



**Downtown
Northbank and
Southside
Community
Redevelopment
Area Plans**

Acknowledgements

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

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Contents

- Section 1 Introduction and Background**
 - 1.1 Purpose
 - 1.2 Existing Downtown CRAs
 - 1.3 Stakeholder Outreach
 - 1.4 Comparative Downtown Analyses

- Section 2 State and Local Requirements and Authority**
 - 2.1 Requirements of the CRA Redevelopment Plan
 - 2.2 Authority to Undertake Community Redevelopment
 - 2.3 DIA Authority
 - 2.4 Property Disposition Policy
 - 2.5 Reporting Requirements

- Section 3 Redevelopment Trust Funds**
 - 3.1 Tax Increment Financing
 - 3.2 Southside Redevelopment Trust Fund
 - 3.3 Downtown Northbank Redevelopment Trust Fund
 - Northside West Portion
 - Downtown East Portion
 - Combined Downtown Northbank Area

- Section 4 Governance**
 - 4.1 DIA Structure and Management

- Section 5 Redevelopment Strategy**
 - 5.1 Umbrellas
 - 5.2 Goals and Objectives
 - 5.3 Illustrative Master Plan

- Section 6 Downtown Northbank CRA Redevelopment Plan Elements**
 - 6.1 Legal Description
 - 6.2 Existing Conditions
 - 6.3 Residential Use Element
 - 6.4 Neighborhood Impact Assessment
 - 6.5 Redevelopment Projects

- Section 7 Southside CRA Redevelopment Plan Elements**
 - 7.1 Legal Description
 - 7.2 Existing Conditions
 - 7.3 Residential Use Element
 - 7.4 Neighborhood Impact Assessment
 - 7.5 Redevelopment Projects

- Section 8 Comprehensive Plan Consistency**

Appendix A Downtown Jacksonville Market & Feasibility Study

Appendix B Comparative Downtown Analysis

Appendix C Downtown Design Guidelines

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Section 1 Introduction and Background

Purpose

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Existing Downtown CRAs

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Stakeholder Outreach

-

Comparative Downtown Analyses

1.1 | Purpose

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

Regardless of whether or not one lives here or works here, Downtown Jacksonville is vital to all of the City's residents. Broad economic, social, and cultural forces are reshaping the face of our nation's urban environment and the nation is changing its attitude towards cities and downtown living. Downtowns in every region of the country are being thought of in positive and progressive ways, as necessary and critical investments. These trending forces give areas such as Downtown Jacksonville its best opportunity in decades to compete with suburban and exurban growth. Community redevelopment plans establish a direction for this reinvigoration and investment, understanding that a plan with short-, mid- and long-term goals further guides the downtown and its champions to be better prepared for any unforeseen circumstances that may require some deviation without abandoning the overall course. The challenge is to develop this guide for the future, engendering goals that will positively influence Downtown Jacksonville's urban redevelopment for years to come. Originally, there were three community redevelopment plans within Downtown, two in the Northbank and one in the Southside, that were adopted in the 1980s, with the two Northbank community redevelopment plans having been merged in 2000. In 2015, via the adoption of Ordinance 2014-0560-E by City Council, the Downtown Northbank Community Redevelopment Agency (CRA) Redevelopment Plan and Southside CRA Redevelopment Plan (referred to throughout this document as the "CRA Redevelopment Plan") were updated drawing from principles contained in several Downtown Jacksonville planning efforts completed during the previous fifteen years; updated with current data, as required by Florida Statutes; and modified to include target areas of focus within the existing CRA boundaries. While the Downtown Northbank CRA Redevelopment Plan and Southside CRA Redevelopment Plan remain separate with corresponding geographical areas and their own tax increment trust funds, this CRA Redevelopment Plan consolidates them into one comprehensive document and amends the overall plans pursuant to Section 163.361(1), F.S. The CRA Redevelopment Plan shall serve as a policy guide for the DIA, planners, developers, and government to utilize over the next five years and thereafter until the next update is adopted in order to promote and foster continued growth in Downtown Jacksonville to become a top tier urban center for business, a place to call home, and to attract visitors.

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

First, there were three original community redevelopment plans that were more than thirty years old. The City designated three CRAs in the area of Downtown Jacksonville: Northside West CRA (1981), Downtown East CRA (1985), and Southside CRA (1980). Over the years, the three community redevelopment plans were readopted, ratified, and confirmed. In 2000, the City combined the Northside West CRA and Downtown East CRA and their respective trust funds into a reformed entity to be known as the Downtown Northbank Community Redevelopment Agency ("Downtown Northbank CRA"). As part of that act,

the City directed that development within the Downtown Northbank CRA be consistent with the Downtown Master Plan (“Celebrating the River: a Plan for Downtown Jacksonville”, 2000). Fifteen years later, an update was needed.

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

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

The City of Jacksonville, through Chapter 55, *Ordinance Code*, bestowed Community Redevelopment Agency powers and duties to the DIA. It also directed that a 5-year Business Investment and Development Plan (“*BID Plan*”) for downtown along with updates to the Downtown Northbank Community Redevelopment Agency (CRA) Redevelopment Plan and Southside CRA Redevelopment Plan, be prepared and adopted. This document, which contains the Southside CRA Redevelopment Plan and the Downtown Northbank CRA Redevelopment Plan (together referred to as “the CRA Redevelopment Plan”) along with the Business Investment and Development Strategy (“*BID Strategy*”), are packaged together as the “*BID Plan*,” and fulfill this mandate. Together, the CRA Redevelopment Plan and the BID Strategy, strategically prioritize, shape the design of and implement public infrastructure improvements, and support other private sector, market-based revitalization initiatives. Redevelopment decisions have been guided by the strategic direction and criteria set forth in the BID Strategy, designed to transform the recommendations from the CRA Redevelopment Plan into actionable items within a framework of accountability.

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

- Establish a Community Redevelopment Plan that provides mechanisms to realize a bold vision for the Downtown Northbank CRA and Southside CRA characterized by centers of commerce, attractive housing alternatives, welcoming parks, walkable streets, enticing retail, enhanced cultural institutions, and accessible parking.
- Offer consistency over time, throughout governmental and business leadership changes.
- Comply with the statutory requirements pursuant to Section 163.362, *Florida Statutes*.
- Establish relevancy and determine the appropriateness of past downtown planning efforts and incorporate priority elements from each that are still relevant.
- Define the strategic framework, conceptual themes, goals, and objectives for the future of the Downtown Northbank CRA and Southside CRA.

- Include a Residential Use Element that identifies any shortages of housing opportunities across a broad range of incomes and strategies for achieving diversity of offerings, as indicated.
- Include a Neighborhood Impact Assessment of traffic and transportation, environmental quality, facilities, and matters affecting the physical and social quality of the neighborhood.
- Identify specific priority redevelopment capital improvement projects and other recommended redevelopment project elements to be completed.
- Provide projected costs of the recommended improvement projects; amount to be expended and any anticipated indebtedness to be repaid with the tax increment finance revenues from the three respective Redevelopment Trust Funds.
- Fold in relevant principles and guidelines from the Downtown Master Plan.

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

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

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

This CRA Redevelopment Plan updates and restates the BID Plan adopted pursuant to Ordinance 2014-560, which in turn **supersedes** the Downtown Master Plan. The CRA Redevelopment Plan works in concert with the Mobility Plan, and Downtown Overlay Zone. The Market Feasibility Study contained in the 2014 BID Strategy is updated and replaced in the case of any conflicting information by the 2021 Willdan Market Feasibility study appended to the updated 2021 BID Strategy. The projects identified within this CRA Redevelopment Plan replace those within the 2014 CRA Redevelopment Plan and the eight (8) CRA Redevelopment Plan Goals expressed in **Section 5** are used to benchmark success.

Planning Framework

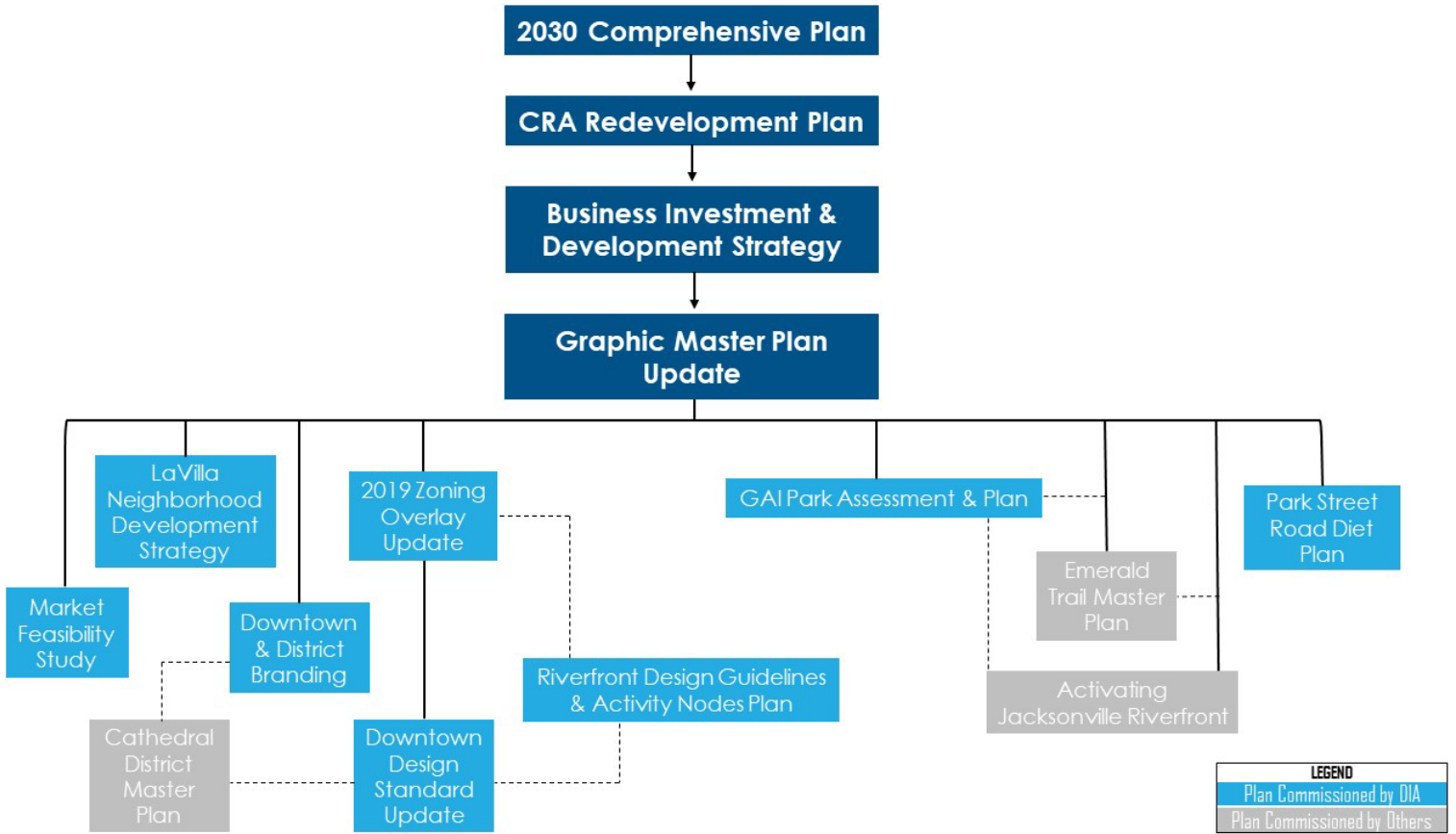
Figure 1.1 outlines the hierarchy of planning efforts, some commissioned by DIA and some commissioned by others. These plans lay the foundation upon which the CRA Redevelopment Plan and BID Strategy are built. Many of the plans identified below are referenced within the redevelopment project listed in **Section 6.5** and **Section 7.5**. Each of the plans identified in the following list are DIA commissioned plans which are incorporated in their entirety into this CRA Redevelopment Plan:

- Market Feasibility Study
- LaVilla Neighborhood Development Strategy
- Downtown & District Branding
- 2019 Zoning Overlay Update
- Downtown Design Standard Update
- Riverfront Design Guidelines & Activity Nodes Plan
- GAI Park Assessment & Plan
- Park Street Road Diet Plan

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

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

Figure 1.1 Plan Organizational Hierarchy



A Vital Community

Downtown is the central core of Jacksonville, and not simply in a geographical sense. Having a strong downtown is essential to the City's economic prosperity and sustainability, which produces economic gains for the larger region, contributes positively to the tax base, improves the quality of life for all Jacksonville residents, and fosters a higher standard of living. Downtown serves as a hub of activity for community life serving as a gathering place for residents from all over the county, workers, and visitors alike with a marvelous assortment of historical, commercial, residential, governmental, civic, and cultural elements.

Downtown Jacksonville is emblematic of civic pride and confidence that is on display to residents and visitors alike. In today's global economy, our downtown defines us against competing cities. The image of Downtown Jacksonville forms an enduring first impression that can foster return visits by tourists, business leaders seeking a new marketplace, and new residents seeking this energetic, all-encompassing place to reside.

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

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

Downtown Jacksonville is unlike any other area of the City because it is everyone's neighborhood. It is the central gathering place that serves as a hub of community life for over one million people. It offers an ever-important location for people from all walks of life and a welcoming destination to meet and enjoy concerts, parades, special events, and the marvelous St. Johns River. It is truly the socially important heart of the City. Jacksonville's commitment to the arts happens Downtown. Our cultural centers include the Times-Union Center for the Performing Arts, the Museum of Contemporary Art, LaVilla School for the Arts, the Museum of Science and History, the Florida Theatre, and the Ritz Theater, as well as popular galleries and immediate neighbors Cummer Museum and the Riverside Arts Market. They have proven themselves potent attractors for visitors Downtown and should be further coordinated and programmed into the daily functions.

Downtown can be walkable and provide a unique, urban, mixed-use environment where today's generation can live, work, gather, and play without having to spend hours commuting. This CRA Redevelopment Plan endeavors to "move the needle" on this vital community with recommended actions that when completed will reveal:

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

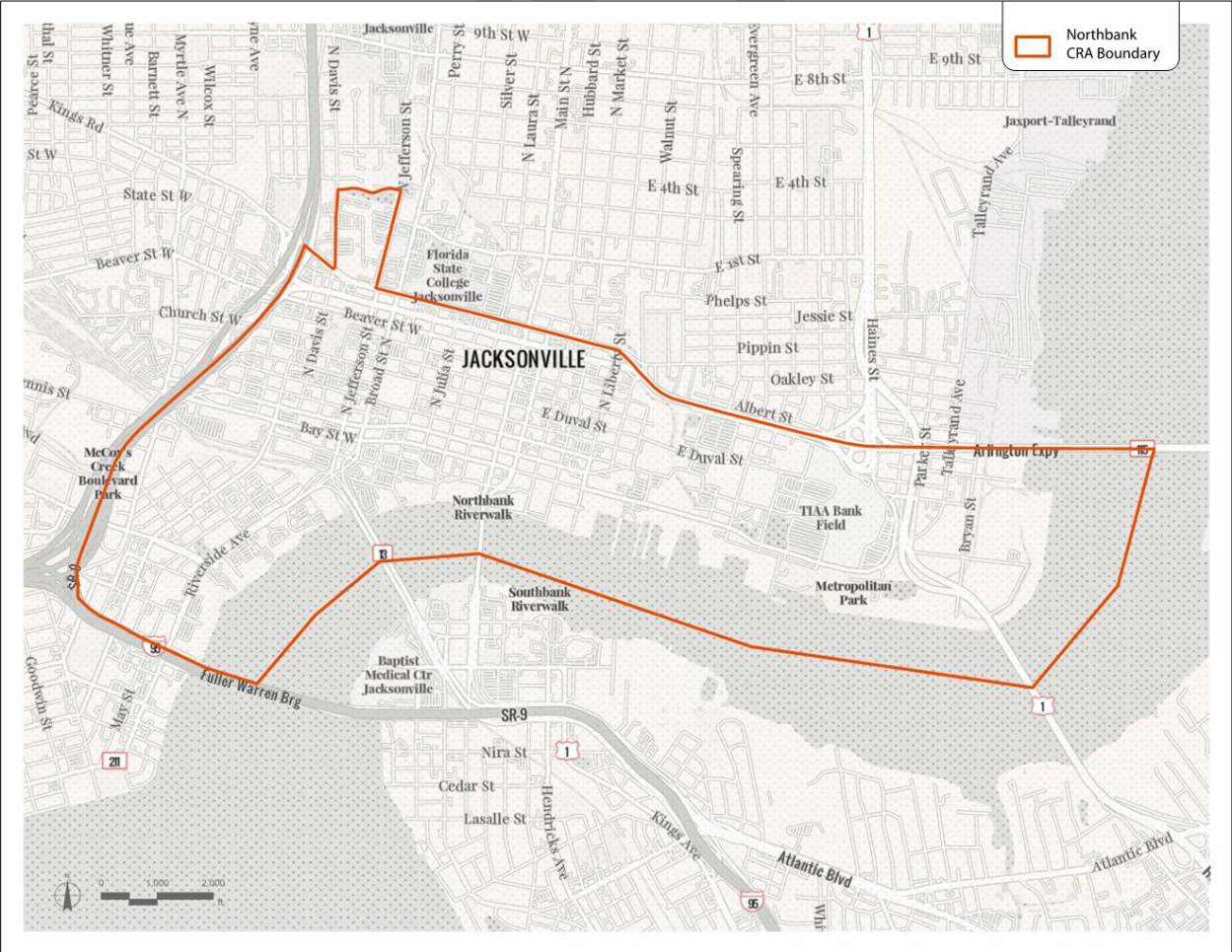
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1.2 | Existing Downtown CRAs

Downtown Jacksonville is comprised of two Community Redevelopment Agencies (“CRA”) the Downtown Northbank CRA and the Southside CRA. Legal descriptions of these two CRAs are included in Sections 6 and 7, respectively.

