The marketplace, not regulations, should be the primary force driving the mix of land uses;
- (d) Appropriate overlay zone standards and design review criteria shall be the principal tools to ensure compatible, high quality development;
- (e) Quality public spaces such as streets, sidewalks, parks, and squares where citizens come to know each other and watch over their collective security shall be provided;
- (f) Overlay zone standards may vary within Downtown Districts in order to achieve long-term planning objectives;

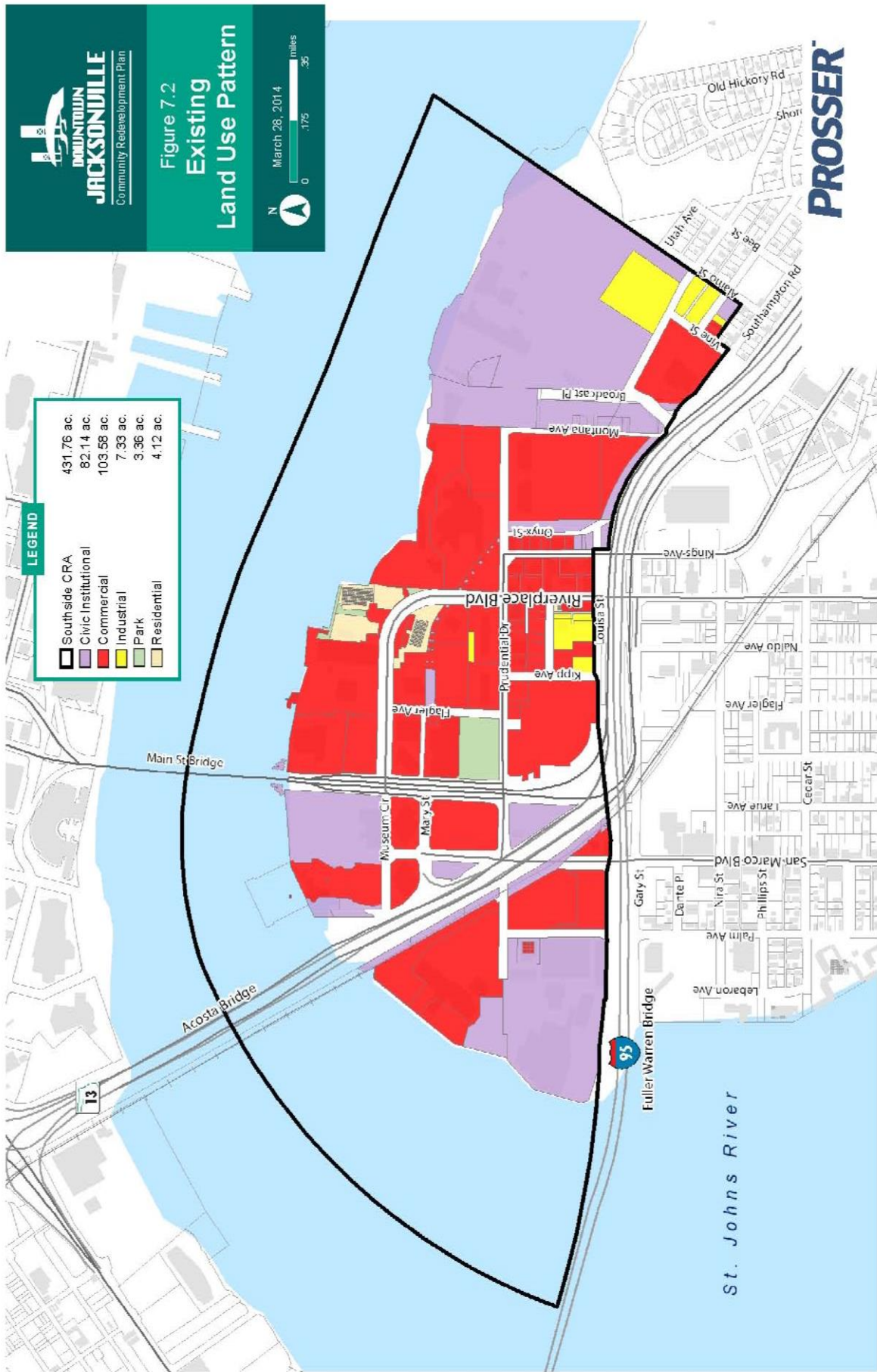
- (g) Development regulations shall promote the continued use and/or redevelopment of historical and older structures;
- (h) Building densities that support the use of mass transit shall be established and strategically located and off-street parking space requirements shall be eliminated in the core area and reduced in other Downtown areas, except for new residential uses;
- (i) Parking garages shall incorporate active uses on the ground floor in order to engage pedestrians and surface parking lots shall be discouraged unless landscaping and architectural treatments are incorporated to soften their appearance; and
- (j) Parking minimums and maximums shall be established to promote the use of peripheral parking associated with the JTA Skyway and other forms of mass transit.

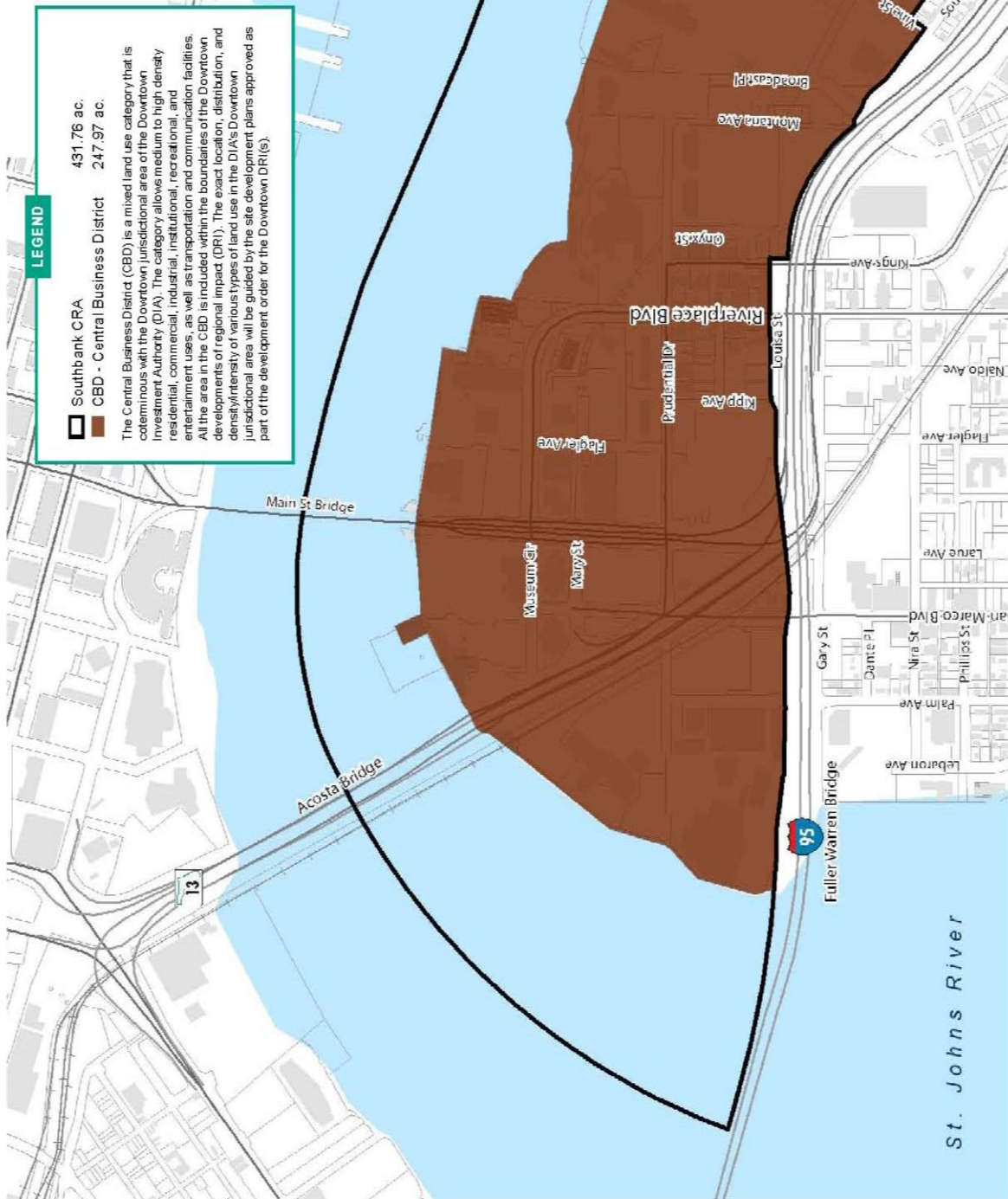
All new and rehabilitation projects require DRI development rights, which are made available through the Consolidated Downtown DRI DO. The Downtown Zoning Overlay requires a developer of a proposed project to obtain DRI development rights prior to receiving final Downtown Development Review Board (DDRB) approval. DRI development rights are allocated to a developer through a Redevelopment Agreement negotiated with the DIA and approved by the Jacksonville City Council. Developers are required to mitigate the impacts of their proposed development by adhering to the Consolidated Downtown DRI DO conditions and agreeing to applicable TCEA Mobility Performance Standards.

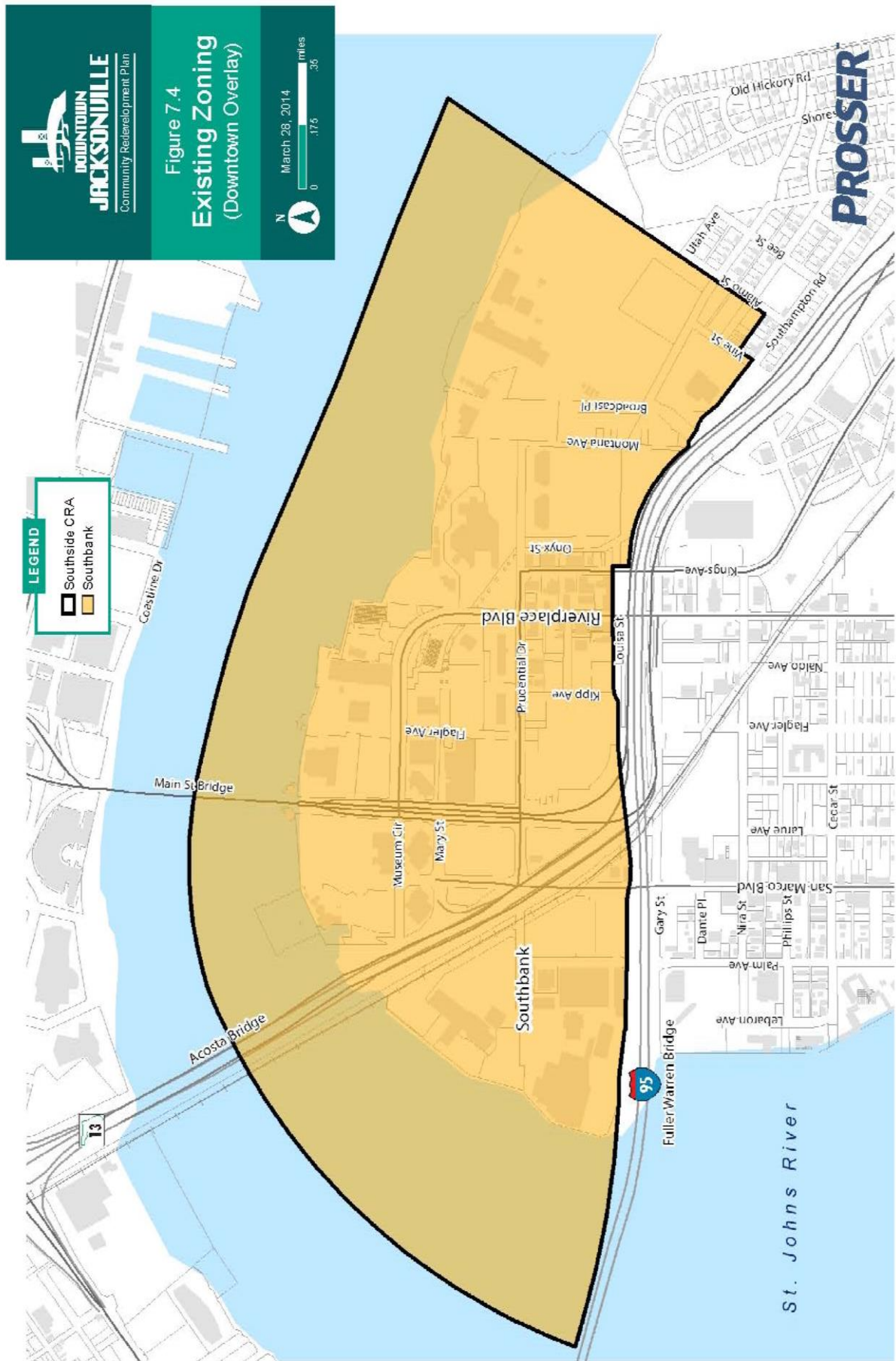
Limitations on the type, size, height, number, and proposed use of buildings are dictated by the Downtown Zoning Overlay. Appendix C contains the Downtown Design Guidelines.

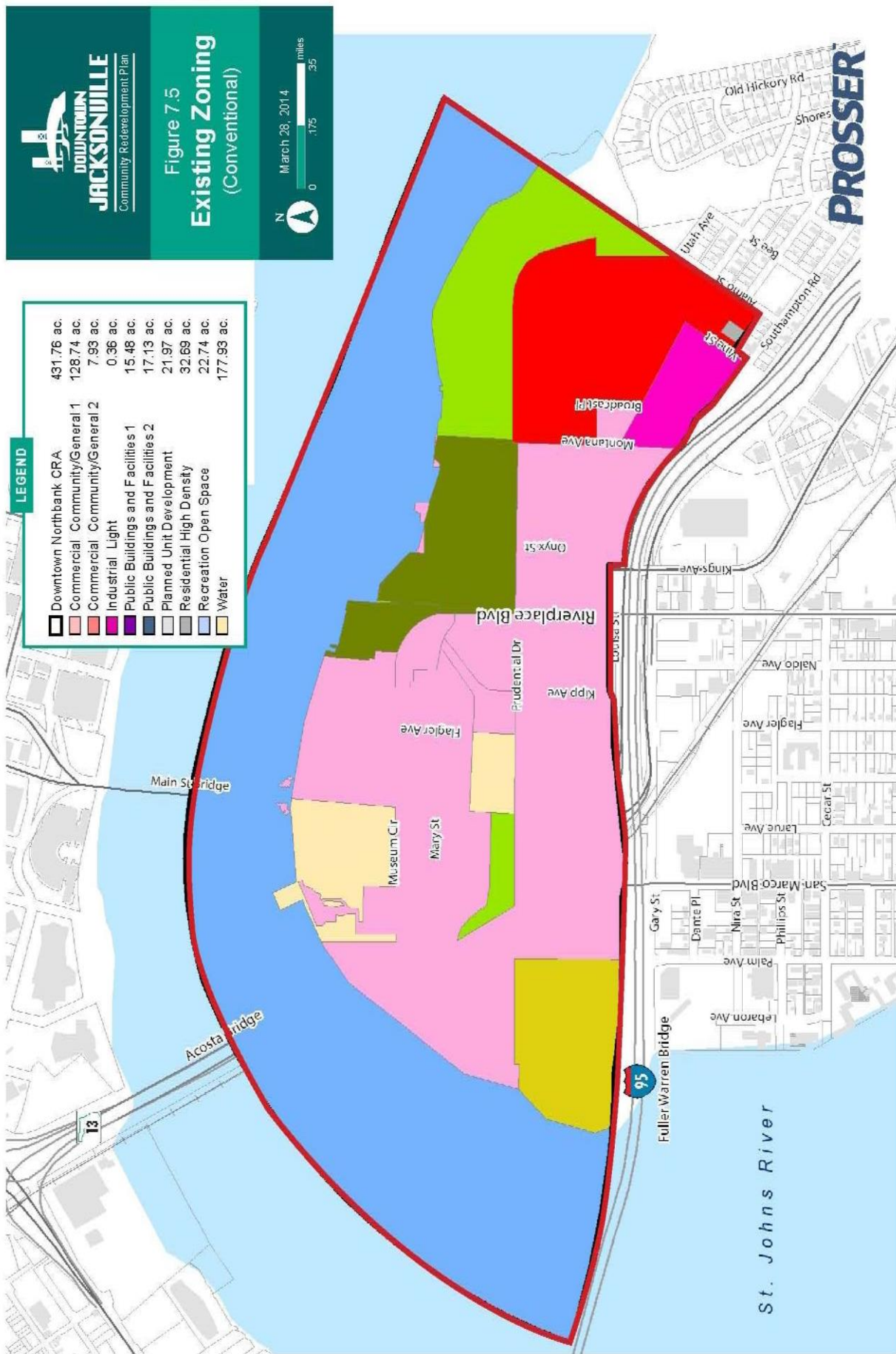
There is only one structure located within the Southside CRA designated a Local Landmark by the Jacksonville City Council: **the pole sign for BB's Restaurant at 1019 Hendricks Avenue.**







