

Goal 1: Increase commercial office utilization, occupancy, and job growth to reinforce Downtown as the region's epicenter for business.

Strategic objectives:

1. Improve the occupancy rates of existing Downtown commercial office buildings.
2. Promote development of new owner occupied or build to suit offices when accompanied by job creation and consistent with the adopted Public Investment Policy and existing building stock does not satisfy the needs of the tenant/owner.
3. Grow or maintain the Downtown workforce each year by adding new permanent jobs and/or retaining existing permanent jobs within Downtown.
4. Encourage more efficient utilization of existing parking structures and discourage the construction of new parking structures exclusively for use of single building tenants by employing tools such as shared-use parking, employer provided shuttles and trolleys, transit vouchers and similar programs.
5. Contribute to resiliency, flexibility, and responsiveness to change in utilization of Downtown commercial office space through innovation and creativity in policies and permitting, by incentivizing technology upgrades and WELL modifications to existing office buildings and by the repurposing of unoccupied office space, where appropriate.
6. Facilitate restoration and rehabilitation of Downtown's historic building stock for productive commercial office use.
7. Leverage incentive packages to include partnerships with recipients to fund maintenance and programming of adjacent park spaces and to encourage promotion of Downtown events and activities to employees and customers of incentive recipients.

Benchmarks

- Number of Permanent Jobs/FTE in Downtown (using DVI annual report data)
- Total office square footage within Downtown (using DVI annual report data)
- Downtown Office Space Vacancy Rate (using CBRE Marketview Quarterly report or Costar data if available)
- Tax Value of Commercial Office buildings and Impact to TIF and Future Projections (using data provided by the Duval County Tax Collector's Office)
- Number/square footage of new office buildings constructed (using DVI annual report data)
- Value of new office buildings constructed per building permits issued
- Number of corporate Headquarters offices in Downtown (Fortune 50,100, and 500 per Jax USA)
- Number of historic buildings restored to office use and square footage of office space therein (using COA data from HPS)
- Number of incentive recipients directly funding maintenance or programming of adjacent park spaces (Compliance Manager to record per executed RDA)
- Number of new shared use parking spaces put into service or existing spaces formally made available for shared use pursuant to DIA agreements or incentives
- Number of new or renovated office buildings incorporating resilient features (using building permit checklist)

DIA Tasks

- Compare to Current Market Feasibility Study
- Annually review current BID "Years Tables" and Revise per Priority and Funding
- Track Benchmarks for DIA Internal Target Reporting
- Track growth in asking commercial office rents

Goal 2: Increase rental and owner-occupied housing Downtown targeting diverse populations identified as seeking a more urban lifestyle

Strategic Objectives:

1. Actively pursue a minimum of 7,500 built and occupied multi-family dwelling units by 2030; and strive to induce construction of 400 multi-family dwelling units per year, on average.
2. Improve the breadth and diversity of housing options across Downtown to provide all types and varied price ranges of rental and owner-occupied opportunities, including mixed-income and mixed-use structures.
3. Institute marketing efforts for downtown housing opportunities targeting potential residents, and potential developers on a local, regional, state, and national level.
4. Align incentives with market conditions of different neighborhoods and geographic areas within Downtown to ensure quality developments that provide a diversity of housing options in each District.
5. Maximize utilization of existing parking structures and minimize construction of new parking structures exclusively for use of single building tenants by employing tools such as shared-use parking, proximity to shared transportation, and similar programs.
6. Facilitate the restoration and rehabilitation of Downtown's historic building stock for multifamily and attached dwelling units.
7. Leverage incentive packages to include partnerships with residential development recipients to fund maintenance and programming of adjacent park spaces, and to encourage promotion Downtown events and activities to residents of new developments.
8. Contribute to resiliency in design and construction of new residential buildings, and flexibility in response to changing residential demand for unit sizes, home workspaces, amenities, and future conversion of parking.
9. Ensure that no incentives are provided to a Riverfront/Riverwalk frontage residential development unless the development includes a minimum 3,000 square foot waterfront restaurant accessible to the public from the riverfront
10. Promote development that incorporates access by a wide range of physical capabilities beyond the minimum ADA/Fair Housing regulatory requirements.