The **Downtown Northbank CRA** is comprised of two formerly separate CRAs: the **Northside West CRA** created by Ordinance 81-562-240 on August 11, 1981, and the **Downtown East CRA** created by Ordinance 85-145-130 on March 12, 1985. The trust funds for each of those original CRA’s were also combined, however separate accounting records are maintained with respect to each of the former CRAs in order to calculate the increment revenues from each (because they have different Base Years) and in order to assure that any outstanding indebtedness payable from increment revenues in each former CRA is repaid only from the increment revenue derived from such former CRA, respectively.

Figure 1.2 Downtown Northbank CRA

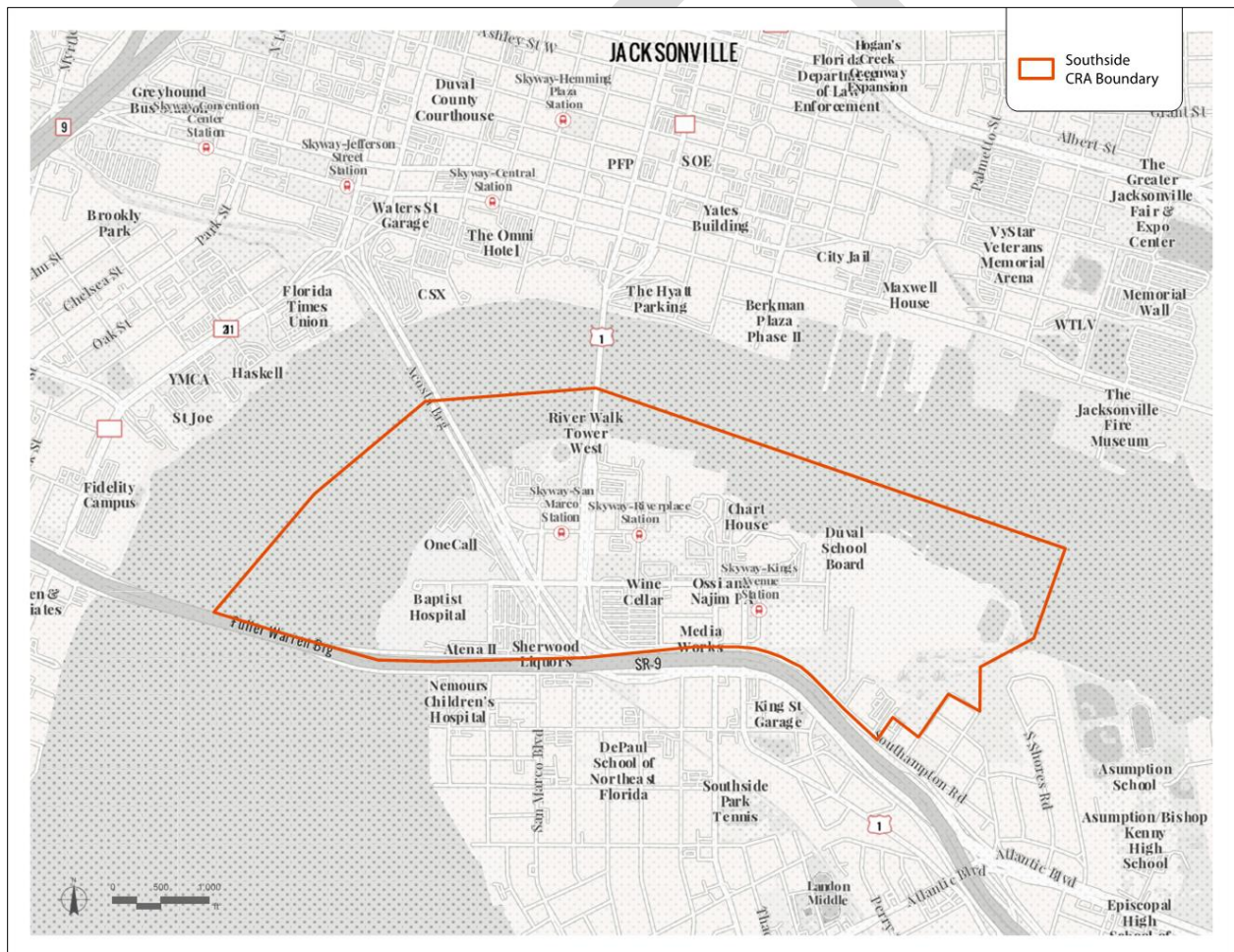


The **Southside CRA** created by Ordinance 80-1347-704 on February 24, 1981, contains the Southside TIF District. The legislative history of the creation of each CRA located within the area of Downtown Jacksonville is detailed on the following page.

The date on which a community redevelopment plan is approved by the local taxing authority (the City of Jacksonville) establishes the timeframe over which the life of the CRA is allowed to run its course. These particular ordinances are bolded and highlighted for significance.

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

Figure 1.3 Southside CRA



Duration of CRA Redevelopment Plan

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

- **Southside TIF District** through December 31, 2040;
- **Northside West portion of the Downtown Northbank TIF District** through December 31, 2041; and
- **Downtown East portion of the Downtown Northbank TIF District** through December 31, 2044.

Safeguards and Retention of Control

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

Table 1.2.1 Northside West Community Redevelopment Agency	
Res. 81-424-194	Declares slum and blight and defines a plan area, designates the Northside West CRA
Ord. 81-562-240	Approves the Northside West Community Redevelopment Plan along with the Northside West Redevelopment Trust Fund with a base year of 1980 for the increment
Ord. 83-672-340	Amends the Northside West Community Redevelopment Plan by modifying the description of Reuse Section C: Public/Semi-Public Use.
Ord. 86-1057-603	Amends the Northside West Community Redevelopment Plan by changing the proposed land use of the civic auditorium site from Public/Semi-Public to Commercial.
Ord. 87-750-442	Amends the description of the Northside West Community Redevelopment Plan to include a 1.4 - acre site.
Ord. 88-874-542	Amends the Northside West Community Redevelopment Plan by changing the proposed land use of the Cornerstone of Jacksonville's site from Public Open Space to Neighborhood Residential and adopting the Initial Action Plan for the Northside West Community Redevelopment Plan.
Ord. 88-875-543	Amends the Northside West Community Redevelopment Plan by changing the proposed land use of River Pointe Associates, Ltd.'s site from High-Density Residential/Office/Commercial-Mixed to Commercial.
Ord. 90-505-239	Amends the Northside West Community Redevelopment Plan by changing the proposed land use for certain lands located within the civic auditorium block to Public/Semi-Public.
Ord. 90-975-554	Amends the Northside West Community Redevelopment Plan to allow high density residential, office, hotels and restaurants and approving the Initial Action Plan and related project.
Ord. 92-392-489	Expands the Northside West CRA boundary to include the state regional service center north of State Street

Table 1.2.2 Downtown East Community Redevelopment Agency	
Res. 82-63-61	Declares slum and blight and defines a plan area
Ord. 85-145-130	Approves the Downtown East Community Redevelopment Plan along with the Downtown East Redevelopment Trust Fund with a base year of 1984 for the increment
Ord. 85-598-340	Amends the Downtown East CRA boundary to follow existing subdivision/lot lines

Table 1.2.3 Downtown Northbank Community Redevelopment Agency	
Ord. 2000-1078-E	Consolidates the Northside West CRA and Downtown East CRA into the Downtown Northbank CRA. The Northside West and Downtown East Redevelopment trust funds are combined but require separate accounting for increment calculation and outstanding indebtedness.
Ord. 2014-560-E	Appropriating \$2,595,723 from the Downtown Economic Development fund to pay for projects and activates contained in the BID PLAN; adopting the DIA BID Plan which includes (1) an update of the CRA Redevelopment Plans for the Southside CRA and Downtown Northbank CRA, and (2) a business investment plan; requiring all development and redevelopment in Downtown Jacksonville to be compatible and consistent with the BID Plan.
Ord. 2018-0555	Amends powers of the Downtown Northbank CRA and budget processes.
Ord. 2019-196 & 197	Adopts new Downtown Zoning Overlay, rezoning all properties within Downtown Northbank CRA boundaries to CCBD.

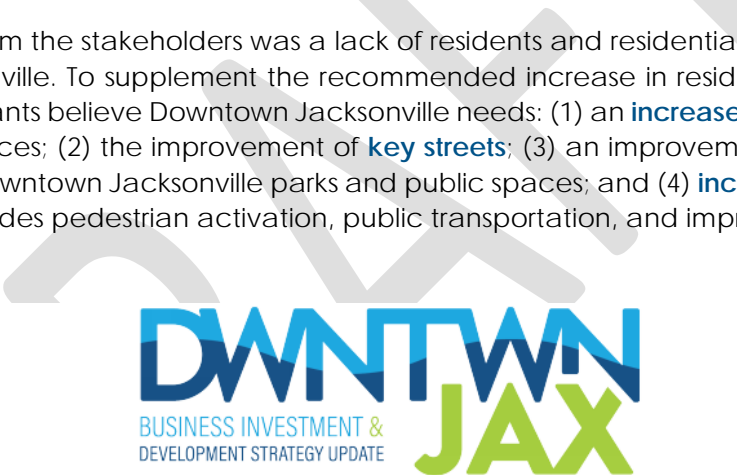
Table 1.2.4 Southside Community Redevelopment Agency	
Ord. 80-1346-703	Declares slum and blight and defines a plan area, designates the Southside CRA
Ord. 80-1347-704	Approves the Southside Community Redevelopment Plan along with the Southside Redevelopment Trust Fund with a base year of 1980 for the increment
Ord. 81-633-332	Adopts and approves the Initial Action Plan and related project for the Southside CRA.
Ord. 81-833-351	Modifies the Southside CRA legal description to exclude several parcels assessed under one real estate number slightly reducing the Southside CRA boundary.
Ord. 83-22-66	Expands the Southside CRA boundary to include the Baptist Hospital Complex, Prudential Building, Friendship Park, Diamond Head Restaurant and Hilton Hotel
Ord. 85-88-75	Modifies the description of Reuse Category A: Public Open Space.
Ord. 86-1060-553	Changes the proposed land use of a site southeast of Prudential Drive and Kings Avenue from High Density Residential to General Commercial.
Ord. 86-1061-554	Changes the proposed land use of a site southeast of Prudential Drive and Kings Avenue from Public Parking to Office.
Ord. 91-946-363	Amends the Southside Community Redevelopment Plan and DRI Master Plan and Development Order to allow General Commercial.
Ord. 92-392-489	Amends the Southside CRA Redevelopment Plan to incorporate certain land use changes.
Ord. 2014-560-E	Appropriating \$2,595,723 from the Downtown Economic Development fund to pay for projects and activates contained in the BID PLAN; adopting the DIA BID Plan which includes (1) an update of the CRA Redevelopment Plans for the Southside CRA and Downtown Northbank CRA, and (2) a business investment plan; requiring all development and redevelopment in Downtown Jacksonville to be compatible and consistent with the BID Plan.
Ord. 2018-0555	Amends powers of the Southside CRA and budget processes.
Ord. 2019-196 & 197	Adopts new Downtown Zoning Overlay, rezoning all properties within Southside CRA boundaries to CCBD

1.3 | Stakeholder Outreach

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

According to stakeholders, the promotion of urban walkability was seen as critical to Downtown Jacksonville’s continued economic growth. **The CRA Redevelopment Plan recommends improving walkability** by enhancing the use of shade trees, widened sidewalks, slower traffic speeds, new bicycle lanes, crosswalks, pedestrian-friendly street furniture, improved local-area transit connectors, better wayfinding for parking facilities, increased recreational open space, public plazas, and parks.

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



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

Surveys

January 2021 - March 2021
279 survey responses

December 2021
400 survey participants

Virtual Meetings

March 16, 17 & 18, 2021
26 attendees

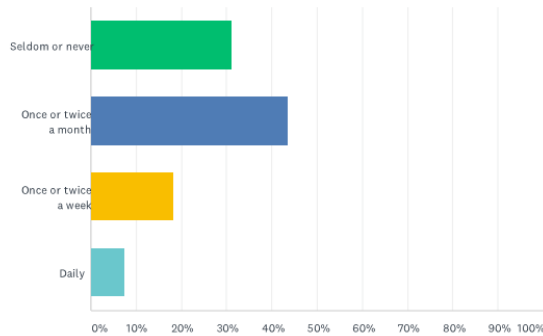
Stakeholder Engagement

January 2021 - March 2021
25 interviews

Workshops

November 3, 2021
January 7, 2022
January 14, 2022
February 1, 2022
February 9, 2022

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



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

1.4 | Comparative Downtown Analyses

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

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

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

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

- Demographic and lifestyle characteristics
- Employment and wage composition
- Housing stock (number of units, ownership levels, interest rates)
- Available office space, vacancies, and average rents
- Retail and service business mix (types and number of businesses)
- Traffic volume and patterns
- Tourism industry statistics such as visitor numbers and annual room nights

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

Comparative Downtown Characteristics

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

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

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

Table 1.4.1 Comparative Downtown Characteristics					
City	City Total Population	Downtown Resident Population	Multi-Family Units	Median Household Income (City)	Downtown/CBD Employment
Jacksonville, FL	878,907	6,137	3,851	\$55,499	45,557
Tampa, FL	376,345	7,246	9,141	\$53,856	31,106
West Palm Beach, FL	108,365	29,946	7,812	\$53,943	13,510
Cincinnati, OH	300,357	1,736	4,618	\$41,481	58,305
Kansas City, MO	481,417	9,062	2,821	\$54,749	32,076
Louisville, KY	767,154	45,293	3,673	\$40,007	3,978

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

Office and Retail Market Characteristics

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

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

Table 1.4.2
Office and Retail Market Characteristics

City	Comparative Office Markets			Comparative Retail Markets		
	Total Space (millions of sq. ft.)	Rents (per sq. ft.)	Vacancy Rate (%)	Total Space (millions of sq. ft.)	Rents (per sq. ft.)	Vacancy Rate (%)
Jacksonville, FL	13.6	\$22.29	9.8	1.1	\$14.42	5.0%
Tampa, FL	11.6	\$31.96	8.8	1.6	\$26.17	4.8%
West Palm Beach, FL	5.3	\$43.29	14.1	3.0	\$33.85	2.0%
Cincinnati, OH	24.0	\$19.88	10.0	2.0	\$17.15	7.8%
Kansas City, MO	17.9	\$20.01	7.0	1.5	\$17.77	0.5%
Louisville, KY	16.8	\$17.86	7.3	2.6	\$16.94	6.4%

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

Tourism Industry Overview

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

- City amenities and attractions
- Retail/dining/entertainment facilities
- Convention centers
- Professional sports venues
- Arts and culture
- Downtown public markets
- Aquariums and zoos
- Large-screen theaters

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

Table 1.4.3 Tourist Industry Overview

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

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

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

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

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

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

For additional details of the Comparative Analyses and profiled cities please refer to [Appendix B](#).

