Office of Economic Development



Downtown Investment Authority

City Hall at St. James 1st Floor, Don Davis Room

Tuesday, December 20, 2012 - 2:00 p.m.

CRA PLAN COMMITTEE MEETING MINUTES

Board Members Present: DIA Chair D. Harris; CRA Plan Committee Chair M. Bishop; T. Allegretti; and O. Barakat

Attendees: Paul Crawford, OED Acting Executive Director; Eric Lindstrom, OED; Michelle Stephens, Recording Secretary

Office of General Counsel: Jason Gabriel

Council Members Present: Lori Boyer, Council District 5

CALL TO ORDER

CRA Plan Committee Chair M. Bishop called the meeting to order at approximately 2:07 p.m. opening with the Pledge of Allegiance and introduction of those in attendance.

CRA PLAN PRESENTATION

Chair M. Bishop prepared and reviewed a thorough Community Redevelopment Plan PowerPoint presentation (attached) that included the following:

- Enabling Legislation Charge
- Confirm Community Redevelopment Plan Committee
- If required, Identify Proposed Subcommittee(s) and Make-up
- Identify Stakeholders to bring into the Process, and Methodology
- Consider opportunity to dovetail with JAX2025
- State CRA requirements and Prelim discussion of existing Plan(s)
- Identify Tasks and Workshop Outline with anticipated Outcome and Schedule
- Discuss the potential need to hire Consultant for CRA Plan(s)

Chair M. Bishop commented that we need to identify what other committees may need to be formed in addition to stakeholder involvement. The floor was open for suggestions. Below is additional transcription provided by Chair M. Bishop from the four sheets she used during the meeting to capture committee and public input.

Additional Stakeholders (beyond those identified in presentation) (PowerPoint attached PDF):

- Transform Jax
- Tourism groups such as Visit Jax, TDC, etc.
- Professional planning groups such as ULI, APA, FPZA, etc.

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- JTA
- NAIOP
- RFA [?]
- FRA [Florida Redevelopment Association]
- BPAC
- River keeper
- Urban Core CPAC
- DVI mentions BID stakeholders
- RPC [Northeast Florida Regional Planning Council]
- More inclusive with a number of ethnic communities such as SBA
- Professional Business Organizations such as Downtown Rotary [and Southside Business Men's Club]
- Arts and Cultural Organizations such as Jacksonville Symphony, Cummer Museum, etc.

Potential on engaging a Redevelopment Plan Consultant and Schedule, Process and Procedure:

- Paul Crawford mentioned EDAW, the Downtown Master Plan and described the Downtown Action Plan process where four different consultants were responsible for 4 different Task Force Groups ["Retail Task Force", "Pedestrian-Open Space-River Task Force", "Residential Task Force", and "Infrastructure Task Force"] each bringing in professionals in the community and seeking public input, each creating a report.
- Should be able to have a Consultant selected and under contract by May if RFP initiated very soon
- Go back to previous consultant plans, and have them score it
- Grants are available for some projects that DVI did not carry forward this time [year?]
- This is case of "Analysis Paralysis"
- Efficiency and effectiveness may be reduced if [Workshop with large public draw] initiated prior to consultant [if not run properly]; referred to animals running wild.
- [Establish] Realistic set of targets prior to proceeding, purpose set and clearly identified.
- Workforce Housing- referring to ULI [study] regarding Marketing Workforce Housing but timing is now and DIA can market the units (again referred to "Analysis Paralysis").
- Focus on the Inventory Plan and Market Analysis

BIG IDEAS/STRATEGIES:

- FIND/Artificial Reefs-Can the DIA sponsor an artificial reef project? (See related John Nooney Public Comment Card). Deadline is in April
- Status of the Brooklyn Plan? Came out a number of years ago [Paul pointed out that it was a UDA planning document 2007 with a focus on Workforce Housing and Land Use]

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- Bike Paths and Express Bus
- Target the Creative Class with worldwide draw
- Get into the Entrepreneurial Mindset. Rather than rewriting or Reviewing 10 plans, Get Going... Get consultant to Score existing Plan, but get a project on the street.
- Pair Developers with Big Ideas and available City land or buildings: If I had a building I would develop project of/with International flair.
- Shipyards-consider entertainment
- Transportation Downtown critical

After discussion about the RFP process, it was noted that the committee was not in a position to take action today on a recommendation.

Chair Bishop suggested a workshop prior to the next regularly scheduled DIA meeting (January 9, 2013) for the purpose of possibly having a recommendation for the DIA to consider.

Comments:

- Thought Chair Bishop articulated well the CRA being the "what" and the BID being the "how."
- Professional guidance needed more for the "how" because the community has been talking about "what" since before 1981.
- What we have is well written and relevant. Suggested prioritizing what we have, noting there may be some new and/or updated ideas.
- Strongly suggested avoiding a year-long process of coming up with a very similar document that already exists.

PUBLIC COMMENTS

The floor was open for public comments and it was noted that time to speak was limited to three minutes. Address for all public comment speakers are on record.

- Jennifer Hewitt-Apperson
- Dick Jackson
- Stephen Tocknell
- Lara Dietrich
- John Nooney
- Ginny Myrick
- Michael Nelson
- Kenneth R. Hamilton

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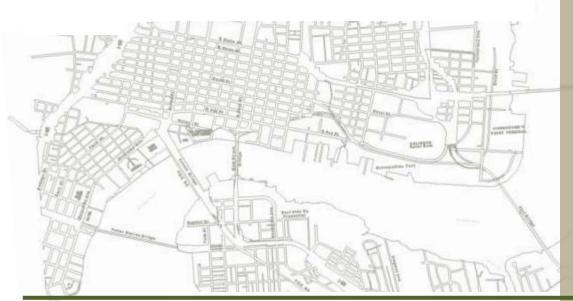
Next task is understanding what workshops we might have as well as separate plans for the north bank and south bank and then discuss the potential need to hire a consultant for CRA Plans, and if elected discuss the scope, process and prepare the RFP.

ADJOURNMENT

There being no further business, Chair M. Bishop adjourned the meeting at approximately 3:56 p.m.

The written minutes for this meeting are only an overview of what was discussed. For verbatim comments for this meeting, the audio CD that is available upon request. Please contact Michelle Stephens, Office of Economic Development at (904) 630-1979 or by email at msteph@coj.net.



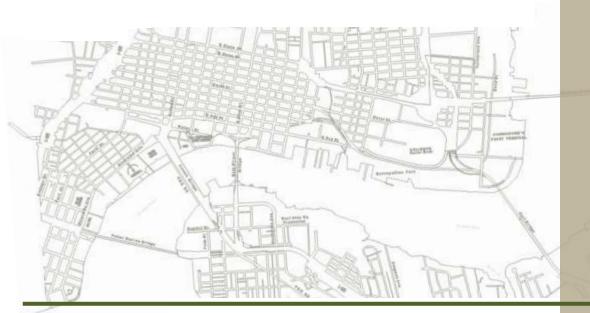


AGENDA DISCUSSION ITEMS:

- Enabling Legislation Charge
- ☐ Confirm Community Redevelopment Plan Committee
- ☐ If required, Identify Proposed Subcommittee(s) and Make-up
- Identify Stakeholders to bring into the Process, and Methodology
- ☐ Consider opportunity to dovetail with JAX2025
- State CRA requirements and Prelim discussion of existing Plan(s)
- ☐ Identify Tasks and Workshop Outline with anticipated Outcome and Schedule
- Discuss the potential need to hire Consultant for CRA Plan(s).







- Enabling Legislation Charge:

 Develop and Adopt a 5-yr Business
 Investment and Development Plan
 (BID) for approval by CC:
 - BID may be adopted in its entirety,
 OR
 - separately and at different times:
 - > Business & Investment Plan
 - Community Redevelopment Plan
 - Upon Redevelopment Plan approval by City Council, the Board is granted additional powers/ duties



Sec. 55.306. Definitions.