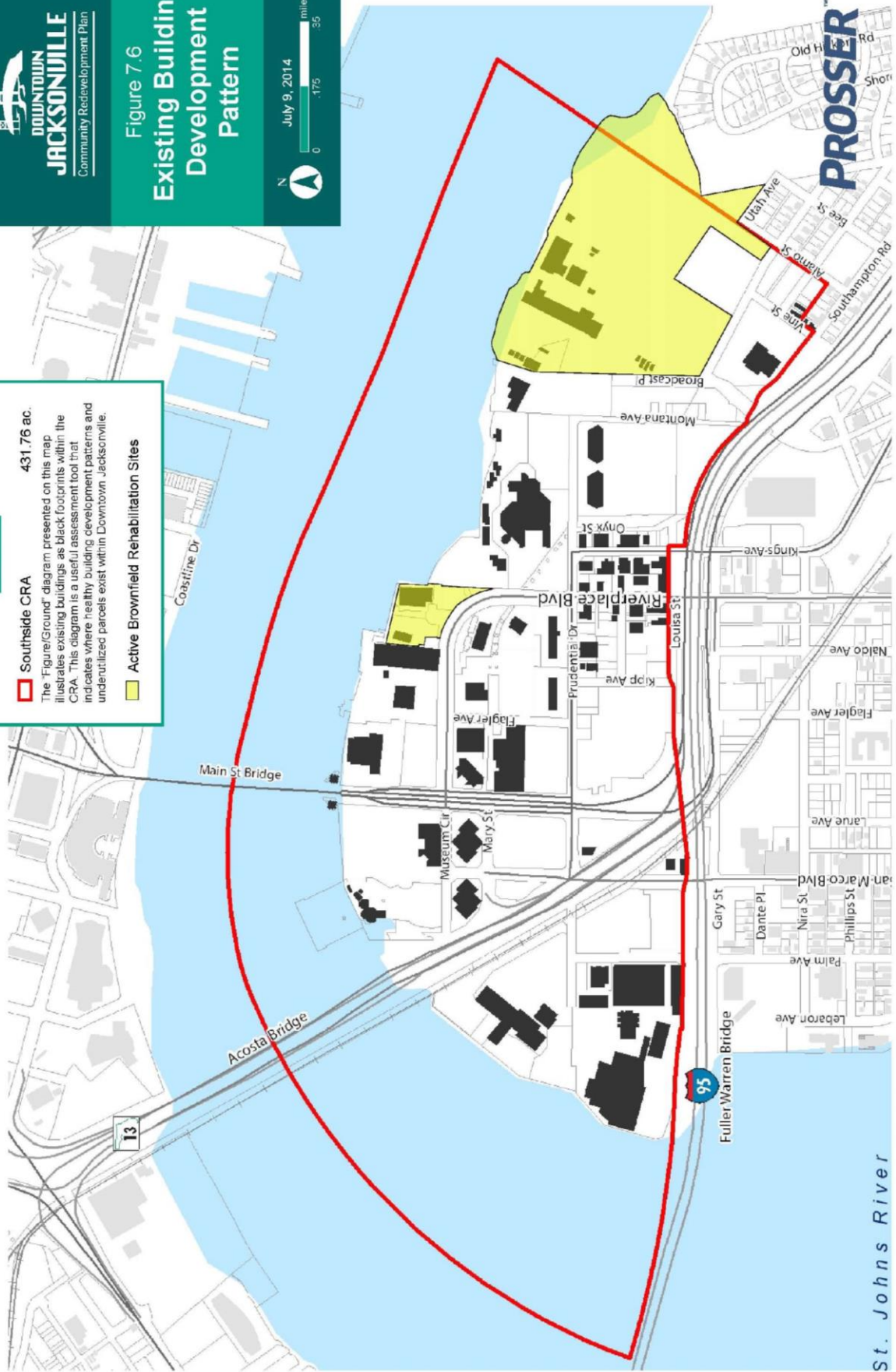


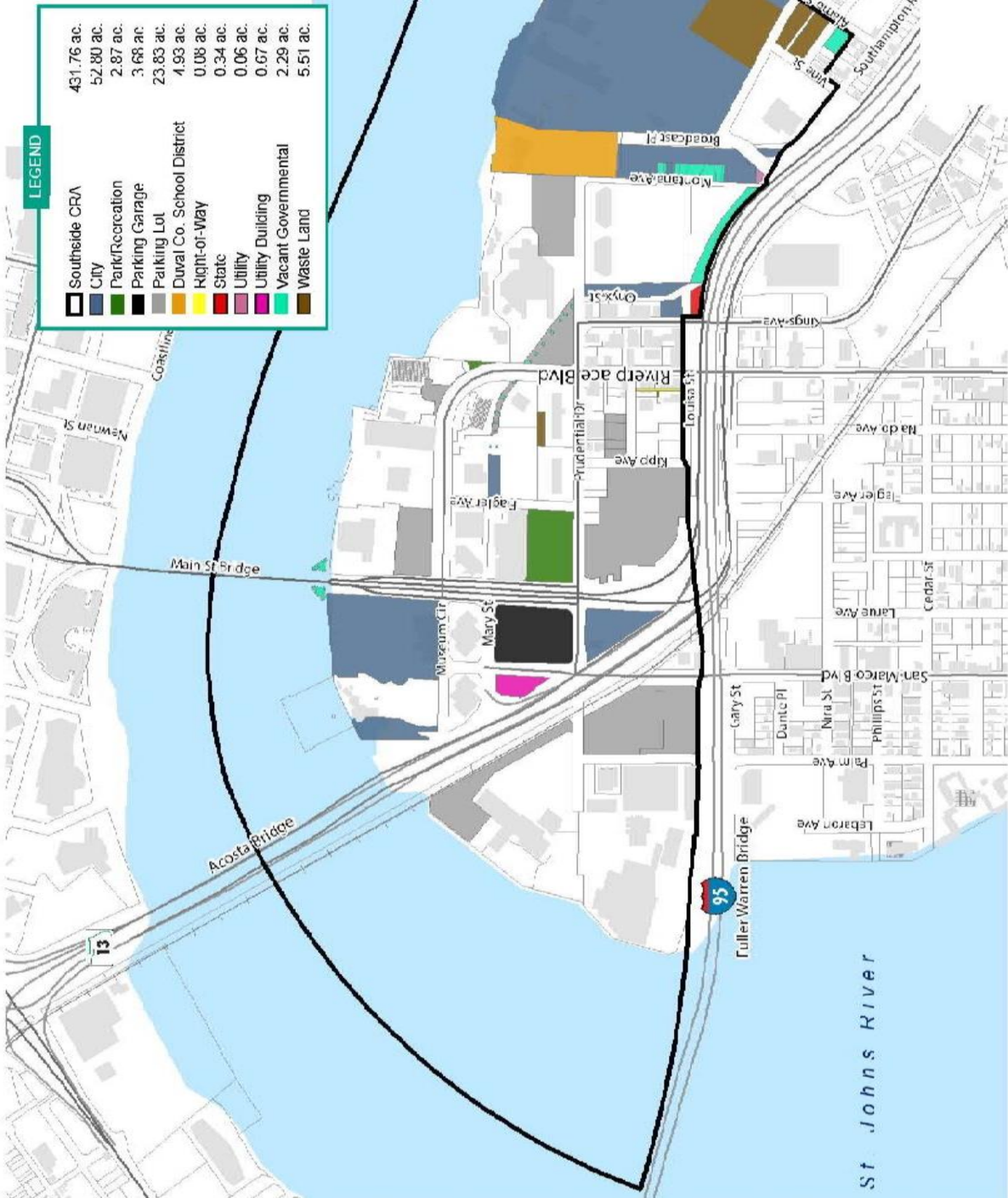


LEGEND

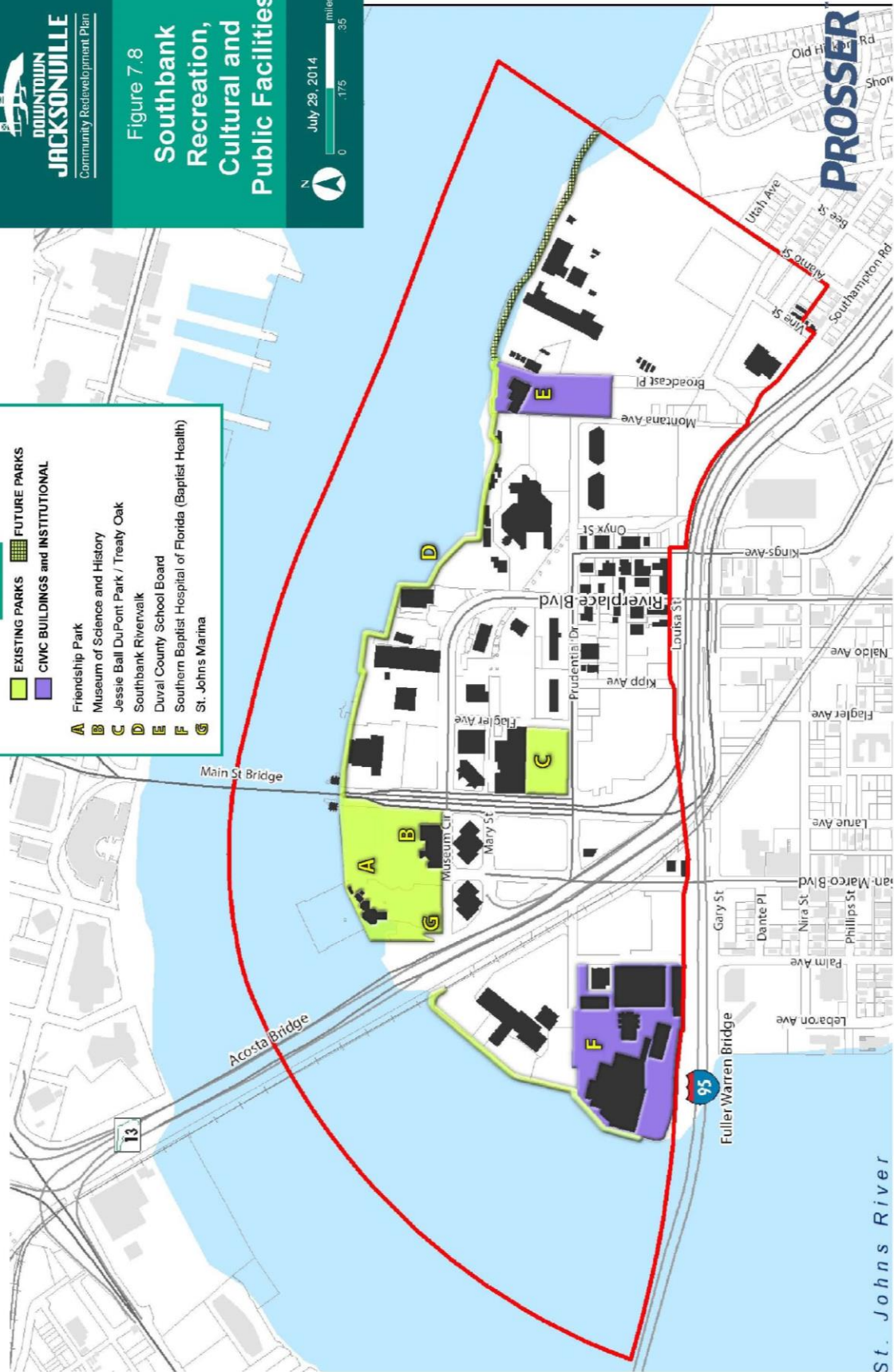
 Southside CRA 431.76 ac.
The "Figure/Ground" diagram presented on this map illustrates existing buildings as black footprints within the CRA. This diagram is a useful assessment tool that indicates where healthy building development patterns and underutilized parcels exist within Downtown Jacksonville.

 Active Brownfield Rehabilitation Sites





- LEGEND**
- EXISTING PARKS
 - FUTURE PARKS
 - CIVIC BUILDINGS and INSTITUTIONAL
- A** Friendship Park
B Museum of Science and History
C Jessie Ball DuPont Park / Treaty Oak
D Southbank Riverwalk
E Duval County School Board
F Southern Baptist Hospital of Florida (Baptist Health)
G St. Johns Marina



7.3

Residential Use Element

A	Home Street Lofts	12 Units
B	San Marco Place	141 Units
C	The Peninsula at St. Johns	234 Units
D	The Strand at St. Johns	295 Units
		682 Units



Proposed Housing

The Redevelopment Plan seeks to integrate workforce housing into future DIA community planning initiatives. For purposes of this 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 such as utility lines and transit. 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;
- Setting aside a percentage of housing incentive programs for moderate and below moderate income households;
- 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.

7.4

Neighborhood Impact Assessment

The 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

Promenades/Plazas/Places

- Southbank Riverwalk
- Friendship Fountain

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)

Parks and Open Space

- Friendship Park
- Jessie Ball DuPont Park / Treaty Oak
- Southbank Riverwalk

With the maintenance of existing parks and the addition of pop up parks and pocket parks where vacant dilapidated parcels currently exist; the Downtown 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 parks together. Improving the appeal and safety of the Downtown 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 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 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 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 original community redevelopment plans were adopted, 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 Downtown community redevelopment areas 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 any available capacity for public schools in close proximity to Downtown Jacksonville. The residential development programs identified within the Plan are not expected to adversely affect school populations.

Table 7.4.1 Duval County Public Schools In and Around Downtown Jacksonville				
School Name and Location	Magnet School	Enrollment Capacity	Current Enrollment (Percent of Capacity)	School Performance Grade (2012)
John E. Ford Pre K-8 (#154) 1137 Cleveland Street, 32209	Yes	681	696 (102%)	C
Richard L. Brown Elementary (#148) 1535 Milnor Street, 32206	Yes	758	509 (67%)	C
Central Riverside Elementary (#18) 2555 Gilmore Street, 32204	Yes	426	408 (96%)	A
Spring Park Elementary (#72) 2250 Spring Park Road, 32207	Yes	504	442 (88%)	A
Matthew W. Gilbert Middle (#146) 1424 Franklin Street, 32206	Yes	776	471 (61%)	D
LaVilla Middle School for the Arts (#267) 501 North David Street, 32202	Yes	765	1,128 (148%)	A
Julia Landon Middle School (#31) 1819 Thatcher Avenue, 32207	Yes	735	747 (102%)	A
Andrew Jackson High School (#35) 3816 North Main Street, 32206	Yes	1,432	691 (48%)	P

Source: Duval County School District

Relocation of Displaced Residents and Businesses

Residential relocations are not currently contemplated by this 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.

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CRA Plan Umbrellas

Each Downtown Community Redevelopment Area (CRA) has a Redevelopment Plan that has a total life span of sixty (60) years. The Southside CRA Redevelopment Plan was adopted in 1980, expiring in 2040; the Northside West CRA Redevelopment Plan was adopted in 1981, expiring in 2041; and the Downtown East CRA Redevelopment Plan was adopted in 1984, expiring in 2044. While this Plan Update identifies certain specific projects and programs that the DIA seeks to implement for the redevelopment of Downtown, it cannot foresee all the possible challenges and opportunities for redevelopment that will come forward over that time frame. Therefore the 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 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

1. Economic Development

A key component required for successful redevelopment of Downtown is to increase the amount 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 Plan recommends the DIA pursue activities that support multi-family housing, office/retail development, and other commercial projects that spur economic development Downtown. While the DIA has developed some programs and projects

to spur retail and other commercial activities in the Downtown CRAs, the DIA cannot predict all manner of programs or projects that might be needed over the life of the Plan. Therefore while specific programs and projects are listed in the Plan, the DIA intends to develop additional programs and support additional projects in the future to spur economic development in Downtown. 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, 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. 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 will involve a number of Streetscape and Infrastructure projects. The Plan includes a number of specific projects of these types in the Southside CRA Project Listing (Section 7.6). However there may be additional projects that would further the redevelopment of Downtown. The DIA would use Redevelopment Trust Fund monies to help pay for these potential Streetscape projects which might include sidewalks, bicycle lanes, crosswalks, street trees, lighting, furnishings and landscaped medians. 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 with an emphasis on creating highly walkable neighborhood nodes. All Downtown infrastructure improvements shall accommodate pedestrians and bicyclists within existing street network to establish a dedicated network.

4. Parking

The revitalization of Downtown 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 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 area is critical. The DIA is addressing some aspects of parking for listed projects related to streetscapes, road diets, and street redesign but, there may be other projects or programs which could also improve parking management. The DIA would seek to implement these currently unknown projects or programs to facilitate development in Downtown. The acquisition of property, the demolition of non-historic buildings, and the disposition of property are tools the DIA may use to foster parking management in Downtown. The DIA would use Redevelopment Trust Fund monies to help pay for these potential parking projects.

5. Design Guidelines

The DIA is authorized to modify and enforce the Downtown Design Guidelines (included as **Appendix C**) to promote continuity throughout the redevelopment of Downtown. The DIA has oversight over the Downtown Design Review Board (the “DDRB”), which issues approvals of design compliance with the downtown design guidelines. 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 Downtown 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.

6. Historic Preservation

The Downtown urban core of Jacksonville is home to a great many historic structures. After the great fire of 1901 which decimated the Downtown area, the number of historic structures in Jacksonville was drastically reduced. Therefore the preservation of any historic buildings (whether currently designated as such or not) and the historic fabric itself is an extremely important aspect of the redevelopment of Downtown. The DIA may seek to assist the preservation of the historic fabric and historic structures in Downtown 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.

7. Housing

Having a critical mass of residents living in Downtown is essential to developing a thriving Downtown area and is an important element in the redevelopment of Downtown. There has been a consistent lack of housing options for those who work in Downtown and might like to live Downtown 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 Downtown 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, or to rehabilitate older rental housing stock. Therefore, while specific programs and projects are listed in the Plan, the DIA intends to develop additional programs and support additional projects in the future to spur housing development in Downtown. 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 for residents, employees, and visitors. The quality and quantity of these locations leave a lasting impression of what Downtown is, and is not. Additionally with an area in excess of eight (8) linear miles of riverfront running through the Downtown CRAs the development activity along this very special area is an important aspect the DIA will need to manage and incentivize as the entire Downtown is redeveloped. Therefore the DIA while currently proposing in the Plan some projects along the riverfront and for the development of park and other open spaces cannot foresee where these spaces will need to be located and developed, and how the riverfront can best be developed. The DIA in anticipation of these unknown needs intends to develop additional projects in the future to spur the development of parks and open space, and to maximize the impacts of riverfront development in Downtown. 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 Downtown 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. 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 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 Downtown CRAs including all due diligence costs.

10. Marketing, Festivals, Entertainment and Tourism

The public perception of Downtown is an important part of driving Downtown'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 the Downtown area can have a massive impact on how well and how quickly the redevelopment of Downtown occurs. Therefore the DIA needs the ability to inform the public about the improvements and energy in Downtown through an organized marketing campaign. This campaign should include festivals, events, entertainment, and efforts aimed at tourist attraction to Downtown, as well as earned and purchased media coverage. The campaign should help create and maintain the brand of Downtown 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, festivals and the encouragement of directing tourism into Downtown.

11. Culture, Arts, and Education

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

12. Community Health

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 community health 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 needs to address these community health concerns when evaluating projects, programs, and the overall direction the Downtown redevelopment activities are taking. The DIA has included community health concerns throughout the Plan; however the DIA cannot foresee the myriad of methods in which community health in Downtown 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.

7.6

Redevelopment Projects

Project Name: Riverplace Boulevard Road Diet

Plan Schedule: 2014-2015 (Multi-Year)

Supporting Redevelopment Goals:

Estimated Cost: \$5,500,000

Comprehensive Plan Consistency:

Housing Policy 1.4.7

Future Land Use Policies 2.3.5, 2.3.6, 2.3.13 and 2.3.15

Transportation Policies 1.5.1, 1.5.9, 1.6.1, 1.6.2 and 1.6.5



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Riverplace Boulevard connecting Main Street and Prudential Drive is oversized for an urban environment with more lanes than necessary to carry normal traffic volumes. The street is in need of a "road diet" to calm traffic and create a more pedestrian and bicycle friendly environment. Current traffic loads on Riverplace Boulevard do not warrant a five-lane facility.

High speed (40 mph and higher) boulevards are inappropriate for urban areas such as the Southside CRA. The travel lanes are wider than needed for neighborhood traffic levels and do little to calm vehicle speeds. Crash rates go up at higher speeds, while motorists desire to yield to pedestrians drops significantly. In recent years the local news media have reported on numerous traffic accidents involving excessive speeds on Riverplace Boulevard. Within the past five years there have been more than 100 reported traffic accidents, 42 of which involved hit-and-run.

It is becoming more common to see urban area multi-lane roadways being built or re-built with 12-foot and 11-foot travel lanes. The Plan's recommended road diet offers speed reductions, increased safety due to lower speeds, construction and right-of-way costs savings, reduced drainage and runoff problems, increased ease of safely getting across street to the River, and providing an attractive, pedestrian-friendly gateway to Downtown from neighboring San Marco to the south. A conceptual design for the return to a neighborhood street through road diet involves:

- Reduce the speed limit to 25 mph between Main Street and Prudential Drive;
- Reduce the number of vehicle travel lanes from five to two, each not more than 12 feet wide;
- Break up the continuity of the center turn lane with small landscaped medians that will maintain the ability for access to existing businesses;
- Replace the existing traffic signal at the entrance to the property address 1301 Riverplace Boulevard parking garage and the property address 1300 Riverplace Boulevard with a roundabout;
- Introduce a roundabout at the entry to the property address 1515 Prudential Drive;
- Increase the clear width of the sidewalks on both sides of the street to not less than 12 feet preferred;
- Introduce a dedicated bike path and/or multi-purpose path on each side of the road separated from the sidewalk by a landscape buffer and/or multi-use path;
- Introduce free (non-metered) on-street parking lanes along each side of the street;
- Clearly marked pedestrian crossings with paving treatment and appropriate curb ramps (see illustration below);
- Plant shade trees in bulb-outs and/or in planting strips along sidewalks; and
- Allow the placement of public art in the streetscape.

The allocations below are illustrative and subject to change.

	Option One (Parallel Parking)	Option Two (Angled Parking)
Site Preparation & Miscellaneous	\$ 748,190	\$ 744,670
Roadwork	\$ 789,650	\$ 765,720
Drainage	\$ 550,350	\$ 550,350
Signalization	\$ 439,850	\$ 439,850
Landscaping	\$ 66,110	\$ 68,000
Roadway Lighting	\$ 438,900	\$ 438,900
Bus Station Modifications (BOC to ROW)	\$ 199,260	\$ 199,260
Subtotal Project	\$ 3,232,310	\$ 3,206,750
Utilities (Water/Sewer)	\$ 484,850	\$ 481,010
Engineering Design	\$ 581,820	\$ 577,220
Construction Eng. Inspections	\$ 549,490	\$ 545,150
Contingency (20%)	\$ 646,460	\$ 641,350
Total Project Construction	\$ 5,494,930	\$ 5,451,480

Project Name: St. Johns River & Tributary Access

Plan Schedule: TBD

Supporting Redevelopment Goals:

Estimated Cost:

Comprehensive Plan Consistency:

Future Land Use Policy 2.3.6

Transportation Policies 1.5.1 and 1.5.3



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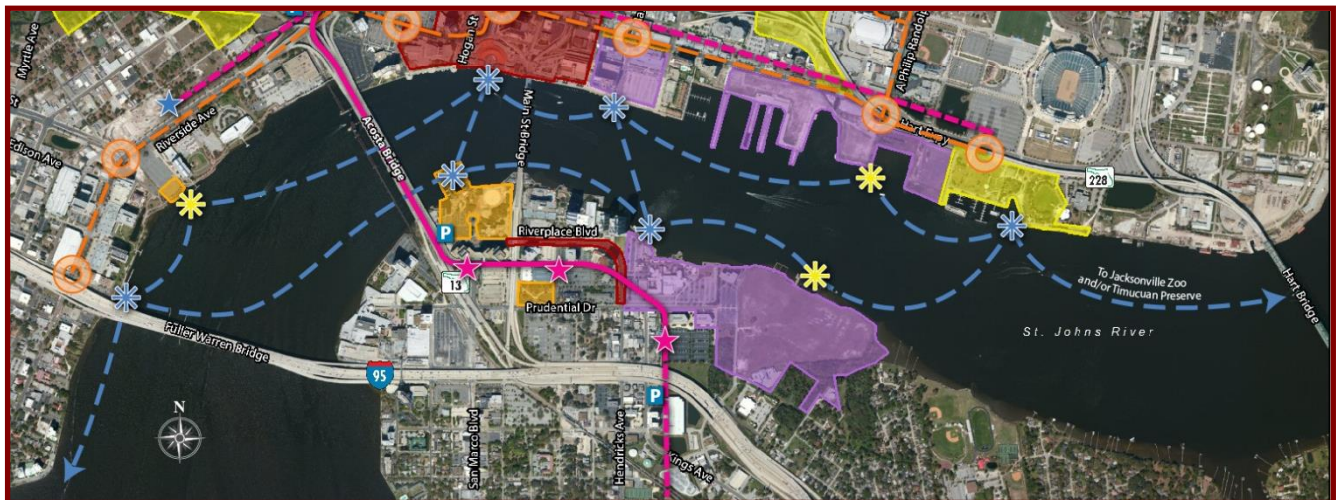
River
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The Plan recommends the creation of a network of sustainable water launches and increase access for the public to enjoy the St. Johns River. The DIA could bolster water access by improving identification of existing launches and creating new launches. An initial network might include the Main Launch at Friendship Park, the Riverside Arts Market floating dock, the aforementioned Gefen Park, floating platforms attached to Jacksonville Landing's floating dock, and the floating dock along the Northbank Riverwalk in front of the Former County Courthouse and City Hall Annex Catalyst Sites, Metropolitan Park Marina, and the School Board building. The network could be expanded in the future as redevelopment occurs at the Shipyards Catalyst Site and the Southbank Catalyst Site. The Southbank east of Peninsula is most conducive for non-motorized watercraft than the Northbank.