Section 2 State and Local Requirements and Authority

Requirements of the CRA Redevelopment Plan

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Authority to Undertake Community Redevelopment

•

DIA Authority

•

Reporting Requirements

2.1 | Requirements of a CRA Redevelopment Plan

Section 163.360 (2), F.S. The community redevelopment plan shall:	Reference
(a) Conform to the comprehensive plan for the county or municipality as prepared by the local planning agency under the Local Government Comprehensive Planning and Land Development Regulation Act.	Sec. 8
(b) Be sufficiently complete to indicate such land acquisition, demolition and removal of structures, redevelopment, improvements, and rehabilitation as may be proposed to be carried out in the community redevelopment area; zoning and planning changes, if any; land uses; maximum densities; and building requirements.	Sec. 5.1
(c) Provide for the development of affordable housing in the area or state the reasons for not addressing in the plan the development of affordable housing in the area. The county, municipality, or community redevelopment agency shall coordinate with each housing authority or other affordable housing entities functioning within the geographic boundaries of the redevelopment area, concerning the development of affordable housing in the area.	Sec. 6.3 and 7.3
Section 163.362, F.S. Contents of the community redevelopment plan. Every community redevelopment plan shall:	Reference
(1) Contain a legal description of the boundaries of the community redevelopment area and the reasons for establishing such boundaries shown in the plan.	Sec. 6.1 and 7.1
(2) Show by diagram and in general terms: <ul style="list-style-type: none"> (a) The approximate amount of open space to be provided and the street layout. (b) Limitations on the type, size, height, number, and proposed use of buildings. (c) The approximate number of dwelling units. (d) Such property as is intended for use as public parks, recreation areas, streets, public utilities, and public improvements of any nature. 	Sec. 6.2 and 7.2 Sec. 6.3 and 7.3
(3) If the redevelopment area contains low or moderate income housing, contain a neighborhood impact element which describes in detail the impact of the redevelopment upon the residents of the redevelopment area and the surrounding areas in terms of relocation, traffic circulation, environmental quality, availability of community facilities and services, effect on school population, and other matters affecting the physical and social quality of the neighborhood.	Sec. 6.4 and 7.4
(4) Identify specifically any publicly funded capital projects to be undertaken within the community redevelopment area.	Sec. 6.5 and 7.5
(5) Contain adequate safeguards that the work of redevelopment will be carried out pursuant to the plan.	Sec. 1.2
(6) Provide for the retention of controls and the establishment of any restrictions or covenants running with land sold or leased for private use for such periods of time and under such conditions as the governing body deems necessary to effectuate the purposes of this part.	Sec. 1.2
(7) Provide assurances that there will be replacement housing for the relocation of persons temporarily or permanently displaced from housing facilities within the community redevelopment area.	Sec. 6.4 and 7.4
(8) Provide an element of residential use in the redevelopment area if such use exists in the area prior to the adoption of the plan or if the plan is intended to remedy a shortage of housing affordable to residents of low or moderate income, including the elderly, or if the plan is not intended to remedy such shortage, the reasons therefore.	Sec. 6.3 and 7.3
(9) Contain a detailed statement of the projected costs of the redevelopment, including the amount to be expended on publicly funded capital projects in the community redevelopment area and any indebtedness of the community redevelopment agency, the county, or the municipality proposed to be incurred for such redevelopment if such indebtedness is to be repaid with increment revenues.	Sec. 6.5 and 7.5
(10) Provide a time certain for completing all redevelopment financed by increment revenues. Such time certain shall occur no later than 30 years after the fiscal year in which the plan is approved, adopted, or amended pursuant to s. 163.361(1). However, for any agency created after July 1, 2002, the time certain for completing all redevelopment financed by increment revenues must occur within 40 years after the fiscal year in which the plan is approved or adopted.	FY 2040 (Southside) FY 2041 (Northside West) FY 2044 (Downtown East)

2.2 | Authority to Undertake Community Redevelopment

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

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

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

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

What is a Community Redevelopment Area?

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

What is a Community Redevelopment Agency?

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

What is a Community Redevelopment Plan?

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

What is Tax Increment Financing (TIF)?

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

2.3 | DIA Authority

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

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

- (a) To make and execute contracts and other instruments necessary or convenient to the exercise of its powers under this part.
- (b) To disseminate slum clearance and community redevelopment information.
- (c) To undertake and carry out community redevelopment and related activities within the community redevelopment area, which may include:
 - 1. Acquisition of property within a slum area or a blighted area by purchase, lease, option, gift, grant, bequest, devise, or other voluntary method of acquisition.
 - 2. Demolition and removal of buildings and improvements.
 - 3. Installation, construction, or reconstruction of streets, utilities, parks, playgrounds, public areas of major hotels that are constructed in support of convention centers, including meeting rooms, banquet facilities, parking garages, lobbies, and passageways, and other improvements necessary for carrying out in the community redevelopment area the community redevelopment objectives of this part in accordance with the community redevelopment plan.
 - 4. Disposition of any property acquired in the community redevelopment area at its fair value as provided in s. 163.380 for uses in accordance with the community redevelopment plan.
 - 5. Carrying out plans for a program of voluntary or compulsory repair and rehabilitation of buildings or other improvements in accordance with the community redevelopment plan.
 - 6. Acquisition by purchase, lease, option, gift, grant, bequest, devise, or other voluntary method of acquisition of real property in the community redevelopment area which, under the community redevelopment plan, is to be repaired or rehabilitated for dwelling use or related facilities, repair, or rehabilitation of the structures for guidance purposes, and resale of the property.
 - 7. Acquisition by purchase, lease, option, gift, grant, bequest, devise, or other voluntary method of acquisition of any other real property in the community redevelopment area when necessary to eliminate unhealthful, unsanitary, or unsafe conditions; lessen density; eliminate obsolete or other uses detrimental to the public welfare; or otherwise, to remove or prevent the spread of blight or deterioration or to provide land for needed public facilities.
 - 8. Acquisition, without regard to any requirement that the area be a slum or blighted area, of air rights in an area consisting principally of land in highways, railway or

subway tracks, bridge or tunnel entrances, or other similar facilities which have a blighting influence on the surrounding area and over which air rights sites are to be developed for the elimination of such blighting influences and for the provision of housing (and related facilities and uses) designed specifically for, and limited to, families and individuals of low or moderate income.

9. Acquisition by purchase, lease, option, gift, grant, bequest, devise, or other voluntary method of acquisition of property in unincorporated enclaves surrounded by the boundaries of a community redevelopment area when it is determined necessary by the agency to accomplish the community redevelopment plan.
 10. Construction of foundations and platforms necessary for the provision of air rights sites of housing (and related facilities and uses) designed specifically for, and limited to, families and individuals of low or moderate income.
- (d) To provide, or to arrange or contract for, the furnishing or repair by any person or agency, public or private, of services, privileges, works, streets, roads, public utilities, or other facilities for or in connection with a community redevelopment; to install, construct, and reconstruct streets, utilities, parks, playgrounds, and other public improvements; and to agree to any conditions that it deems reasonable and appropriate which are attached to federal financial assistance and imposed pursuant to federal law relating to the determination of prevailing salaries or wages or compliance with labor standards, in the undertaking or carrying out of a community redevelopment and related activities, and to include in any contract let in connection with such redevelopment and related activities provisions to fulfill such of the conditions as it deems reasonable and appropriate.
- (e) Within the community redevelopment area:
1. To enter into any building or property in any community redevelopment area in order to make inspections, surveys, appraisals, soundings, or test borings and to obtain an order for this purpose from a court of competent jurisdiction in the event entry is denied or resisted.
 2. To acquire by purchase, lease, option, gift, grant, bequest, devise, or other voluntary method of acquisition any personal or real property, together with any improvements thereon.
 3. To hold, improve, clear, or prepare for redevelopment any such property.
 4. To mortgage, pledge, hypothecate, or otherwise encumber or dispose of any real property.
 5. To insure or provide for the insurance of any real or personal property or operations of the county or municipality against any risks or hazards, including the power to pay premiums on any such insurance.
 6. To enter into any contracts necessary to effectuate the purposes of this part.
 7. To solicit requests for proposals for redevelopment of parcels of real property contemplated by a community redevelopment plan to be acquired for redevelopment purposes by a community redevelopment agency and, as a result of such requests for proposals, to advertise for the disposition of such real property to private persons pursuant to s. 163.380 prior to acquisition of such real property by the community redevelopment agency.
- (f) To invest any community redevelopment funds held in reserves or sinking funds or any such funds not required for immediate disbursement in property or securities in which savings

banks may legally invest funds subject to their control and to redeem such bonds as have been issued pursuant to s. 163.385 at the redemption price established therein or to purchase such bonds at less than redemption price, all such bonds so redeemed or purchased to be canceled.

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

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

- (h) To make or have made all surveys and plans necessary to the carrying out of the purposes of this part; to contract with any person, public or private, in making and carrying out such plans; and to adopt or approve, modify, and amend such plans, which plans may include, but are not limited to:
 - 1. Plans for carrying out a program of voluntary or compulsory repair and rehabilitation of buildings and improvements.
 - 2. Plans for the enforcement of state and local laws, codes, and regulations relating to the use of land and the use and occupancy of buildings and improvements and to the compulsory repair, rehabilitation, demolition, or removal of buildings and improvements.
 - 3. Appraisals, title searches, surveys, studies, and other plans and work necessary to prepare for the undertaking of community redevelopment and related activities.
- (i) To develop, test, and report methods and techniques, and carry out demonstrations and other activities, for the prevention and the elimination of slums and urban blight and developing and demonstrating new or improved means of providing housing for families and persons of low income.
- (j) To apply for, accept, and utilize grants of funds from the Federal Government for such purposes.
- (k) To prepare plans for and assist in the relocation of persons (including individuals, families, business concerns, nonprofit organizations, and others) displaced from a community redevelopment area and to make relocation payments to or with respect to such persons for moving expenses and losses of property for which reimbursement or compensation is not otherwise made, including the making of such payments financed by the Federal Government.
- (l) To appropriate such funds and make such expenditures as are necessary to carry out the purposes of this part; to zone or rezone any part of the county or municipality or make exceptions from building regulations; and to enter into agreements with a housing

authority, which agreements may extend over any period, notwithstanding any provision or rule of law to the contrary, respecting action to be taken by such county or municipality pursuant to any of the powers granted by this part.

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

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

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

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

(o) To develop and implement community policing innovations.

The Florida Legislature does not authorize local governments to delegate to a Community Redevelopment Agency the following certain powers:

Sec. 163.358, *Florida Statutes* (2020)

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

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

(a) Negotiate and grant final approval of Downtown Jacksonville development/redevelopment agreements and ground lease agreements, subject to the DIA's budget. All such agreements shall be prepared, reviewed, and approved by the City

of Jacksonville Office of General Counsel as to form and legality, prior to execution by any party.

- (b) Administer and manage CRA tax increment finances.
- (c) Receive, dispose of, and bond all authorized revenue. The power to authorize the issuance of bonds shall still require City Council approval.
- (d) Plan and propose projects and public facilities within the Downtown Northbank CRA and Southside CRA.
- (e) Establish, operate, lease, and license within Downtown Jacksonville such public facilities that in the DIA's opinion would be feasible and desirable in the implementation of any plan conceived and executed by the Authority.
- (f) Incur all or part of the expense of any project or public facility made by the city, state, or federal government, or any agency thereof, in exercising powers granted to the Community Redevelopment Agency, subject to the borrowing limitations set forth in Section 55.308(a)(2), *Ordinance Code*.
- (g) Subject to Chapter 122, Part 4, Subpart A, *Ordinance Code* (**Real Property Acquisitions and Administration**), acquire property, real, personal, or mixed, within Downtown Jacksonville, in fee simple or any lesser interest or estate, by purchase, gift, devise, or lease, upon such terms and conditions as the Agency may deem necessary or desirable, and by condemnation, provided the DIA determines that the use or ownership of such property is necessary in the furtherance of a designated lawful purpose authorized under law, to acquire title to submerged lands and riparian rights and easements or rights-of-way (including but not limited to air rights), with or without restrictions.
- (h) Subject to Section 122.434, *Ordinance Code* (**Procedure for disposition of Community Development Property**), hold, control, manage, lease, sell, dedicate, grant, or otherwise dispose of any of the City's Downtown assets and properties managed by the DIA, or any interest therein, including easements and licenses, with or without consideration; provided, however, that leases of City property, shall be in a form as approved by City Council.
- (i) Subject to Chapter 122, *Ordinance Code* (**Public Property**), obtain appraisals, title searches, surveys, studies, and other plans and work necessary to prepare for the undertaking of redevelopment projects. The DIA is authorized to develop, test, and report methods and techniques, and carry out demonstrations and other activities, for the prevention and the elimination of slum and blight.

2.4 | Property Disposition Policy

The DIA's Unsolicited Proposal Policy and Property Disposition Policy (collectively "Property Disposition Policy") were adopted by Resolutions 2019-09-01 and 2019-09-02, respectively. This Policy may be modified from time to time at the discretion of the Governing Board. The Policy is incorporated and adopted by the Updated BID Strategy and is attached thereto in Appendix C.

2.5 | Reporting Requirements

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

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

- By January 15 of each year, each CRA shall report to the Office of Economic and Demographic Research the economic development incentives in excess of \$25,00 given to any business during the previous fiscal year.

Section 163.371, F.S.

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

Section 163.387, F.S.

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

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

Section 189.016, F.S.

- Within 30 days after adoption, any modification or update of the document by which the district was created, including changes in boundaries, must be filed with the Department of Economic Opportunity, Special Districts Program Office:
<http://www.floridajobs.org/community-planning-and-development/special-districts/special-district-accountability-program>
- Each CRA shall adopt a budget by resolution each fiscal year.
- Within the city or county budget, CRA budget must be included and stated as the CRA budget – unless the creating entity agrees to a separate budget for the CRA.
- At least two days before the Budget Hearing – the tentative budget of the CRA must be posted on the CRA website and remain on the website for 45 days.
- Within 30 days after final adoption, the final adopted budget must be posted on the CRA official website and remain on the website for at least 2 years.
- Within 60 days following the end of the fiscal year, or any time within the fiscal year, the CRA may amend a budget by motion for some things, and by resolution for most.
- Within 5 days after adoption, any adopted amendment must be posted on the official CRA website.

Section 189.069, F.S.

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

Section 218.32, F.S.

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

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

Section 50.110 Jacksonville Ordinance Code

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

Section 55.111 Jacksonville Ordinance Code

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

Section 55.117 Jacksonville Ordinance Code

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

Section 106.204 Jacksonville Ordinance Code

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

Section 111.640 Jacksonville Ordinance Code

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

DRAFT

Section 3 Redevelopment Trust Funds

Tax Increment Financing

- Southside CRA Redevelopment Trust Fund

- Downtown Northbank CRA Redevelopment Trust Fund

- Northside West Portion

- Downtown East Portion

- Combined Downtown Northbank Area

3.1 | Tax Increment Financing

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

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

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

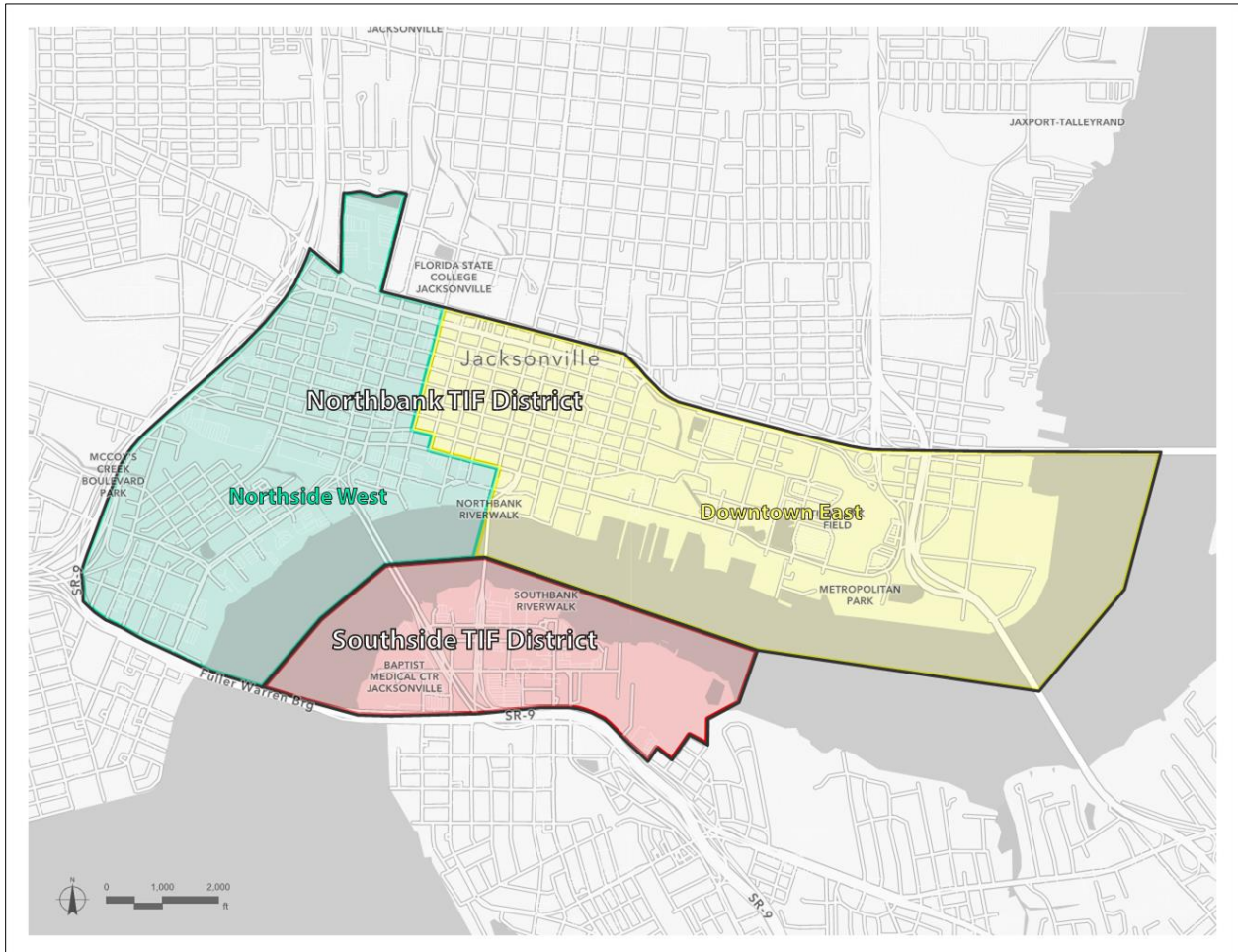
- The establishment of redevelopment trust funds as required by Section 163.387, *Florida Statutes* as the repository for incremental tax funds; and
- The provision, by ordinance of the City Council, for the funding of the redevelopment trust funds for the duration of the CRA Redevelopment Plan.