- "Business Investment and Development Plan" means a plan, as approved by Council, as it exists from time to time, which includes specific and measurable goals, objectives, and performance for the successful development of Downtown, and which includes long-range plans designed to halt or prevent deterioration of downtown property values, and which shall be inclusive of a community redevelopment plan for the Southside Community Redevelopment Area and the Downtown Northbank Community Redevelopment Area, and which such plan:
- (1) Shall meet the requirements of Chapter 163, Part III, Florida Statutes.
- (2) Shall conform to the comprehensive plan for the City and the Downtown DRI.
- (3) Shall meet the requirements of Chapter 55, Part 3, Ordinance Code.
- (4) Shall be sufficiently complete to indicate such land acquisition, demolition, and removal of structures, investment, development, redevelopment, improvements, and re-habilitation as may be proposed to be carried out in the Downtown; zoning and planning changes, if any; land uses; maximum densities; building requirements; and the plan's relationship to definite local objectives respecting appropriate land uses, improved traffic, public transportation, public utilities, recreational and community facilities, and other public improvements.

Sec. 55.308. Powers and Duties.

- (a) The Board shall have the following powers and duties, subject to appropriated funds, within Downtown:
- (5) Develop and adopt a five-year Business Investment and Development Plan ("BID" or "BID plan") for Downtown for approval by Council. The Board shall have the discretion to either adopt the BID plan in its entirety, or to adopt the business investment plan element and the community redevelopment plan element of the BID separately, at different times. The Board shall also have the discretion to either adopt community redevelopment plans for Downtown in its entirety which such plans shall include both a Southside Community Redevelopment Area Plan and a Downtown Northbank Community Redevelopment Area Plan, or to adopt a Southside Community Redevelopment Area Plan and a Downtown Northbank Community Redevelopment Area Plan separately, at different times.

Community Redevelopment Plan

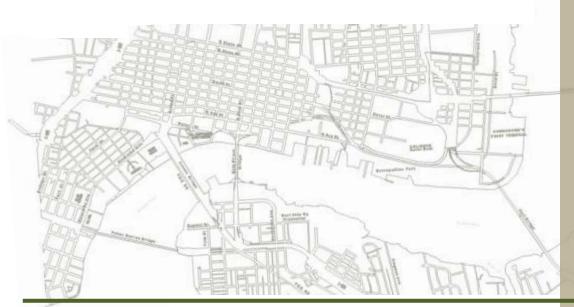


Enabling Legislation Charge: Develop and Adopt a 5-yr Business Investment and Development Plan (BID) for approval by CC:

- BID may be adopted in its entirety, OR
- separately and at different times:
 - Business & Investment Plan
 - Community Redevelopment Plan
- Upon **Redevelopment Plan** approval by City Council, the Board is granted additional powers/duties







- Develop and Adopt a 5-yr Business Investment and Development Plan (BID) for approval by CC:
 - BID may be adopted in its entirety, OR
 - separately and at different times:
 - Business & Investment Plan
 - Community Redevelopment Plan
 - Upon Redevelopment Plan approval by City Council, the Board is granted additional powers/ duties
- To expedite, consider approach of Committee to focus on the Community Redevelopment Plan.
 - Also, identify the Business and Investment Plan Subcommittee, to:
 - Draft Outline & interface procedure
 - Initiate the "Business & Investment Plan" as the Redevelopment Plan begins to takes shape.
 - Consider Market Analysis Update.



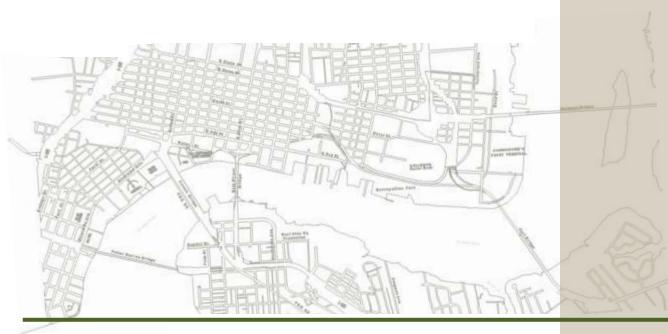


- □ Confirm Redevelopment Plan Committee:
 - Red Plan Workshops
- Business and Investment Plan Subcommittee
- Additional Subcommittee(s) and Make-up?
- Identify Stakeholders to bring into the Process, and Methodology



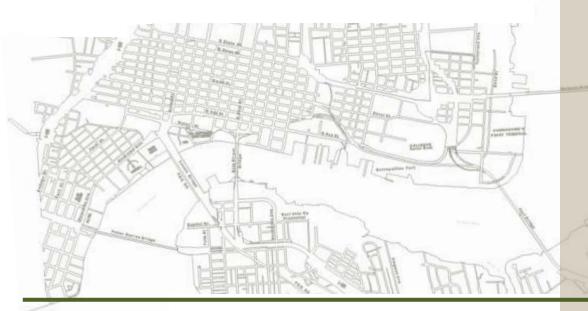


Identify Stakeholders to bring into the Process









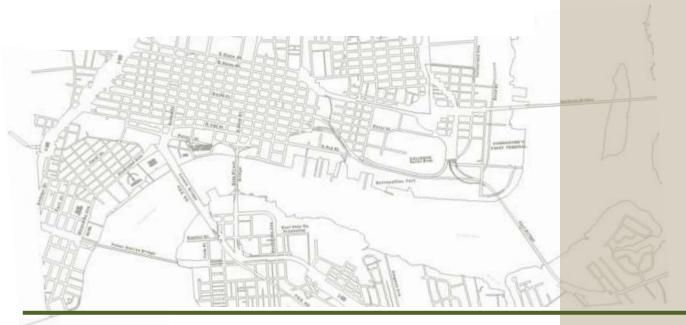
- Identify Stakeholders to bring into the Process:
 - > Chamber of Commerce
 - City Council
 - Civic Council
 - Downtown Merchants
 - Downtown Residents
 - Downtown Vision, Inc.
 - > JCCI, Inc.
 - Office of the Mayor
 - > Small Business Administration

>





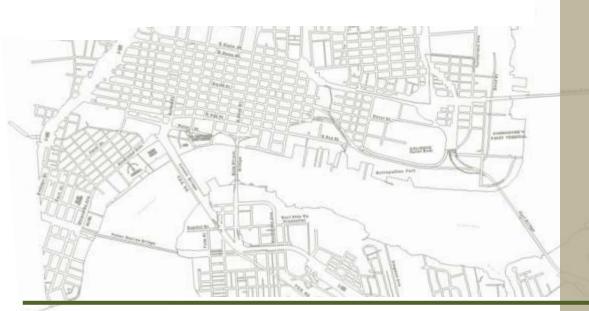
- Identify Stakeholders to bring into the Process, and Methodology
 - General Counsel
 - o OED





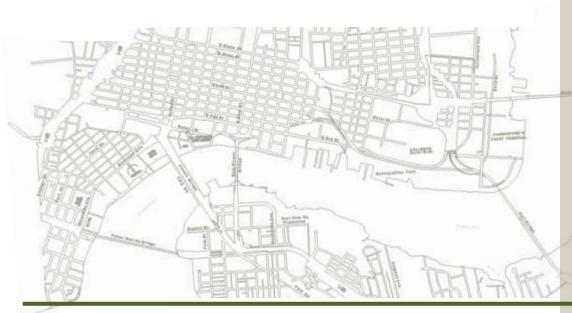


- ☐ State CRA requirements
- Preliminary discussion of existing Plan(s)









☐ State CRA Plan Requirements

Every community redevelopment plan shall:

- (1) Contain a legal description of the boundaries.
- (2) Show by diagram and in general terms:
- (a) Open space and street layout.
- (b) Building type, size, height, number &use limitations.
- (c) Approx number of dwelling units.
- d) Parks, recreation, streets, utilities & improvements.
- (3) Neighborhood Impact Element if low income housing.
- (4) Publicly funded capital projects to be undertaken.
- (5) Adequate safeguards that redevelopment will be carried out pursuant to the plan.
- (6) Controls, restrictions or covenants to effectuate the purposes of this part.
- (7) Replacement housing assurances and relocations.
- (8) Neighborhood Impact Element if the plan is intended to remedy shortage of housing affordable to residents of low or moderate income, including the elderly.
- (9) Detailed statement of the projected costs, including the amount for publicly funded capital projects and any indebtedness, if such indebtedness is to be repaid with increment revenues.
- (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).