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, trash cans, picnic area, and maps or navigation guides.



Project Name: Redesign Friendship Park

Plan Schedule: 2017-2018

Supporting Redevelopment Goals:

Estimated Cost:

Comprehensive Plan Consistency:

Future Land Use Objective 2.3
Future Land Use Policies 2.3.6, 2.3.13 and 2.3.15
Transportation Policy 1.5.2
Housing Policy 1.4.7



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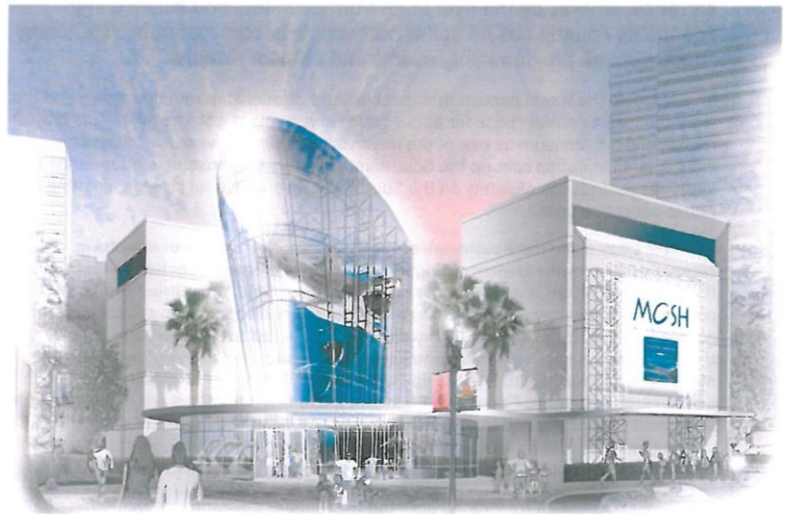


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Friendship Fountain creates an active connection to the river while MOSH is a key anchor for the Riverwalk and Main Street Bridge connector to Downtown's business and entertainment destinations. Despite MOSH's close proximity to Friendship Fountain, these two attractions are poorly integrated and could be repositioned to enhance the attractiveness and impact of each. MOSH's existing facility currently has an entrance situated away from the river and a riverfront façade that does not embrace Friendship Fountain and the river. This site can truly be iconic in its public space treatment and still accommodate redevelopment opportunities near the waterfront. The Plan recommends integrating MOSH and Southbank Riverwalk into a unified destination with shared events and activities. MOSH is the anchor institution with existing programming that sets a fresh and inspiring stage for learning and engagement while energizing the nearby riverwalk and fountain for outdoor venues and/or continuation of activities. Florida Friendly and waterfront friendly plants, landscaping design guidelines, and education should be an interactive feature within the park's design.

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 be aimed at increasing business volume, development activity and residential interest in the Southside CRA.

This recommended project should be done in concert with the DIA's Enhanced Event Programming within the Northbank Downtown CRA. Friendship Park offers another venue for collaboration continuing the synergy of events planned between Hemming Plaza and the Jacksonville Landing. It is recommended that events at Friendship Park include regular weekly, monthly and annual festivals and events to draw local citizens who may not utilize Downtown on a regular basis with a particular emphasis on families with small children. Possible events might include a concert series, kids' crafts and activities, outdoor movies, and riding paddleboats. The introduction of a public pier at Friendship Park could offer another attraction for this location.



MOSH is planning to embark on a capital campaign to re-orient its entrance, embracing the river at its front doorstep, and establishing Friendship Fountain as an active outdoor classroom and public gathering space through programming, events, and outdoor exhibits. MOSH could serve as the visual beacon that establishes a relationship with Downtown and the Northbank as a central space for active public engagement with the river. This project repositions the Museum as one of the most visible spaces Downtown, creates an integrated destination spot on the Southbank, bolsters the museum's attendance, improves perceptions of safety on the Southbank Riverwalk, and creates a cutting-edge public education space. The illustration above depicts the Museum's conceptual redevelopment plan.

Project Name: Housing Incentive Programs

Plan Schedule: 2015-2016

Supporting Redevelopment Goals:

Estimated Cost:

Comprehensive Plan Consistency:

Future Land Use Policies 2.3.11 and 2.3.15

Housing Policies 1.2.14 and 1.4.7



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The future of Downtown Jacksonville depends on the future of Downtown housing. Urban housing density makes Downtown retail viable and enriches the character of Downtown 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 encourage the first-movers to show that Downtown 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 a growth in permanent population that 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 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.

The 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 Downtown Housing Incentive Program, Multi-family Property Tax Exemption Program, Commercial Revitalization Program, and Shared Equity Down Payment Assistance Incentive. A predictable and consistent Housing Incentive Program can facilitate development at the pace required to reach the DIA's conservative target at a minimum for an additional 3,850 Downtown dwelling units by 2025. Communities with residents who like where they live are more successful, which leads to a growing local economy. The more people like Downtown and grow roots here, the more the economy grows 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;
- Structured parking or contribution to shared parking;
- Structured or rear parking (no surface parking lots in front of buildings); and
- Ground-floor transparency.

Additional consideration may be given for projects that are proximate to mass transit hubs.

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

Plan Schedule: 2017-2025

Supporting Redevelopment Goals:

Estimated Cost: TBD

Comprehensive Plan Consistency:

Future Land Use Objective 2.3
Future Land Use Policies 2.3.6 and 2.3.7



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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.

- **Key Point #1:** Parks that serve as central walking, resting, and meeting places can revive failing or threatened commercial areas.
- **Key Point #2:** Renewal takes leadership, vision, and time; with these three ingredients, revitalization tends to attract ever more investment.
- **Key Point #3:** Community residents and the city, working together on a neighborhood park project can turn around a distressed residential area.
- **Key Point #4:** Parks do not automatically lead to neighborhood revival; before investing, the city should make sure the relation of a park to its surrounding neighborhood will allow revitalization.

When careful attention is given to selective park creation or improvement, it will likely have a great impact. Elements to keep in mind when hoping to use city parks for community revitalization:

1. **PHYSICAL:** A park should be both a worthwhile destination in itself and attractive walking route to use in the course of doing other business.
2. **POLITICAL:** Creating a park – or repairing it – should provide the opportunity for people in the neighborhood to get to know each other and work together for the greater good.
3. **ECONOMIC:** The Park should create a distinctive presence that it gives retailers and opportunity to play off the “signature” and redouble the district's vitality. For a park in a residential area, the distinctiveness should give homeowners the confidence to renovate and upgrade.
4. **CONTEXT:** The Park must be located in a community that has the physical space, economic opportunity, and political commitment to revitalize.

Increasing the supply of residential units at strategic locations in either the Northbank Downtown or Southside CRAs 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.

The following summarizes the Project for Public Spaces' 9 Steps to Creating a Great Waterfront: Develop a Downtown 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: Southbank Catalyst Site

Plan Schedule: Market-driven

Supporting Redevelopment Goals:

Estimated Cost:

Comprehensive Plan Consistency:

Future Land Use Objective 2.3
Future Land Use Policies 2.3.8, 2.3.11 and 2.3.15
Transportation Policy 1.5.1
Housing Policies 1.2.14 and 1.4.7



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This 64-acre site within the Southside CRA has great potential for the attraction of large-scale retailers. It is a logical site for community-oriented retail, fine dining restaurants, hotel, office, and retail developments, 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.

Looking towards the future, the DIA can prepare for large-scale retail and iconic, demand-generating, entertainment developments on the Southbank. 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 boardwalks and/or trails along the waterfront;
- Provides structured parking with a portion of spaces that are publically available to support parking demands of off-site uses within the development; and
- Provides a pedestrian link that connects Riverplace Boulevard and the Southbank Riverwalk.

The DIA may investigate developing a mooring field for boats. This would increase the popularity of Downtown Jacksonville with vacationing boaters, increase the amount of marine activity and make the riverfront (through the addition of large boats and yachts) more aesthetically pleasing.



Project Name: National Historic District Designation

Plan Schedule: 2014-2017

Supporting Redevelopment Goals:

Estimated Cost: \$40,000-\$50,000

Comprehensive Plan Consistency:



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The National Register of Historic Places is the official list of the Nation's historic places worthy of preservation. The National Register was established by the National Historic Preservation Act of 1966. The purpose of the Act is to ensure that as a matter of public policy, properties significant in national, state, and local history are considered in the planning of federal undertakings, and to encourage historic preservation initiatives by state and local governments and the private sector. The application process for the listing of a historic district on the National Register starts with the Florida Division of Historical Resources and the Florida National Register Review Board that recommends potential landmarks and districts to the National Park Service for final approval.

Benefits of a property being listed in National Register district include the following:

- Properties eligible for 20% Federal Income Tax Credit on a substantial rehabilitation done in compliance with the Secretary of the Interior's Standards for Rehabilitation.
- Properties may be exempt from certain FEMA requirements.
- Properties are eligible for some ADA and building code adjustments which can result in substantial cost savings.
- Properties owned by governments or private non-profit organizations are more competitive for state preservation grants.
- Districts include older buildings that may not be eligible for listing individually, thereby making them eligible for benefits by virtue of being a contributing property in the district.
- Property owners do not have to pursue individual listing(s)-saving time and money.

Being located in a National Register district **DOES NOT REQUIRE:**

- Buildings not be changed, altered or demolished.
- Buildings to be available for public visitation.
- The federal, state or local governments seeking protective covenants or seeking to purchase the property.

The timeframe for listing a district on the National Register can vary due to size of district, completeness and quality of application, and meeting cycle of the National Register Review Board. The National Park Service attempts to make a determination within 45 days of receiving the application. Consulting's fees for creating a historic district(s) will vary to the size and number of districts, the number of buildings already documented, and the amount of research already completed. Estimated cost: **\$30,000 to \$50,000**. Downtown areas that may have a sufficient cluster of buildings based on number, age and integrity to potentially constitute a district include the following;*

- **Central Business District:** Julia Street on the west; West Ashley Street on the north; North Market Street on the east and Bay Street on the south. A potential smaller residential district may be in the area defined by North Liberty Street on the west; East Ashley Street on the north; Catherine Street on the east; and East Duval Street on the south.
- **LaVilla and Southbank:** Very small districts may be considered along the North Broad Street Corridor between West Bay Street and West State Street, and Clay Street west to both sides of North Jefferson Street. A potential Southbank district could be considered in the general area defined by Prudential Drive, Onyx Street, Louisa Street, and Kipp Street.

***Please note these are very general working boundaries. Development of specific boundaries will be part of the nomination application.**



DOWNTOWN JACKSONVILLE

Community Redevelopment Plan

Section 8 Comprehensive Plan Consistency

Florida Statutes require that this Plan be consistent with the City of Jacksonville Comprehensive Plan. Every effort has been made to prepare the Downtown Jacksonville Community Redevelopment Plan to be consistent with the City of Jacksonville's Comprehensive Plan; other downtown plans, past studies, and reports done by or for the City of Jacksonville have also been extensively reviewed for consistency. The City of Jacksonville Planning and Development Department has reviewed the Plan for consistency with the 2030 Comprehensive Plan and determined it consistent in keeping with Section 163.360(2)(a), F.S. (see correspondence on the following page). The specific Comprehensive Plan objectives and policies that were considered by the Department are listed below. The near-term, mid-term, long-term actions recommended in Sections 6 and 7, as well as the Business Investment and Development Plan, cite the corresponding Comprehensive Plan objectives and policies they support and which they are consistent with.

Transportation Element			Housing Element	Future Land Use Element	
Objective 1.5	Policy 1.6.2	Policy 1.7.4	Policy 1.2.14	Objective 2.3	Policy 2.3.10
Policy 1.5.1	Policy 1.6.3	Policy 1.7.5	Policy 1.4.7	Policy 2.3.1	Policy 2.3.11
Policy 1.5.2	Policy 1.6.4	Policy 1.7.6		Policy 2.3.2	Policy 2.3.12
Policy 1.5.3	Policy 1.6.5	Policy 1.7.7		Policy 2.3.3	Policy 2.3.13
Policy 1.5.4	Policy 1.6.6	Policy 1.7.8		Policy 2.3.4	Policy 2.3.14
Policy 1.5.5	Policy 1.6.7	Policy 1.7.9		Policy 2.3.5	Policy 2.3.15
Policy 1.5.6	Policy 1.6.8	Policy 1.7.10		Policy 2.3.6	Policy 2.3.16
Policy 1.5.7	Policy 1.6.9	Objective 1.8		Policy 2.3.7	Policy 2.3.17
Policy 1.5.8	Policy 1.6.10	Objective 5.3		Policy 2.3.8	Policy 2.3.18
Policy 1.5.9	Policy 1.6.11	Policy 5.3.1		Policy 2.3.9	
Policy 1.5.10	Objective 1.7	Policy 5.3.2			
Policy 1.5.11	Policy 1.7.1	Policy 5.3.3			
Objective 1.6	Policy 1.7.2	Policy 5.3.4			
Policy 1.6.1	Policy 1.7.3				

In order to remain current, the Plan must be amended when programs are changed or as new programs and projects that were not included in the original plan are proposed. Those portions of the Community Redevelopment Plan and subsequent amendments which involve only the resources of the Downtown Investment Authority will not be included within the City's Comprehensive Plan. However, whenever significant City participation is a part of a Downtown Investment Authority project and such participation has not been addressed in the Comprehensive Plan, it may be necessary to process a Comprehensive Plan Amendment. Generally, it will be necessary to amend the Comprehensive Plan in order to accommodate the following:

- Those portions of the Plan that would otherwise be in conflict or inconsistent with the Comprehensive Plan as it is now written;
- To provide City financing, or financial assistance, to projects identified in the Plan that are not already in the Comprehensive Plan; and
- To reassess and modify existing policies in the Future Land Use Element calling for joint Downtown Investment Authority/City participation.

PLANNING AND DEVELOPMENT DEPARTMENT



July 7, 2014

Mr. Aundra Wallace, CEO
Downtown Investment Authority
117 West Duval Street Suite 310
Jacksonville, Florida 32202

RE: Downtown Jacksonville Northbank and Southside Community Redevelopment Area Plan

Dear Mr. Wallace:

The Planning and Development Department has reviewed the Downtown Jacksonville Community Redevelopment Area (CRA) Plan for the Northbank and Southside for consistency with the City of Jacksonville's 2030 Comprehensive Plan. The Department review finds the proposed CRA Plan to be consistent with the 2030 Comprehensive Plan.

Should you have any questions regarding the Department's review, please do not hesitate to contact me.

Sincerely,

A handwritten signature in blue ink, which appears to read "Calvin L. Burney, Sr.".

Calvin L. Burney, Sr.
Director



DOWNTOWN JACKSONVILLE

Community Redevelopment Plan

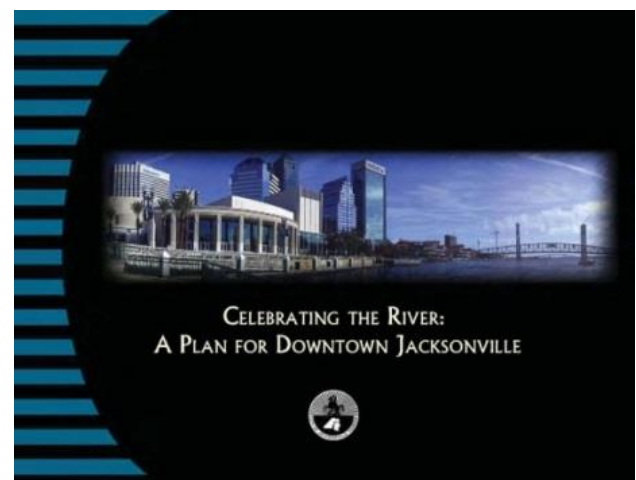
Appendix A

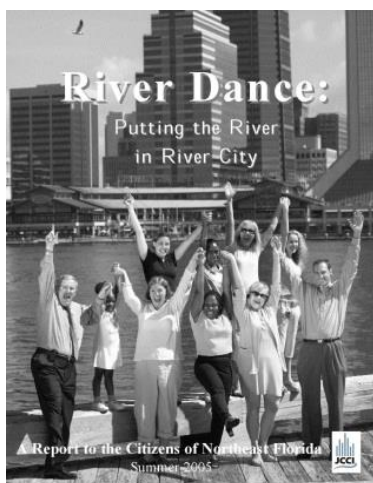
Existing Plans and Studies

The Plan builds on the work completed in the previous community redevelopment plans and the Downtown Master Plan to address both new and old issues. The economic shift caused by the world-wide financial crisis requires a fresh look at Downtown redevelopment. The DIA reviewed the studies, plans, and reports listed below completed within the past twenty years that contain recommendations for Downtown redevelopment. The recommendations of these documents were used by the DIA in their formulation of a concise set of seven (7) **Redevelopment Goals** that are relevant to the future successful implementation of this Plan.

- **Northside West Community Redevelopment Plan (1981)**
- **Southside Community Redevelopment Plan (1981)**
- **Downtown East Community Redevelopment Plan (1985)**
- **Consolidated Downtown DRI Development Order (1993)**
- **Celebrating the River: Downtown Master Plan (2000)**
- **Downtown Overlay Zone (2003)**
- **River Dance: Putting the River in River City (2005)**
- **Downtown Action Plan (2007)**
- **Urban Core Vision Plan (2010)**
- **DVI Report: Turning the Corner, Rethinking and Remaking Downtown (2010)**
- **2030 Mobility Plan (2011) and former Downtown TCEA**
- **Downtown Pedestrian Mobility and Safety Enhancement Study (2011)**
- **Jacksonville Civic Council Northbank Redevelopment Task Force Report (2011)**
- **IBM Smarter Cities Challenge Report (2012)**
- **JAX2025 Report (2013)**

In 2000, the Jacksonville City Council adopted Ordinance 2000-1078-E, **Celebrating the River: A Plan for Downtown Jacksonville**, more commonly known as the Downtown Master Plan, which provides the basis for all future downtown development. Additionally, ten (10) mixed-use Downtown Zoning Overlay districts were created and codified in Chapter 656, *Ordinance Code*. It directs and recommends where development should take place and what type of development it will be. It focuses on the natural asset the scenic St. Johns River and calls for the creation of green space, pedestrian rights-of-way and scenic vistas.



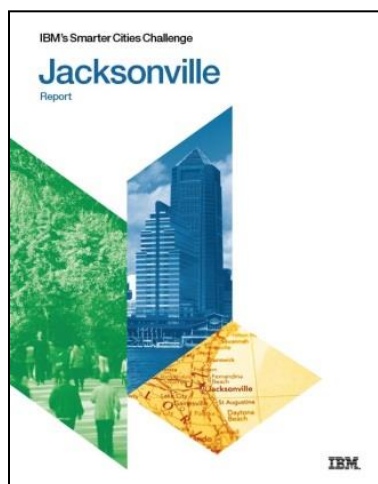


The Downtown Master Plan's nine principles were used by the DIA in formulating the Plan's seven (7) Redevelopment Goals

In 2005, the Jacksonville Community Council, Inc. (JCCI) completed **River Dance: Putting the River in River City**, a study to determine how the Jacksonville community can interact with the St. Johns River and its tributaries for the maximum benefit of both people and nature. The study offered conclusions for sustaining multiple uses along the St. Johns River, strengthening economic development, and increasing public access to the River that were utilized by DIA in the formulation of the fifth Redevelopment Goal.