Section 163.353, *Florida Statutes* designates that the powers of “a taxing authority [to]...appropriate funds to a redevelopment trust fund include the preservation and enhancement of the tax base of such taxing authority and the furthering of the purposes of such taxing authority as provided by law.” Therefore, as the primary focus for rehabilitation, conservation and redevelopment activities, the Jacksonville City Council created the **Southside Redevelopment Trust Fund** (Ordinance 80-1347-704), **Northside West Redevelopment Trust Fund** (Ordinance 81-562-24), and the **Downtown East Redevelopment Trust Fund** (Ordinance 85-145-130).

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

TIF District are now merged into one tax increment district (Northbank TIF District). This allows increment funds generated in the former Downtown East CRA to be utilized in the former Northside West CRA, and vice versa.

Figure 3.1 TIF Districts

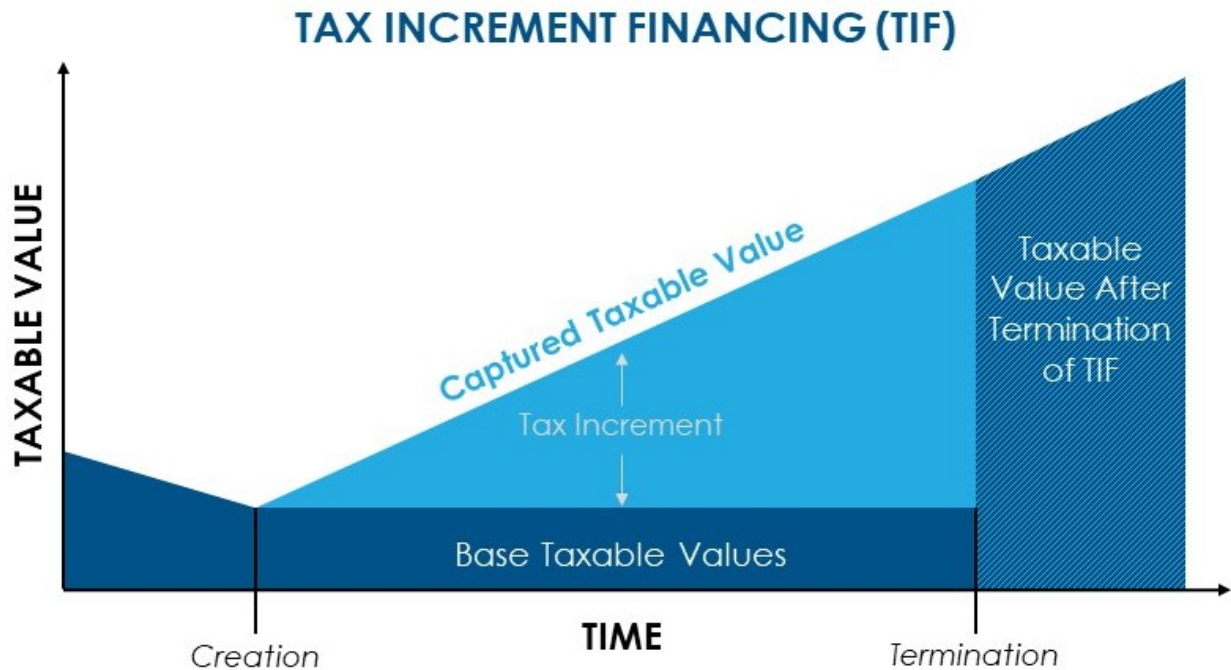


Redevelopment Trust Fund dollars may only be spent on projects and programs that are in-line with the CRA Redevelopment Plan Umbrellas, as described later in [Section 4](#), and/or outlined as specific projects and programs in the CRA Redevelopment Plan. New programs that are consistent with the CRA Redevelopment Plan Umbrellas and CRA Redevelopment Plan Goals, even if not specifically identified in this update may be adopted from time by the DIA utilizing Redevelopment Trust Fund dollars. In addition, Redevelopment Trust Fund dollars may only be allocated for those projects and programs within the CRA District Boundary for which they are assigned. In other words, Southside CRA Redevelopment Trust Fund dollars may not be utilized for a program or project located in the Downtown Northbank CRA, and vice versa.

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

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

Figure 3.2 TIF Model



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

The tax increment revenues can be used immediately, saved for particular projects, or can be bonded to provide upfront financing to maximize funds available. Any funds received from a Tax Increment Financing district, however, must be used for the redevelopment as specified in the CRA Redevelopment Plan and not for general governmental purposes. **These funds are to be used only for projects, improvements, acquisitions, and programs within the corresponding geographical boundary of each TIF as well as for approved Community Redevelopment Agency administrative expenses as outlined in Section 163.370, Florida Statutes.**

The DIA may use the Redevelopment Trust Funds as collateral for loans or leverage for grants, creating indebtedness or operating capital to accomplish redevelopment that necessitate capital input. The DIA is authorized to finance projects within the CRAs with financial assistance from other City, State, and Federal governments; tax increment funds; bonds; philanthropic

donations; loans from private financial institutions; the lease or sale of CRA-controlled property; or any other available source, public or private.

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

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

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

- (a) Returned to each taxing authority which paid the increment (the City of Jacksonville General Fund) in the proportion that the amount of the payment of such taxing authority bears to the total amount paid into the trust fund by all taxing authorities for that year; or
- (b) Used to reduce the amount of any indebtedness to which increment revenues are pledged; or
- (c) Deposited into an escrow account for the purpose of later reducing any indebtedness to which increment revenues are pledged; or
- (d) Appropriated to a specific redevelopment project pursuant to an approved community redevelopment plan. The funds appropriated for such project may not be changed unless the project is amended, redesigned, or delayed, in which case the funds must be reappropriated pursuant to the next annual budget adopted by the board of commissioners of the community redevelopment agency.

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

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

- (a) Administrative and overhead expenses directly or indirectly necessary to implement a community redevelopment plan adopted by the agency.
- (b) Expenses of redevelopment planning, surveys, and financial analysis, including the reimbursement of the governing body or the community redevelopment agency for

such expenses incurred before the community redevelopment plan was approved and adopted.

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

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

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

If the millage rate is to change at any time in the future, between 2021 and the expiration years of the CRAs (2040, 2041, and 2044), the Redevelopment Trust Fund TIF Projections will need to be updated. In addition, it is advised that the Redevelopment Trust Fund TIF Projections be monitored due to an increase in development and redevelopment activity and real estate market changes that may influence a fluctuation in TIF Projections.

Background and Assumptions

Table 3.1.1 Redevelopment Trust Fund TIF District Taxable Value Trends (Year Established to 2020)			
Parameter	Southside	Northside West	Downtown East
Year Established (Year Expires)	1980 (2040)	1981 (2041)	1984 (2044)
Base Year Taxable Value (\$)	89,127,781	214,636,423	201,743,546
2013 Taxable Value (\$)	383,921,438	519,136,724	320,809,155
2020 Taxable Value (\$)	606,000,801	774,077,727	510,604,413
Prior Peak Year Taxable Value (\$)	507,495,544 (2009)	719,824,232 (2008)	510,279,451 (2008)
Tax Value Gain Since Prior Peak (%)	19.4	7.5	0.1
Compound Annual Taxable Value Growth Rates (%)			
Year Established to 2020	4.91	3.26	2.35
Peak Year to 2020	1.63	0.61	0.01
2013 to 2020	6.74	5.87	6.86

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

Note: Values in parentheses indicate a loss.

Of Interest:

- The three TIF Districts have gained approximately \$153 million in taxable value since 2008-09 peak.
- Total taxable value of all three TIF Districts in 2020 is \$1.89 billion, about where it was 11-12 years ago.

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

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

Understanding Prior CRA Redevelopment Plan TIF Projections

In 2013, the Downtown Investment Authority began an update of the [CRA Redevelopment Plan](#), which included Tax Increment Financing District (TIF) revenue projections for the Southside CRA, Northside West CRA and Downtown East [CRA](#). Using the best available data at the time from the Duval County Property Appraiser, and further using 2013 revenue estimates as a baseline, the update projected Southside CRA, Northside West CRA and Downtown East CRA revenues for 2014 through 2020. The following [Table 3.1.2](#) provides a comparison of actual revenues collected by each TIF for 2013 through 2020, as reported by the Florida Department of Revenue DR 420 Tax Increment Adjustment Worksheet, to the previous plan's estimated and projected revenues. In short, [Table 3.1.2](#) shows that each of the TIFs over the 2013-2020 period outperformed the previous CRA Plan's revenue estimates and projections.

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

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

Source: GAI Consultants, Florida Department of Revenue (FDOR), City of Jacksonville Property Appraiser. Notes: Actual Annual TIF Revenues for 2013-2019 reflect Final Taxable Value in Tax Increment Areas based off the DR 420 Tax Increment Adjustment Worksheet through FDOR. (1) Reflects Preliminary Taxable Values for the year 2020 based off DR 420 forms.

3.2 | Southside Redevelopment Trust Fund

The Southside Redevelopment Trust Fund was created in 1980 by way of Ordinance 80-1347-704. Its activities are guided by this CRA Redevelopment Plan Update. The following Redevelopment Trust Fund TIF Projections are based upon the property values and the millage rate associated with property taxes. In 2013, the City Council voted to increase the millage rate from 10.03533 to 11.4419. NOTE: The Redevelopment Trust Fund TIF Projections utilize two different millage rates, changing in 2014 going forward throughout each Redevelopment Trust Fund's expiration year. Total taxable value in the Southside CRA is \$606.0 million, resulting in an annual TIF revenue of \$5.62 million in 2020.

Figure 3.3 Southside TIF District

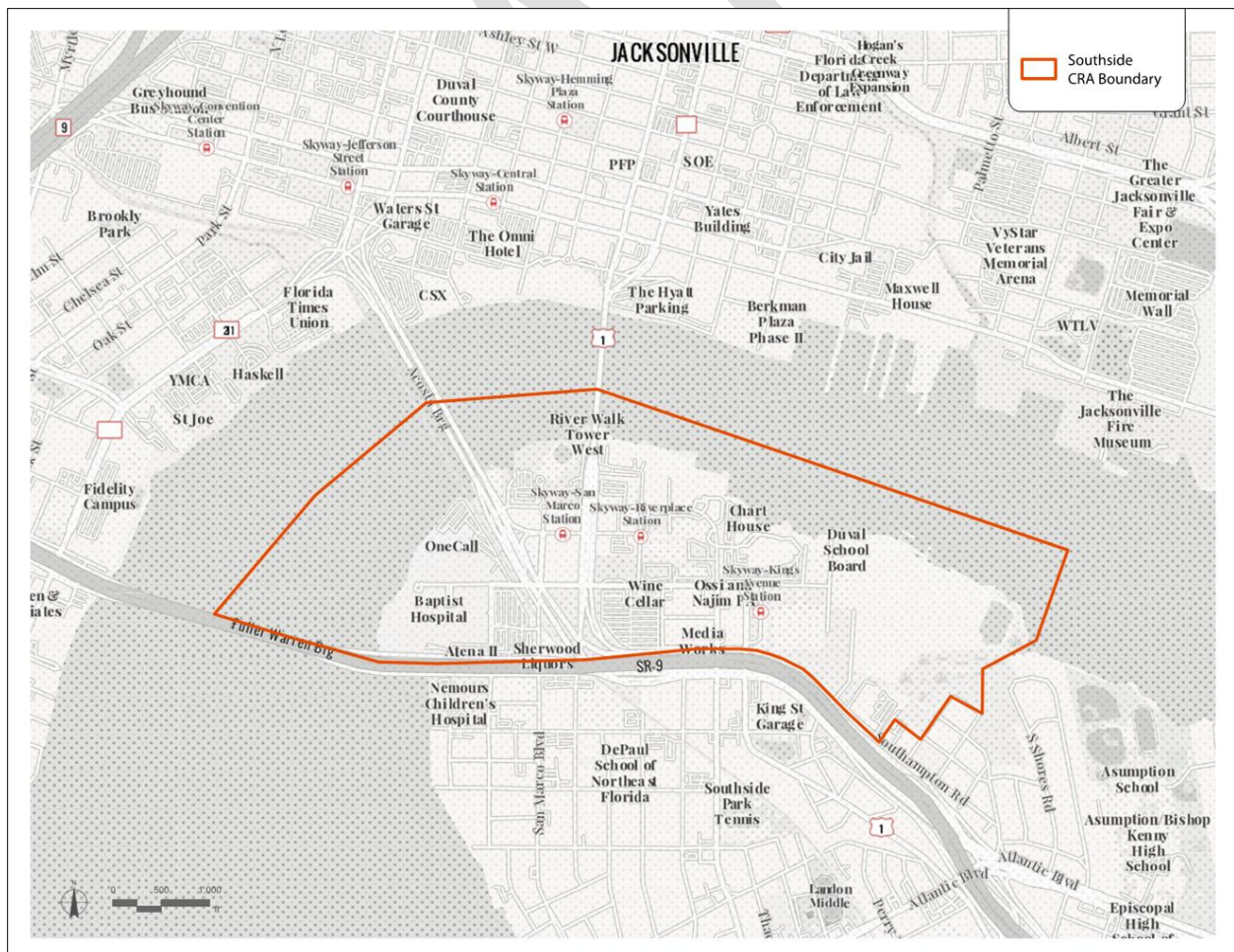


Table 3.2.1 Southside Community Redevelopment Area TIF Historical Collections and Projections

Historical Collections and Estimates (2013-2020)						
Year	Total Taxable Value⁽²⁾	Total Tax Increment	Tax Increment at 95%	Annual TIF Revenues⁽³⁾		
Base - 1980	\$ 89,127,781					
2013	\$ 383,921,438	\$ 294,790,000	\$ 280,050,000	\$	2,810,000	
2014	\$ 417,433,567	\$ 328,310,000	\$ 311,890,000	\$	3,569,000	
2015	\$ 401,237,882	\$ 312,110,000	\$ 296,500,000	\$	3,393,000	
2016	\$ 422,904,845	\$ 333,780,000	\$ 317,090,000	\$	3,628,000	
2017	\$ 449,062,951	\$ 359,940,000	\$ 341,940,000	\$	3,912,000	
2018	\$ 465,982,619	\$ 376,850,000	\$ 358,010,000	\$	4,096,000	
2019	\$ 522,821,330	\$ 433,690,000	\$ 412,010,000	\$	4,714,000	
2020 ⁽¹⁾	\$ 606,000,801	\$ 516,870,000	\$ 491,030,000	\$	5,618,000	
2016-2020 Cumulative Total:				\$	21,968,000	
Projections (2021-2045)						
Year	Total Taxable Value⁽²⁾	Total Tax Increment	Tax Increment at 95%	Annual TIF Revenues⁽³⁾		
				Low	Moderate	High
2021 ⁽⁴⁾	\$ 640,900,000	\$ 551,770,000	\$ 524,180,000	\$ 5,998,000	\$ 5,998,000	\$ 5,998,000
2022 ⁽⁴⁾	\$ 676,200,000	\$ 587,070,000	\$ 557,720,000	\$ 6,381,000	\$ 6,381,000	\$ 6,381,000
2023	\$ 711,900,000	\$ 622,770,000	\$ 591,630,000	\$ 5,415,000	\$ 6,769,000	\$ 7,107,000
2024	\$ 747,800,000	\$ 658,670,000	\$ 625,740,000	\$ 5,012,000	\$ 7,160,000	\$ 7,876,000
2025	\$ 784,200,000	\$ 695,070,000	\$ 660,320,000	\$ 6,044,000	\$ 7,555,000	\$ 9,066,000
2021-2025 Cumulative Total:				\$ 28,850,000	\$ 33,863,000	\$ 36,428,000
2026-2030 Cumulative Total:				\$ 38,212,000	\$ 43,843,000	\$ 55,833,000
2031-2035 Cumulative Total:				\$ 45,039,000	\$ 54,332,000	\$ 67,124,000
2036-2040 Cumulative Total:				\$ 50,438,000	\$ 63,966,000	\$ 75,170,000
2041-2045 Cumulative Total:				\$ 52,335,000	\$ 69,767,000	\$ 77,996,000
Total Increment Collections 2021-2045:				\$ 214,874,000	\$ 265,771,000	\$ 312,551,000

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

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

3.3 | Downtown Northbank Redevelopment Trust Fund

As noted previously, the Downtown Northbank CRA Trust Fund was created through the merger of the Northside West CRA Trust Fund and the Downtown East CRA Trust Fund through Ordinance 200-1078-E, now codified at Section 500.114, *Ordinance Code*. This merger allowed a more flexible framework to achieve the City's similar objectives in those adjacent CRA's. However, because each CRA was created in a different year, and thus has its own Base Year (Northside West in 1981 and Downtown East is 1984), the increment projected in each area is stated in separate tables, as well as a combined table to illustrate the collective annual TIF revenues projected through 2045.