Title XI COUNTY ORGANIZATION AND INTERGOVERNMENTAL RELATIONS

Chapter 163 INTERGOVERNMENTAL PROGRAMS

Chapter

163.362 Contents of community redevelopment plan. - Every community redevelopment plan shall:

- Contain a legal description of the boundaries of the community redevelopment area and the reasons for establishing such boundaries shown in the plan.
 - (2) Show by diagram and in general terms:
 - (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.
- (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.
- (4) Identify specifically any publicly funded capital projects to be undertaken within the community redevelopment area.
 - (5) Contain adequate safeguards that the work of redevelopment will be carried out pursuant to the plan.
- (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.
- (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.
- (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 therefor.
- (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.
- (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.

Community Redevelopment Plan

Every community redevelopment plan shall:

- (1) Contain a legal description of the boundaries.
- (2) Show by diagram and in general terms:
- (a) Open space and street layout.
- (b) **Building** type, size, height, number &use **limitations**.
- (c) Approx number of dwelling units.
- (d) Parks, recreation, streets, utilities & improvements.
- (3) Neighborhood Impact Element if low income housing.
- (4) **Publicly funded** capital projects to be undertaken.
- (5) Adequate safeguards that redevelopment will be carried out pursuant to the plan.
- (6) Controls, restrictions or covenants to effectuate the purposes of this part.
- (7) Replacement housing assurances and relocations.
- (8) **Neighborhood Impact** Element if the plan is intended to remedy shortage of housing affordable to residents of low or moderate income, including the elderly.
- (9) Detailed statement of the projected costs, including the amount for publicly funded capital projects and any indebtedness, if such indebtedness is to be repaid with increment revenues.
- (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).





- Prelim discussion of existing Initiating Plan(s):
 - Community Redevelopment Plans-North and South (1981/1980)
 - Action Plans-North and South (1984/1981)





Community Redevelopment Plan Objectives

The following objectives have been formulated to guide the planning and programming of the Southside Community Redevelopment Area:

- Acquire and remove structurally substandard and obsolete buildings in the project area detrimental to the safety or welfare of the community, including buildings exhibiting blighting influences causing physical and environmental deterioration;
- 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;
- ☐ <u>Increase the opportunities for both temporary and fulltime employment of</u>
 Jacksonville residents;
- ☐ <u>Improve the surrounding environment</u> and replace through new construction deteriorated or obsolete buildings within the project area;
- Provide land for public and private development which will support and strengthen the city's commercial base (these development types may include residential, office, retail, entertainment, hotel, parking and open space uses);
- ☐ <u>Strengthen the tax base of Jacksonville through new development in the Community Redevelopment Area;</u>
- Increase Jacksonville's penetration of the economic activity generated by the growth of downtown Jacksonville by developing additional commercial, residential, transportation and open space uses in the redevelopment area;
- ☐ <u>Provide pedestrian linkages</u> within the project area;
- Provide a strong visual image for the project area through consistently high quality of building design, open space plaza and park areas, and landscape treatment;
- ☐ Relocate existing uses, where necessary, in close cooperation with these affected Users and offer relocation opportunities pursuant to applicable law:
- Provide public improvements to complement and serve new development, including needed utilities, street closings and changes, streetscape improvements, open space landscaping, pedestrian linkages, and parking;
- Provide the additional public services necessary to serve new development; and
- ☐ <u>Enhance the image</u> of Southside and the Jacksonville area in general through the redevelopment of the area.

- Prelim discussion of existing Initiating Plan(s):
 - Community Redevelopment Plans-North and South (1981/1980)
 - Action Plans-North and South (1984/1981)



Conformance to Community Objectives

The standards, policies & locational criteria stated in the Comprehensive Plan mandate:

- ☐ The Plan will assure the most appropriate use of <u>land and water resources</u> consistent with the public interests;
- ☐ The Plan will assure the efficient use of natural resources, and the <u>protection of</u> sensitive natural resources;
- The plan will assure coordinated development of <u>sound neighborhoods</u> with adequate services;
- ☐ The Plan will assure the provision of <u>public services and utilities</u> in the most efficient and cost-beneficial manner:
- The Plan will assure the provision of a <u>balanced economical transportation system</u> that adequately meets the needs of the residents of Jacksonville;
- ☐ The Plan will assure the maintenance and improvement of mechanisms for coordination and cooperation between the Consolidated City of Jacksonville and other governmental units and agencies.



- Community Redevelopment Plans-North and South (1981/1980)
- Action Plans-North and South (1984/1981)





Vision Statement

Jacksonville aspires to be one of the world's great cities. Downtown is the heart of Jacksonville and its vitality is critical to the city's future as a world-renowned livable place.

The community and its leaders believe downtown Jacksonville continues to be the regional capital for commerce, government, culture and entertainment. It will feature pedestrian development in new and historic neighborhoods. It will have ample green space accessible to an intensive urban park along the St. Johns River. It will have a strong, progressive transportation system.

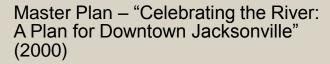
Four Images of Downtown:

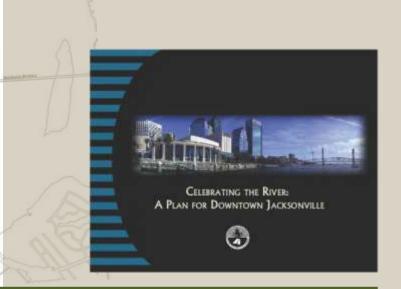
Four images of Downtown Jacksonville were created; they represent a long-term vision of Jacksonville's future.

- ☐ The River City
- □ Civic Open Space
- □ Sports and Recreation
- □ Cultural Center



- Prelim discussion of existing Initiating Plan(s):
 - Community Redevelopment Plans-North and South (1981/1980)
 - Action Plans-North and South (1984/1981)







THE FRAMEWORK FOR OUR IDEAS

Principles of the plan

OPEN SPACES AND PEDESTRIAN PLACES

The River and emerald necklace, of open spaces connected by pedestrian links to form an integrated network.

POLICIES AND DESIGN GUIDELINES

Setting the standard of excellence in Jacksonville

THE DISTRICTS

Opportunities for downtown districts

OUR LEGACY PROJECTS

Strategic plans

TRANSPORTATION NETWORK

Improved transportation plans for downtown

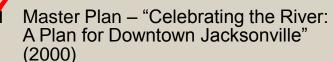
THE MARKET

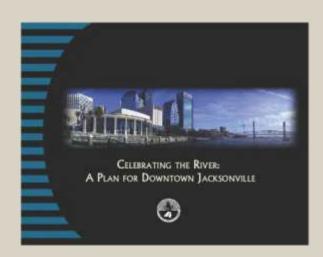
Market analysis to support the plan

ACTION PLAN AND TIMELINE

Implementation strategies

- Prelim discussion of existing Initiating Plan(s):
 - Community Redevelopment Plans-North and South (1981/1980)
 - Action Plans-North and South (1984/1981)







THE FRAMEWORK FOR OUR IDEAS

Principles of the plan

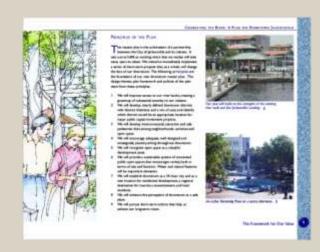
This master plan is the culmination of a partnership between the City of Jacksonville and its citizens. It sets out to fulfill an exciting vision that we realize will take many years to attain. We intend to immediately implement a series of short-term projects that, as a whole, will change the face of our downtown. The following **principles** are the foundation of our new downtown master plan. The design themes, plan framework and policies of the plan stem from these principles.