In 2007, the Jacksonville Economic Development Commission with assistance of local professionals and community leaders formulated the **Downtown Action Plan** to serve as the guide for creating the Downtown envisioned by the principles espoused in the aforementioned Downtown Master Plan. It contains nineteen action steps developed based upon the objectives of improving walkability, making downtown a destination, making downtown a neighborhood, and ensuring a framework for sustainable success.

The 2010, **Urban Core Vision Plan** recognized that the City has an opportunity to support an alternative to sprawling, low-density, suburban development. While the Vision Plan encompasses far more area than just Downtown Jacksonville, it does possess several guiding principles that directly affect future Downtown redevelopment including capitalizing on the Urban Core's uniqueness, promoting mixed-use/mixed-income redevelopment and infill, providing a variety of transportation choices, and expanding, protecting, and enhancing open space.



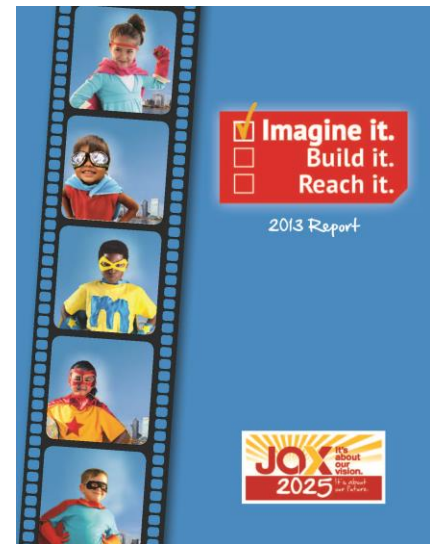
In 2012, the **IBM Smarter Strategies Report** delivered recommendations to establish a renewed identity for Jacksonville through revitalization of the downtown urban core utilizing a cohesive, measurable, and actionable approach. Maximizing the use of Downtown real estate requires mixed-use properties, designed for multiple purposes and frequently combining residential, retail and office space.

The Report suggests that by filling Downtown with properties that encourage a continuous flow of people, Jacksonville can efficiently address its goal of increasing density, occupancy and revenue Downtown. The Report recommends creating an

“epicenter of growth” to funnel investment funds in a cohesive and integrated manner, to a specific area to rapidly enable more integrated and cohesive mixed-use development.

The Report suggests implementing near-term projects to create attractiveness to draw people to Downtown. One such project is creating more regular, managed, daytime, weekly, family-friendly special events programming in public places to attract people to come Downtown or better leverage existing visitors. Another suggested project is short-term, low cost beautification initiatives with public art and creative lighting to provide a “cared for” image. Building upon that recommendation is the synchronization of transportation to businesses with increased wayfarer signage to help change the perception of residents who live outside the urban core and believe its transportation, one-way streets and parking limitations make for a “difficult” downtown.

JAX2025 is a comprehensive community visioning exercise initiated in 2012 whose participants focused on a shared sense of priorities for what they want to see happen in Jacksonville by the year 2025. The project received surveys from more than 14,000 people from all across the City indicating what they like about Jacksonville, what they are concerned about, and what they are going to do about it. Remarkably, when asked “What are the biggest challenges facing Jacksonville today?” survey respondents’ top response was the vibrancy of Downtown Jacksonville. When asked if they could change or improve one thing about Jacksonville, their top response was Downtown Jacksonville. Among JAX2025’s vision targets and corresponding strategies, four of them have direct bearing upon the future redevelopment of Downtown that the DIA utilized in forming the Plan’s seven (7) Redevelopment Goals.





DOWNTOWN JACKSONVILLE

Community Redevelopment Plan

Appendix B

Building on the Past

Downtown Jacksonville needs to foster a diverse collection of people inhabiting offices, shops, theaters, restaurants, homes, museums, places of worship, and public spaces. People are what enhance any downtown's character and personality, its animation and its energy. Whether they reside there, are employed there, or seek out entertainment there, people are the stewards of downtown, caring about it, advocating for it and respecting and celebrating Jacksonville's rich social and ethnic diversity. For decades Downtown Jacksonville was thought of only as a place where people work, but henceforth it shall be recognized and promoted as a true neighborhood where people live, where they go to school, where they worship, where they purchase goods and services and where they play. Downtown Jacksonville will offer an integrated environment so that each supports the other with the goal of creating a unique place that is unlike any other place in the region, a place with an energy about it that is appealing and safe to people from all walks of life. Downtown Jacksonville will have inviting parks and open space, places to relax, places that that inspire, and places to live.

The Plan is governed by seven (7) overriding Redevelopment Goals with strategic objectives that will guide the review of all proposed actions in Downtown Jacksonville – be they public, private, non-profit, quasi-public, or a public/private partnership – to ensure that all future activities support and contribute to the vitality of Downtown Jacksonville. For those considering investment in Downtown Jacksonville, these objectives also provide a clear vision of the future. Those proposed development actions and investments that embrace these objectives should to be enthusiastically supported and encouraged by the Downtown Investment Authority (DIA) and Jacksonville City Council.

The DIA grouped the objectives and policies from the Downtown plans and studies referenced in **Appendix A** that are similar in nature and melded them together to yield a common Redevelopment Goal. Instead of having several documents, each with their own set of objectives and directives, the DIA will utilize the resulting seven (7) concise, overarching Redevelopment Goals to act as the basis for redevelopment proposals contained in this Plan. The alphabetical and numerical parenthetical references in the following tables reference those existing plans and studies aforementioned in this section.

Existing Downtown Plan Policies and Objectives	<p>Redevelopment Goal No. 1</p> <p>Reinforce Downtown as the City's unique epicenter for business, history, culture, education, and entertainment.</p>
Community Redevelopment Plan (c): Increase the opportunities for both temporary and full-time employment of Jacksonville residents	
Community Redevelopment Plan (h): Provide pedestrian and transit linkages and parking facilities within the project area	
Downtown Master Plan (4): We will encourage adequate, well-designed and strategically placed parking throughout downtown	
Downtown Master Plan (8): We will enhance the perception of downtown as a safe place	
Urban Core Vision Plan (1.1): Protect and Revitalize Historic Neighborhoods and Assets	
Urban Core Vision Plan (1.2): Capitalize on the Downtown	
Urban Core Vision Plan (3.1): Improve Connectivity of Existing Transit	
JAX2025: Strengthen the artist community through active collaboration and cross-promotion, as well as increasing venues, workspaces and residential opportunities in an identifiable arts district	
JAX2025: In Master Plan for Downtown, establish a Downtown core as the standard for quality and aesthetic vibrancy to give a unique identity to Jacksonville	
JAX2025: Make transit more accessible, with buses running later and more often, and improve access not only to employment centers, but also to entertainment spots and popular destinations	
JAX2025: Explore all means of public transportation, including streetcars, rail and buses, and better coordinate transportation options and modes for an integrated transportation experience	

Existing Downtown Plan Policies and Objectives	
Community Redevelopment Plan (g): Increase Jacksonville's penetration of the economic activity generated by the growth of downtown Jacksonville by supporting and attracting developing additional commercial, service, residential, transportation, recreation and open space uses in the redevelopment area	Redevelopment Goal No. 2 Increase rental and owner-occupied housing downtown, targeting key demographic groups seeking a more urban lifestyle.
Community Redevelopment Plan (e): Provide land for public and private development which will support and strengthen the city's commercial and residential base (these development types may include residential, office, retail, service, light industrial, entertainment, recreation, hotel, parking and open space uses)	
Urban Core Vision Plan (1.2): Capitalize on the Downtown	
Urban Core Vision Plan (2.2): Create a Range of Housing Opportunities and Choices	
JAX2025: Develop the connections and feel of Downtown as a neighborhood, with neighborhood associations, neighborhood lifestyle amenities, and increased residential opportunities	
JAX2025: In Master Plan for Downtown, establish a Downtown core as the standard for quality and aesthetic vibrancy to give a unique identity to Jacksonville	

Existing Downtown Plan Policies and Objectives	
Community Redevelopment Plan (a): Acquire and remove structurally substandard and obsolete buildings and facilities in the project area which are detrimental to the health, safety or welfare of the community, including buildings and facilities exhibiting blighting influences causing physical and environmental deterioration	Redevelopment Goal No. 3 Simplify the approval process for downtown development and improve departmental and agency coordination.
Community Redevelopment Plan (e): Provide land for public and private development which will support and strengthen the city's commercial and residential base (these development types may include residential, office, retail, service, light industrial, entertainment, recreation, hotel, parking and open space uses)	
Downtown Master Plan (9): We will pursue short-term actions that help us achieve our long-term vision	
Urban Core Vision Plan (2.5): Promote Clean-up and Redevelopment of Brownfields	
Urban Core Vision Plan (5.3): Increase Recreation and Programming Opportunities	

Existing Downtown Plan Policies and Objectives	
Community Redevelopment Plan (i): Provide a strong visual image for the project area through consistently high quality of building design, recreation, open space plaza, plaza and park areas, and landscape treatment	Redevelopment Goal No. 4 Improve walkability/bikeability and connectivity to adjacent neighborhoods and the St. Johns River while creating highly walkable nodes.
Downtown Master Plan (1): We will improve access to our river banks, creating a greenway of substantial amenity to our citizens.	
Downtown Master Plan (3): We will develop interconnected, attractive and safe pedestrian links among neighborhoods, activities and open space	
Downtown Master Plan (5): We will recognize open space as a valuable development asset	
Downtown Master Plan (6): We will provide a sustainable system of connected public open spaces that encourages variety, both in terms of size and function. Water and natural features will be important elements	
Urban Core Vision Plan (5.1): Improve Existing Parks	
Urban Core Vision Plan (5.4): Promote Environmental Clean-up of Existing Resources	
JAX2025: Improve access to green spaces, including parks and conservation lands, and increased recreational access to the St. Johns River and its tributaries	
JAX2025: Encourage development of Hogan's Creek Greenway and similar projects that restore natural beauty, clean up the environment, and re-establish neighborhood pride	
JAX2025: Create walkable, pedestrian and bicycle-friendly neighborhood streets, maintaining and enhancing the infrastructure necessary to create safe, enjoyable streetscapes	

Existing Downtown Plan Policies and Objectives	
Downtown Master Plan (1): We will improve access to our river banks, creating a greenway of substantial amenity to our citizens.	Redevelopment Goal No. 5 Establish a waterfront design framework to ensure a unique experience and sense of place.
Downtown Master Plan (5): We will recognize open space as a valuable development asset	
Urban Core Vision Plan (1.3): Protect and Enhance the Riverfront	
Urban Core Vision Plan (5.2): Improve and Expand Parks Along the River and Tidal Creeks	
JAX2025: Improve access to green spaces, including parks and conservation lands, and increased recreational access to the St. Johns River and its tributaries	
JAX2025: Emphasize the value of the St. Johns River in Downtown by continually maintaining pedestrian access through the Riverwalk	
River Dance: Increasing public access to the St. Johns River: Public access to the St. Johns River and its tributaries both downtown and along the length of the river is sufficient to meet the needs of the community. In downtown, access includes large, active, active, civic gathering spaces.	

Existing Downtown Plan Policies and Objectives	
Community Redevelopment Plan (b): Acquire property where the conditions of title, diverse ownership, lot layouts, or other conditions prevent the proper development of the property and where such acquisition is necessary to carry out this Redevelopment Plan	Redevelopment Goal No. 6 Maintain a clean and safe 24-7 Downtown for residents, workers, and visitors.
Community Redevelopment Plan (d): Improve the surrounding environment and replace through new construction deteriorated or obsolete buildings and facilities within the project area	
Community Redevelopment Plan (g): Increase Jacksonville's penetration of the economic activity generated by the growth of downtown Jacksonville by supporting and attracting developing additional commercial, service, residential, transportation, recreation and open space uses in the redevelopment area	
Community Redevelopment Plan (m): Enhance the image of each respective CRA and the Jacksonville area in general through the redevelopment of the area	
Downtown Master Plan (2): We will develop clearly defined downtown districts with distinct identities and a mix of uses and identify which district would be an appropriate location for major public capital investment projects	
Downtown Master Plan (7): We will establish downtown as a 24-hour city and as a new location for residential development, a regional destination for tourists, conventioners, and local residents	
Urban Core Vision Plan (2.1): Redevelopment and Infill	
Urban Core Vision Plan (2.2): Create a Range of Housing Opportunities and Choices	
Urban Core Vision Plan (2.3): Redevelop the Major Road Corridors with Neighborhood Retail and Services	
Urban Core Vision Plan (3.2): Create Walkable and Connected Neighborhoods	
JAX2025: Develop the connections and feel of Downtown as a neighborhood, with neighborhood associations, neighborhood lifestyle amenities, and increased residential opportunities	
JAX2025: Improve transit connectivity between Downtown and other neighborhoods, improving access not only to employment centers but also entertainment spots and popular destinations	

Existing Downtown Plan Policies and Objectives	<p>Redevelopment Goal No. 7</p> <p>Use planning and economic development policies to promote design for healthy living.</p>
Community Redevelopment Plan (f): Strengthen the tax base of Jacksonville through new and rehabilitated development in the Community Redevelopment Area	
Community Redevelopment Plan (j): Relocate existing uses, where necessary, in close cooperation with these affected users and offer relocation opportunities pursuant to applicable law	
Community Redevelopment Plan (k): Provide public improvements to complement and serve existing and new development, including needed utilities, street closings and changes, streetscape improvements, open space landscaping, pedestrian and transit linkages, and parking	
Community Redevelopment Plan (l): Provide the additional public services necessary to serve existing and new development	
Urban Core Vision Plan (1.4): Protect and Buffer Industrial Uses	
Urban Core Vision Plan (2.4): Create Land Development Regulations That Enable Corridor Redevelopment	
Urban Core Vision Plan (4.1): Save Space for Industry	
Urban Core Vision Plan (4.2): Preserve and Enhance Existing Economic Assets and Drivers with Supporting Uses	
Urban Core Vision Plan (4.3): Explore New Opportunities for New Industry and Supporting Uses	
JAX2025: Focus on the "Creators Economy," with targeted economic development efforts to encourage the growth of arts employment and economic impact	
JAX2025: Encourage, incentivize and simplify the process for Downtown business development, including both large corporations and small business development, coordinating efforts to streamline the permitting and regulatory process	



DOWNTOWN JACKSONVILLE

Community Redevelopment Plan

Appendix C

Downtown Design Guidelines

The Downtown Overlay Zone, Section 656.361, et. seq., is the regulatory component of uses and the built form in Downtown. Subsection 656.361.10, *Ordinance Code* entitled "Downtown Design Guidelines," requires that all development, including renovation and rehabilitation of existing buildings and structures, comply and be consistent with the:

1. Urban Design Guidelines contained in the Downtown Master Plan;
2. Site Design and Building form Guidelines contained in the Downtown Master Plan; and
3. Downtown Jacksonville Streetscape Standards contained in 656.361.20.

The following Downtown Design Guidelines were contained in the various sections of the Master Plan. Where the guideline has been codified in Chapter 656, a notation in *italics* has been added.

The Urban Design Guidelines (apply to all Districts)

1. Guidelines for Public Spaces
 - a. Identify gateways into downtown with landscaping and special features
 - b. Support public investment in the gateways by identifying and promoting commercial uses nearby
 - c. Create views to the river down the following streets: Main, Ocean, Newnan, Market, Liberty, Laura, Hogan and points along Gator Bowl Blvd., Jackson, Dora, Forest, Roselle, Hendricks, Miami, and Montana.
 - d. Encourage the creation of views from buildings to the river, through buildings, and across the river to buildings
2. Guidelines for Connections Downtown
 - a. Maintain traditional street grid pattern (*codified at 656.361.19(a), Ord. Code*)
 - b. Eliminate vacant streets and minimize the creation of super blocks.
 - c. Provide a continuous public walk from Metro Park to Memorial Park
 - d. Protect existing connections to river and create new connections
 - e. Improve Riverwalk connections to the Southbank at the Main St. and Acosta bridges
 - f. Provide connections to McCoy's Creek along Stonewall, Jackson, and Dora Streets
 - g. Provide connections to Hogan's Creek along Ashley, Church, Liberty, Main and Ocean Streets
 - h. Provide connections between major anchors and activities
 - i. Many streets mentioned. See page 15 of Master Plan.
 - ii. Encourage ground floor uses that link activities
 - i. Provide links to open space within the district and to other districts through landscaped connections
 - j. Provide connections from downtown to San Marco, Springfield, and Riverside and Brooklyn

Streetscape Design Guidelines (apply to all Districts):

1. Make sidewalks interesting, safe and comfortable places to walk, and unify the sidewalk to provide a clear, direct and safe path for pedestrians.
 - a. Remove all utility poles, lights, meters from the pedestrian zone and relocate them in the amenity zone
 - b. Install underground utilities whenever possible
 - c. Use consistent, continuous widths of concrete for sidewalks
 - d. Comply with ADA
 - e. Widen sidewalks along all intra-district streets to a minimum of 8' of clear walking area and 8' minimum for amenity area
 - f. Build sidewalks in selected places in the core and commercial areas that are wide enough to accommodate sidewalk cafes, clear walking zones and amenity zones, 22' minimum from building face to the curb
 - g. Build sidewalks in residential areas a minimum of 5' width
 - h. Provide landscaped walking areas under the ASE
 - i. Provide ADA curb ramps in the direction of sidewalk travel at every intersection
 - j. Use historic interlocking paving or replicas, in those residential districts where they originated
 - k. Change the paving material at crosswalks in areas where pedestrian traffic is high and vehicular traffic needs calming
2. Create a unified sense of place throughout downtown
 - a. Plant regularly spaced trees in straight rows
 - b. Use the same type of tree on each side of the street
 - c. Put trees in lawns or ground cover wherever possible
 - d. Use paving in the amenity zone where lawns are not practical, and provide grates and guards to protect trees
 - e. Locate trees a sufficient distance from street intersections to provide clear viewing distances for cars
 - f. Provide an irrigation system in commercial areas
 - g. Owner of property abutting the r/w must assume the maintenance of the trees and other amenities
 - h. Provide continuous green and seasonal color in the amenity zone along the ground plane
 - i. Plant the amenity zone with grass, perennial ground covers or seasonal color as appropriate or provide pavers in areas of high pedestrian traffic or amenity zones less than 5' wide
3. Create a sense of security and safety for pedestrians
 - a. Street light fixtures to be no more than 14' tall
 - b. Continue use of historic light fixture
 - c. Fixtures to have sufficient detail to create scale for the pedestrian
 - d. Lights should be spaced 60'-80' apart to minimize glare and allow for street trees and traffic lights

4. Encourage pedestrians to linger and take pride in the downtown and its districts
 - a. Provide a unified system of seating, trash receptacles, bike racks, kiosks and bus shelters
 - b. Incorporate elements that are unique to Jacksonville's history and culture by using historic photo references
 - c. Encourage the use of awnings on the first level of buildings to provide shade and protection for pedestrians
 - d. Encourage the use of signs that project from buildings and are oriented toward pedestrians
 - e. Provide public art at strategic locations
 - f. Require private developers to set aside a % of site development costs for public art
 - g. Encourage the participation of local artists
 - h. Enhance the Main Street and Acosta Bridges as a recreational loop

Site Design and Building Form Guidelines (apply to Brooklyn, LaVilla, Central Civic Core, Church, Riverfront, Cathedral, Stadium and Southbank)

1. The design of individual sites must add to the quality of downtown
 - a. Provide clear and separate access for vehicles and pedestrians
 - b. Define the street and sidewalk space
 - c. Provide outdoor space that will be used by the public or the occupiers of the building
 - d. Provide visual interest to the pedestrian, along the sidewalk fronting the building
 - e. Screen and buffer service access and docks from the public r/w
 - f. Encourage the service function of the alleys
2. Reuse and protect designated historic structures as well as structures eligible for designation
 - a. Rehab buildings in ways that are sensitive to their original historic character
 - b. For new buildings adjacent to historic or eligible buildings, provide massing, windows and a range of materials that are compatible with the historic building
 - c. Where rehab of the entire structure is not feasible, encourage the retention and incorporation of the exterior façade into the new building form
 - d. Require the review and approval of replacement designs before allowing any building to be demolished
3. Minimize the impact of parking and service areas
 - a. Locate parking lots and garages away from sidewalks and pedestrian connections; locate them within projects or off of service alleys
 - b. Locate loading and service docks away from sidewalks and pedestrian connections
 - c. Ensure that the design of parking lots minimally affect the pedestrian environment
 - d. Provide active uses such as shops and restaurants on the ground floor of garages to engage pedestrians
 - e. Require landscape and architectural treatments to soften the appearance of surface lots and structures