Northside West Portion

The Northside West CRA Trust Fund was created in 1981 by way of Ordinance 81-562-24. The following TIF Projections are based upon the property values and the millage rate associated with property taxes. In 2013, the City Council voted to increase the millage rate from 10.03533 to 11.4419. NOTE: The Redevelopment Trust Fund TIF Projections utilize two different millage rates, changing in 2014 going forward throughout each Redevelopment Trust Fund's expiration year. Total taxable value in the Northside West CRA is \$774.1 million, resulting in an annual TIF revenue of \$6.08 million in 2020.

Figure 3.4 Northside West TIF District

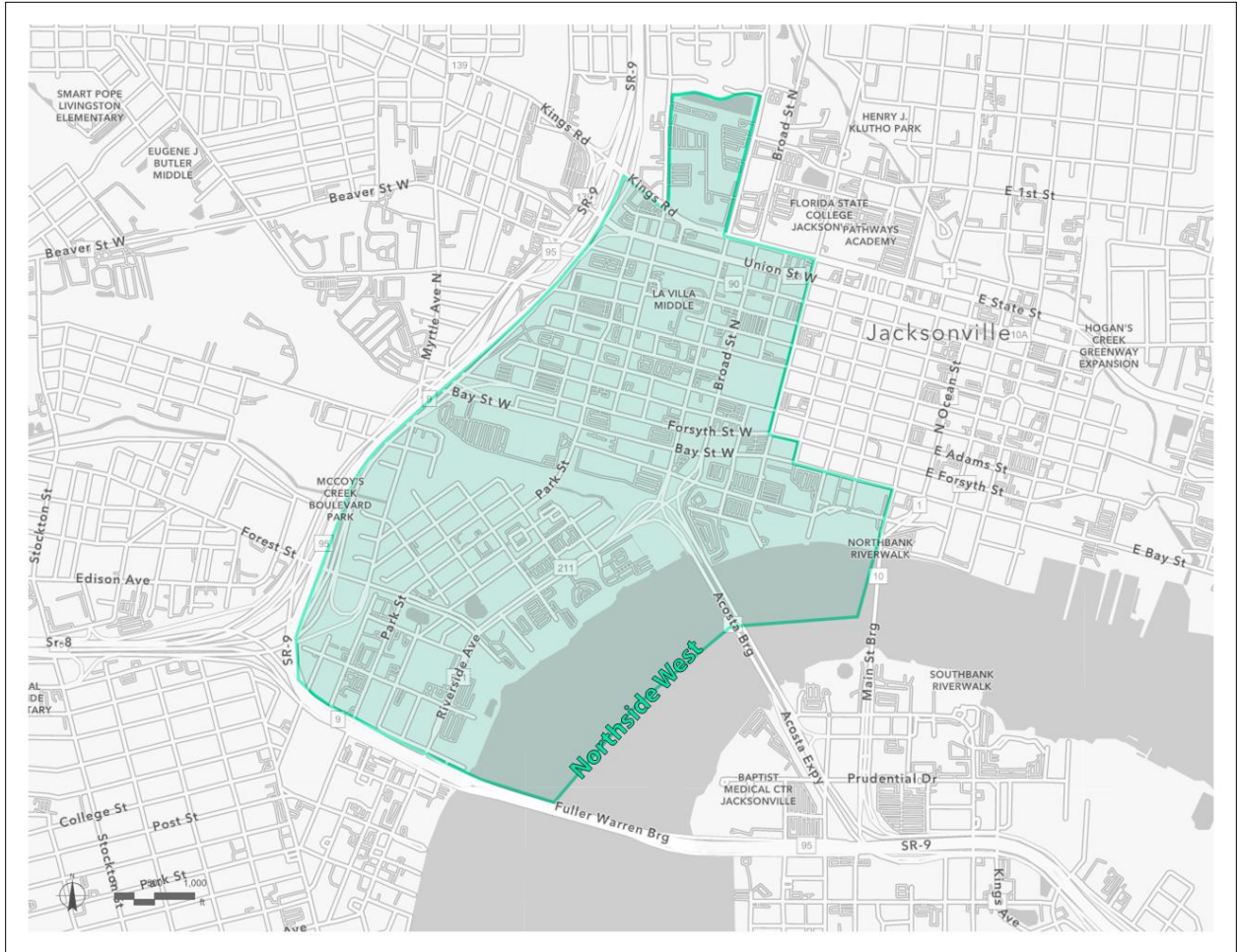


Table 3.3.1 Northside West Community Redevelopment Area TIF Historical Collections and Projections

Historical Collections and Estimates (2013-2020)						
Year	Total Taxable Value⁽²⁾	Total Tax Increment	Tax Increment at 95%	Annual TIF Revenues⁽³⁾		
Base - 198	\$ 214,636,423					
2013	\$ 519,136,724	\$ 304,500,000	\$ 289,280,000	\$ 2,903,000		
2014	\$ 536,185,323	\$ 321,550,000	\$ 305,470,000	\$ 3,495,000		
2015	\$ 536,164,624	\$ 321,530,000	\$ 305,450,000	\$ 3,495,000		
2016	\$ 643,074,275	\$ 428,440,000	\$ 407,020,000	\$ 4,657,000		
2017	\$ 665,922,095	\$ 451,290,000	\$ 428,730,000	\$ 4,905,000		
2018	\$ 682,278,958	\$ 467,640,000	\$ 444,260,000	\$ 5,083,000		
2019	\$ 720,280,442	\$ 505,640,000	\$ 480,360,000	\$ 5,496,000		
2020 ⁽¹⁾	\$ 774,077,727	\$ 559,440,000	\$ 531,470,000	\$ 6,081,000		
2016-2020 Cumulative Total:				\$	26,222,000	
Projections (2021-2045)						
Year	Total Taxable Value⁽²⁾	Total Tax Increment	Tax Increment at 95%	Annual TIF Revenues⁽³⁾		
				Low	Moderate	High
2021 ⁽⁴⁾	\$ 798,800,000	\$ 584,160,000	\$ 554,950,000	\$ 6,350,000	\$ 6,350,000	\$ 6,350,000
2022 ⁽⁴⁾	\$ 823,700,000	\$ 609,060,000	\$ 578,610,000	\$ 6,620,000	\$ 6,620,000	\$ 6,620,000
2023	\$ 848,800,000	\$ 634,160,000	\$ 602,450,000	\$ 5,514,000	\$ 6,893,000	\$ 7,238,000
2024	\$ 874,200,000	\$ 659,560,000	\$ 626,580,000	\$ 5,018,000	\$ 7,169,000	\$ 7,886,000
2025	\$ 899,900,000	\$ 685,260,000	\$ 651,000,000	\$ 5,959,000	\$ 7,449,000	\$ 8,939,000
2021-2025 Cumulative Total:				\$	29,461,000	\$ 37,033,000
2026-2030 Cumulative Total:				\$	36,200,000	\$ 52,868,000
2031-2035 Cumulative Total:				\$	40,564,000	\$ 60,453,000
2036-2040 Cumulative Total:				\$	44,363,000	\$ 66,116,000
2041-2045 Cumulative Total:				\$	45,994,000	\$ 68,546,000
Total Increment Collections 2021-2045:				\$	196,582,000	\$ 285,016,000

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

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

Downtown East Portion

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

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

Figure 3.5 Downtown East TIF District

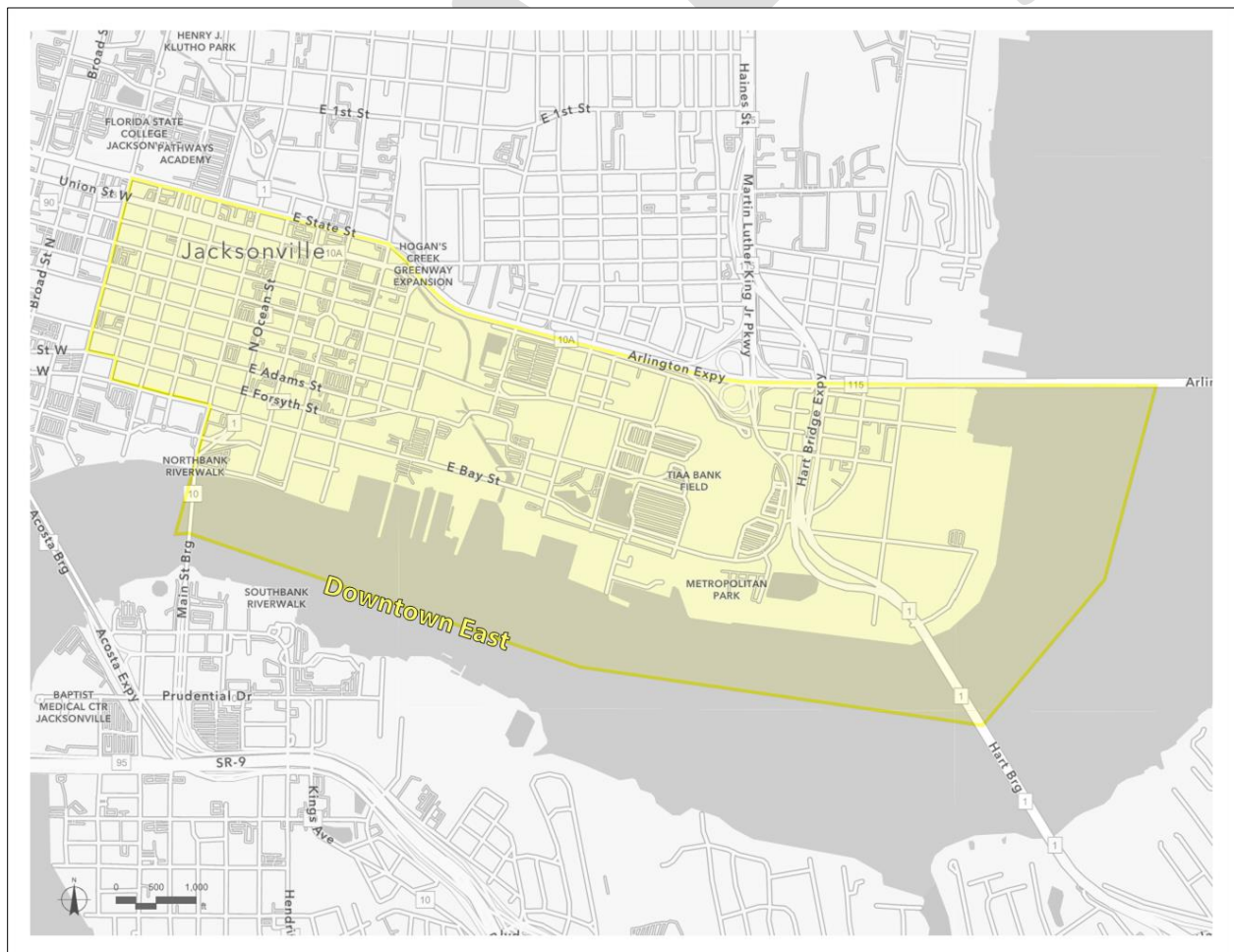


Table 3.3.2 Downtown East Community Redevelopment Area TIF Historical Collections and Projections

Historical Collections and Estimates (2013-2020)						
Year	Total Taxable Value⁽²⁾	Total Tax Increment	Tax Increment at 95%	Annual TIF Revenues⁽³⁾		
Base - 198	\$ 201,743,546					
2013	\$ 320,809,155	\$ 119,070,000	\$ 113,120,000	\$	1,135,000	
2014	\$ 330,483,996	\$ 128,740,000	\$ 122,300,000	\$	1,399,000	
2015	\$ 383,045,291	\$ 181,300,000	\$ 172,240,000	\$	1,971,000	
2016	\$ 393,169,135	\$ 191,430,000	\$ 181,860,000	\$	2,081,000	
2017	\$ 408,152,466	\$ 206,410,000	\$ 196,090,000	\$	2,244,000	
2018	\$ 462,718,639	\$ 260,980,000	\$ 247,930,000	\$	2,837,000	
2019	\$ 485,903,056	\$ 284,160,000	\$ 269,950,000	\$	3,089,000	
2020 ⁽¹⁾	\$ 510,604,413	\$ 308,860,000	\$ 293,420,000	\$	3,357,000	
2016-2020 Cumulative Total:				\$	13,608,000	
Projections (2021-2045)						
Year	Total Taxable Value⁽²⁾	Total Tax Increment	Tax Increment at 95%	Annual TIF Revenues⁽³⁾		
				Low	Moderate	High
2021 ⁽⁴⁾	\$ 535,900,000	\$ 334,160,000	\$ 317,450,000	\$ 3,632,000	\$ 3,632,000	\$ 3,632,000
2022 ⁽⁴⁾	\$ 561,400,000	\$ 359,660,000	\$ 341,680,000	\$ 3,909,000	\$ 3,909,000	\$ 3,909,000
2023	\$ 587,200,000	\$ 385,460,000	\$ 366,190,000	\$ 3,352,000	\$ 4,190,000	\$ 4,400,000
2024	\$ 613,200,000	\$ 411,460,000	\$ 390,890,000	\$ 3,131,000	\$ 4,473,000	\$ 4,920,000
2025	\$ 639,500,000	\$ 437,760,000	\$ 415,870,000	\$ 3,806,000	\$ 4,758,000	\$ 5,710,000
2021-2025 Cumulative Total:				\$ 17,830,000	\$ 20,962,000	\$ 22,571,000
2026-2030 Cumulative Total:				\$ 24,556,000	\$ 28,178,000	\$ 35,889,000
2031-2035 Cumulative Total:				\$ 29,646,000	\$ 35,766,000	\$ 44,182,000
2036-2040 Cumulative Total:				\$ 34,407,000	\$ 43,644,000	\$ 51,280,000
2041-2045 Cumulative Total:				\$ 36,473,000	\$ 48,623,000	\$ 54,357,000
Total Increment Collections 2021-2045:				\$ 142,912,000	\$ 177,173,000	\$ 208,279,000

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

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

Combined Downtown Northbank Redevelopment Area

As previously stated, the Downtown Northbank CRA Trust Fund was created through the merger of the Northside West CRA Trust Fund and the Downtown East CRA Trust Fund through Ordinance 200-1078-E, now codified at Section 500.114, *Ordinance Code*. Although, each CRA has a different Base Year (Northside West in 1981 and Downtown East is 1984), the increment projected in each has been combined to illustrate the taxable value and TIF revenues generated from the combined areas projected through 2045.