- 1. We will improve <u>access to our river banks</u>, creating a greenway of substantial amenity to our citizens.
- 2. We will develop clearly defined <u>downtown districts</u> with distinct identities and a mix of uses <u>and identify which district</u> would be an appropriate location for major public capital investment projects.
- 3. We will develop <u>interconnected</u>, <u>attractive</u> and <u>safe pedestrian links</u> among neighborhoods, activities and open space.
- 4. We will encourage adequate, <u>well-designed and strategically placed</u> <u>parking throughout downtown.</u>
- 5. We will recognize open space as a valuable development asset.
- 6. We will provide a sustainable <u>system of connected public open spaces</u> that encourages variety, both in terms of size and function. Water and natural features will be important elements.
- 7. We will establish downtown as a <u>24-hour city</u> and as a new location <u>for residential development, a regional destination for tourists, conventioneers, and local residents.</u>
- 8. We will enhance the perception of downtown as a safe place.
- 9. We will pursue <u>short-term actions</u> that help us achieve our long-term vision.

Community Redevelopment Plan

- Prelim discussion of existing Initiating Plan(s):
 - Community Redevelopment Plans-North and South (1981/1980)
 - Action Plans-North and South (1984/1981)

Master Plan – "Celebrating the River: A Plan for Downtown Jacksonville" (2000)





THE FRAMEWORK FOR OUR IDEAS

OPEN SPACES AND PEDESTRIAN PLACES

POLICIES AND DESIGN GUIDELINES

THE DISTRICTS

Opportunities for downtown districts

Community Redevelopment Plan

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THE FRAMEWORK FOR OUR IDEAS

OPEN SPACES AND PEDESTRIAN PLACES

POLICIES AND DESIGN GUIDELINES

THE DISTRICTS

OUR LEGACY PROJECTS (Page 36)

Strategic plans

A major component of our master plan is the creation of a strong and accessible open space and recreation system.

The four most vital links in that system are our **legacy** to our children and grandchildren: **Hogan's Creek, McCoy's Creek, Riverwalk and Hemming Plaza**.

The extension of the Riverwalk and revitalization of the Hemming Plaza area can be accomplished in the near future, whereas Hogan's and McCoy's Creek will require a long-term effort to see them through to completion.

Along with the principles and policies identified earlier in this plan, these projects constitute the foundation on which the downtown vision will be built.

Community Redevelopment Plan

- Prelim discussion of existing Initiating Plan(s):
 - Community Redevelopment Plans-North and South (1981/1980)
 - Action Plans-North and South (1984/1981)

Master Plan – "Celebrating the River: A Plan for Downtown Jacksonville" (2000)





THE FRAMEWORK FOR OUR IDEAS

OPEN SPACES AND PEDESTRIAN PLACES

POLICIES AND DESIGN GUIDELINES

THE DISTRICTS

OUR LEGACY PROJECTS

TRANSPORTATION NETWORK

THE MARKET

ACTION PLAN AND TIMELINE (Legacy Projects)

Action Plan and Milestones (Page 52)

To help achieve our vision for Downtown Jacksonville we have identified six major initiatives:

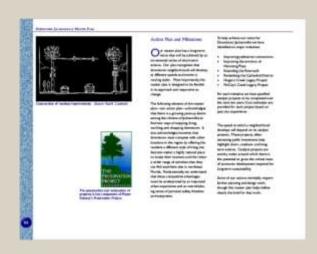
- ☐ Improving pedestrian connections
- ☐ Improving the environs of Hemming Plaza
- ☐ Extending the Riverwalk
- ☐ Revitalizing the Cathedral District
- ☐ Hogan's Creek Legacy Project
- ☐ McCoy's Creek Legacy Project

For each initiative, we have specified catalyst projects to be completed over the next ten years. Cost estimates are provided for each project based on past city experience.

Community Redevelopment Plan

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 - Action Plans-North and South (1984/1981)

Master Plan – "Celebrating the River: A Plan for Downtown Jacksonville" (2000)

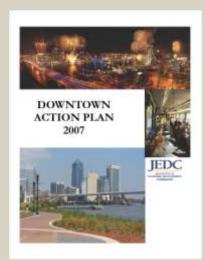






- Prelim discussion of existing Initiating Plan(s):
 - Community Redevelopment Plans-North and South (1981/1980)
 - Action Plans-North and South (1984/1981)
- Master Plan "Celebrating the River: A Plan for Downtown Jacksonville" (2000)
- March Downtown Action Plan (2007)







ACTION PLAN

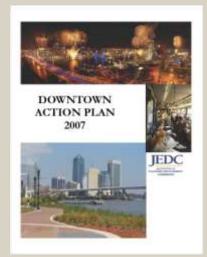
The **Downtown Master Plan**, approved by the Jacksonville City Council in May 2000, expressed the vision of how residents wanted to see their downtown in the future. The goal of each task force was to begin to create the road map of actions that will bring Downtown Jacksonville to the envisioned state described in the Downtown Master Plan.

This JEDC Downtown Action Plan document distills these many recommendations down to the 19 most important action steps necessary to achieve the Downtown vision articulated in the Downtown Master Plan. In a perfect scenario of unlimited resources and time, all of the task force recommendations would be listed for implementation.

However, working within a realistic financial and human resources framework requires that the numerous recommendations be prioritized into a more manageable set. These 19 initiatives are a collection of process improvements, program efforts, and projects that will rely on enhanced funding ranging from operating budgets to the City's Capital Improvement Plan (CIP). With a clearly articulated Action Plan and documented financial needs the JEDC and partners will seek to secure funding from a variety of sources.

It is anticipated that this JEDC Downtown Action Plan will become the bridge between not only the JEDC work plan and the Downtown Master Plan, but the work plans of all Downtown stakeholders.

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 - Community Redevelopment Plans-North and South (1981/1980)
 - Action Plans-North and South (1984/1981)
- Master Plan "Celebrating the River: A Plan for Downtown Jacksonville" (2000)
 - Downtown Action Plan (2007)

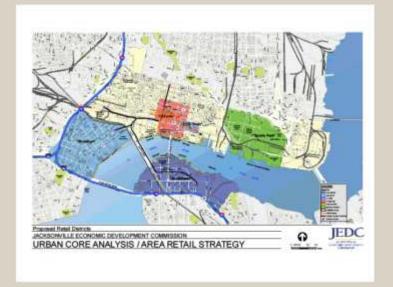




ACTION PLAN

- ...19 most important action steps to achieve the Downtown vision.
- 1. Enhance the Level of Service for "Clean & Safe" Programs
- 2. Develop and Implement a Comprehensive Streetscape Plan
- 3. Convert One-Way Streets to <u>Two-Way Streets</u>
- 4. Create a Riverwalk Enhancement Plan
- 5. Improve <u>Downtown Connectivity</u> by an Enhanced Trolley System and Complementary Bus Rapid Transit (BRT) System
- 6. Enhance Event Programming
- 7. Improve Wayfarer Signage
- 8. Refine Approval Process and Create One-Stop Shop Approach
- 9. Promote Workforce Housing
- 10. Implement innovative Parking Programs & <u>Parking Management</u>
 Initiatives
- 11. Update and Implement Stormwater Management Plan
- 12. Initiate a Downtown Marketing Strategy that Emphasizes DT Districts
- 13. Engage in Active, <u>Targeted Retail Recruitment</u>
- 14. Facilitate Brooklyn Redevelopment
- 15. Develop and Enact a Master Plan for Metropolitan Park / Kids Kampus
- 16. Redevelop the Friendship Fountain Area
- 17. <u>Improve Connections from the Emerald Necklace to the River and Upland Activity Nodes</u>
- 18. Identify and Facilitate Large-Scale, Catalyst Projects
- 19. Create More Marine-Themed Activities and Improve Marine Linkages

- Prelim discussion of existing Initiating Plan(s):
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DOWNTOWN ACTION PLAN OVERVIEW

The Downtown Action Plan (the Plan) is the guide for creating the Downtown that is desired by all. It contains the vision and objectives that guided the development of the Plan. Nineteen action steps, and their associated responsible agencies and timelines, are presented in a logical order. The Plan was developed by the JEDC with the assistance of more than 100 local professionals and community leaders, as well as, the efforts of staff and consultants.