- f. Promote development of structured parking particularly within the Central Civic Core and discourage surface parking throughout downtown
- 4. Encourage the construction of buildings to provide continuous frontage along sidewalks
 - a. Construct buildings to the property line
 - b. Provide pedestrian-oriented building with pedestrian-scaled elements along their adjacent sidewalks
- 5. Encourage building forms and massing that respect the context of their surroundings and the pedestrian environment
 - a. Step buildings up from the river and define height zones
 - b. Break up the building form to allow views through the architecture, particularly down public right-of-ways
 - c. Discourage large undifferentiated building masses and encourage building breaks
 - d. Respect the scale of the context in which the development occurs
 - e. Encourage variety in roof forms, entry forms, bays, room modules and step-backs
 - f. Orient buildings perpendicular to the St. Johns River to allow views from interior blocks
- 6. Encourage development that is designed to improve the pedestrian's experience of Downtown Jacksonville
 - a. Respect existing development patterns
 - b. Provide frequent pedestrian entries along the street
 - c. Provide balconies from upper floors of residential units
- 7. Encourage developments with building facades that involve the pedestrian on the street
 - a. Avoid undifferentiated building walls
 - b. Create open and inviting facades
 - c. Provide human/pedestrian scale
 - d. Create an active and interesting sidewalk presence
 - e. Provide a variety of detail and form by addressing variation in wall planes, horizontal and vertical articulation, glazing, materials, finishes and color

Brooklyn and Riverside Avenue District

- 1. McCoy's Creek will become a significant public open space and a neighborhood amenity, as well as a development catalyst for single and multifamily residences along its edges
 - a. Residential structures will be oriented to creek-side pedestrian and bicycle paths through the extension of Elm St. along the creek edge
 - b. The McCoy's Creek path will have safe attractive links to the adjacent residential developments
- 2. Access from the neighborhood to the river will be maximized by extending the street grid toward the river, terminating the following streets as close to the river as possible

- a. Rosalie Street, Edison Avenue, Forest Avenue/Price Street, Jackson Street and Dora Street
- 3. Brooklyn will be redeveloped as a transit-oriented, mixed-use neighborhood with the ASE extension serving as the primary means of connecting Brooklyn with other districts and neighborhoods
 - a. Mid-rise and high-rise residential structures will be encouraged along a landscaped setback next to the ASE alignment between Magnolia Street and Oak Street
 - b. Corporate office buildings will be encouraged on the riverfront; these buildings will be located between the parks that serve as an extension of the north-south streets noted above
 - c. The Public School (Riverside 4) is a significant historic building and is a key adaptive reuse opportunity
- 4. Park Street will be redeveloped to encourage pedestrian activity and will serve as the neighborhood center for services that support residential development
 - a. The development of Park Street's existing buildings to provide a mix of uses will be encouraged; this could compromise office and residential uses above ground floor commercial uses
 - b. Sidewalks along Park Street will be widened to enhance the pedestrian nature of the street
 - c. Streetscape will be enhanced along Park Street to encourage pedestrian activity while maintaining the visibility of adjacent buildings and shops from the travel lanes; streetscape will comply with the guidelines presented elsewhere
 - d. The site design and building form guidelines will apply to all properties on Park Street

LaVilla District

- 1. Public investment in LaVilla will be strengthened and sustained.
 - a. The Ritz Theatre district and the Urban League project will form the cultural center of LaVilla
 - b. Pedestrian connections along Duval, Monroe, Lee and Jefferson Streets will be enhanced, consistent with the streetscape standards.'
 - c. The LaVilla neighborhood will be buffered from the visual and noise impacts of I-95 by green open space
- 2. LaVilla will include a mixture of commercial, industrial and residential uses, deliberately designed to be in close proximity to each other and to appear to maximize lot coverage.
 - a. Commercial and Industrial uses will be encouraged throughout LaVilla
 - b. Neighborhood-serving retail and incubator business opportunities will be encouraged throughout LaVilla.
 - c. Urban housing types such as warehouse lofts and walk-up apartments above ground floor commercial will be encouraged between Broad Street and Jefferson Street.

- d. The urban street pattern of LaVilla will be respected by maximizing lot coverage, by avoiding low density development and by bringing uses close to the sidewalk.
- e. Transit-oriented development will be encouraged adjacent to the existing skyway stations.

Church District

- 1. Education, civic and religious activities will be the focal point of this district. Wherever possible, development will be encouraged to support and enhance the educational and religious character of the district
 - a. Development will be encouraged to capitalize on the educational theme by enhancing connections to LaVilla and the School of Performing Arts
- 2. New development and redevelopment of existing properties should encourage a mixture of uses and pedestrian oriented design
 - a. Strong north/south pedestrian connections will be created across State Street and Union Street
 - b. Large surface parking lots are considered a poor use of land and should be minimized or eliminated where possible

Central Civic Core District

- 1. The Civic Core will develop further as the premier cultural and entertainment district within downtown
 - a. A place for live entertainment and museums and evening activity generators
 - b. Ground floor spaces on interconnecting streets and alleyways will be promoted as potential restaurants, bars and coffee shops
- 2. Provide additional parking facilities in the Civic Core which promote strong pedestrian and urban design features for downtown visitors and workers
 - a. Prohibit new surface parking lots in the Central Civic Core District requiring all new parking to be provided in structures
 - b. Discourage the demolition of historic buildings for the construction of parking facilities, at a minimum require the retention and incorporation of the historic façade within the new building form
 - c. Consider policies which retrofit existing surface lots to meet the standards of the landscaping requirements of the zoning code
 - d. Require newly constructed parking garages to have commercial and/or office uses on the ground floor (*codified at 656.361.16(g), Ord. Code*)
 - e. Encourage the construction of new parking spaces in the civic core for downtown workers and visitors

Cathedral District

1. The Cathedral District will be promoted as a residential neighborhood
 - a. Residential development adjacent to Hogan's Creek will be oriented to maximize the amenity of the Creek improvements
 - b. The Hogan's Creek trail and open space system will be extended into the neighborhood wherever possible
2. Residential development will be supported by neighborhood serving commercial uses
 - a. Liberty street and the east side of Ocean Street will be recognized as important links into and through the neighborhood; commercial uses will be encouraged along these streets
3. Churches will be recognized as important to the success of the neighborhood
 - a. In-fill housing will be sensitive to the architecture and building scale of existing churches
 - b. The Cathedral will serve as a focal point for the residential neighborhood on the west side
 - c. Development of new churches or expansion/development of existing churches will be no greater than the scale of the surrounding residential uses
 - d. Large surface parking lots will be discouraged or, where absolutely essential, landscape to create a pleasant, pedestrian-friendly streetscape

Institutional District

1. Positive pedestrian connections will be promoted between the Institutional District and Stadium/Riverfront Districts through the use of streetscape on Adams Street, Bay Street and Liberty Street
2. Any development/redevelopment in the Institutional District will recognize the importance of protecting the residential character of the Cathedral District to the north
 - a. Pedestrian connections between the Institutional District and the Cathedral District will be limited
 - b. The physical barrier between the two districts formed by the viaducts will be maintained as a buffer between the more intense institutional uses and the lower-scale residential uses

Stadium District

1. The Stadium District will be promoted as Jacksonville's premier sports and entertainment district
 - a. Existing industrial structures in the district should be retained and redeveloped for entertainment use
 - b. An increase in the number of events will be encouraged
 - c. Links to downtown will be enhanced
 - d. Parking improvements will be promoted

River Park District

1. River Park will be known as the eastern gateway to the Riverwalk. To maximize its potential, the following will be included in its redevelopment
 - a. Metropolitan Park could be renamed River Park to emphasize the importance of the St. Johns River and capitalize on the park's location on the riverbank
 - b. The Riverwalk will be expanded to the west to connect to the Riverfront District
 - c. Direct access to River Park and visibility of River Park from other districts will be improved through better vehicular; pedestrian and bicycle connections
 - d. A major redevelopment site will be created through the relocation of the County Courthouse to the Central Civic Core District

Riverfront District

1. Development should seek to maximize the unique location of the district, incorporating maritime themes within a genuine urban setting
 - a. The district already is an ideal location for hotel, specialty retail and up-market residential development. Additional development will be encouraged
 - b. The district lends itself to high density of development, stepping back from the river and maximizing views of the water
2. Pedestrian and transit links to other districts and to the open space and pedestrian network will be emphasized
 - a. A variety of smaller public spaces will be provided at the waterfront as part of the Riverwalk
 - b. Pedestrian routes to other districts and Hogan's Creek will be emphasized
 - c. Development will accommodate the proposed surface tram line running along Bay Street

Southbank District

1. The unique character of the river will be maximized and extended throughout the district
 - a. Development will encourage and permit public access to the river wherever possible
 - b. New road systems arising from further development of the Southbank will be constructed closer to the river to facilitate public access
 - c. Vistas to the river will be created from internal sites and enhanced by stepping back the heights of buildings from the river
 - d. A new riverfront park will be developed to connect with neighborhoods south of I-95
 - e. Form the east and west edges of a traditional neighborhood that could become a catalyst for further residential development
2. Southbank will be developed with a mixture of uses while maintaining an urban form that supports the extension of river views throughout the district and builds on the activity along San Marco Boulevard and Hendricks Avenue
 - a. Waterfront entertainment and hotels will continue to be encouraged along the river to echo the activity on the north bank of the river
 - b. A new mixed-use neighborhood will be developed on the JEA station site
 - c. Treaty Oak Park will be framed by differing building masses with a mix of uses
 - d. Office use will be encouraged south of Prudential Drive
 - e. Investment is needed to maintain the Southbank Riverwalk and Friendship Park
 - f. Transit-related development adjacent adjacent to ASE ("Skyway") station will be emphasized



DOWNTOWN JACKSONVILLE

Community Redevelopment Plan

Appendix D Comparative Downtown Analyses

The Chattanooga and Greenville MSAs and central cities are much smaller than Jacksonville, which may raise the question as to why they are included in this analysis. Chattanooga, once called the “Dirtiest City in America,” is regarded by many as a model for downtown area and riverfront revitalization. The centerpiece of revitalization efforts is the Tennessee Aquarium, built in the 1990s and expanded in the past decade, largely with foundation donations and private sector fundraising. The Aquarium is complemented by many other riverfront amenities, improvements, and attractions, and the downtown area has proven to be very attractive place to live and location for investments in new urban housing.



Greenville, once a leading textile center, is a small city with 60,700 residents, but downtown has become the leading specialty shopping, restaurant, and entertainment destination in the upstate South Carolina region. The low-wage textile industry has been replaced by higher-wage automotive industries, including the North American headquarters of BMW and Michelin, and growing financial and technology sectors. In the process, the attractive character of downtown Greenville has attracted more than 100 restaurants and 150 retail shops and stores. Esquire magazine calls Greenville one of the South's two best food cities (Charleston is the other). Many call downtown Greenville a “foodie” haven.

In many quantifiable measures of downtown development and performance, Downtown Jacksonville lags all or most of the eight cities numerically or proportionally. These measures include resident population and housing, office space and employment, restaurants and retail stores, entertainment and meeting facilities, and hotel rooms and numbers of visitors.

Successful downtown development and redevelopment programs in these cities can be traced to combinations of the following attributes and factors as described further in the remainder of this section:

- Private Sector Leadership
- Clustering of Venues and Support Services
- Daytime and Overnight Population Concentrations
- Distinctive and Significant Attractions
- Distinctive Landmarks and Public Spaces
- Other Iconic Attributes and Factors

Nine (9) detailed tables of market data and other information describing amenities, economic characteristics, and features of Downtown Jacksonville and the other eight cities are included at the end of this Appendix (Tables D.1-D.9) and are referenced throughout the discussions presented below.

Private Sector Leadership

The private sector has strong leadership roles in downtown development and marketing in all but one of the eight cities. Greenville is the lone exception in which the City's Department of Economic Development has lead responsibility for promoting downtown and facilitating economic development. Downtown development and marketing in the other seven larger 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.

It helps immensely to have influential long-time corporate heavyweights involved in downtown affairs, as proven in Charlotte (Bank of America, Wells Fargo, and Duke Energy), Cincinnati (Proctor & Gamble, Kroger, and Macy's Department Stores), Indianapolis (Eli Lilly, Fifth Third Bank, and Simon Properties), and in Kansas City (Hallmark Cards). Jacksonville has several Fortune 1000 firms with downtown headquarters, including CSX, EverBank, Fidelity National Financial, Fidelity National Information Systems, and a number of other key private sector players.

Successful downtown development efforts in Jacksonville will require that influential corporations and business executives be deeply involved in the process, working together with a pro-active City government having a shared vision for the future.

Private sector leadership in downtown development and marketing is particularly evident in Baltimore, Cincinnati, Kansas City, and Louisville, each of which have three or more non-profit entities directly involved in downtown affairs.

Baltimore

Baltimore has five (5) such organizations, among which the Downtown Partnership of Baltimore has the lead role in marketing and promoting downtown. The Baltimore Development Corporation (BDC) has the lead role in facilitating development. The BDC provides contract city-wide economic and real estate development services to the City, including downtown, and administers urban renewal plans for the City. The Partnership also oversees the Downtown Management Authority, which is responsible for managing the 106-block Downtown Management District, a Business Improvement District (BID) similar to that managed by Jacksonville's Downtown Vision, Inc. Baltimore also has another BID-type organization, the Waterfront Partnership of Baltimore, which has similar BID responsibilities in the Inner Harbor area.

Cincinnati

Downtown marketing and development are led by two (2) non-profit organizations. Downtown Cincinnati, Inc. (DCI) is primarily responsible for marketing, promotion, and event programming. DCI also manages the Downtown Cincinnati Improvement District (DCID), a BID with a \$3.3 million annual budget for services. The Center City Development Corporation (3CDC) has

primary responsibility for facilitating investment and development. 3CDC administers two development funds, the Cincinnati New Markets Fund and the Cincinnati Equity Fund.

Kansas City

The Downtown Council of Kansas City (DCI) is the lead organization for marketing and facilitating downtown development with a \$4 million annual operating budget. The downtown area also has two BID districts and organizations, the Downtown Community Improvement District, covering a 165-block area, and the River Market Community Improvement District, covering a 35-block area.

Louisville

Lead downtown organizations in this city are the Louisville Downtown Development Corporation (LDDC) and the Louisville Downtown Management District (LDMD). LDDC is responsible for downtown planning, facilitating development, and administering a commercial loan fund and retail grant program. LDDC has a \$1.4 million operating budget, 60 percent of which is from the public sector. Revenues generated by a minor league baseball team lease of the downtown Louisville Slugger stadium are the main funding source.

The LDMD also promotes downtown and manages a 63-block BID with a \$1.4 million annual operating budget. The LDDC and LDMD are merging into what is being called the Louisville Downtown Partnership. Separate boards will be retained, but will be operated with a common staff. In addition to LDDC and LDMD, the Waterfront Development Corporation (WDC) is responsible for planning, construction, and maintenance in the City's 85-acre Louisville Waterfront Park on the Ohio River. WDC also manages the Belle of Louisville riverboat for the Louisville Metro government and has design review authority in the riverfront area.

Chattanooga, Charlotte, and Indianapolis

These three cities each have a single private non-profit organization with day-to-day responsibilities for planning, marketing, and facilitating development. The River City Company performs these services for downtown Chattanooga with a \$3.2 million operating budget. Financial support from private foundations and donors has been a major factor over the years in revitalizing downtown Chattanooga, including significant funding support for the Tennessee Aquarium and capitalization of the River City Company.

Charlotte Center City Partners has these responsibilities in downtown Charlotte, and has a \$4.1 million operating budget. A point of interest is that funding is provided largely by property taxes from a special Municipal Service District established for this purpose. Downtown planning, marketing, and development efforts in Indianapolis are led similarly by Indianapolis Downtown, Inc. (IDI).

Clustering of Venues and Support Services

Clustering of convention, cultural, entertainment, and sports venues, and commercial facilities including hotels, restaurants, and retail shops, provides the synergy and critical mass needed to allow these venues and support facilities to attract visitors, benefit from close proximity to one another, and have the best opportunity to succeed in the marketplace.

Downtown Jacksonville is at a disadvantage in this regard, as its convention center, sports facilities, and hotels, for example, are spaced far apart and do not complement and interact with one another.

Baltimore

In contrast, downtown Baltimore's 1.2 million square foot Convention Center, Oriole Park at Camden Yards (home of the MLB Baltimore Orioles), and popular Inner Harbor attractions, including Harborplace Mall and the National Aquarium, are within a few blocks of one another. The Convention Center is flanked by four hotels with more than 2,000 rooms. A 30-mile long light rail line serves the Convention Center-Camden Yards area. The Inner Harbor area, which attracts 14 million visitors annually, also features the Power Plant and Power Plant Live food/shopping/entertainment complex and several hotels and upscale restaurants, including upscale Capital Grille and Ruth's Chris.

Cincinnati

Cincinnati's Duke Energy Convention Center, four hotels with more than 2,000 rooms, and two major department stores, Macy's and Saks Fifth Avenue, are in one downtown cluster. Another downtown cluster fronting on the Ohio River includes Paul Brown Stadium (home of the NFL Cincinnati Bengals), Great American Ball Park (home of the MLB Cincinnati Reds), and a large mixed-use hotel, office, retail, and residential complex called The Banks located between the two stadiums. The new National Underground Railroad Freedom Center is part of this development.



Kansas City

Downtown Kansas City has two major clusters of attractions and support facilities. The first includes the Sprint Center (multi-purpose arena), Kansas City Convention Center, Municipal Auditorium (arena, music hall, and theater), Kauffman Center for the Performing Arts, Power & Light District (\$850 million food/shopping/entertainment complex), and several hotels all situated within blocks of one another. The second cluster includes the 85-acre Crown Center office/shopping/entertainment complex, Lincoln Memorial Mall (linear park and monument) and Liberty Museum, and Union Station (an 850,000 square foot complex of shops, restaurants, entertainment facilities, and Science City exhibits, large-screen theater, and the Gottlieb Planetarium).

Louisville

Downtown has a concentration of significant attractions in a six block area along Main Street and one block in from the Ohio River, the Louisville Riverwalk, and Belle of Louisville riverboat. The Yum Center (multi-purpose arena) anchors the 2nd Street end and the Louisville Slugger Museum and Factory and Frazier History Museum anchor the 9th Street end. In between are the Kentucky Science Center and IMAX Theater, Muhammad Ali Center, Kentucky Center for the Performing Arts, and the 1,290-room Galt House Hotel. The Kentucky International Convention Center is one block south on 4th Street and Fourth Street Live (a 350,000 square foot food/shopping/entertainment complex) is three blocks north of Main Street. Fourth Street Live, the Convention Center, Hyatt Regency hotel, and Galt House Hotel are linked by elevated multi-level walkway system called the "Louie Link."

Chattanooga

Several of the major attractions in downtown Chattanooga are located along the Tennessee River within a few blocks of one another. These include the popular Tennessee Aquarium and IMAX Theater, AT&T Field (home of the Chattanooga Lookouts, a Double-A baseball team), and the architecturally-striking Hunter Museum of American Art. These attractions and various river cruise facilities, including the Southern Belle Riverboat, are linked by the Riverfront Parkway and Tennessee Riverwalk.



Charlotte

In downtown Charlotte, the Charlotte Convention Center, NASCAR Hall of Fame, and four hotels with a total of 1,500 rooms are clustered together and are located only one to three blocks from Tryon Street, the main downtown commercial street, with its many restaurants and shops. The Charlotte Convention Center is served by a new light rail line that passes through the Center. Time Warner Cable Arena (home of the NBA Charlotte Bobcats), and nearby EpiCentre (a 300,000 square foot food/shopping/entertainment complex) are located a few blocks from the Convention Center and Tryon Street. The LYNX Blue Line light rail and Charlotte Transportation Center are adjacent to the Arena. The popular Discovery Place science and technology museum and IMAX Theater and the Blumenthal Center for the Performing Arts are located nearby.