Benchmarks

- Number of Residents (Using DVI annual report data)
- Number of Residential Units (Using DVI annual report data)
- Tax Value of residential units and Impact to TIF and Future Projections (using data provided by the Duval County Tax Collector's Office)
- Multifamily Housing vacancy rate (using data provided by NAI Hallmark)
- Annual private Capital Investment in new residential developments (using building permit data)
- Annual number of Multi-Family Units Commenced and number completed (DVI annual report)
- Number of affordable and workforce housing units (using Schimberg or Florida housing data)
- Number of "for sale" residential units (condo, townhome, etc.) as opposed to "for rent" (DVI annual report)
- Number of new shared use parking spaces put into service or existing spaces formally made available for shared use pursuant to DIA agreements or incentives (Compliance Manager per RDA's)
- Number of historic buildings restored to residential use and number of units therein (using COA data from HPS)
- Number of incentive recipients directly funding maintenance or programming of adjacent park spaces (Compliance Manager per RDA's)
- Number of new or renovated residential developments incorporating resilient features (using building permit checklist)
- Number of DIA incentivized new or renovated residential developments and units incorporating features that go beyond minimum ADA/Fair Housing regulatory requirements (determined by Director of Downtown Development upon project plan review)

DIA Tasks

- Compare to Current Market Feasibility Study; adjust geographic bonuses as appropriate
- Review Current BID “Years Tables” and Revised per Priority and Funding
- Track growth in average market rate residential rent
- Track benchmarks for Internal DIA Target Reporting
- Annually answer whether marketing effort implemented that year and assess its effectiveness
- Monitor housing availability at varying cost points within each district to meet housing needs across a wide strata of income levels.
- Monitor housing availability within each district that meet housing needs of those members of our community with disabilities.
- Multifamily Housing vacancy rate (using data provided by NAI Hallmark)

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Goal 3: Increase and diversify the number and type of retail, food and beverage, and entertainment establishments within Downtown

Strategic Objectives:

1. Facilitate adaptive reuse of vacant and underutilized storefronts for retail, food and beverage and entertainment establishments.
2. Encourage growth of outdoor dining and entertainment options, most specifically within designated food and beverage districts and on the waterfront.
3. Increase the number of retail, food and beverage, and entertainment establishments that are open for business weekends and other times outside of weekday business hours.
4. Add a major new grocer within Downtown by 2025 and one or more additional by 2030.
5. Pursue the addition of one or more new neighborhood restaurant/entertainment venues in each District by 2025 and a second by 2030.
6. Add one or more retail drugstores that include specialty consumer products and health services as well as pharmacies within Downtown by 2025 and a second by 2030.
7. Support expansion and growth of existing entertainment and restaurant facilities with emphasis on broadening days and hours of operation.
8. Maximize use of on- street parking and public garages for patrons of local dining and entertainment establishments, and dedicate areas for valet, and vehicular drop-off and pick-up locations.
9. Facilitate the restoration and rehabilitation of Downtown's historic building stock for use by retail/beverage/entertainment establishments.
10. Contribute to resiliency, flexibility, and responsiveness to change in utilization of Downtown commercial retail space through innovation and creativity in policies and permitting, and by incentivizing the repurposing of unoccupied storefront space, where appropriate. Create, foster, and preserve affordable space for artists and art organizations, in particular vacant and unused spaces.

Benchmarks

- Number of operating restaurants/entertainment venues by District (DVI annual state of Downtown)
- Number of storefronts incentivized for retail redevelopment (Compliance Manager per executed RDA's)
- Tax Value of freestanding single tenant or multi-tenant retail, restaurant and entertainment venues and Impact to TIF and Future Projections (mixed use included elsewhere as office, hotel or residential)
- Number of sidewalk enhancement grants awarded (Compliance Manager per executed RDA's)
- Number of outdoor/sidewalk food and beverage venues (annual, Redevelopment Coordinator to track)
- Number of new food and beverage establishments that opened on waterfront (DVI annual report)
- Number of new food and beverage establishments in The Elbow and in the Laura/Hogan corridor (DIA staff from data in DVI annual report))
- Number of retail, food and beverage, and entertainment venues open weekends and after work hours on weekdays (DVI survey-self reported)
- Number of full-service grocers within Downtown, by District (DIA Staff)
- Number of pharmacies within Downtown, by District (DIA Staff)
- Number of existing retail businesses receiving DIA incentives that expanded in size (Project profile and RDA's)
- Number of new shared use parking spaces put into service or existing spaces formally made available for shared use pursuant to DIA agreements or incentives (Compliance Manager per RDA's)
- Number of historic buildings restored to retail use and square footage thereof (using COA data from HPS)