This overview provides a snapshot of the Downtown Action Plan, the road map for achieving Jacksonville's vision for a revitalized Downtown. For a complete copy of the Downtown Action Plan, contact the JEDC at 630-1858 or download a copy at www.jaxdevelopment.org.

Vision: Downtown is the place to be

Objectives:

- 1. To Improve Walkability 2. To Make Downtown a Destination
- 3. To Make Downtown a Neighborhood
- 4. To Ensure a Framework for Sustainable Success

Action Steps:

1. Enhance the Level of Service for "Clean and Safe" Programs

A fundamental step in building an exceptional Downtown is ensuring that it is clean and safe. This action step includes: expanding communication and cooperation between agencies charged with keeping Downtown clean and safe, such as DVI, JSO and the city's Public Works Department, as well as, refocusing efforts for maximum effectiveness in an urban environment. In order to make Downtown a better neighborhood and to increase its attractiveness as a regional destination, challenges such as vagrancy, litter pick-up and perceptions of safety must be addressed.



2. Develop and Implement a Comprehensive Streetscape Plan Beautiful, vibrant, well-lit and safe streets are an important part of creating a welcoming Downtown. This action step has a profound effect on the walkability and attractiveness of Downtown. This will create a more viable setting to attract additional residential, commercial and retail developments. Jacksonville's streets still lack consistency in elements such as defined pedestrian crossings, illuminated buildings, well-lit sidewalks, increased shade canopies. engaging public art, enhanced quality and placement of street furniture and fixtures, and landscaping. The recently completed Main Street hardscaping and landscaping project and the proposed Bay Street Phase II project are examples of this step in action.

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3. Convert One-Way to Two-Way Streets

Traffic moves swifter down one-way streets than two-way streets. Faster moving traffic causes pedestrians to have a decreased sense of safety and causes many businesses along the street to be overlooked by would-be customers, thus reducing the location's sales potential. Two-way conversions will help slow Downtown traffic and will make Downtown driving less intimidating to violators. Visitors have cited their confusion with navigating the urban core as a primary reason for not patronizing Downtown businesses or venues. Streets scheduled for conversion include Bay, Laura, Julia, Pearl and Independent.

4. Create a Riverwalk Enhancement Plan

The Riverwalk is one of the best ways to enjoy Downtown Jacksonville's greatest asset: the St. Johns River. Continuing to develop a world-class, accessible public Riverwalk will provide a diverse and high-quality setting for residential, retail, entertainment, cultural and recreational experiences. The Riverwalk Enhancement Plan will be comprised of three major components: maintenance, expansion and making the Riverwalk more interesting. Maintenance includes: conducting structural assessments, remediation and repair where needed. Riverwalk expansion will connect more of the Downtown waterfront on the North and South banks. Expansion plans will also encompass additional access points from Downtown streets to attract more users. Enhanced activities and amenities on the Riverwalk such as events, art, lighting, special boats, vendors, interpretive displays and exercise stations will make the Riverwalk more interesting and user-friendly.

Improve Downtown Connectivity by an Enhanced Trolley System and Complementary Bus Rapid Transit (BRT) System

A frequent and reliable trolley system serving stops throughout Downtown, along with a complementary BRT system serving the outer suburbs, will efficiently move people throughout Downtown. Trolleys should also be used to connect Downtown and the surrounding inner core neighborhoods of Brooklyn, Riverside/Avondale, Springfield, San Marco, and East Jacksonville.

6. Enhance Event Programming

Both small and large-scale events are needed Downtown, as well as better coordination between them. Special events are an opportunity to change perceptions about Downtown, drive business to Downtown merchants and make Downtown the most exciting neighborhood. There should be something occurring every day Downtown. There should be a diversity of events so they appeal to every member of the community.

7. Improve Wayfarer Signage

In order to make navigating Downtown more user-friendly and less intimidating, wayfarer signage needs to be improved, especially for destination and parking identification. Existing sign locations are correct though some have information that is either illegible or incorrect. Additional wayfarer signage locations should be proposed by the JEDC. Great destinations are easy to navigate and an improved wayfarer signage program will make Downtown Jacksonville more accessible to all.

8. Refine Approval Process and Create a One-Stop Shop Approach

The JEDC has had several successes related to this action step to allow the JEDC to be the central agency with authority on Downtown development. These successes include the creation of the Transportation Concurrency Exception Area (TCEA), the Downtown Zoning Overlay and the Downtown Development Review Board (DDRB). These actions have shortened the timeline for development Downtown and have consolidated development authority into the JEDC.

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Community Redevelopment Plan

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Downtown Action Plan (2007)





9. Promote Workforce Housing

An urgent need of the Downtown community is to provide housing that addresses the price point of wage earners that comprise the majority of the Downtown workforce. By creating a critical mass of Downtown residents in addition to increased access to the river and the development of an attractive and safe environment, the area will continue to develop as a healthy and vibrant Downtown. The JEDC, working with the city's Housing and Neighborhoods Department, has created new developer-based programs such as the Residential Recapture Enhanced Value (REV) Grant program for for-sale and for-rent housing, loan programs, expedited permitting and public-private partnerships.

10. Implement Innovative Parking Programs and Parking Management Initiatives

This action step strives to increase the occupancies and efficiencies at existing parking facilities, encourage shared parking, implement a new parking meter system that can accept multiple forms of payment and improve communications between parking operators, the Jacksonville Transportation Authority and the City of Jacksonville. This action step also involves creating a transportation management authority, which will work to inform visitors and businesses about alternative transportation and available parking options.

11. Update and Implement Stormwater Management Plan

An updated Stormwater Management Plan is required to address the need for peripheral retention ponds to better serve new development. The identification of sites for development of new ponds adjacent to Downtown will facilitate growth and redevelopment by eliminating costlier alternatives to stormwater management, such as underground vaulting. Proper stormwater management is key to continuing development momentum in Downtown.

12. Initiate a Downtown Marketing Strategy that Emphasizes Downtown Districts

Actions need to be taken to support one recognizable and distinct image, position and brand for Downtown Jacksonville that will showcase and strengthen the proposed Downtown districts. The marketing strategy should increase the appeal of Downtown as an entertainment, sporting, and retail destination and create a "buzz." Action steps should be taken to target several demographic segments in four key markets: residents in surrounding neighborhoods, Downtown residents, daytime employees, and visitors to Downtown's regional events and tourist attractions. The marketing strategy should be based on solid market intelligence and promote Downtown as a cohesive area made up of several distinct retail and residential districts.

13. Engage in Active, Targeted Retail Recruitment

This action step aims to increase success by creating a targeted plan for retail recruitment which will guide the location of retail and by developing opportunities for retailers to build off of existing surrounding assets. Dedicated leasing agents should be enlisted to assist in marketing available retail. This recommendation increases the cohesiveness of Downtown retail, improves the experience of potential new retailers and through appropriate tenant placement, will lead to more successful retailers.

14. Facilitate Brooklyn Redevelopment

Brooklyn will continue to emerge as a key entrance way into Downtown via not only Riverside and Park Streets, but also the new Department of Transportation interstate access ramps on Myrtle and Forest Streets. The Brooklyn area represents great promise as a transitional neighborhood between Riverside, Five Points and the core of Downtown. By complementing the strong employment center located along Riverside Avenue, the redevelopment of Brooklyn will allow for low and mid-rise mixed-use of retail and residential with true work force and affordable housing opportunities different than the high-rise options found in the urban core. The major components of this effort are ongoing city projects to remove infrastructure and environmental impediments to attracting private capital and redevelopment.