Indianapolis

In downtown Indianapolis, the 1.3 million square foot Indiana Convention Center, Lucas Oil Stadium (home of the NFL Indianapolis Colts), the 800,000 square foot Circle Center Mall shopping center and twelve hotels with 4,700 rooms are clustered together within a few blocks of one another. All facilities are connected by an enclosed elevated system of skywalks. The Indiana state capitol complex, Indianapolis Zoo, and 250-acre White River State Park with its many gardens, museums, trails, recreational facilities, and IMAX Theater are located in or adjacent to downtown.

Daytime and Overnight Population Concentrations

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. A few, including Louisville, define downtown as the core Central Business District (CBD), while the majority consider “downtown” inclusive of some adjacent areas, as with Brooklyn and LaVilla in Jacksonville.

Residents

Downtown resident populations range from a low of 3,700 in Jacksonville, according to Downtown Vision, Inc., to 24,500 in Indianapolis (see Table D.7). Resident populations in Baltimore and Kansas City are around 20,000, and Cincinnati and Charlotte are in the 13,000-15,000 range. Relative to metropolitan area populations, downtown shares range generally from 0.62 percent (Greenville) to 1.27 percent (Indianapolis), compared to 0.27 percent in Jacksonville. Louisville has a 0.35 percent share for the CBD core, not only for a large area that could be considered part of downtown.

Cities studied generally have a wide range of downtown area housing types, including high-rise, medium-rise, and low-rise apartments, condominiums, and townhomes. A variety of market segments are represented, including downtown workers, empty nesters and retirees who prefer downtown amenities, students, and low income households. Downtown Charlotte, for example, has a broad combination of pricey high-rise towers, market-rate townhomes, and a HOPE VI urban housing development for lower income households, all within blocks of the downtown core.



The leading nationwide demographic in terms of demand for downtown housing is the 25-34 age group, which has given rise to increasing interest in and demand for downtown rental apartments. Conversion of older office and industrial buildings to apartments and condominiums has become a major factor in addressing growing demand for urban housing. In several cities, notably Baltimore, Cincinnati, and Kansas City, declining office employment or difficulty in leasing inefficient older office buildings have made these properties attractive residential reuse options.

Cities for which numbers of downtown housing units are reported as underway and planned include Kansas City (4,958), Charlotte (3,400), Indianapolis (3,225), Baltimore (3,100), and Greenville (800) (see Table D.8). High levels of new housing development are also underway and planned in the other three cities. Downtown Vision identifies three projects with 661 units underway and planned in downtown Jacksonville, including 220 Riverside, a 294-unit mid-rise apartment project under construction in Brooklyn.

Employees



Downtown employees include private office workers, typically the largest segment, and other private sector employees, plus government and institutional (education and health care) workers. Downtown employment ranges from 25,600 in Greenville to 125,000 in Indianapolis (see Table D.2). Kansas City is second with 100,000, followed by Baltimore (86,000), Charlotte (80,000), and Cincinnati (80,000). Louisville is next with 67,000 downtown workers and Chattanooga has 34,000. Jacksonville's downtown workforce is 48,000, per Downtown Vision.

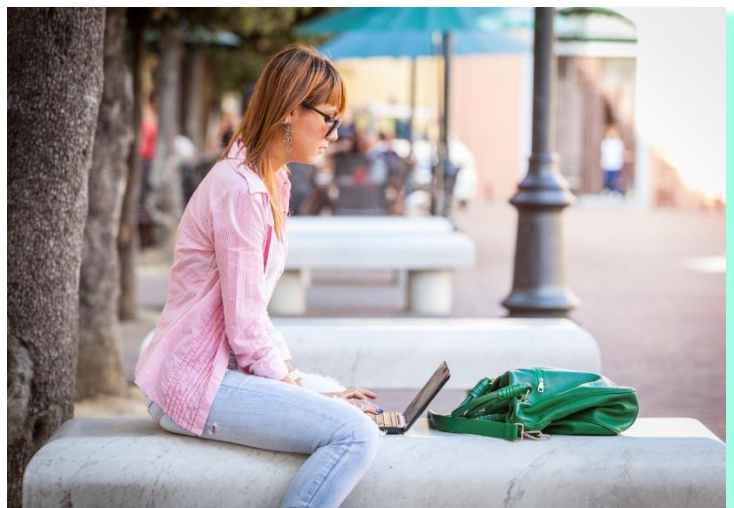
State employment is a major factor in downtown Indianapolis, the Indiana State Capitol, as are those employed at colleges, universities, and medical center in the downtown area. Federal jobs are a major factor in downtown Kansas City, home to district and regional offices of several Federal agencies, including the Federal Reserve Bank and Internal Revenue Service.

Students

College and university students are important to the life and vitality of downtown areas, particularly students that live downtown and are part of the overnight population. One has only to look at the positive impact that the Savannah College of Arts and Design (SCAD) has on downtown Savannah to understand the significant cultural and economic benefits to downtown of higher educational facilities and student populations.

Downtown Indianapolis is leader in student population with an estimated 55,000 college students attending various colleges and universities, chief among which is Indiana University-Purdue University Indianapolis (IUPUI), which has more than 30,000 students enrolled in various technical facilities in and on the edge of downtown (see Table D.7).

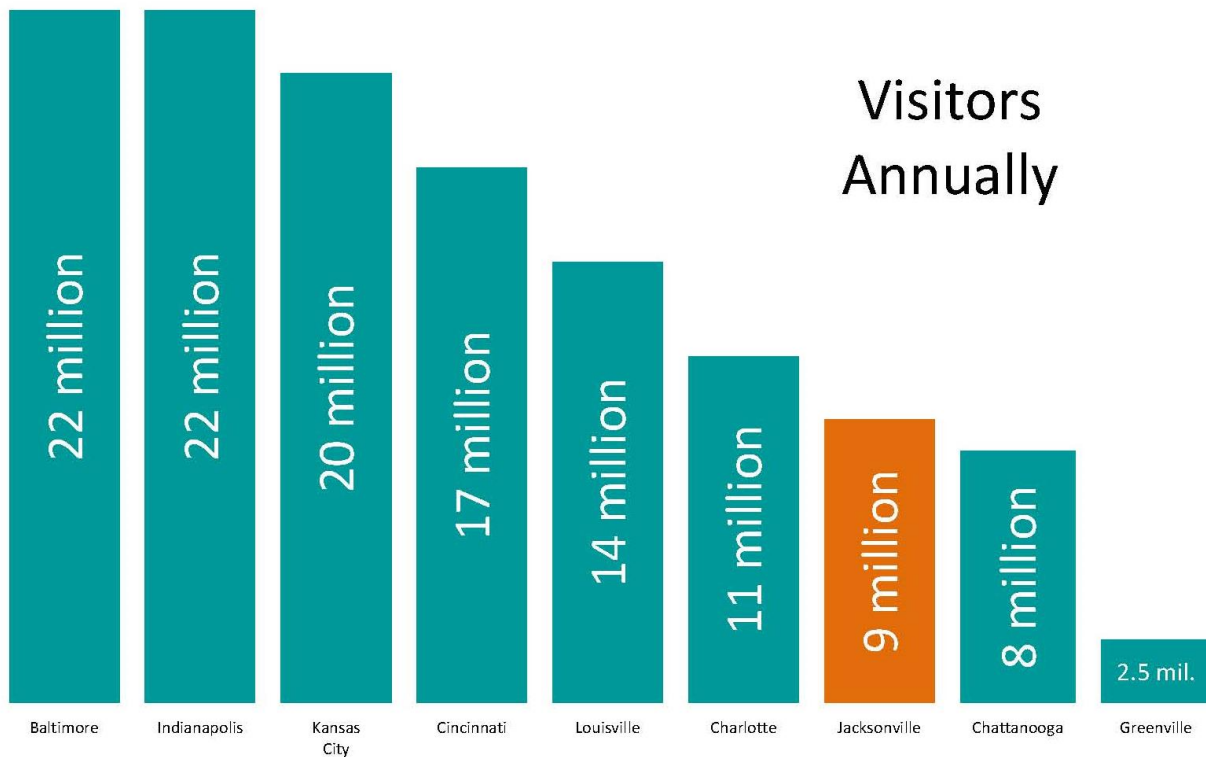
Large downtown student populations are also found in Cincinnati (33,000), Charlotte (29,000), Baltimore (20,000), Louisville (17,500), and Chattanooga (12,800). Downtown Jacksonville is bordered by the Downtown Campus and administrative offices of Florida State College at Jacksonville (FSCJ). Enrollment is estimated to be 30,053 (4,131 at the Downtown Campus).



Visitors

The visitor population includes day visitors from the surrounding area and overnight visitors from outside the region staying at hotels while attending conventions and meetings, visiting downtown attractions, and taking part in special events. According to Downtown Vision, Inc. data, Jacksonville attracts as many as nine million downtown visitors annually. Based on attendance at attractions and events in other cities.

Estimates for the other cities range from 2.5 million annually in Greenville to 22 million in downtown Baltimore and Indianapolis (see Table D.6). Next most visited downtowns are Kansas City (20 million), Cincinnati (17 million), Louisville (14 million), Charlotte (11 million), and Chattanooga (8 million).



Most if not all visitors have some level of economic impact on downtowns, but overnight visitors have the greatest economic impact by far. Spending by overnight visitors while attending conferences and conventions and visiting attractions supports hotels, restaurants, shops, galleries, and other businesses.

Numbers of downtown hotel rooms shown in Table D.5 provide a gauge of the relative proportions of overnight visitors and their economic impacts. Numbers of hotel rooms also provide an indication of the type, quality, and number of attractions that draw visitors downtown. Downtown Jacksonville (2,372 hotel rooms) leads Greenville (860 rooms) and is on par with Chattanooga (2,354 rooms), but is well behind the other six downtowns.

Distinctive and Significant



Visitor Attractions

Distinctive and significant visitor attractions are characteristic of the downtown areas profiled, including large convention centers, aquariums and zoological parks, major arts and cultural facilities, and sports and entertainment venues and districts. Downtowns also feature wide ranges of hotels, restaurants, and retail facilities. All combine in various ways to make these downtown areas an attractive living environment for residents and inviting to visitors.

Professional Sports Venues

Venues for major league baseball, basketball, and football in the other cities are located downtown, except Kansas City where MLB and NFL stadiums are not downtown. Downtown Baltimore (NBA, NFL), Charlotte (NBA, NFL), Cincinnati (MLB, NFL), and Indianapolis (NBA/WNBA, NFL) have two major league venues (see Table 2.4). Jacksonville has one (EverBank Field - NFL Jaguars) which also hosts the annual Florida-Georgia and Gator Bowl collegiate games.

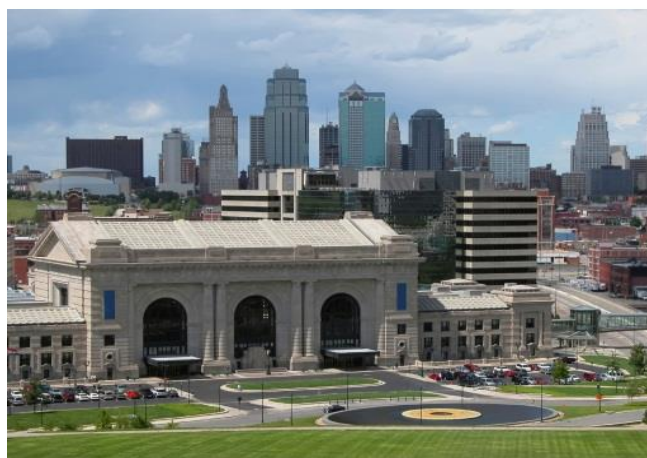
Downtown Charlotte, Chattanooga, Greenville, Indianapolis, Louisville, and Jacksonville have minor league baseball stadiums and downtown Cincinnati and Indianapolis have minor league hockey (see Table 2.4). Although professional football draws the largest single day crowds, home games occur much more frequently in baseball, basketball, and hockey. Collegiate football games impact downtown Chattanooga due to the adjacent location of the UT Chattanooga stadium.

Aquariums and Zoos

Downtown Baltimore (National Aquarium) and Chattanooga (Tennessee Aquarium) feature major riverfront aquariums, both of which attract well over one million visitors per year. A Sea Life Aquarium, one of several in the U.S., is located in the downtown Kansas City's Crown Center. Zoos are located very near downtown and Greenville and on the edge of downtown Indianapolis.

Convention Centers

All except Greenville have downtown convention centers. Large centrally located centers are found in downtown Baltimore, Cincinnati, Charlotte, Indianapolis, and Kansas City, ranging in size from 750,000 to 1.3 million square feet in total floor area. Downtown facilities in Chattanooga and Louisville are in the 300,000 square foot range. Jacksonville's Prime Osborne III convention center is the smallest, in total floor area and contiguous floor area. Due to inconsistent vision and changing plans, it also has the distinction of having no other attractions, hotels, and other services in the immediate vicinity.



Arts and Cultural Facilities

Significant performing arts centers, museums, and cultural facilities are found to a greater or lesser degree in all of the downtowns (see Table D.4). Jacksonville venues include the Times

Union Center for the Performing Arts, Florida Theatre, Museum of Science and History (MOSH), Museum of Contemporary Arts (MOCA), Veterans Memorial Arena and EverBank Field hosting large festivals and concerts, LaVilla Middle School for the Arts, Metropolitan Park Amphitheatre, Ritz Theatre, Jacksonville Historical Society Museum, Friday Musicale, and neighboring regionally significant Cummer Museum and Gardens, Riverside Arts Market, and Unity Plaza (under construction).

Downtown Baltimore, Chattanooga, Cincinnati, Charlotte, Indianapolis, Kansas City, and Louisville have greater numbers and varieties of arts and cultural facilities, including historic sites, not all of which are listed in Table 2.4. Distinctive and significant downtown attractions include the Hippodrome Theater and Maryland Science Center in Baltimore; Cincinnati Museum Center, Cincinnati Music Hall, and National Underground Railroad Freedom Center in Cincinnati; and the Hunter Museum of American Art on the Chattanooga riverfront. Downtown Charlotte attractions include Discovery Place and the Mint Museum, and downtown Greenville features the Peace Center for the Performing Arts and Heritage Green, a campus of museum facilities including the Greenville County Art Museum and its Andrew Wyeth collection.

Significant facilities in Indianapolis include the Indiana State Museum and IMAX Theater and Indianapolis Children's Museum. The Kauffman Center for the Performing Arts and Nelson-Atkins Museum of the Arts are among many arts and cultural facilities in downtown Kansas City, and Louisville attractions include the Muhammad Ali Center and Louisville Slugger Museum.

Food, Shopping, and Entertainment Facilities Visitor Attractions

Destination food, shopping, and entertainment venues and areas are found in all cities, but are prominent in Baltimore, Cincinnati, Charlotte, Chattanooga, Indianapolis, Kansas City, and Louisville (see Tables D.5 and D.7). Downtown Greenville is noteworthy because of the number and diversity of restaurants and shops in this small city (see Table D.4).

Table 2.6 shows numbers of restaurants and stores in downtown Jacksonville and the other eight cities, as well as names venues and areas of downtown where food, shopping, and entertainment facilities are concentrated. Market demand for these facilities is driven by downtown residents, workers, students, and visitors and the presence of other major attractions.

With a comparatively smaller downtown population and fewer and less advantageously placed major attractions, Jacksonville is more limited in being able to attract and support food, shopping, and entertainment venues and areas found in many cities.

Named downtown venues and areas with concentrations of food, shopping, and/or entertainment facilities in other cities are outlined below to illustrate development concepts and market opportunities that may be food for thought for Downtown Jacksonville.

Jacksonville

- Museum of Contemporary Art (MOCA)
- Museum of Science and History (MOSH) coupled with River City Brewing Company
- Riverside Arts Market (RAM)

- Unity Plaza
- Jacksonville Landing
- Southbank riverfront restaurants connecting with the neighboring Hendricks Avenue dining and entertainment corridor

Baltimore

- Harborplace Mall and The Gallery: Inner Harbor festival market (much larger version of the Jacksonville Landing)
- Power Plant & Power Plant Live: Inner Harbor area food, shopping, and entertainment development
- Lexington Market: classic old year-round urban market with 140 vendors of fresh and prepared foods
- Maryland Science Center IMAX Theater
- Horseshoe Casino Baltimore (proposed)

Cincinnati

- Fountain Square: mixed-use area with offices, hotels, stores, and restaurants, including Macy's and Saks department stores and other upscale stores
- The Banks: new 18-acre riverfront mixed-use hotel, office, food, shopping, entertainment development on Ohio River
- Findlay Market: old urban market (30 full-time vendors)
- Cincinnati Museum Center Omnimax Theater
- Horseshoe Casino Cincinnati

Kansas City

- Power & Light District: nine-blocks food, shopping, and entertainment development (Phase 1 – 450,000sf)
- Crown Center Shops: food, shopping, and entertainment part (300,000sf) of 85-acre mixed-use office, hotel, retail project, and featuring a Legoland Discovery Center and Sea Life Aquarium
- Union Station: food, shopping, entertainment, and museum complex in historic railroad station; includes Science City exhibits, Extreme Screen theater, and Gottlieb Planetarium (850,000sf).
- City Market: old urban market (40 shops, 140 seasonal vendors)
- Isle of Capri Casino: on Missouri River near downtown

Louisville

- Fourth Street Live: food, shopping, and entertainment development (350,000sf)
- Urban Bourbon Trail: pub crawl network of hotels, restaurants, and bars with 27 locations
- Kentucky Science Center IMAX Theater
- Bourbon District: proposed designation for areas along Main and Fourth Streets that include hotels, restaurants, bars, shops, entertainment facilities, two proposed small-batch distilleries, and bourbon industry exhibits; district concept incorporates existing Whiskey Row, Urban Bourbon Trail, and Fourth Street Live

Chattanooga

- Chattanooga Choo Choo: 24-acre property with a railroad hotel, restaurants, model train museum, and train rides
- Chattanooga Market: urban farmer's market (300 vendors)
- Warehouse Row: food, shopping, and entertainment area (300,000sf)
- Tennessee Aquarium IMAX Theater

Greenville

- Main Street: restaurants, bars, shops, galleries, Peace Center (performing arts), Falls Park
- West End Market: shops and restaurants in old cotton mill

Charlotte

- EpiCenter: food, shopping, and entertainment development (300,000sf)
- NC Music Factory: food, shopping, and entertainment development in old factory building (270,000sf)
- Metropolitan at Midtown: shopping center (375,000sf) on edge of downtown
- NASCAR Hall of Fame
- Discover Place IMAX Dome Theater

Indianapolis

- Circle Center Mall: shopping center (800,000sf) with Carson Pirie Scott department store (225,000sf)
- City Market: old urban market (30 year-round tenants, plus seasonal vendors)
- Indiana State Museum IMAX Theater

Iconic Landmarks and Public Places

Landmarks and public places include parks, plazas, fountains, monuments, iconic buildings, and other facilities and features that celebrate and preserve history and natural amenities, allow public access, and define the character of the community. Distinctive downtown landmarks and public places are found in all cities, some more than others. Many of these are outlined below to illustrate the features and character of downtowns and the extent to which cities provide, preserve, and enhance the assets that make downtowns distinctive and inviting places to live, work, and visit.