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

Figure 3.6 Downtown Northbank CRA

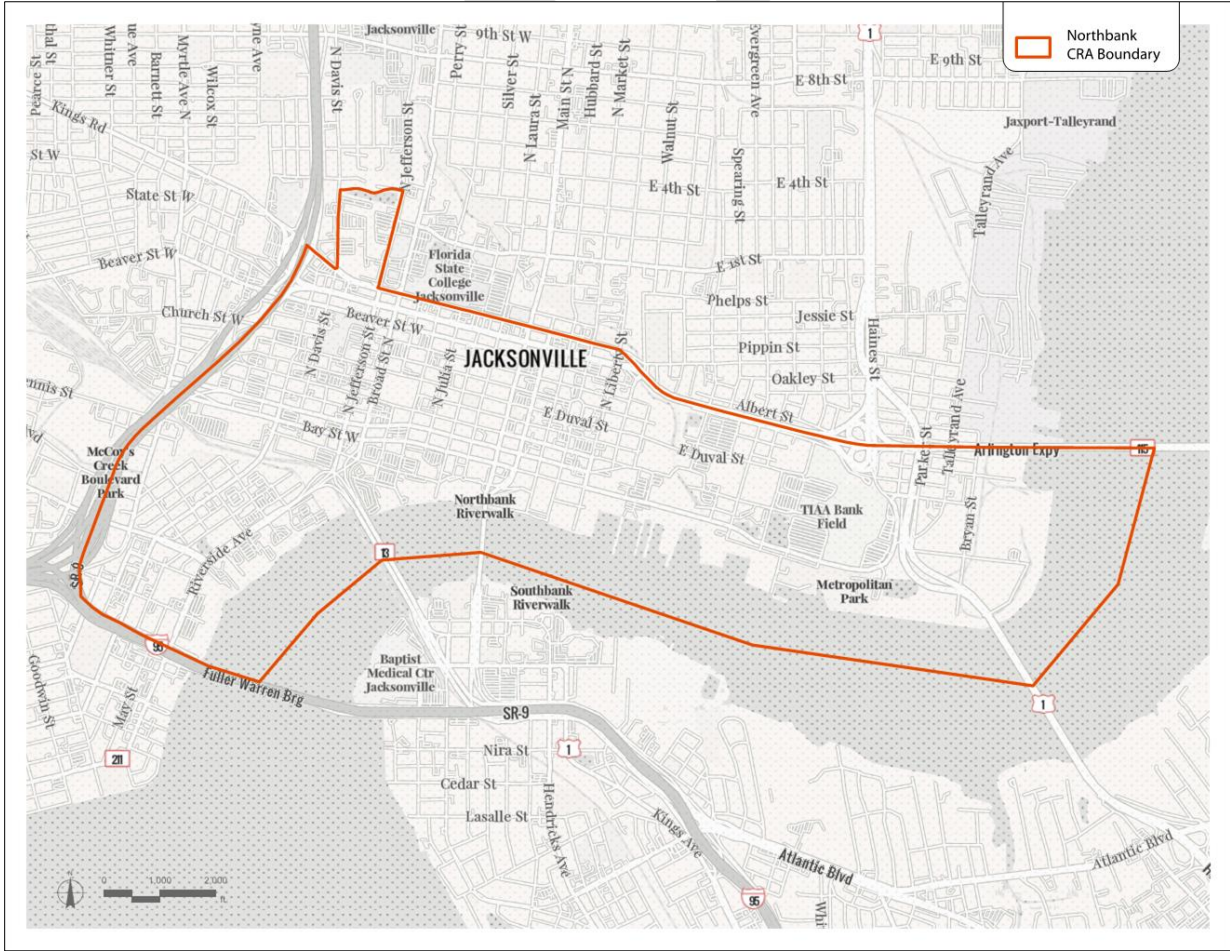


Table 3.3.3 Combined Downtown Northbank Redevelopment Areas TIF Historical Collections and Projections

Historical Collections and Estimates (2013-2020)						
Year	Total Taxable Value ⁽²⁾	Total Tax Increment	Tax Increment at 95%	Annual TIF Revenues ⁽³⁾		
Base - 1981/1984	\$ 416,379,969					
2013	\$ 839,945,879	\$ 423,570,000	\$ 402,400,000	\$ 4,038,000		
2014	\$ 866,669,319	\$ 450,290,000	\$ 427,770,000	\$ 4,894,000		
2015	\$ 919,209,915	\$ 502,830,000	\$ 477,690,000	\$ 5,466,000		
2016	\$ 1,036,243,410	\$ 619,870,000	\$ 588,880,000	\$ 6,738,000		
2017	\$ 1,074,074,561	\$ 657,700,000	\$ 624,820,000	\$ 7,149,000		
2018	\$ 1,144,997,597	\$ 728,620,000	\$ 692,190,000	\$ 7,920,000		
2019	\$ 1,206,183,498	\$ 789,800,000	\$ 750,310,000	\$ 8,585,000		
2020 ⁽¹⁾	\$ 1,284,682,140	\$ 868,300,000	\$ 824,890,000	\$ 9,438,000		
2016-2020 Cumulative Total:				\$ 39,830,000		
Projections (2021-2045)						
Year	Total Taxable Value ⁽²⁾	Total Tax Increment	Tax Increment at 95%	Annual TIF Revenues ⁽³⁾		
				Low	Moderate	High
2021 ⁽⁴⁾	\$ 1,334,700,000	\$ 918,320,000	\$ 872,400,000	\$ 9,982,000	\$ 9,982,000	\$ 9,982,000
2022 ⁽⁴⁾	\$ 1,385,100,000	\$ 968,720,000	\$ 920,290,000	\$ 10,529,000	\$ 10,529,000	\$ 10,529,000
2023	\$ 1,436,000,000	\$ 1,019,620,000	\$ 968,640,000	\$ 8,866,000	\$ 11,083,000	\$ 11,638,000
2024	\$ 1,487,400,000	\$ 1,071,020,000	\$ 1,017,470,000	\$ 8,149,000	\$ 11,642,000	\$ 12,806,000
2025	\$ 1,539,400,000	\$ 1,123,020,000	\$ 1,066,870,000	\$ 9,765,000	\$ 12,207,000	\$ 14,649,000
2021-2025 Cumulative Total:				\$ 47,291,000	\$ 55,443,000	\$ 59,604,000
2026-2030 Cumulative Total:				\$ 60,756,000	\$ 69,702,000	\$ 88,757,000
2031-2035 Cumulative Total:				\$ 70,210,000	\$ 84,691,000	\$ 104,635,000
2036-2040 Cumulative Total:				\$ 78,770,000	\$ 99,903,000	\$ 117,396,000
2041-2045 Cumulative Total:				\$ 82,467,000	\$ 109,938,000	\$ 122,903,000
<i>Total Increment Collections 2021-2045:</i>				<i>\$ 339,494,000</i>	<i>\$ 419,677,000</i>	<i>\$ 493,295,000</i>

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

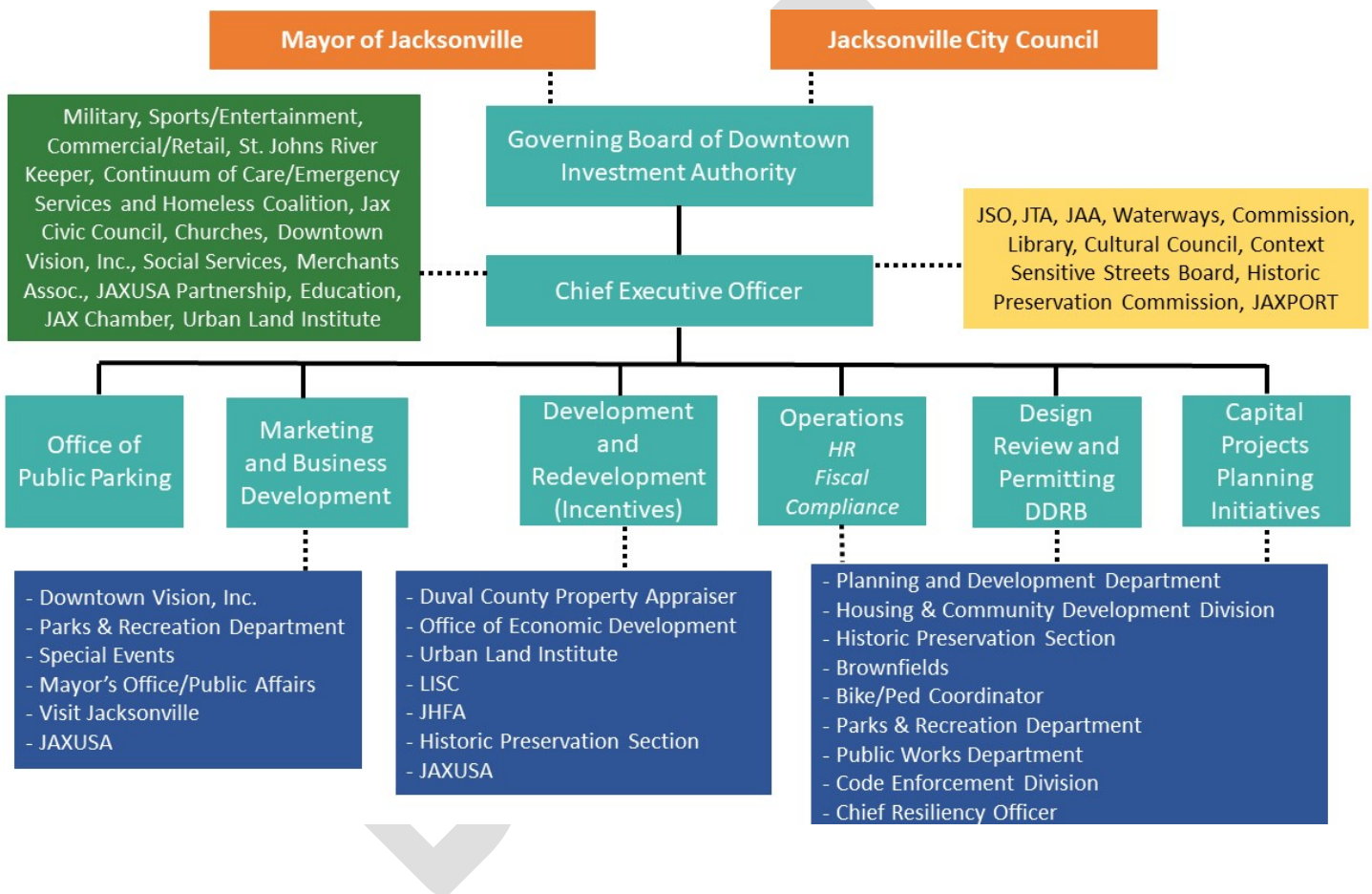
Section 4 Governance

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4.1 | DIA Structure and Management

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

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



Section 5 **Redevelopment Strategy**



Umbrellas



Goals and Objectives



Illustrative Master Plan

5.1 | Umbrellas

Each Community Redevelopment Agency (CRA) has a redevelopment plan that has a total life span of sixty (60) years. The Southside CRA Redevelopment Plan was adopted in 1980, expiring in 2040; the Northside West CRA Redevelopment Plan was adopted in 1981, expiring in 2041; and the Downtown East CRA Redevelopment Plan was adopted in 1984, expiring in 2044. While this CRA Redevelopment Plan Update identifies certain specific projects and programs that the DIA seeks to implement for the redevelopment of these areas of Downtown Jacksonville, it cannot foresee all the possible challenges and opportunities for redevelopment that will come forward over that time frame. Therefore, the CRA Redevelopment Plan Update includes a list of statements (detailed as items 1 through 12 below) which anticipate broad categories of redevelopment activities that the DIA may take under the CRA Redevelopment Plan, and on which the DIA may expend Redevelopment Trust Fund allocations where appropriate. It is anticipated that the funding for these projects could include the entire project process such as the planning, design, construction, and possibly maintenance of improvements.

The following is a list of redevelopment activities for which the DIA may seek to allocate funds for projects and programs to continue the redevelopment within these areas of Downtown Jacksonville.

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

1. Economic Development

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

2. Directional Signage and Wayfinding

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

3. Streetscape and Infrastructure

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

4. Parking

The revitalization of Downtown Jacksonville centers on housing, retail business development, and increasing the utilization of vacant office space. All three of these topical areas have a common element in that they all require bringing people into Downtown Jacksonville for various lengths of time. While our future may center on mass transit, currently the proper management of parking assets in and around the Downtown Jacksonville area is critical. The DIA is addressing some aspects of parking for listed projects related to streetscapes, road diets, and street redesign but, there may be other projects or programs which could also improve parking management. The DIA would seek to implement these currently unknown projects or programs to facilitate development in Downtown Jacksonville. The acquisition of property, the demolition of non-historic

buildings, and the disposition of property are tools the DIA may use to foster parking management in Downtown Jacksonville. The DIA would use Redevelopment Trust Fund monies to help pay for these potential parking projects.

5. Design Guidelines

The DIA is authorized to modify and enforce the Downtown Design Guidelines (included as **Appendix C** to promote continuity throughout the redevelopment of Downtown Jacksonville. The DIA has oversight over the Downtown Design Review Board (the “DDR”), which issues approvals of design compliance with the Downtown Design Guidelines and Downtown Zoning Overlay. The DIA may choose to make changes to these guidelines or adopt new guidelines. The Downtown Design Guidelines and orientation of buildings and improvements shall take into account its impacts on surrounding buildings, structures, views, public access, and waterways. Design and orientation shall actively engage with the River, the Riverwalk, and Riverfront. The Downtown Design Guidelines and riverfront design framework shall be geared towards improving walkability in Downtown Jacksonville and in the neighborhood nodes. In order to most effectively accomplish this, the DIA may use redevelopment trust fund monies to pay for any associated consultant and other professional related to modifying the design guidelines for Downtown Jacksonville.

6. Historic Preservation

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

7. Housing

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

8. Riverfront, Parks and Open Space

The riverfront, parks, and open spaces are an important part of Downtown Jacksonville for residents, employees, and visitors. The quality and quantity of these locations leave a lasting impression of what Downtown Jacksonville is and is not. Additionally, with an area in excess of eight (8) linear miles of riverfront running through the CRAs the development activity along this very special area is an important aspect the DIA will need to manage and incentivize as Downtown Jacksonville is redeveloped. Therefore, the DIA while currently proposing in the CRA Redevelopment Plan some projects along the riverfront and for the development of park and other open spaces cannot foresee where all of these spaces will need to be located and developed, and how the riverfront can best be programmed. The DIA in anticipation of these unknown needs intends to develop additional projects in the future to spur the development and programming of parks and open space, to encourage waterfront activation through dining and entertainment opportunities, and to maximize the impacts of riverfront development in Downtown Jacksonville. The DIA intends to spend Redevelopment Trust Fund monies in support of these future projects.

9. Public Investment Properties

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

10. Marketing, Programming, Entertainment and Tourism

The public perception of Downtown Jacksonville is an important part of driving Downtown Jacksonville's redevelopment. The ability to change negative perceptions, show improvements, and demonstrate to the citizens of Jacksonville, and the public at large, the revitalization of Downtown Jacksonville can have a massive impact on how well and how quickly the redevelopment of Downtown Jacksonville occurs. Therefore, the DIA needs the ability to inform the public about the improvements and energy in Downtown Jacksonville through an organized marketing campaign. This campaign should include festivals, events, regular programming, and efforts aimed at tourist attraction to Downtown Jacksonville, as well as earned and purchased media coverage. The campaign should help create and maintain the brand of Downtown Jacksonville as the central hub of activity for the region. The DIA intends to spend Redevelopment Trust Fund monies in support of these future marketing programs, and in support of events, festivals, and the encouragement of directing tourism into Downtown Jacksonville.

11. Culture, Arts, and Education

Cultural events and spaces, the Arts, and Education enhance the experience of being and going into Downtown Jacksonville. Encouraging and supporting these activities creates an elevated perception of Downtown Jacksonville, improves the experience for Downtown Jacksonville visitors, and magnifies Downtown Jacksonville as the cultural hub of the region. This in turn stimulates the housing and retail markets in Downtown Jacksonville, which further enhances the revitalization of Downtown Jacksonville. The DIA has listed specific projects in the CRA

Redevelopment Plan related to Culture, the Arts, and Education. However, the DIA cannot plan for every beneficial cultural, artistic, or educational opportunity which may present itself in these areas of Downtown Jacksonville. Therefore, the DIA may seek to provide support to cultural, artistic, educational, civic, and park and open space programming projects that promote Downtown Jacksonville and which draw attention and people to Downtown Jacksonville. The DIA may use Redevelopment Trust Fund monies in support of these cultural, artistic, and educational opportunities as they present themselves to promote Downtown Jacksonville.

12. Health and Wellness

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

13. Resiliency

Now more so than ever, Downtown Jacksonville must be able to respond and adapt to changes, including the environment (e.g., sea level rise, stormwater flooding) and the economy (e.g., global pandemic, changing office usage, housing shortages). Resiliency to these two factors, and other market shifts such as conversion to electric vehicles and the growth of ride-share, should be a consideration in all redevelopment activities and initiatives. The DIA encourages, and in some instances requires, environmental resiliency interventions in development near the Riverfront. The DIA will continue to work with the City's Chief Resiliency Officer in evaluating infrastructure and development projects that will, or could, impact the project, nearby properties, and the Downtown Jacksonville-at-large. The DIA encourages flexibility and creative approaches to the utilization of structures that can quickly respond to changes in the real estate market. The DIA may develop programs to incentivize resiliency interventions that go beyond the requirements set forth by the city, state, or federal government. The DIA may use Redevelopment Trust Fund monies in support of these future programs or resiliency projects.

5.2 | Goals and Objectives

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

- Strategic objectives support each goal and provide further action-oriented tasks by which the goal may be carried out.
- Benchmarks allow for each goal to be measured, evaluated, and reported.

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

Redevelopment Goal No. 1

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

Strategic Objectives

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

Benchmarks

- Number of Permanent Jobs/FTE in Downtown Jacksonville
- Total office square footage within Downtown Jacksonville
- Class A Office Space Vacancy Rate
- Class B Office Space Vacancy Rate
- Class C Office Space Vacancy Rate
- Tax Value of Commercial Office buildings and Impact to TIF and Future Projections
- Number/square footage/value of new office buildings constructed
- Number of Corporate Headquarter offices in Downtown Jacksonville
- Number of historic buildings restored to office use and square footage of office space therein
- Number of incentive recipients directly funding maintenance or programming of adjacent park spaces
- Number of businesses regularly disseminating info on Downtown Jacksonville events to employees
- Number of new or renovated office buildings incorporating resilient features

Redevelopment Goal No. 2

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

Strategic Objectives

- Actively pursue a minimum of ~~8,139,750~~ built and occupied multi-family dwelling units by 2030; and strive to induce construction of ~~425,400~~ multi-family dwelling units per year, on average.
- Improve the breadth and diversity of housing options across Downtown Jacksonville to provide all types and varied price ranges of rental and owner-occupied opportunities, including mixed-income and mixed-use structures.
- Institute DIA led marketing efforts for Downtown Jacksonville housing opportunities targeting potential residents, and potential developers on a local, regional, state, and national level.
- Align incentives with market conditions of different neighborhoods and geographic areas within Downtown Jacksonville to ensure quality developments that provide a diversity of housing options in each District.
- Maximize utilization of existing parking structures and minimize construction of new parking structures exclusively for use of single building tenants by employing tools such as shared-use parking, proximity to shared transportation, and similar programs.
- Facilitate the restoration and rehabilitation of Downtown Jacksonville's historic building stock for multifamily and attached dwelling units.
- Leverage incentive packages to include partnerships with residential development recipients to fund maintenance and programming of adjacent park spaces, and to encourage promotion Downtown Jacksonville events and activities to residents of new developments.
- Contribute to resiliency in design and construction of new residential buildings, and flexibility in response to changing residential demand for unit sizes, home workspaces, amenities, and future conversion of parking
- Ensure that no incentives are provided to a Riverfront/Riverwalk frontage residential development unless the development includes a minimum 3,000 square foot waterfront restaurant accessible to the public from the riverfront
- Ensure that no residential incentives, mobility credits or other incentives are provided to any residential development exempt from ad valorem taxes
- Promote development that incorporates access by a wide range of physical capabilities beyond the minimum ADA/Fair Housing regulatory requirements.