- Number of new or renovated retail developments incorporating resilient features (using building permit checklist)

DIA Tasks

- Compare to Current Market Feasibility Study; adjust per square foot incentives as construction costs and market require
- Review Current BID "Years Tables" and Revise per Priority and Funding
- Track retail rents
- Track benchmarks for Internal DIA Target Reporting
- Track Retail Space Vacancy Rate (using data provided by NAI Hallmark)
- Asking rents for newly leased space (Using data provided by NAI Hallmark, **CoStar**)

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Goal 4: Increase the vibrancy of Downtown for residents and visitors through arts, culture, history, sports, theater, events, parks, and attractions

Strategic Objectives:

1. Create and promote a consistent brand for Downtown that conveys a sense of excitement and within the boundary of Downtown foster distinct neighborhood identities that evoke a unique sense of place.
2. Support the installation of public art and aesthetic and sensory enhancements, as well as wayfinding and technology throughout Downtown.
3. Increase awareness of Downtown's history and its historic structures. Provide resources that engage and educate the public on the historical and cultural stories of Jacksonville and its people.
4. Market and promote Downtown events and visitor attractions.
5. Support the enhancement of existing, and creation of new, diverse civic attractions, cultural venues, theaters, and parks that provide a mix of activities and attract a broad range of demographics.
6. Provide regular, routine, and accessible events and programming for Downtown workers, residents, and visitors. Create opportunities for licensed vendors that maximize use of parks and public spaces, including the Riverwalk. Support water recreation opportunities and vendors. Identify opportunities and supporting events that fill calendar gaps (including evenings and weekends) for a robust, year-round events calendar.
7. Work internally across city departments, as well as externally with developers and business owners, to support the inclusion of art, culture, and place-making within existing and future public improvements and private projects.
8. Partner with arts and culture organizations as well as educational institutions to create culturally specific attractions, competitions and workforce development programs that bring students, young professionals, etc. Downtown
9. Increase number of daily visits to Downtown.
10. Increase the occupancy rate and ADR of Downtown hotels and broaden the diversity of hospitality offerings for leisure travelers, groups, and business travelers.

Benchmarks

- Number of DIA executed campaigns and advertisements promoting Downtown (**DIA track internal campaigns;**)
- Number of downtown visitors (**using DVI annual report data and monthly placera data**)
- Number of new public art installations (art, light, sound, etc.) (**internal quarterly data collection**)
- Number of **enhancements** to existing attractions, cultural venues, theaters, and parks (**internal monitoring; collect quarterly data**)
- Number of new attractions, cultural venues, theaters, and parks (**using DVI annual report data**)
- Occupancy rates and ADR of Downtown hotels (**using monthly Visit Jacksonville data**)
- Number of diverse hotel offerings in both existing and new developments (**using DVI Tourist Development Council STR data**)
- Number of Downtown programs in City parks (**Parks Dept.**)
- **Number of Downtown Special Events permitted (Parks dept)**

DIA Tasks

- Create and maintain an annual calendar of Downtown events
- Coordinate with Downtown Vision, Inc., and utilize agency contract(s) to market Downtown
- Coordinate with COJ Parks Department to implement regular parks programming and ensure variety of offerings

- Annually answer whether marketing efforts implemented each year and assess effectiveness
- Annually review current BID “Years Tables” and revise per priority and funding
- Track Benchmarks for DIA internal target reporting
- Monitor the type and number of hotel rooms in both existing and new developments (**using DVI Tourist Development Council STR data**)

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Goal 5: Improve the safety, accessibility and wellness of Downtown Jacksonville and cleanliness and maintenance of public spaces for residents, workers, and visitors.

Strategic Objectives:

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

Benchmarks

- Number of violent crimes reported by JSO within Downtown (using JSO Crime Mapping)
- Number of property crimes reported by JSO within Downtown (using JSO Crime Mapping)
- Number of JSO officers assigned to Downtown
- Number of pedestrian injuries reported by JSO and Risk management (vehicle crashes; sidewalk and outdoor public space trip and fall)
- Number of citations issued by Code Compliance for private property maintenance violations
- Number of WELL certified renovation or construction projects completed (Redevelopment coordinator to track from Green building council and other source data)

DIA Tasks

- Track 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 Benchmarks for DIA Internal Target Reporting

Goal 6: Improve the walkability/bike-ability of Downtown and pedestrian and bicycle connectivity between Downtown and adjacent neighborhoods and the St. Johns River.