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Downtown Action Plan (2007)





Develop and Enact a Master Plan for Metropolitan Park/Kids Kampus

The Metropolitan Park/Kids Kampus area is a prime waterfront venue for large events and has the potential to become Jacksonville's premier special events venue. Currently, Metropolitan Park is used almost exclusively for large ticketed events and is underutilized the remainder of the year. Kids Kampus is a popular destination for families and school groups, but lacks a connection to its surrounding uses. Neither of the two sections embrace the river, nor do they connect with surrounding uses or each



other very well. The use of the Metropolitan/Kids Kampus site can be improved by physically redeveloping the area, by allowing pedestrians and mariners to use the park during large events and redesigning the park so it embraces the waterfront.

16. Redevelop Friendship Fountain Area

The area home to the Friendship Fountain, the Museum of Science and History (MOSH), the Maritime Museum, and River City Brewing Company should be evaluated for redevelopment to allow this highly visible site along the river to be utilized at its highest and best use. The site is currently underutilized, not well connected to the Downtown and its overall development features are outdated. There is great potential for this area to become a Southbank Riverwald sattraction, that would draw many visitors and be a premiere public space. The city should solicit redevelopment opportunities that create these mandatory public uses and public spaces, while attracting private development that would provide a mix of uses that attract residents

Improve Connections from the Emerald Necklace to the River and Upland Activity Nodes

The vision for the Emerald Necklace is a connected, beautiful system of trails, active and passive open spaces that foster a greater sense of community Downtown and provide specific neighborhood recreation. The main components of implementing such a vision include: resolving environmental issues, creating logical and pedestrian friendly connections, linking the creeks and river, and providing programmed active elements along the trails.

18. Identify and Facilitate Large-Scale, Catalyst Projects

There are several steps that the JEDC can take to identify and facilitate large-scale catalyst projects such as demand-generating retail and entertainment developments, and residential developments. Two critical areas of short-term and long-term redevelopment respectively are the Jacksonville Landing and the City Hall Annex/courthouse site. It is anticipated that a phased approach sequencing from the redevelopment of the Jacksonville Landing and related near term development of the East Lot, eventually transitioning to the future reuse and redevelopment of the courthouse site, represents a rational redevelopment strategy.

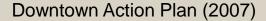
19. Create More Marine Themed Activities and Improve Marine Linkages

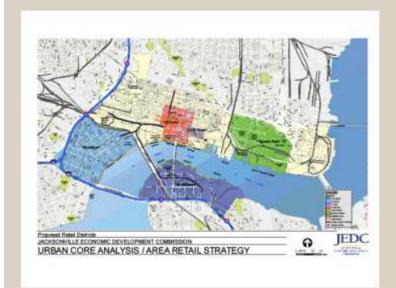
In order to engage the riverfront to its fullest potential, marine themed activities and linkages throughout Downtown and on both banks of the river should be created. This includes public and private marinas, moorings, marine themed attractions, enhanced water taxis, a public pier and marketplaces. This will increase the popularity of Downtown with vacationing boaters, increase the amount of marine activity and make the riverfront (through the addition of the large boats and yachts) more aesthetically pleasing.

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ZONING OVERLAY

Downtown Overlays: A Downtown Zoning Overlay and Downtown Signage

Overlay were created to define site-specific criteria established in the Downtown

Master Plan. The Zoning Overlay refines the districts and uses allowed, adds

bonus uses above the current underlying zoning districts, and creates parking

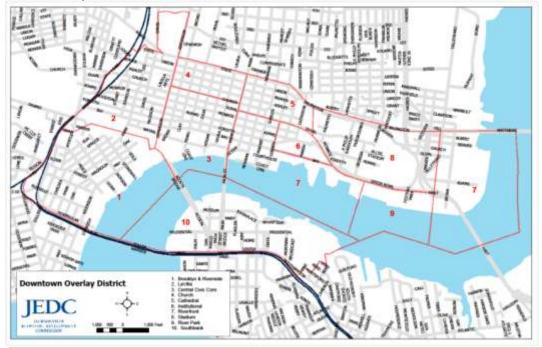
standards that allows for off-site use of parking facilities. The Signage Overlay

creates streetscape standards to enhance the pedestrian experience and

reduces the need for vehicular travel during the workday, creates specific criteria

for urban design, site design and building form objectives.

- Design Standards and Criteria
- Zoning
- Use, with Bonus Uses

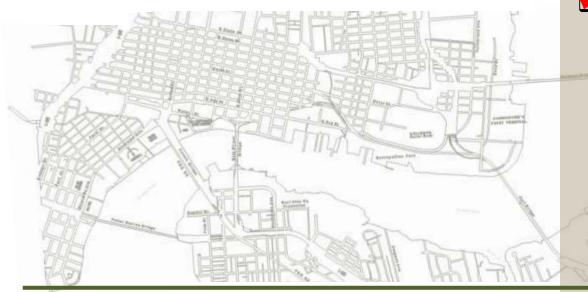


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 - Zoning Overlay (2007 Update)



COMPREHENSIVE PLAN (Applicability Probable)

- ☐ Capital Improvements Element
- Conservation Coastal Management Element
- ☐ Future Land Use Element
- ☐ Historic Preservation Element
- Housing Element
- Public School Facilities Element
- □ Recreation and Open Space Element
- □ Transportation Element



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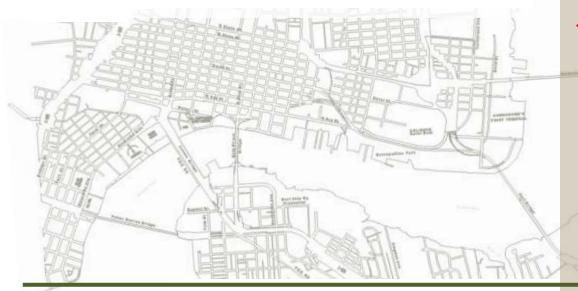


IBM SMARTER CITIES CHALLENGE

Conclusion

Jacksonville, Florida, has the potential to transform itself through the revitalization of its downtown area, leveraging its natural resources, property assets and the passion of its citizens. The City needs to share its vision and engage stakeholders willing to contribute to economic growth through urban renewal.

Through informed decision making and process management, Jacksonville can consistently measure and track growth and capture additional opportunities in the future as it moves forward on its journey toward revitalization.



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- □ _2030 Comprehensive Plan
 - IBM Smarter Cities Challenge





IBM SMARTER CITIES CHALLENGE

Recommendations

- 1. Adopt a Balanced Scorecard methodology to translate vision to strategy, measure progress, and enforce accountability
- 2. Adopt an optimization-based, roadmapping approach to facilitate multicriterion decision making
- 3. Establish a Roadmap Management Office to manage development and progression of the roadmap
- 4. Create an epicenter for growth
- 5. Implement near-term projects to build attractiveness and draw people downtown

Recommended Near-Term

- ☐ Project 1 regular special events programming
- ☐ Project 2 short-term beautification initiatives
- ☐ Project 3 enforce codes
- ☐ Project 4 develop a dedicated brand identity
- ☐ Project 5 messaging and communications
- □ Project 6 synchronize transportation to businesses and increase wayfarer signage

Recommendation

- Develop downtown residential units to accommodate at least 15,000 citizens by
- Build and expand urban parks

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DOWNTOWN REVITALIZATION TRANSITION COMMITTEE

Downtown Revitalization Transition Committee Presented to Mayor Brown on August 8, 2011

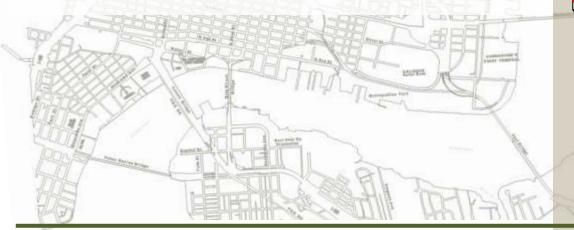
"One of the things that I believe in is Downtown. I believe we should have a vibrant Downtown," Mayor-Elect Alvin Brown. Your committee strongly agrees.