Benchmarks

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

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

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Redevelopment Goal No. 3

Increase and diversify the number and type of retail, food and beverage, and entertainment establishments within Downtown.

Strategic Objectives

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

Benchmarks

- Number of operating restaurants/entertainment venues by District
- Number of storefronts incentivized for retail redevelopment
- Tax Value of freestanding single tenant or multi-tenant retail, restaurant and entertainment venues and Impact to TIF and Future Projections
- Number of sidewalk enhancement grants awarded
- Number of outdoor/sidewalk food and beverage venues
- Number of new food and beverage establishments that opened on waterfront
- Number of new food and beverage establishments in The Elbow and in the Laura/Hogan corridor
- Number of retail, food and beverage, and entertainment venues open weekends and after work hours on weekdays
- Number of full-service grocers within Downtown Jacksonville, by District

- Number of pharmacies within Downtown Jacksonville, by District
- Number of existing retail businesses receiving DIA incentives that expanded in size
- Number of new shared use parking spaces put into service or existing spaces formally made available for shared use pursuant to DIA agreements or incentives
- Number of historic buildings restored to retail use and square footage thereof
- Number of new or renovated retail developments incorporating resilient features

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Redevelopment Goal No. 4

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

Strategic Objectives

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

Benchmarks

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

Redevelopment Goal No. 5

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

Strategic Objectives

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

Benchmarks

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

Redevelopment Goal No. 6

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

Strategic Objectives

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

Benchmarks

- Number of closed rights of way reopened within Downtown Jacksonville
- Number of new public access points to river/Riverwalk dedicated or constructed
- Number of trail connections to nearby neighborhoods completed and neighborhoods connected
- Miles of Emerald trail completed
- Number of blocks restored to two-way traffic

- Walk Score greater than 90 in all Districts other than Sports and Entertainment and Working Waterfront. Walk Score greater than 80 in all other parts of Downtown Jacksonville.
- Number of shade trees planted on Downtown Jacksonville sidewalks
- Miles of road diets implemented
- Miles of bike Paths/Lanes/cycle tracks within Downtown Jacksonville
- Number of artistic and standard bike racks installed within Downtown Jacksonville
- Number of deviations from Build-to line granted by DDRB
- Number of new mixed-use developments approved
- New transit stops constructed or transit services implemented
- New signage and/or signals for pedestrians/bicyclists installed
- Number of pedestrian and bicyclist deaths and injuries.

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Redevelopment Goal No. 7

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

Strategic Objectives

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

Benchmarks

- Number of Public Riverwalk Access Points (connections to first street parallel to the river)
- Miles of Riverwalk completed
- Acreage of signature riverfront parks constructed or renovated
- Number of programs held annually in Riverfront parks/Riverwalk- special events and regular programming
- Total Number/Acreage of Riverfront Public Space/Parks
- Number of activated retail/restaurant/entertainment venues along the riverfront and directly accessible from the Riverwalk
- Frequency and level of maintenance of Riverwalk and riverfront parks
- Number of deviations from 50' setback, height step backs and view and access corridor requirements granted
- Number of new or extended/expanded Riverwalk easements provided to the City
- Number/Length of public recreational boater docks and access thereto
- Number of Downtown Jacksonville kayak/paddleboard launch sites
- Number of new restaurant/entertainment sites directly accessible by boat

Redevelopment Goal No. 8

Simplify and increase the efficiency of the approval process for Downtown development and improve departmental and agency coordination

Strategic Objectives

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

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 Jacksonville projects

5.3 | Illustrative Master Plan

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

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

In order to transform Downtown Jacksonville into a more walkable community, the DIA is placing a focus on prioritizing the quality of the pedestrian experience and securing adequate funding for the needed improvements. While it contains a generally good mix of uses with a network of small blocks, that network has been degraded by the one-way direction of its streets, the placement of parking lots along the edges of sidewalks, and the lack of pedestrian engagement among the frontage of buildings. Reinforcing places of promise and connecting them together in a clear, continuous circuit will allow Downtown Jacksonville to quickly become more than the sum of its parts and bring with it a rebirth of street life. In order to compete with other urban cities, the following should be considered:

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

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

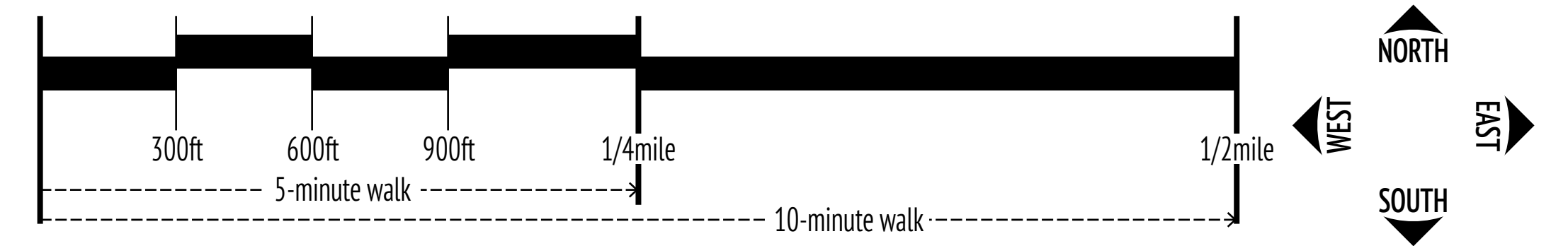
The Goals, outlined in [Section 5.2](#) of this CRA Redevelopment Plan and restated within the Business Investment and Development (BID) Strategy, are integral tools for the success of the strategy for Downtown Jacksonville redevelopment.

The BID Strategy is a tool that supports this CRA Redevelopment Plan. While the timeframe for this CRA Redevelopment Plan is governed by Florida Statutes, allowing for its three (3) Tax Increment Finance (TIF) Redevelopment Trust Funds to reach completion in 2040, 2041, and 2044 the BID Strategy is not governed by Florida Statutes and has a projected timeframe of 2022 through 2033. The BID Strategy manages the allocation of DIA funding resources and the implementation of projects, programs, and initiatives. It is important to note that while the BID Strategy supports this CRA Redevelopment Plan and the allocation of TIF Redevelopment Trust Fund dollars, the BID Strategy's range of funding exceeds the CRA's TIF dollars. The BID Strategy identifies an array of local, state, and federal incentives and funding programs; and outlines decision-making criteria by which projects, programs, and initiatives are selected and measured.

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

Downtown Jacksonville Illustrative Master Plan

-  Parks
-  Trails
-  One-Way Street Conversion
-  Cycletrack
-  Bay Street Innovation Corridor
-  Potential New Street
-  Planned Redevelopment Project
-  Redevelopment Opportunity



Section 6 Downtown Northbank CRA

Legal Description

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Existing Conditions

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Residential Use Element

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Neighborhood Impact Assessment

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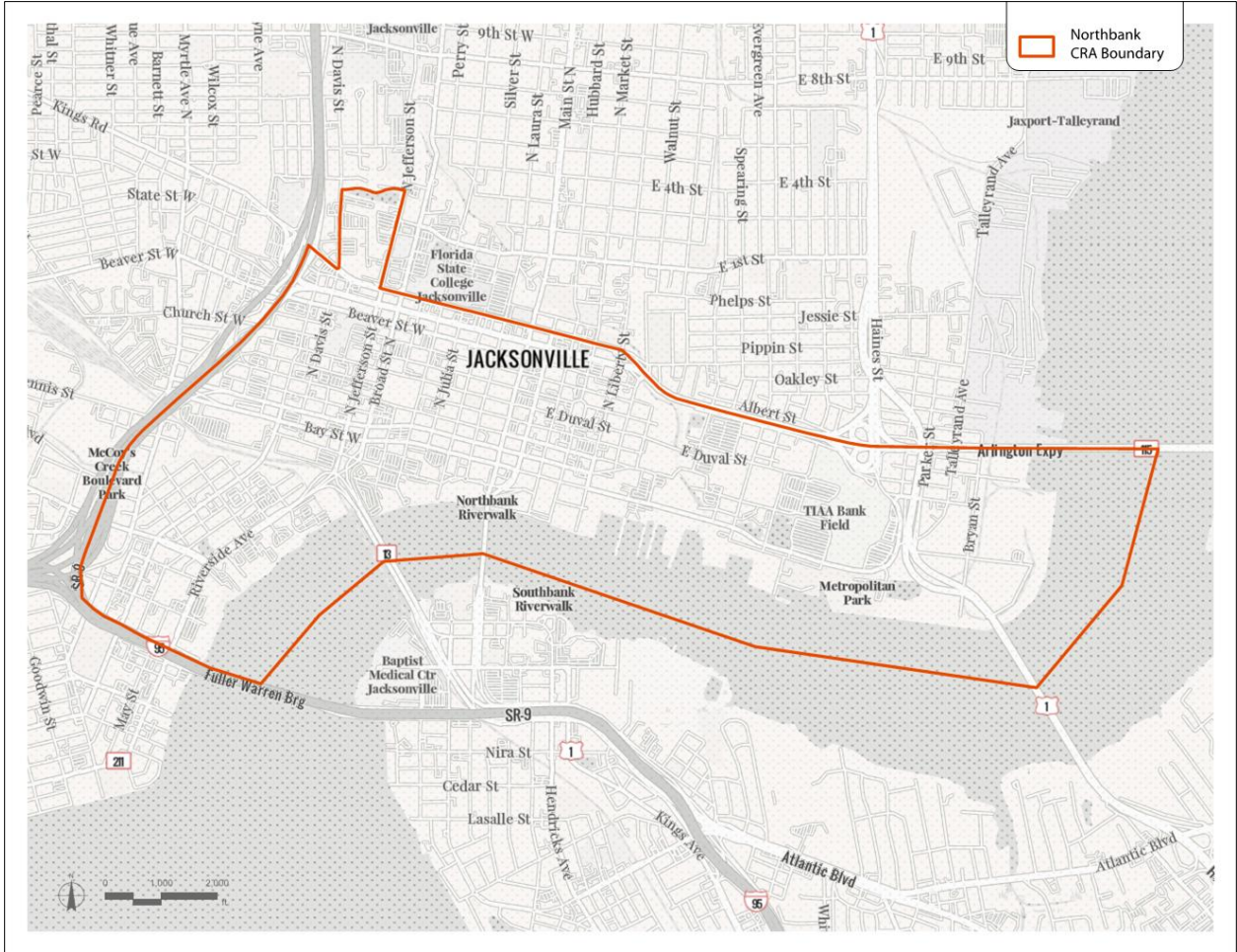
Redevelopment Projects

6.1 | Legal Description

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

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

Figure 6.1 Downtown Northbank CRA Boundary



6.2 | Existing Conditions

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

Like any data set that is used to infer conclusions about a population from a sample, the ACS does have limitations. Most relevant to this analysis is that the smallest geographic areas for which estimates are available are Census Block Groups (BG). While the data can be used to infer conclusions about large geographic areas with great statistical certainty, the smaller the area of interest the greater the margin of error around the inferences. It is important to note that the 2019 U.S. Census does not provide income data at the BG level, only at the Census Tract (CT) level. In addition, there are data sets for households and housing units. Households are units that are occupied, whereas housing units are the actual housing structures.

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

Table 6.2.1 Census Block Groups Intersected by Downtown Overlay Districts	
Census Tract/ Block Group ⁽¹⁾	Intersecting Downtown Overlay Districts
8.1	Southside (Partial), Non-CRA Areas
8.2	Southside (Partial), Non-CRA Areas
10.1	Church (Partial), Cathedral (Partial), Non-CRA Areas
10.2 ⁽²⁾	Sports & Entertainment (Partial), Cathedral (Partial), Non-CRA Areas
10.3	Cathedral (BG Completely within District)
171.1 ⁽³⁾	Brooklyn (Partial), Non-CRA Areas
172.1	La Villa (Completely within BG), Central Core (Completely within BG), Church (Partial), Sports & Entertainment (Partial), Non-CRA Areas
174.2	Working Waterfront (Completely within BG), Sports & Entertainment (Partial), Non-CRA Areas

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

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

The Downtown Northbank CRA is comprised of four CTs: 10, 171, 172, 174 and numerous BGs. The CTs exceed the boundary of the CRA which then skews the accuracy of capturing the data specifically for the Downtown Northbank CRA. Therefore, the tables below summarize the CT by BG data for the Downtown Northbank CRA. The Downtown Northbank CRA has a total population of 8,871 persons, having a median age of 36.6, consisting of 674 people at the age of 18 and under, and 1,896 people at the age of 65 and older. The population consists of 4,813 males and 4,058 females. In addition, the racial and ethnic profile is diverse, being comprised of 4,155 white; 4,194 black; 18 American Indian; 245 Asian; 435 Hispanic or Latino; and approximately 160 persons of two or more races. ***It is important to note that the Duval County Jail resides in the Downtown Northbank CRA, which greatly skews the population data. When the Jail population is removed, the net total population is 5,937 persons. It is not possible to break out the Jail population from the other population data sets (e.g., race, ethnicity, age, gender).***

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

income of \$51,242. Seniors have a significantly lower median household income at \$20,949. Additionally, the median income for white households is \$40,037, whereas the median income for black households is \$22,270 within the Downtown Northbank CRA.

Table 6.2.2 Downtown Northbank CRA Population						
Census Tract ⁽¹⁾	Total Population	Male	Female	Average Median Age	Age 18 & under	Age 65 and Older
10	4,207 ⁽²⁾	2,904	1,303	52.1	66	738
171	2,295	741	1,554	39.5	175	730
172	2,165	1,100	1,065	37.8	330	428
174	204	68	136	16.9	103	-
Total/Average	8,871	4,813	4,058	36.6	674	1,896

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

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

Table 6.2.3 Downtown Northbank CRA Population by Race and Ethnicity								
Census Tract ⁽¹⁾	Total Population	White	Black	American Indian	Asian	Pacific Islander	Hispanic	Two or More Races
10	4,207 ⁽²⁾	1,359	2,642	18	59	-	204	55
171	2,295	1,942	306	-	38	-	160	-
172	2,165	849	1,063	-	148	-	55	105
174	204	5	183	-	-	-	16	-
Total	8,871	4,155	4,194	18	245	-	435	160

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

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

Table 6.2.4 Downtown Northbank CRA Household Composition					
Census Tract ⁽¹⁾	Total Households	Family Households	Percentage of Total Households	Average Household Size	Average Family Size
10	753	191	25.4%	1.84	3.00
171	1,554	283	18.2%	1.42	2.55
172	1,190	287	24.1%	1.51	2.67
174	1,115	510	45.7%	1.82	3.65
Total/Average	4,612	1,271	27.6%	1.65	2.97

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

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

Table 6.2.5 Downtown Northbank CRA Housing Tenure							
Census Tract ⁽¹⁾	Total Units	Total Occupied Units	Percentage of Total Units	Owner Occupied	Renter-Occupied Units	Total Vacant Units	Percentage of Total Units
10	875	753	86.1%	79	674	122	13.9%
171	1,653	1,554	94.0%	166	1,388	99	6.0%
172	1,427	1,190	83.4%	155	1,035	237	16.6%
174	120	56	46.7%	-	56	64	53.3%
Total/Average	4,075	3,553	87.2%	400	3,153	522	12.8%

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

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

Table 6.2.6 Downtown Northbank CRA Household Income					
Census Tract	Median HH Income	Median Income White HH	Median Income Black HH	Median Income Senior HH	Married Couple Families
10	\$ 13,739	\$ 11,543	\$ 15,345	\$ 13,818	\$ 40,547
171	\$ 54,340	\$ 54,671	-	\$ 26,111	\$ 89,980
172	\$ 42,702	\$ 53,897	\$ 23,182	-	\$ 46,406
174	\$ 27,521	-	\$ 28,284	\$ 22,917	\$ 28,036
Average	\$ 34,576	\$ 40,037	\$ 22,270	\$ 20,949	\$51,242

Source: 2019 ACS 5-Year Estimates; Downtown Jacksonville Market & Feasibility Study, Willdan 2021.