Strategic Objectives:

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

Benchmarks

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

DIA Tasks

- Review Current BID “Years Tables” and Revise per Priority and Funding
- Establish and track Benchmarks for DIA internal target reporting
- Perform Walkability Audits
- Monitor skyway ridership
- Track walkability scores for Downtown Nodes (<http://www.walkscore.com/methodology.html>)

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Goal 7: Capitalize on the aesthetic beauty of the St. John's River, value its health and respect its natural force, and maximize interactive and recreational opportunities for residents and visitors to create waterfront experiences unique to Downtown Jacksonville.

Strategic Objectives:

1. Develop a series of dynamic riverfront parks on both sides of the river, connected by the Riverwalks, that together provide a premier destination park experience. Integrate themes of authentic Jacksonville content, robust programming, and varied facilities that are flexible and respond to public desires for waterfront activities.
2. Ensure that the riverfront includes a variety of immersive environments, ranging from passive enjoyment of the River to active entertainment areas by balancing public and private ownership and use, and requiring activation of private riverfront developments with restaurants, shops, and attractions, all linked by the Riverwalk
3. Promote the creation of a greenway/Riverwalk network linking the terminal ends of both the Northbank and Southbank CRA Districts' riverfronts. Prioritize beautification and greening of the Riverwalk using Florida-Friendly landscaping practices and plant material that is indigenous to the region as well as ensuring proper maintenance and replacement of such plant materials. Implement recommendations to tie together various segments with cohesive paver banding, signage, furnishings, etc.
4. Ensure the riverfront is accessible both physically and visually for residents and visitors of all ages, abilities, and income.
5. Ensure that private developments fronting the river and creeks comply with design standards that protect public access and enjoyment of the waterfront. Enforce the 50-foot (minimum) building setback, and height step-backs from the St. Johns River's water edge. Protect, enhance, and increase view corridors to the St. John's River and provide access to and from the Southbank and Northbank Riverwalk at regular intervals.
6. Negotiate to obtain long- term or perpetual public easements from private property owners along the St. Johns River, Hogan's, and McCoy's Creeks and require such easements be provided at no charge to qualify for any incentive.
7. Maintain guidelines and zoning criteria for the design and orientation of buildings and improvements that take into account surrounding buildings, structures, viewscales, public access, and waterways; design and orientation shall actively engage with the River, the Riverwalk, and riverfront.
8. Encourage active public use of the River. Create, maintain, and enhance public river access for motorized and non-motorized watercraft points. Maximize access and linkages to Downtown establishments and activities for boaters through floating docks, marinas, amenities that improve the safety of boaters and the boating experience.
9. Improve maintenance of all waterway access points, improve, or provide lighting and signage of access points from roadways and waterways.
10. Promote downtown as a boating destination through active marketing initiatives and inclusion of Downtown ramps, docks, marinas and launch sites, and marine services, on charts and maps
11. Achieve at least one new restaurant/entertainment sites directly accessible by boat by 2025, and a minimum of three (3) by 2030.

Benchmarks

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

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

DIA Tasks

- Monitor reports of required repairs/attention required to Riverwalk, riverfront parks, lighting, trash removal, and landscape
- Monitor and oppose amendments to Zoning Overlay that would diminish public access and protection of view-scapes from adjacent properties
- Fund enhanced maintenance of Riverwalk and riverfront parks above Parks standard
- Monitor and support promotion of Downtown as a boating destination
- Track for DIA internal target reporting
- Monitor number and type of waterfront boater amenities provided
- Monitor number of Downtown waterway improvements implemented
- Track for DIA internal target reporting

Goal 8: Simplify and increase the efficiency of the approval process for downtown development and improve departmental and agency coordination.

Strategic Objectives

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

Benchmarks

- Duration of DIA approval process from receipt of sufficient application for incentive requested and project profile form through DIA Board action
- Acreage/value of City-owned property held for redevelopment
- Number of redevelopment agreements executed per year
- Number of DDRB approvals granted per year
- Number of Years Table projects completed on or ahead of schedule
- Number of Brownfield sites restored
- Number and value of grants received for Downtown projects

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
- Monitor number of process improvements implemented per year
- Monitor number of dispositions processed
- Review Current BID "Years Tables" and Revise per Priority and Funding
- Track for DIA Internal Target Reporting
-