Jacksonville

- Metropolitan Park and Amphitheatre
- St. Johns riverfront park
- Northbank and Southbank Riverwalks
- Florida Theater: built 1927, Mediterranean Revival style
- St. Johns River Bridges: five bridges in downtown area
- Independent Life Building (presently Wells Fargo tower): built 1974, 37 floors
- Hemming Plaza
- Jacksonville Landing
- Nationally recognized Gulf Life Building (presently Riverplace Tower)
- Friendship Fountain
- Treaty Oak at Jessie Ball DuPont Park
- City Hall at St. James
- Laura Street Trio

Baltimore

- Baltimore Inner Harbor: extension of Chesapeake Bay
- National Aquarium: in Inner Harbor
- Historic Ships in Baltimore: in Inner Harbor
- Oriole Park at Camden Yards: old style baseball stadium
- Lexington Market: classic old urban market, established 1782
- Bank of America Building: built 1924, Art Deco style, 34 floors, being converted to 445 apartments
- Lord Baltimore Hotel: built 1928, French Renaissance style
- Washington Monument at Mt. Vernon Place
- George Peabody Library: built 1878
- Hippodrome Theater: built 1914, Beaux Arts style

Cincinnati

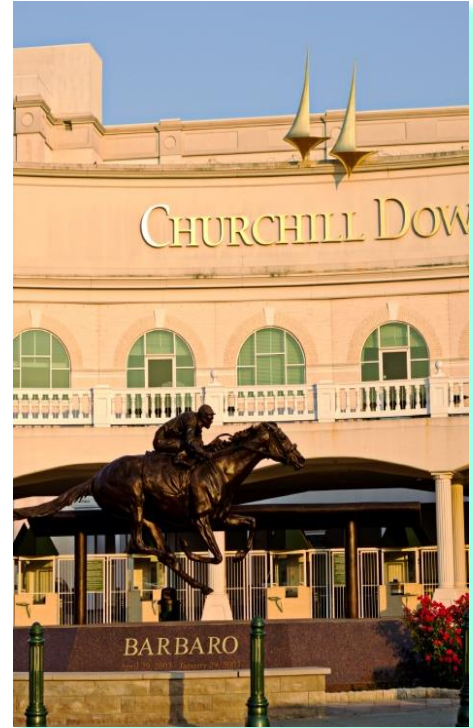
- Sawyers Point & Yeatman's Cove Parks: includes Proctor & Gamble Pavilion and Serpentine Wall on Ohio River
- Smale Riverfront Park: new 45-acre urban park on Ohio River
- Cincinnati Museum Center at Union Terminal: built 1933, Art Deco style
- Cincinnati Music Hall: built 1878, Venetian Gothic style
- Roebling Suspension Bridge: built 1865-67, spans Ohio River
- Carew Tower: built 1931, 49 stories, Art Deco/Art Moderne style, mixed-use complex includes offices, Netherland Plaza Hotel, and 25 shops and restaurants, observation deck
- Proctor & Gamble Plaza Towers: corporate headquarters complex of US consumer products giant
- Findlay Market: old urban market, built 1852

Kansas City

- "City of Fountains:" 49 functioning fountains downtown
- Riverfront Heritage Trail and Berkley Riverfront Park: on Missouri River
- Kauffman Center for the Performing Arts
- Lincoln Memorial Mall and Liberty Memorial: linear park
- Power and Light Building: built 1931, 34 stories, Art Deco
- Union Station: built 1914, Beaux Arts style railroad station, currently 850,000sf food, shopping, and entertainment complex
- Hotel Phillips: built 1929, Jacobean style
- City Market: established 1857

Louisville

- Louisville Waterfront Park: 85-acre urban park on Ohio River
- Brown Hotel: built 1923, English Renaissance style
- Seelback Hotel: built 1905, Beaux Arts/Baroque style
- Belle of Louisville: oldest operating steamboat, built 1914
- The Louisville Palace: historic theater building, built 1928, Spanish Baroque style
- Churchill Downs: Kentucky Derby racetrack in area



Chattanooga

- Tennessee Aquarium: on Tennessee River
- Hunter Museum of American Art: on Tennessee River
- Tennessee Riverwalk: along Tennessee River
- Walnut Street Bridge: built 1890, spans Tennessee River
- Chattanooga Choo Choo: railroad hotel and museum
- Delta Queen: old riverboat, now hotel on Tennessee River
- Lookout Mountain and Incline Railway: in the area

Greenville

- Falls Park on the Reedy: environmental park with cascading Reedy River waters through downtown
- Liberty Bridge: 380 foot pedestrian suspension bridge over Reedy River
- Heritage Green: collection of museums, including Greenville County Museum of Art with Andrew Wyeth collection



Charlotte

- Bank of America Corporate Center: 60-story tower
- Duke Energy Center: 54-story office tower
- Fourth Ward Neighborhood and Park

Indianapolis

- White River State Park: 250-acre urban park on White River with gardens, museums, monuments, walking and bicycle trails, and amateur sports facilities
- Canal Walk: 3-mile long paved landscaped walkway through the downtown "Cultural Corridor."
- Indiana World War Memorial, Museum, and Plaza: built 1924, five-block long urban plaza



called American Legion Mall north of the Memorial and Veterans Memorial Plaza to the south

- Indiana State House: state capitol building, built 1888
- Soldiers and Sailors Monument & Museum: built 1888, Neoclassical style, observation platform in tower
- Indianapolis ArtsGarden: 7-story glass dome over downtown street intersection, on downtown Skywalk System
- Indianapolis City Market: opened 1886
- Indianapolis Motor Speedway: Indy 500 racetrack (in area)

Other Distinctive Attributes and Factors

Distinctive Neighborhood Identities

Neighborhoods and districts in downtowns of several cities have distinctive identities and names that relate to their history and ethnicity, or that reflect their existing and desired economic activity. This is important to differentiating, preserving, and cultivating the history, ethnicity, character, and economic identity of an area.

Downtown Jacksonville has several named neighborhoods and districts, including Brooklyn, LaVilla, Cathedral District, Eastside, and the Southbank. While these do not necessarily reflect their history, ethnicity, character, or economic orientation, they do provide a starting point for defining and differentiating urban land uses and development opportunities.



Listed below are a number of downtown neighborhoods and districts in other cities, names of which that reflect their history, ethnicity, character, or economic orientation, and are designed to attract interest in them as places to invest, live, work, and visit.

- **Little Italy** – Baltimore neighborhood noted for its ethnic heritage and restaurants
- **Over-The-Rhine** – Cincinnati neighborhood noted as an arts community and for its architecture and cultural attractions
- **Bluff View Art District** – Chattanooga neighborhood noted for its art museum and galleries, restaurants, small lodgings, and elevated views of the Tennessee River
- **Warehouse Row** – Chattanooga industrial-chic downtown collection of restaurants and shops in old warehouse area
- **18th & Vine Jazz District** - Kansas City neighborhood that reflects the history of the City as a center of jazz music
- **Crossroads Arts District** - Kansas City neighborhood noted for its many art galleries, music venues, restaurants, and film making, many housed in old industrial buildings
- **NuLu** – “New Louisville” neighborhood, also called East Market District, noted as the new

hip area with art galleries, restaurants, retail shops, and professional offices.

- **Whiskey Row** – Louisville mixed-use urban development with restaurants, shops, entertainment venues, and loft housing in old buildings that were once home to the bourbon industry

Transit Services

Downtowns studied are served by busses and/or rubber-tire trolleys. Noteworthy services are found in Chattanooga and Greenville. Downtown Chattanooga is served by free electric-powered trolleys and has three downtown park-and-ride lots. Downtown Greenville trolleys are owned by the Greenville Drive minor league baseball team and are operated by the City of Greenville Thursdays through Sundays free-of-charge.



Light rail and streetcar services exist and are underway in four cities. Baltimore has a 30-mile light rail system linking downtown with areas north and south, and serving the convention center, stadium, and Lexington Market areas. The system has 33 stations including several in the downtown area and carries in the range of 27,000 riders daily.

Charlotte's LYNX light-rail system includes the completed 9.6-mile Blue Line into downtown. This line has 15 stations, including several downtown, and carries in the range of 16,000 riders daily. A 9.4-mile Blue Line extension is under construction from downtown to the northeast. In addition, downtown is served by the 2.1-mile Charlotte Trolley that shares tracks with the Blue Line and operates only on weekends. The Trolley has eleven stops, including several downtown.

Streetcar projects currently are under construction in downtown Cincinnati and Kansas City. Cincinnati has a 3.6-mile phase one project under construction with 18 proposed stops. The line runs between The Banks mixed-use development on the Ohio River to the Findlay Market area in the Over the Rhine neighborhood. The Kansas City streetcar project is two miles long with 18 stops and runs from the River Market District of downtown to Crown Center. The streetcar will link and serve the convention center and Power and Light District among many downtown businesses and attractions and has given rise to a number of development proposals.

Pedestrian Facilities

Baltimore, Cincinnati, Charlotte, Indianapolis, and Louisville have elevated walkway systems ("skywalks") that link downtown attractions, hotels, and office buildings. The Baltimore system of open walkways links the Inner Harbor area, Baltimore Convention Center, and several hotels, but some sections are being removed to promote street level foot traffic. Cincinnati has an enclosed system linking the Duke Energy Convention Center and a number of hotels and office buildings spread over a 15-block area.

These elevated skywalk systems are viewed by many workers and visitors as a comfortable,

convenient, and safe means for traveling on foot around downtown. They also have their vocal critics who believe that they are major impediments to street level foot traffic and retail trade. Baltimore is removing sections of elevated walkways for this reason.

Large-Screen Theaters

IMAX Theaters and similar large-screen theaters are found downtown in all of the cities profiled, except downtown Greenville. In most cases, these theaters are in or are affiliated with aquariums, museums and science centers. Baltimore and Chattanooga theaters are part of the National Aquarium and Tennessee Aquarium. Large-screen theaters in Cincinnati, Charlotte, Indianapolis, Kansas City, and Louisville are parts of downtown museums and science centers. While MOSH has a state-of-the-art, nationally recognized planetarium and theatre, there may be an opportunity for a large-screen theater attraction in Downtown Jacksonville, given their presence in markets of comparable or smaller size, like Chattanooga and Louisville.

Downtown Public Markets

Urban public markets selling fresh and prepared foods are found in downtown Baltimore, Cincinnati, Chattanooga, Indianapolis, and Kansas City. The oldest and most well-known of these, Baltimore's Lexington Market on the west side of downtown, dates to 1782 and operates year-round. Lexington Market has over 140 vendors. Another year-round historic public market, Cross Street Market, dates to 1846 and is located in the Federal Hill area on the south side of downtown Baltimore.



Cincinnati's Findlay Market in the Over-The-Rhine neighborhood dates to 1852 and is Ohio's oldest continuously operated public market. The Chattanooga Market provides arts, crafts, and farmer's market unique and regional items involving over 50 farms and 130 artisans and is open Sundays during the summer and fall seasons. The City Market in Indianapolis was founded in 1812 and has occupied its current downtown facility since 1886. It is open year-round six days per week and has 30 permanent tenants and many seasonal vendors. The City Market in Kansas City dates to 1857 and is in the downtown River Market neighborhood. The market has more than 40 full-time year-round tenants and numerous seasonal vendors.

The new 7th Street Public Market, opened in downtown Charlotte in 2012 in a 17,000 square foot former specialty food market and has 17 year-round tenants. It is operated under a non-profit corporation sponsored by the Carolinas Medical Center, Blue Cross and Blue Shield of North Carolina, and with funds raised by Charlotte Center City Partners, the lead downtown development organization.

Jacksonville's Riverside Arts Market and nearby Beaver Street Market are a good start although not centrally located.

Vision for Indianapolis

Business and government leaders years ago came together and developed a vision for Indianapolis as the national center for amateur athletics and sports. Since then, the City has become the headquarters of the National Collegiate Athletic Association (NCAA), which moved from Kansas City to White River State Park in Indianapolis in 1999. The NCAA Hall of Champions museum and conference center is adjacent to the headquarters office.

In addition, Indianapolis is headquarters for administrative bodies for a number of amateur sports, and has a number of amateur sports training and event facilities. These include the Kuntz Memorial Soccer Complex, Indiana/World Skating Academy, Indiana University Natatorium, Indianapolis Tennis Center, Indiana University Track and Field Stadium, and Major Taylor Velodrome. A great many high school and collegiate sports events have been held in the City. Most if not all of these facilities and events are in or adjacent to downtown. All this has resulted in the City being recognized as and called the "Amateur Sports Capital of the World."

Private Funding Support

The importance of private funding support for downtown development organizations and initiatives cannot be overstated. Private contributions support budgets of non-profit organizations in seven of the eight cities profiled. Among many examples, foundation grants and private donations provided virtually all funding for the Tennessee Aquarium in Chattanooga and a large share of the cost of developing the array of amateur athletic facilities in Indianapolis.

**Table D.1
Downtown Market Context**

City	Distinguishing or Unique Features	City Population, 2012	City & Urban County Population, 2012	Metro Area Population, 2012	2012 Metro Median Household Income
Jacksonville, FL	Consolidated city/county government On St. Johns River Mayo Clinic Florida UF Health Proton Lab CSX HQ Hemming Plaza Jacksonville Landing Nationally recognized Gulf Life Building (presently Riverplace Tower) Friendship Fountain Treaty Oak City Hall at St. James Laura Street Trio	836,507	Duval County 879,602	1,377,850	\$ 48,118
Baltimore, MD	Independent city (not in county) On Chesapeake Bay Inner Harbor/National Aquarium Johns Hopkins Hospital and Univ	621,342	Baltimore City & Baltimore County (1) 1,438,797	2,753,149	\$ 66,970
Cincinnati, OH	On Ohio River Proctor & Gamble HQ Kroger & Macy's HQ	296,727	Hamilton County 802,038	2,128,603	\$ 52,439
Chattanooga, TN	On Tennessee River Tennessee Aquarium Chattanooga Choo Choo	171,279	Hamilton County 345,545	537,889	\$ 43,475
Charlotte, NC	Consolidated city/county services Major financial center (Bank of America HQ, Wells Fargo) NASCAR & Charlotte Motor Speedway	775,202	Mecklenburg County 969,031	2,296,569	\$ 52,470
Greenville, SC	Greenville Co Art Museum (Andrew Wyeth Collection) Michelin North American HQ	60,709	Greenville County 467,605	842,853	\$ 37,759
Indianapolis, IN	Consolidated city/county gov't Indiana state capital On White River Indianapolis 500 Eli Lilly HQ	844,228	Marion County 918,977	1,928,982	\$ 51,808
Kansas City, MO	On Missouri River Kansas City barbeque History in jazz music Hallmark Cards HQ	464,310	Jackson County 677,377	2,038,724	\$ 54,519
Louisville, KY	Consolidated city/county gov't On Ohio River Kentucky Derby/Churchill Downs Brown and Seelbach Hotels Humana HQ	597,337	Jefferson County 750,828	1,283,566	\$ 48,895

(1) Baltimore City and County are independent jurisdictions

Source: URBANOMICS, 2013

Table D.2

Major Downtown Private Employers, Governmental Facilities, Institutions, and Downtown Employment

City	Downtown Major Corporations			Downtown Major Government Facilities and Institutions (1)	Downtown Employment
	Headquarters		Others		
Jacksonville, FL	Fidelity National Financial Fidelity National Info Systems FL Blue Cross & Blue Shield Interline Brand	CSX Corp EverBank Steinmart Rayonier	Bank of America Wells Fargo Bank Prudential Insurance SunTrust Bank	Duval County Courthouse US Courthouse Federal Building US Corps of Engineers US Federal Reserve Bank	48,000 (2)
Baltimore, MD	Constellation Energy T. Rowe Price Legg Mason Deutsche Bank Alex Brown Agora Publishing Under Armour Vertis Communications DataPoint, Inc.		BBVA Compass (Regional HQ) Exelon FNB Corp (Regional HQ) M&T Bank Transamerica Insurance Wells Fargo	US VA Medical Center (adjacent) US Corps of Engineers US Federal Reserve Bank U of Maryland Baltimore (adjacent) U of MD Medical Center (adjacent) Johns Hopkins Med Center (nearby) Medstar Harbor Hospital	86,000
Cincinnati, OH	Proctor & Gamble Company Convergys Fifth Third Bancorp Great American Insurance Cincinnati Bell American Financial Group DunnhumbyUSA	Macy's Kroger EW Scripps Omnicare	Duke Energy PNC Financial Services Accenture	US Courthouse US EPA Environmental Research Center (nearby) Univ. of Cincinnati, Uptown Campus (nearby) Univ. of Cincinnati Medical Complex (nearby)	80,000
Chattanooga, TN	TN BlueCross & Blue Shield UnumProvident The Krystal Company		CIGNA Healthcare SunTrust Bank	TVA (Power HQ) Erlanger Health System Univ. of Tennessee Chattanooga	34,000
Charlotte, NC	Bank of America Duke Energy Wells Fargo (Eastern HQ) Chiquita Brands Fifth Third Bank (NC HQ) Shaw Power Group		Hearst Publishing Adecco Staffing Price Waterhouse Coopers Transamerica Reinsurance Accenture Ally Financial BB&T	US Federal Reserve Bank	80,000
Greenville, SC	South Carolina Bank & Trust Phillips Staffing Agfa Healthcare Corp	Certus Bank Perceptis	TD Bank Ernst & Young	St. Francis Hospital Clemson Univ School of Business Greenville Memorial Hospital (nearby)	25,600
Indianapolis, IN	Eli Lilly Wellpoint, Inc. Simon Property Group National Collegiate Athletic Assn Emmis Communications One American Financial Republic Airways HH Gregg		Rolls-Royce Defense Ops Center (2,500 employees) Regions Bank (IN HQ) JP Morgan Chase (IN HQ) BMO Harris Bank PNC Financial Services	USVA Roubidoux Medical Center US Social Security Administration State Capitol complex Indiana University Health Center Indiana U-Purdue U of Indianapolis (IUPUI), multiple facilities Wishard Memorial Medical Ctr Herron School of Art and Design	125,000
Kansas City, MO	Hallmark Cards Commerce Bankshares UMB Financial Corp Burns & McDonnell American Century Investments HNTB DST Systems	Black & Veatch H&R Block	Accenture AT&T (Regional HQ) Transamerica Funds	US Federal Reserve Bank (reg HQ) US Social Security Administration US Fed Bureau of Investigation US Internal Revenue Service Ctr US General Services Admin (reg HQ) Univ Missouri Kansas City medical complex, multiple facilities	100,000
Louisville, KY	Humana, Inc. Hillerich & Bradsby Republic Bank & Trust S.Y. Bancorp Kindred Healthcare INDATUS Corp		AT&T (Kentucky HQ) Mercer, Inc. Wellpoint, Inc. Anthem BCBS PNC Financial Services Horseshoe Southern Indiana	US Federal Reserve Bank Jewish Hospital & St. Mary's Healthcare Norton Healthcare Pavilion Univ. of Louisville School of Medicine and Health Center	67,000

(1) Excludes local government

(2) Downtown Vision, Inc.

Source: URBANOMICS, 2013

Table D.3 Downtown Office Market			
City	Total Office Space (millions of square feet) (1)	Share of Metro Area (%)	Vacancy Rate (%)
Jacksonville, FL	8.1 -- Cushman & Wakefield, 2Q13 16.1-- Colliers International, 2Q13	31.3 26.1	20.5 14.4
Baltimore, MD	13.1 -- Cushman & Wakefield, 2Q13 23.3 -- NGKF, 2Q13 29.3 -- Downtown Partnership	20.4 25.4	16.1 13.6
Cincinnati, OH	13.6 -- Cushman & Wakefield, 2Q13 21.5 -- Colliers International, 3Q13	38.0 40.0	20.3 19.5
Chattanooga, TN	3.6 - Based on <u>Southeast Business</u> 7/2012 and Studley 2Q12 data	39.1	13.3 (metro area)
Charlotte, NC	22.6 -- Cushman & Wakefield, 2Q13 23.0 -- Colliers International, 1Q12	20.2 34.1	7.9 11.4
Greenville, SC	3.1 -- Colliers International, 2Q13	40.1	16.4
Indianapolis, IN	11.3 -- Cushman & Wakefield, 2Q13 20.1 -- NGKF, 4Q12 23.5 -- Colliers International, 2Q12	30.9 37.5 34.0	20.3 10.7 13.7
Kansas City, MO	20.1 -- NGKF, 1Q13 27.4 -- Colliers International, 1Q13	29.5 27.5	19.7 15.0
Louisville, KY	9.1 -- Cushman & Wakefield, 2Q13 10.3 -- Cassidy Turley, Year End 2012 13.1 -- Louisville Downtown Management District	46.2 47.0	16.0 14.8

(1) Office space data may vary widely by source due to types of space and number of buildings included in their surveys. Some sources may include only Class A or Class A and Class B buildings, while others may also include Class C buildings. Some sources also may only include leasable buildings, while others may also include owner-occupied buildings.