"All great cities of the world have a nucleus, a center, a soul. A city simply cannot prosper economically or qualitatively without a vibrant, functioning downtown. A fun, energetic and productive center is vital to every successful region, including ours.

"Downtown vitality has two dimensions.

- ☐ First, a vibrant city center delivers tangible economic benefits to the entire city not just those living downtown.
- But beyond that, it is a symbol of community cohesion, partnership between the private and the public sectors, quality of life, local pride, external reputation, and community history."

(Northbank Redevelopment Task Force Final Report, 2011)



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 - **Transition Reports**



1. Organization

- a. Establish an <u>independent entity</u> dedicated to and responsible for revitalizing downtown.
- b. The independent entity's name shall be the Downtown Community Empowerment Corporation (DCEC).
- c. Create an Advisory Board to the Downtown Community Empowerment Corporation whose membership shall include, but not be limited to, representatives of neighborhoods adjacent to downtown, i.e. Riverside Avondale Preservation, Preserve SOS, MANIA and San Marco Preservation.
- d. The entity's powers shall include the management of parking.
- e. The entity shall have authority to negotiate and approve redevelopment agreements and to use approved funding sources.
- f. The DCEC shall <u>establish short-term</u>, <u>mid-term and long-term action plans</u> for downtown.
- g. The responsibilities of the DCEC shall include, but not be limited to:

Review and approve all downtown economic development incentive programs which shall be in concert with an updated Downtown Master Plan and the adopted Comprehensive Plan

Focus planning and resources on the core, as defined by Downtown Vision Incorporated, and build critical mass around catalyst areas such as Hemming Plaza, the old and new courthouses, Laura Street corridor and trio of buildings and the Bay Street Entertainment District including support for small projects.

Develop a collaborative and strategic marketing campaign for Downtown to make the case for Downtown revitalization and build awareness for current Downtown assets.

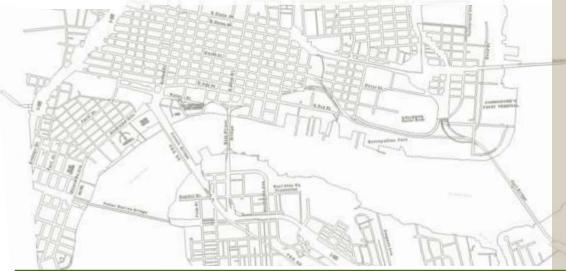
The DCEC's powers shall include the management of special events.

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2. Funding

- a. Establish a dedicated funding source for the Downtown Community Empowerment Corporation.
- b. Require that funds (TIF, Parking, Event Revenue, etc.) that are collected in downtown be allocated to the downtown district.
- c. Designate all Ad Valorem taxes that are collected in the downtown district, for a five-year period, be used exclusively for downtown revitalization.
- d. Support extending Business Improvement District funding and consider applying the current funding source to residential property and to extending Business Improvement District boundaries.
- e. Fund the Historic Trust Fund at an adequate level. The fund shall be used to purchase or for grants or loans to readapt critical and unrestored historic buildings in the core.
- f. The city should pay their fair share of Business Improvement District funding.



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3. Convention Center

- a. Create a public/private partnership to create a Convention Center in the downtown district.
- b. Encourage and facilitate complementary retail, restaurant and entertainment facilities to support convention attendees, residents and downtown employees. Prioritize the establishment of locally owned businesses to foster organic growth and continue to develop a product that is unique to Jacksonville.
- c. Support the Tourism Investment District legislation as a J-Bill for approval by the state legislature next session.
- d. Designate the convention center development as a project for near-term planning and mid-term execution with integration to create street vibrancy and retail development.
- e. Conduct an update to the CSL study to best determine the location, size and cost of the facility.

4. Transportation

Encourage the Mayor and Jacksonville Transportation Authority to explore building a narrow gauge rail system (ground level) connecting the current City Convention Center, future Multi-Model Center, with the Landing and then the Everbank field.

5. Clean and Safe

- a. Create walking police patrols, and other community policing practices, in the downtown district.
- b. Establish a day-time Resource Center to serve the homeless.
- c. Streets, as well as buildings, must be kept clean and eye-appealing.
- d. Empty and/or abandoned buildings should be kept in an acceptable condition through the enforcement of current building codes.

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6. Housing

- a. Encourage Workforce and medium-density housing through Residential Reuse, tax abatements and codified public policy.
- b. Encourage workforce housing in neighborhoods surrounding downtown for support staff of present and future downtown business.
- c. Coordinate with JTA to provide transportation for downtown support staff living in neighborhoods surrounding downtown.

7. Projects

The committee strongly encourages the Mayor and the DCEC to focus on projects currently in the pipeline. The committee heard from the following projects that serve as examples:

- Center for Innovation
- Genesis Group
- · Renovation of the Haydon Burns Library
- Laura Street Trio

8. Community Support

- a. Make the revitalization of Downtown Jacksonville the Administration's priority that is fully supported by the Mayor's Office.
- b. The Mayor and the DCEC should regularly report the progress of downtown revitalization to demonstrate that downtown is an asset that will benefit all citizens and businesses of Jacksonville. Such report should include data on the quality and quantity of revitalization and an established metric to measure progress.
- c. Convene a Mayor's Downtown Summit, within the first six months of the new administration, to promote the Downtown Revitalization Initiative.
- d. Follow-up the Summit with a continuing public dialogue between the Mayor's Office and city residents concerning downtown revitalization.

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DRI and Master Developer (From OED Website)

The Office of Economic Development is the master developer of the Consolidated Downtown Development of Regional Impact Development Order (DRI DO), approved March 12, 1993 and the Transportation Concurrency Exception Area (TCEA), approved December 13, 2005. The Downtown Zoning Overlay requires a developer obtain DRI development rights prior to receiving final DDRB approval.

- □ DRI development rights are obtained only after receiving conceptual approval by the DDRB.
- □ All new and rehabilitation projects require DRI development rights, which are made available through the Consolidated Downtown DRI DO.
- ☐ A developer of a proposed project must obtain DRI development rights prior to receiving final DDRB approval.
- □ DRI development rights are allocated to a developer through a Redevelopment Agreement, negotiated by the Office of Economic Development and approved by 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.
- DEVELOPMENT RIGHTS MATRIX

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- □ / Transition Reports
- Other Impacts:
 - DRI and Master Developer
 - Strategic Plan (2005?)
 - Public Investment Policy (2006?)
 - o Enterprise & Empowerment Zones?
 - What's Missing from this List?



Downtown Initiatives (From OED Website)

To benefit the City of Jacksonville, public policy includes the promotion and maintenance of a viable and vibrant downtown area. To this end, the following actions have recently been completed to support the continued focus on revitalizing downtown:

Downtown Projects: Download the <u>2012 Downtown Projects Map</u> (PDF 1.7M) to view a map of recently completed downtown projects.

Downtown Master Plan: A strategic <u>Downtown Master Plan</u> was developed that created 10 districts for downtown. The Master Plan includes a statement of goals, policies and objectives on economic development, urban design, design guidelines, land use and transportation components.

Development Review Board: A separate review body, <u>Downtown Development Review Board (DDRB)</u>, was created and is charged with reviewing and approving proposed projects using the design guidelines as described in the Master Plan.

Downtown Overlays: A Downtown Zoning Overlay and Downtown Signage Overlay were created to define site-specific criteria established in the Downtown Master Plan. The Zoning Overlay refines the districts and uses allowed, adds bonus uses above the current underlying zoning districts, and creates parking standards that allows for off-site use of parking facilities. The Signage Overlay creates streetscape standards to enhance the pedestrian experience and reduces the need for vehicular travel during the workday, creates specific criteria for urban design, site design and building form objectives.

Consolidated Downtown DRI: The Consolidated Downtown DRI Master Development Plan was amended to reflect the land uses as described in the Downtown Master Plan and Downtown Zoning Overlay. The Consolidated Downtown DRI was approved in 1992 and all development must be consistent with the conditions of the development order before building permits can be applied for thru the city's Building Inspection Division.

Historic Trust Fund: A Downtown Historic Preservation and Revitalization Trust Fund was made available to help preserve the historic fabric of our downtown.

Financial Plan: A new Strategic Financial Incentive Plan was developed that establishes financial programs available to downtown developers for the creation of affordable housing and retail uses.

Transportation Plan: The <u>Strategic Transportation Plan</u> that was developed re-establishes pedestrian priority on street design, reorients appropriate streets from one-way to two-way streets, encourages on-street parking to reduce vehicle speeds and volume and enhance pedestrian safety, encourages the use of mass transit (trolley, shuttle, water taxi) for short-range trips throughout downtown in conjunction with the 'Skyway', and encourages the integration of outlying mass transit options such as light rail, busways, and the former Jacksonville Rail Terminal at the Prime Osborne Convention Center.

Transportation Concurrency Exception Area: Downtown was recently designated as a <u>Transportation Concurrency Exception Area</u> (TCEA) to promote mixed-use development tied into mass transit options to mitigate the impacts of development on the downtown and surrounding roadway system.

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Enterprise and Empowerment Zones (From OED Website)

(This Web page is for informational purposes only. Please contact Joe Whitaker at (904) 630-1624 or email josephw@coj.net for detailed information and other eligibility requirements.)

The City of Jacksonville has both a state Enterprise Zone and a federal Empowerment Zone that provide numerous financial incentives to businesses operating in these areas. Empowerment Zone Brochure (PDF 1.4M)

About the Enterprise Zone

Enterprise Zone Incentives

The City of Jacksonville was awarded an official Enterprise Zone designation, effective July 1, 1995. The Jacksonville Enterprise Zone was redesignated effective January 1, 2006, through December 31, 2015. Jacksonville's Enterprise Zone is a 20-square-mile base area with three additional developable sites totaling an additional 2,000 acres of property targeted for economic revitalization.

Businesses located within the Enterprise Zone and/or the developable site areas are eligible to take advantage of various financial incentives offered by the State of Florida through the Enterprise Zone Program. Additionally, Jacksonville's Enterprise Zone area is designated a Brownfields Area. (Click here to learn more about Brownfields incentives).

All Enterprise Zone tax credit applications are required to be submitted to the Office of Economic Development for verification that the business or applicant seeking Enterprise Zone tax credits is located within the Enterprise Zone boundaries.

About the Empowerment Zone

Empowerment Zone Incentives

NOTE: The Empowerment Zone Program is scheduled to sunset on December 31, 2011.

The Community Tax Relief Act of 2000 offers communities direct access to programs that will encourage development and create prosperity for low-income areas by using tax incentives that encourage economic growth. Expanding business development and commerce leads to greater job opportunities for residents and to improved access to goods and services, both of which help energize long-term revitalization.

Jacksonville was awarded a Round III Empowerment Zone Designation in 2002. The Jacksonville Empowerment Zone was redesignated effective January 1, 2010, through December 31, 2011. As required by federal law, the City of Jacksonville created the Enterprise and Empowerment Zone Development Agency Board to assist with ongoing performance of the Enterprise and Empowerment Zones. (Download the Board Member List (PDF 22K)).

- Prelim discussion of existing Initiating Plan(s):
 - Community Redevelopment Plans-North and South (1981/1980)
 - Action Plans-North and South (1984/1981)
- Master Plan "Celebrating the River: A Plan for Downtown Jacksonville" (2000)
- ☐ Downtown Action Plan (2007)
- ☐ Zoning Overlay (2007 Update)
- ☐ 2030 Comprehensive Plan
- □ IBM Smarter Cities Challenge
- ☐ Transition Reports
 - Other Impacts:
 - DRI and Master Developer
 - Strategic Plan (2005?)
 - Public Investment Policy (2006?)
 - Enterprise & Empowerment Zones?
 - o What's Missing from this List?



JAX2025 Community Meetings:

Meeting #1: It's Your City!

January 19, 2013

Meeting #2: A Vision For Jacksonville

February 2, 2013

Meeting #3: How Will We Know We Did It?

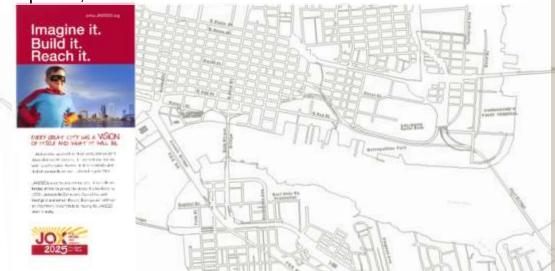
March 19, 2013

Meeting #4:Partnerships. Who Makes JAX2025 Real?

April 27, 2013

Release Event: Our Vision For Jacksonville 2025

April 27, 2013



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- 2030 Comprehensive Plan
- □ IBM Smarter Cities Challenge
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- □ Other Impacts
- Consider opportunity to dovetail with JAX2025.





☐ Consider opportunity to dovetail with JAX2025.



Identify Tasks and Workshop Outline with anticipated outcome/Schedule





STAKEHOLDERS WORKSHOPS

Identify Costs of Projects and Programs
Sources of Funding and Financing.

WORKSHOP 1-EXISTING CONDITIONS AND PLANS ■ Report on and familiarization with Plan: Acquaint with Existing Plan(s) • Legislation (State and Local)Ordinances Codes ☐ Identify Needed Updates (the Legislation, Problems, Conditions) ☐ Identification of portions that are inadequate, portions of the Plan requiring update, portions missing ☐ Hear from OED and General Counsel Staff regarding known deficiencies ☐ Establish a Matrix to capture Plan requirements, objectives, milestones, problems, performance, etc. ☐ Report on and familiarization with additional Plan, Visions, IBM, etc. □ Acquaint with Existing Ordinances, Codes ☐ Other Existing Plans, Visions, and Efforts (Future Call for Plans?) ☐ Summarize Existing Conditions and Key Resources (may already be a part of the various Plans)... Asset Management WORKSHOP 2-VISION, GUIDING STRATEGIES. Flesh-out Matrix: □ Confirm Mission and Goals ☐ Identify Redevelopment Strategy elements (such as Center of Cultural Resources; Emerald Necklace; Business and Institution Crosshairs; Rededicate our Streets; Epicenter of Regional Transportation; Cultivate Community Spaces; Leverage our Waterways, etc.) ☐ Identify General Project Criteria/Outcomes, Programs. WORKSHOP 3-HEIRARCHY OF PROJECTS AND PROGRAMS. ■ Utilizing Matrix: • Identify Specific Projects and Programs with priority/phasing strategy.

Community Redevelopment Plan

Consider opportunity to dovetail with JAX2025.



Identify Tasks and Workshop Outline with anticipated outcome/Schedule

- WS #1:EXISTING CONDITIONS AND PLAN
- WS #2: VISION, GUIDING STRATEGIES
- WS #3: HEIRARCHY OF PROJECTS AND PROGRAMS





- ☐ Consider opportunity to dovetail with JAX2025.
- Identify Tasks and Workshop
 Outline with anticipated
 outcome/Schedule
 - WS #1:
 - WS #2:
 - WS #3:



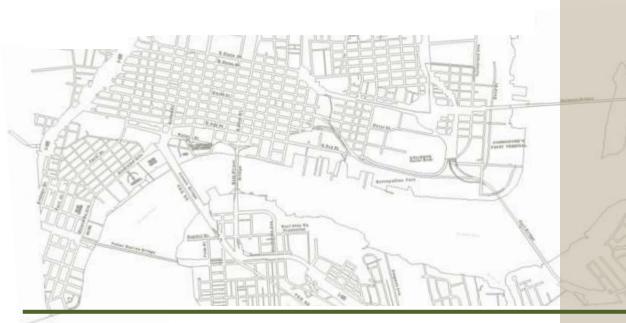
Separate Plans for Northbank and Southbank?







Discuss the potential need to hire Consultant for CRA Plan(s); if elected, discuss Scope, Process to prepare RFP and Schedule.







□ Other Tasks?