Source: URBANOMICS, 2013

Table D.4
Downtown Venues and Attractions

City	Convention Center	Professional Sports	Arts, Culture, & History	Entertainment
Jacksonville, FL	Prime Osborn Convention Center Total Floor Area: 265,000sf Contiguous Floor Area: 78,500sf	EverBank Field Baseball Grounds of Jacksonville Veterans Memorial Arena	Time Union Center for the Performing Arts Florida Theater Museum of Science and History Ritz Theatre LaVilla Middle School for the Arts Museum of Contemporary Art Friday Musicale Riverside Arts Market	Veterans Memorial Coliseum (multipurpose arena) Jacksonville Landing (retail/entertainment center) Unity Plaza (under construction) Riverside Arts Market
Baltimore, MD	Baltimore Convention Center Total Floor Area: 1,225,000sf Contiguous Floor Area: 300,000sf	M&T Bank Stadium Camden Yards	Maryland Science Center (MSC) Myerhoff Symphony Hall France-Merrick Performing Arts Center/Hippodrome Theater Modell Performing Arts Center Walters Art Gallery Pier 6 Concert Pavilion Everyman Theater	Harborplace and the Gallery (retail/entertainment center) National Aquarium Baltimore Maritime Museum MSC IMAX Theater Power Plant & Power Plant Live (retail/entertainment complex) 1st Mariner Arena
Cincinnati, OH	Duke Energy Convention Center Total Floor Area: 750,000sf Contiguous Floor Area: 195,000sf	Paul Brown Stadium Great America Ballpark US Bank Arena	Aronoff Center for the Arts Cincinnati Art Museum Cincinnati Museum Center (CMC) at Union Terminal National Underground Railroad Freedom Center Cincinnati Music Hall	CMC IMAX Theater The Banks (riverfront mixed-use retail/entertainment complex) Horseshoe Casino Cincinnati
Chattanooga, TN	Chattanooga Convention Center Total Floor Area: 312,000sf Contiguous Floor Area: 100,000sf	AT&T Field	Hunter Museum of American Art Houston Museum of Decorative Art Creative Discovery Center Soldiers and Sailors Memorial Auditorium	Tennessee Aquarium and IMAX Theater Chattanooga Choo Choo (24ac lodging/dining/entertainment) Tivoli Theater Majestic 12 Theater
Charlotte, NC	Charlotte Convention Center Total Floor Area: 850,000sf Contiguous Floor Area: 280,000sf	Bank of America Stadium Time Warner Cable Arena BB&T Ballpark	Blumenthal Performing Arts Ctr Levine Center for the Arts Harvey B. Gantt Center for African-American Art & Culture	NASCAR Hall of Fame EpiCentre (retail/entertainment complex) NC Music Factory (retail/entertainment complex)
Greenville, SC	<u>Outside downtown area</u> TD Convention Center Total Floor Area: 500,000sf Contiguous Floor Area: 230,000sf	Fluor Field	Peace Center for the Arts SC Governor=s School for the Arts and Humanities Shoeless Joe Jackson Museum and Baseball Library	Bon Secours Wellness Arena (multipurpose arena) UBS Ice on Main (open air ice rink) Greenville Zoo (nearby)
Indianapolis, IN	Indiana Convention Center Total Floor Area: 1,300,000sf Contiguous Floor Area: 566,000sf	Lucas Oil Stadium Bankers Life Fieldhouse Victory Field	Indiana State Museum (ISM) Union Station historic site Veterans Memorial Plaza Old National Centre & Murat Theater (perf. arts) Eiteljorg Museum Indiana War Memorial NCAA Hall of Champions	Indianapolis Zoo (nearby) ISM IMAX Theater
Kansas City, MO	Kansas City Convention Center Total Floor Area: 800,000sf Contiguous Floor Area: 388,000sf	<u>Outside downtown area</u> Arrowhead Stadium Kauffman Stadium	Kauffman Center for the Performing Arts Municipal Auditorium (arena, music hall, theater) Kansas City Repertory Theater Liberty Memorial/National World War I Museum Nelson-Atkins Museum of Art Negro Leagues Baseball Museum (nearby)	Power & Light District (entertainment/retail complex) Sprint Center (multi-purpose arena) Crown Center (retail/entertainment complex, incl. Legoland, Discovery Center and Sea Life Aquarium) Union Station (entertainment/retail/museum/science center) Nat'l Collegiate Basketball Hall of Fame Isle of Capri Casino (nearby)
Louisville, KY	Kentucky International Conv. Ctr Total Floor Area: 300,000sf Contiguous Floor Area: 145,000sf	Louisville Slugger Field	The Kentucky Center for the Performing Arts Muhammad Ali Center Louisville Slugger Museum Frazier History Museum Kentucky Science Center (KSC)	KFC Yum Center (multi-purpose arena) Fourth Street Live (retail/entertainment complex) KSC IMAX Theater

Table D.5
Other Downtown Attractions, Annual Visitors and Hotels

City	Other Downtown Attractions	Annual Downtown Visitors	Downtown Hotels	
			Convention Center Area (# of rooms)	All Hotels (# of rooms)
Jacksonville, FL	Northbank Riverwalk and Southbank Riverwalk Friendship Fountain Metropolitan Park (riverfront)	9 million	No hotels nearby	2,372
Baltimore, MD	Little Italy neighborhood Lexington Market Harborplace (Mall and Gallery) Federal Hill Historic District	22 million (Inner Harbor - 14 million) (National Aquarium - 1.6 mil) (Power Plant Live - 3 million)	Hilton Baltimore - 757 Marriott Inner Harbor - 524 Hyatt Regency - 488 Sheraton Inner Harbor - 337	5,471
Cincinnati, OH	Over the Rhine Historic District (nearby) Fountain Square Sawyer's Point Park/Proctor & Gamble Pavilion Smale Riverfront Park	17 million	The Millennium - 872 Hilton Netherlands Plaza - 561 Hyatt Regency - 491 The Cincinnati - 146	4,352 (incl. 1,256 in riverfront area of Covington, KY)
Chattanooga, TN	Tennessee Riverwalk Delta Queen (converted riverboat hotel) Chattanooga Market Warehouse Row Lookout Mountain & Incline Railway (nearby)	8 million (Tenn Aquarium - 1.2 mil) (Chattanooga Choo Choo)	Marriott Downtown - 341 The Chattanooga - 199 Staybridge Suites - 124	2,354
Charlotte, NC	Fourth Ward neighborhood	11 million (Epicenter) (NC Music Factory) (Discovery Place- 750,000)	The Westin - 700 Hilton Center City - 400 Doubletree - 187 Hilton Garden Inn - 181	4,401
Greenville, SC	West End Historic District Falls Park on the Reedy	2.5 million	Convention center not located downtown	860
Indianapolis, IN	City Market White River State Park (250 acres) and Wapahani Trail Canal Walk (3 miles long) Circle Center Mall	22 million	J.W. Marriott - 1,005 Marriott Downtown - 622 The Westin - 573 Hyatt Regency - 499 The Omni Severin - 424 Courtyard - 297 Crowne Plaza - 273	6,861
Kansas City, MO	Crossroads Arts District River Market neighborhood City Market Lincoln Memorial Mall and Liberty Memorial Berkley Riverfront Park Riverfront Heritage Trail 18th & Vine Jazz District (nearby)	20 million (Crown Center - 5 million)	Marriott Downtown - 946 Crowne Plaza - 385 Holiday Inn Downtown - 193	5,606
Louisville, KY	Whiskey Row South Fourth Street area West Main Street area/Museum Row NuLu (East Market Street area) Louisville Waterfront Park (85-acres) and Louisville Riverwalk Historic Brown and Seelback hotels Louie Link skywalk (6 blocks) Belle of Louisville riverboat	14 million (4th Street Live - 4.7 million)	Galt House - 1,290 Marriott Downtown - 616 Hyatt Regency - 393 Courtyard Downtown - 132	4,056

Based on data from Downtown Vision, Inc.
Source: URBANOMICS, 2013

Table D.6
Downtown Retail Market

City	Number of Eating Places (2)	Number of Retail Stores (3)	Square Feet of Retail Space	Major Retail and Entertainment Facilities
Jacksonville, FL	120 35 nightspots (4)	75 (4)	724,000 in Downtown Improvement District (4)	Jacksonville Landing (126,000sf) Winn-Dixie grocery Fresh Market grocery (proposed)
Baltimore, MD	200+	No data found	3.2 million	Harborplace and the Gallery (273,000sf) Lexington Market (140 vendors) Cross Street Market Power Plant (200,000sf) & Power Plant Live
Cincinnati, OH	215 35 nightspots	220	3.0 million	Macy's Dept. Store (184,000sf) Saks Fifth Avenue (180,000sf)
Chattanooga, TN	105	No data found	No data found	Chattanooga Market Warehouse Row (330,000sf) Whole Foods Market (Northshore, across river from downtown)
Charlotte, NC	225-250 50+ nightspots	Incomplete data	2.8 million	EpiCentre (300,000sf) NC Music Factory (270,000sf) Metropolitan at Midtown (375,000sf), including Target
Greenville, SC	110	150+	Data not found	Mast General Store West End Market
Indianapolis, IN	300+	400+	4.1 million	Circle Center Mall (800,000sf), including Carson Pirie Scott (225,000sf) City Market (30 shops, plus seasonal vendors) Marsh Supermarket (40,000sf)
Kansas City, MO	200-250	300+	3.3 million	Union Station (850,000sf) Power & Light District (450,000sf - Phase1) Crown Center Shops (300,000sf) Cosentino's Market (33,000sf) City Market (40 shops, 140 seasonal vendors)
Louisville, KY	160 30+ nightspots	300+	1.8 million	Fourth Street Live (350,000sf) Whiskey Row

(1) All numbers are approximations.

(2) Includes fine and casual dining, coffee shops, luncheonettes, fast food establishments, etc. Numbers are approximations.

(3) Retail store definitions vary by city. Some include service establishments; others report retail stores only. Numbers are approximations.

(4) Downtown Vision, Inc.

Source: URBANOMICS, 2013

Table D.7
Downtown Resident and Student Population

City	Resident Population	Share of Metro (%)	Housing Units	College Students
Jacksonville, FL	3,700 (1)	0.27	2,365 (1)	Enrollment data not found FSCJ Downtown Campus (adjacent)
Baltimore, MD	21,000 40,000, one mile radius	0.76	Data not found	20,000 Univ of Maryland Baltimore University of Baltimore
Cincinnati, OH	13,400	0.63	Data not found	33,000 Univ of Cincinnati, Uptown Campus (nearby)
Chattanooga, TN	5,800	1.08	3,500	12,800 Univ. of Tennessee, Chattanooga
Charlotte, NC	15,300 in "Uptown" area of Center City	0.67	8,900	29,000 UNC Charlotte, Center City Campus Johnson & Wales University Wake Forest Univ. School of Business Central Piedmont Community College
Greenville, SC	5,200	0.62	Data not found	Clemson Univ. School of Business Univ. of South Carolina Upstate (proposed)
Indianapolis, IN	24,500 in designated "Regional Center" Goal: 40,000 by 2020	1.27	13,250 (3,500 since 2000)	55,000 IUPUI (Indiana U-Purdue U at Indianapolis) Indianapolis Center Harrison College, Downtown Campus
Kansas City, MO	19,900	0.98	11,790	Enrollment data not found U of Missouri Kansas City, Hospital Hill Campus Metropolitan Community College
Louisville, KY	4,500 downtown core only	0.35	2,350 downtown core only	17,500 Univ. of Louisville, Health Sciences Center Jefferson Community and Technical College

(1) Downtown Vision, Inc.

Source: URBANOMICS, 2013

Table D.8

Downtown Investments and Projects

City	Completed Downtown Investments and Projects	Downtown Projects Underway and Planned
Jacksonville, FL (1)	\$1.8 billion in completed projects since 2000, including: Federal Courthouse (\$80M) Veterans Memorial Arena (\$130M) County courthouse (\$323M) Baptist-Wolfson medical complex (\$282M) Main Library (\$95M) Four new residential towers (868 units) (\$267M)	\$900,000,000 in projects underway and planned, including: Baptist Medical Center addition (\$200M) LaVilla transportation center (\$182M) Other transportation projects (\$258M) Three residential projects (661 units) (\$90M) Laura Street Trio (mixed-use) (\$45M)
Baltimore, MD	Significant projects completed since 2000 include: Hilton Convention Center Hotel (\$301M) Four Seasons Hotel (\$200M) Legg Mason Tower (\$180M)	\$2.0 billion in projects underway and planned, incl: Harbor Point (28-acre mixed use) (\$1.3B) Horseshoe Casino (\$400M) Exelon Headquarters (\$200M) Lexington Square (housing/retail) (\$150M) Four Seasons Residences (\$120M) New housing projects (3,100 units)
Cincinnati, OH	Significant projects completed since 2000 include: Horseshoe Casino (\$400M) Great American Ballpark (\$290M) Riverfront Park (\$120M) Great American Insurance Tower (office) (\$322M) The Banks riverfront (mixed use), Ph. 1 (\$239M) National Underground RR Freedom Center (\$110M)	Projects underway and planned include: The Banks, future phases (\$361M) Streetcar line (3.6 miles) (\$148M) 30 story apartment and retail project (\$80M)
Chattanooga, TN	\$3.8 billion invested since 1992. Projects since 2000 include: TN Blue Cross Blue Shield HQ (\$300M) UnumProvident HQ Office (\$60M) Waterfront improvement project, incl. Tennessee Aquarium expansion (\$120M)	Projects underway and planned include: Cameron Harbor mixed use (\$80M) Riverfront housing (330 units) (\$47M)
Charlotte, NC	\$6.4 billion in completed projects since 2000, including: Johnson & Wales University (\$82M) NASCAR Hall of Fame (\$160M) UNC Charlotte Center City Campus (\$50M) Time Warner Cable Arena (\$265M) Duke Energy Center (HQ building) (\$880M) LYNX light rail (part of 9.6-mile Blue Line) (\$463M) Gateway Village mixed-use development (\$350M) EpiCentre and residential tower (53 sto) (\$275M) The Vue residential tower (50 sto) (\$275M)	Projects underway and planned include: LYNX Blue Line light rail extension (9.4 mi) (\$1.16B) Gateway Station transportation center (\$200M) BB&T Ballpark (minor league baseball) (\$54M) 3,400 housing units 120,000sf retail Fourth Ward Urban Village
Greenville, SC	Significant projects completed since 2000 include: Fluor Field (\$29M) Kroger Center (\$27M) Main on Broad hotel/office/retail (\$45M) McBee Station - 219 housing units, 30,000sf retail Falls Park on the Reedy, Liberty Bridge	Projects underway and planned include: Project One: 385,000sf hotel/office/retail (\$100M) Federal Courthouse - 204,000sf Various residential projects - 800 units
Indianapolis, IN	\$9.1 billion in completed projects since 1990. Projects completed since 2000, incl: Lucas Oil Stadium (\$720M) Marriott Place (1,600 rooms) (\$450M) Circle Center Mall (800,000 square feet) (\$308M) Indianapolis Cultural Trail (8 miles) (\$63M)	\$2.6 billion in projects underway and planned, including: Eskenazi Hospital (\$754M) Housing (21 projects, 3225 units) (\$518M) Indiana U Health/Methodist Health hospital (\$500M) Riley Children's Hospital (\$475M) CityWay mixed-use development (600,000sf) (\$155M)
Kansas City, MO	\$6.5 billion in completed projects in last ten years, including: Power & Light District (\$850M) Kaufman Center for the Arts (\$415M) IRS Service Center (\$370M) Sprint Center (\$276M) Federal Reserve Bank (\$200M) H&R Block HQ Building (\$138M) KC Convention Center addition (\$135M)	\$1.3 billion underway and planned, including: East Village mixed use development (\$350M) Streetcar line (2.2 miles) (\$102M) 2.8 million square feet of office space 4,900 housing units
Louisville, KY	\$2.1 billion in completed projects since 2000, including: KFC Yum Center and Garage (\$432M) Muhammad Ali Center (\$80M) Fourth Street Live (Phase 1) (\$75M) Waterfront Park Place (residential) (\$42M) Louisville Slugger Field (\$40M) Waterfront Park expansion (30 acres) (\$37M)	Significant projects underway and planned include: Museum Plaza high-rise office/housing/hotel (\$465M) Nucleus Innovation Park (health sciences) (\$300M) Center City mixed use development (\$250M) Liberty Green housing (\$233M) Downtown Arena (\$252M) Riverpark Place condo/marina (\$200M) East Main Office Towers (\$150M)

(1) Downtown Vision, Inc

Source: URBANOMICS, 2013

Table D.9: Downtown Agencies and Organizations

City	Public Agencies	Private Organizations
Jacksonville, FL	Downtown Investment Authority (DIA) - City-funded public authority responsible for planning, promoting, and facilitating downtown development. Governed by a nine-member board appointed by the Mayor and City Council.	Downtown Vision, Inc (DVI) - Private non-profit Business Improvement District (BID) organization funded by special tax assessments to promote interests of downtown businesses and property owners. Governed by a 19-member board, incl. two ex-officio. \$1.3 million operating budget, financed by special tax assessments and other public and private sources.
	Office of Economic Development (OED) - City office with responsibilities for promoting and facilitating city-wide economic development.	Jacksonville Civic Council - Top-level business and industry organization that promotes citywide and downtown development. 55 board members
	Downtown Development Review Board (DDRB) - Private sector group that works with OED in reviewing downtown projects for consistency with plans and zoning regulations.	Visit Jax Chamber of Commerce
Charlotte, NC	Charlotte Regional Visitors Authority (CRVA) - Public authority responsible for bringing visitors and events to Charlotte and managing several downtown entertainment/sports venues, incl. the Charlotte Convention Center, NASCAR Hall of Fame, and Times Warner Cable Arena. Governed by a 13-member board accountable to City and Mayor's office. Has a 30-member Visitors Advisory Committee and operates Visit Charlotte, formerly Charlotte CVB.	Charlotte Center City Partners - Private non-profit that plans, markets, and facilitates development in Downtown and adjacent South End area. Operations are funded primarily by a Municipal Service District ad valorem tax revenues. \$4.1 million total annual revenues. 34 board members, incl. five city and county officials.
Greenville, SC	City Department of Economic Development - Responsible for planning, marketing, and facilitating development city-wide and downtown.	
Indianapolis, IN	Department of Metropolitan Development - City/County agency responsible for implementing and updating the Indianapolis Regional Center Plan 2020 for downtown in partnership with the Greater Indianapolis Progress Committee and Indianapolis Downtown Inc.	Indianapolis Downtown, Inc (IDI) - Private non-profit membership organization that plans, markets, and facilitates development in downtown. 40 board members, incl. two elected officials. Numerous members.
		Greater Indianapolis Progress Committee (GIPC) - Private non-profit organization that advises the City and Metro Government on policies and priorities and partners with others in addressing various urban and economic development issues and needs, including the viability of downtown.
City	Private Organizations	
Baltimore, MD	Downtown Partnership of Baltimore - Private non-profit membership organization that oversees Downtown Management Authority (DMA) and promotes downtown. 59 board members.	
	Downtown Management Authority (DMA) - Private non-profit that manages and promotes activities development in 106-block area (BID) funded by special tax assessments. 23 board members.	
	Baltimore Development Corporation (BDC) - Private non-profit organization that provides contract economic development services to the City, including downtown development. 13 board members, including three from City, all appointed by the Mayor. Some actions are subject to City Council approval.	
	Waterfront Partnership of Baltimore, Inc. - Private non-profit providing security, maintenance, and event hosting & management services in the Inner Harbor area. 25 board members, incl. Seven public officials and agency representatives. Funded by special assessments, grants, contributions, and contracts with the City.	
	Greater Baltimore Committee (GBC) - Top-level business and industry membership organization that addresses various regional, urban, and downtown issues and needs. GBC played instrumental roles in various downtown projects for several decades, including the 33-acre Charles Center and Inner Harbor developments. 63 board members, 500+ member firms and organizations.	
Cincinnati, OH	Downtown Cincinnati, Inc. (DCI) - Private non-profit membership group that markets and facilitates development and organizes special events. 52 board members, incl. three elected officials.	
	Downtown Cincinnati Improvement District (DCID) - Private non-profit that manages the downtown BID. Nine board members, incl. two elected officials.	
	Cincinnati Center City Development Corp (3CDC) - Private non-profit real estate development and finance organization. Have invested \$717 million in CBD and Over-the-Rhine neighborhood. 33 board members.	
Chattanooga, TN	River City Company - Private non-profit organization that promotes downtown and participates in development. \$3.2 million annual budget. 21 board members, incl. four elected officials	
Kansas City, MO	Downtown Council of Kansas City (DCI) - Private non-profit membership organization that promotes and facilitates downtown development. 88-member board, incl. 15 honorary and 8 ex-officio, plus many other members. \$4 million operating budget.	
	Downtown Community Improvement District - Provides security, landscape maintenance, and special events services in a 165-block area of downtown. Financed by special sales and property tax assessments.	
	River Market Community Improvement District - Provides security, landscape maintenance, and special events services in a 35-block area of downtown. Financed by special sales and property tax assessments	
Louisville, KY	Louisville Downtown Management District (LDMD) - Private non-profit that promotes downtown and manages the 61-block BID. \$1.4 million operating budget funded primarily by special tax assessments on downtown properties. 35 board members.	
	Louisville Downtown Development Corporation (LDDC) - Private non-profit that plans and facilitates downtown development and administers commercial loan fund and retail grant program. \$1.2 million operating budget. 38 board members.	
	Waterfront Development Corporation (WDC) - Non-profit public-private partnership responsible for planning, construction, and maintenance in the 85-acre Louisville Waterfront Park, management of the Belle of Louisville riverboat, and design review and approval in the Waterfront District. Planning and construction are funded primarily by private donations. Maintenance is publicly funded. 15 member board, incl. 2 public officials.	
	Louisville Downtown Business Association - Volunteer group that promotes downtown and organizes special events. Nine board members.	

Source: URBANOMICS, 2013