Zoning Regulations

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

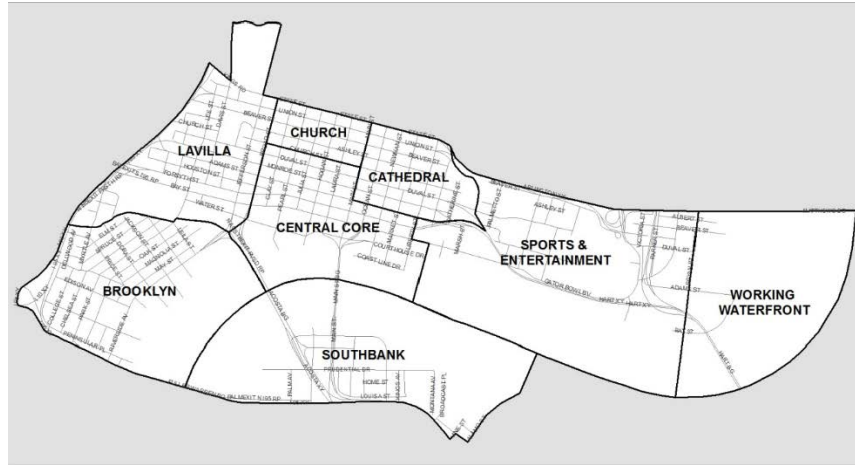
In 2019 through the adoption of Ordinances 2019-0197-E, the various Zoning Districts (not to be confused with Downtown Overlay Districts) within Downtown Jacksonville were consolidated into one: *Commercial Central Business District (“CCBD”)* Companion to this wholistic rezoning was Ordinance 2019-196-E,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

- Maximizing the use of all available resources;
- Ensuring a high degree of compatibility between new and existing uses;
- Promoting mixed-use developments;
- Promoting access to and focus on the St. Johns River and its tributaries;
- Streamlining the review and approval process for projects;
- Providing flexibility in both the uses allowed and the physical design of projects;
- Ensuring quality development that is in keeping with the traditional Downtown Jacksonville urban fabric, which creates a single zoning district for almost all Downtown Jacksonville properties (excluding Planned Unit Developments) into one Commercial Central Business District (CCBD); Consolidate maximum height limitations by Overlay District; and
- Create Private Realm, Public Realm, and waterfront development regulations.

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

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

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



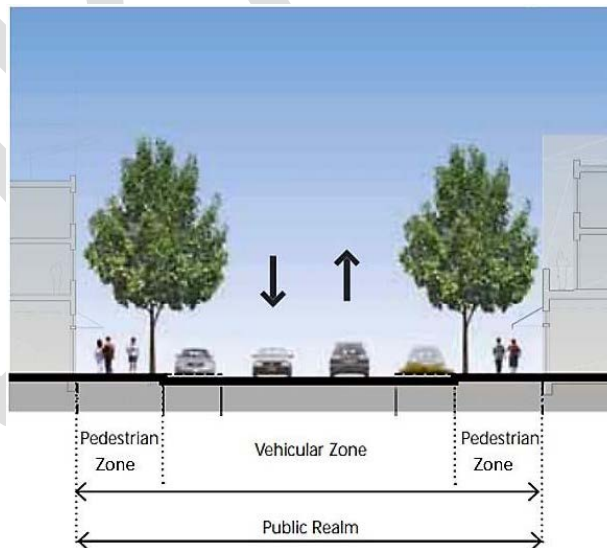
DOWNTOWN OVERLAY DISTRICTS



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

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

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



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

Downtown Development Review Board: *the above referenced sections contain the standards for development and the standards by which projects will be reviewed by the*

Downtown Development Review Board, a nine-member body consisting of landscape architects, architects, urban planners and other design professionals and downtown stakeholders. The “DDRBB” will review each project at a conceptual level, focusing on building massing and site plan elements, and at a final level where the focus is more granular.

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

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

Development Rights within Downtown Jacksonville

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

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

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

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

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

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

Table 6.2.7
Historically Significant Structures

Name	Street Address	Local Landmark Designation	Listed on National Register of Historic Places	
			Contributing Resource	Non- Contributing Resource
ANNIE LYTLE SCHOOL	1011 GILMORE STREET	•		
ALLEN CHAPEL AME CHURCH	1529 SWAN STREET	•		
CHURCH OF GOD IN CHRIST TEMPLE	338 CHELSEA STREET	•		
THE THREE SHOTGUN HOUSES	NE CORNER N. JEFFERSON & W. CHURCH ST	•		
JACKSONVILLE TERMINAL COMPLEX	1000 W BAY STREET	•		
FORMER GUARANTY TRUST & SAVINGS BANK	101 E BAY STREET	•	•	
HOLMES BLOCK	107 - 117 E BAY STREET	•	•	
THE LYNCH BUILDING	11 E FORSYTH STREET	•	•	
THE W.A. KNIGHT BUILDING	111 - 11 W ADAMS STREET	•	•	
112 EAST FORSYTH STREET	112 E FORSYTH STREET	•	•	
BARNETT NATIONAL BANK BUILDING	112 W ADAMS STREET	•	•	
THE OLD FLORIDA LIFE BUILDING	115 - 11 N LAURA STREET	•		
ST JAMES BUILDING	117 W DUVAL STREET	•	•	
ATLANTIC NATIONAL BANK	118 W ADAMS STREET	•		
THE SCHULTZ BUILDING	118 W ADAMS STREET	•	•	
THE FIRST PRESBYTERIAN CHURCH	118 W MONROE STREET	•		
THE NEW YORK STEAM LAUNDRY BUILDING	120 E FORSYTH STREET	•	•	
IMMACULATE CONCEPTION CATHOLIC	121 E DUVAL STREET	•		•
ELENA FLATS BUILDING	122 E DUVAL STREET	•	•	
HAYDEN BURNS LIBRARY	122 N OCEAN STREET	•		
THE PROFESSIONAL BUILDING	126 W ADAMS STREET	•	•	
THE FLORIDA THEATRE BUILDING	128 - 13 E FORSYTH STREET	•	•	
FURCHGOTT'S DEPARTMENT STORE	128 W ADAMS STREET	•	•	
CATHERINE STREET FIRE STATION #3	1406 GATOR BOWL BOULEVARD	•		
OLD SOUTHERN DRUG COMPANY/ LER	20 W ADAMS STREET	•		
ELK'S CLUB BUILDING	201 - 21 N LAURA STREET	•	•	
MOUNT ZION A.M.E. CHURCH	201 E BEAVER STREET	•		
GREENLEAF AND CROSBY CLOCK	208 N LAURA STREET	•	•	
THE FLORIDA BAPTIST CONVENTION	218 W CHURCH STREET	•	•	
SNYDER MEMORIAL METHODIST CHUR	226 N LAURA STREET	•	•	
INDEPENDENT LIFE INSURANCE CO. BUILDING	233 W DUVAL STREET	•	•	
ST JOHNS CATHEDRAL	256 E CHURCH STREET	•	•	
THE COVINGTON COMPANY/JH CHURCH	301 E BAY STREET	•	•	
THE CARLING HOTEL	31 - 33 W ADAMS STREET	•	•	
ST JOHN'S APARTMENTS	311 W ASHLEY STREET	•	•	
THE HUTCHINSON/SUDDATH BUILDIN	315 - 31 E BAY STREET	•	•	
323 EAST BAY STREET	323 E BAY STREET	•	•	
325 EAST DUVAL STREET	325 E DUVAL STREET	•	•	

Table 6.2.7 continued
Historically Significant Structures

Name	Street Address	Local Landmark Designation	Listed on National Register of Historic Places	
			Contributing Resource	Non-Contributing Resource
YWCA/COMMUNITY CONNECTIONS BLDG	325 E DUVAL STREET	•	•	
WESTERN UNION TELEGRAPH COMPAN	333 N LAURA STREET	•	•	
OLD CENTRAL FIRE STATION	39 E ADAMS STREET	•	•	
THE SEMINOLE CLUB	400 N HOGAN STREET	•	•	
CENTRAL NATIONAL BANK BUILDING	404 N JULIA STREET	•		•
MASONIC TEMPLE	410 BROAD STREET	•		
THE AMBASSADOR HOTEL	420 JULIA STREET	•	•	
THE FEDERAL RESERVE BANK BUILD	424 N HOGAN STREET	•	•	
H. & W.B. DREW BUILDING	45 W BAY STREET	•	•	
THE BISBEE BUILDING	47 W FORSYTH STREET	•	•	
OLD BISBEE BUILDING	51 W BAY STREET	•	•	
THOMAS PORTER HOUSE	510 N JULIA STREET	•	•	
THE JONES BROTHERS FURNITURE C	520 N HOGAN STREET	•	•	
OLD STANTON HIGH SCHOOL	521 W ASHLEY STREET	•		
THE OLD FLORIDA NATIONAL BANK	54 W FORSYTH STREET	•		
DYAL-UPCHURCH BUILDING	6 E BAY STREET	•	•	
ST. PHILIPS EPISCOPAL CHURCH	801 N PEARL STREET	•		
801-805 W FORSYTH STREET	801-805 W FORSYTH STREET	•		
OLD BREWSTER HOSPITAL	915 W MONROE STREET	•		
JWJ & JRJ BIRTH SITE	NW CORNER OF LEE AND HOUSTON STREETS	•		
OLD ST. LUKE'S HOSPITAL	314 PALMETTO STREET	•		
JAMES E. MERRILL RESIDENCE	315 - 31 A. PHILIP RAND BOULEVARD	•		
UNION TERMINAL COMPANY WAREHOUSE	700 E UNION STREET	•		
JACKSONVILLE TERMINAL COMPLEX	10 N LEE STREET	•		
1100-1112 WEST ADAMS STREET	1100 -1112 W ADAMS STREET	•		
316-318, 320-322 NORTH JEFFERS	316 - 32 N JEFFERSON STREET	•		
605 WEST BEAVER STREET	605 W BEAVER STREET	•		
CLARA WHITE MISSION	611 - 61 W ASHLEY STREET	•		
GENOVAR'S HALL	636 - 64 W ASHLEY STREET	•		
YOUNG MEN'S HEBREW ASSOCIATION/ MACEO ELKS LODGE	712 W DUVAL STREET	•		
725 WEST MONROE STREET	725 W MONROE STREET	•		
THE GREATER HILLS TEMPLE, FIRST	825 W MONROE STREET	•		
	1 WEST ADAMS STREET		•	
	10 SOUTH NEWNAN STREET		•	
	10 WEST ADAMS STREET		•	
	100 EAST ADAMS STREET		•	
	100 NORTH LAURA STREET		•	
	100 WEST BAY STREET		•	

Table 6.2.7 continued
Historically Significant Structures

Name	Street Address	Local Landmark Designation	Listed on National Register of Historic Places	
			Contributing Resource	Non-Contributing Resource
	100-108 EAST FORSYTH STREET		•	
	101 EAST ADAMS STREET		•	
	107 EAST DUVAL STREET		•	
	11 NORTH OCEAN STREET		•	
	111-117 WEST ADAMS STREET		•	
	113 NORTH LAURA STREET		•	
	115 EAST FORSYTH STREET		•	
	116-118 NORTH JULIA STREET		•	
	118 EAST MONROE STREET		•	
	118A EAST MONROE STREET		•	
	118B EAST MONROE STREET		•	
	119 EAST FORSYTH STREET		•	
	119 WEST ADAMS STREET		•	
	119-121 EAST BAY STREET		•	
	121 WEST FORSYTH STREET		•	
	124 EAST ASHLEY STREET		•	
	124 WEST ASHLEY STREET		•	
	124A WEST ASHLEY STREET		•	
	124B WEST ASHLEY STREET		•	
	124C WEST ASHLEY STREET		•	
	125 WEST CHURCH STREET		•	
	125A WEST CHURCH STREET		•	
	128 WEST ADAMS STREET		•	
	130-140 EAST BAY STREET		•	
	131 EAST BAY STREET		•	
	133 EAST BAY STREET		•	
	134 NORTH HOGAN STREET		•	
	137 EAST DUVAL STREET		•	
	14 EAST BAY STREET		•	
	140 WEST MONROE STREET		•	
	20 WEST ADAMS STREET		•	
	200 EAST FORSYTH STREET		•	
	201 NORTH HOGAN STREET		•	
	202-214 NORTH WASHINGTON STREET		•	
	21 WEST CHURCH STREET		•	
	210 EAST FORSYTH STREET		•	
	211 WEST ASHLEY STREET		•	
	21-27 EAST ADAMS STREET		•	
	214 EAST ASHLEY STREET		•	
	214 NORTH HOGAN STREET		•	

Table 6.2.7 continued
Historically Significant Structures

Name	Street Address	Local Landmark Designation	Listed on National Register of Historic Places	
			Contributing Resource	Non-Contributing Resource
	214-218 WEST ADAMS STREET		•	
	215 NORTH LAURA STREET		•	
	215 NORTH MARKET STREET		•	
	216 EAST DUVAL STREET		•	
	217 NORTH HOGAN STREET		•	
	218 EAST ASHLEY STREET		•	
	219 NORTH NEWNAN STREET		•	
	21A WEST CHURCH STREET		•	
	220 EAST FORSYTH STREET		•	
	220 NORTH OCEAN STREET		•	
	221 EAST ADAMS STREET		•	
	221 EAST CHURCH STREET		•	
	222 EAST DUVAL STREET		•	
	225 EAST CHURCH STREET		•	
	225 EAST DUVAL STREET		•	
	225 WEST ASHLEY STREET		•	
	225-227 NORTH LAURA STREET		•	
	225A EAST DUVAL STREET		•	
	225B EAST DUVAL STREET		•	
	228 EAST DUVAL STREET		•	
	228 EAST FORSYTH STREET		•	
	231 EAST FORSYTH STREET		•	
	231 NORTH LAURA STREET		•	
	25 NORTH MARKET STREET		•	
	255 NORTH LIBERTY STREET		•	
	256A EAST CHURCH STREET		•	
	256B EAST CHURCH STREET		•	
	29 EAST ADAMS STREET		•	
	300 WEST ADAMS STREET		•	
	311 WEST MONROE STREET		•	
	315 WEST FORSYTH STREET		•	
	318 NORTH NEWNAN STREET		•	
	325 NORTH MARKET STREET		•	
	325 WEST FORSYTH STREET		•	
	327-345 EAST BAY STREET		•	
	330 NORTH MARKET STREET		•	
	331 WEST FORSYTH STREET		•	
	332 EAST ADAMS STREET		•	
	334 EAST DUVAL STREET		•	
	337-339 EAST FORSYTH STREET		•	

Table 6.2.7 continued
Historically Significant Structures

Name	Street Address	Local Landmark Designation	Listed on National Register of Historic Places	
			Contributing Resource	Non-Contributing Resource
	341 WEST FORSYTH STREET		•	
	345 EAST FORSYTH STREET		•	
	353 EAST FORSYTH STREET		•	
	38-44 WEST MONROE STREET		•	
	40 EAST ADAMS STREET		•	
	403 NORTH LIBERTY STREET		•	
	407 NORTH LAURA STREET		•	
	410 EAST CHURCH STREET		•	
	411 NORTH LIBERTY STREET		•	
	411-415 EAST DUVAL STREET		•	
	411-415A EAST DUVAL STREET		•	
	416-418 EAST CHURCH STREET		•	
	417 NORTH LIBERTY STREET		•	
	417A NORTH LIBERTY STREET		•	
	419 EAST CHURCH STREET		•	
	419 NORTH WASHINGTON STREET		•	
	420-422 EAST CHURCH STREET		•	
	421 NORTH LAURA STREET		•	
	421 NORTH WASHINGTON STREET		•	
	424 EAST MONROE STREET		•	
	425 NORTH LIBERTY STREET		•	
	425-431 EAST CHURCH STREET		•	
	428-430 EAST CHURCH STREET		•	
	432 EAST MONROE STREET		•	
	433-435 EAST CHURCH STREET		•	
	434 EAST CHURCH STREET		•	
	438 EAST MONROE STREET		•	
	5 WEST FORSYTH STREET		•	
	502 NORTH HOGAN STREET		•	
	503 EAST MONROE STREET		•	
	51 WEST FORSYTH STREET		•	
	515 NORTH JULIA STREET		•	
	521 NORTH LIBERTY STREET		•	
	524 NORTH HOGAN STREET		•	
	525 NORTH LAURA STREET		•	
	541 EAST MONROE STREET		•	
	604 NORTH HOGAN STREET		•	
	605 NORTH OCEAN STREET		•	
	6-10 NORTH NEWNAN STREET		•	
	625 NORTH JULIA STREET		•	

Table 6.2.7 continued
Historically Significant Structures

Name	Street Address	Local Landmark Designation	Listed on National Register of Historic Places	
			Contributing Resource	Non-Contributing Resource
	1 WEST BAY STREET			•
	105 EAST MONROE STREET			•
	109 EAST INDEPENDENT DRIVE			•
	111 NORTH JULIA STREET			•
	111 NORTH LIBERTY STREET			•
	118 NORTH JULIA STREET			•
	118C EAST MONROE STREET			•
	11A EAST FORSYTH STREET			•
	125 NORTH MARKET STREET			•
	129 NORTH MARKET STREET			•
	138 EAST DUVAL STREET			•
	15-17 EAST CHURCH STREET			•
	170 NORTH HOGAN STREET			•
	2 WEST MONROE STREET			•
	200 WEST FORSYTH STREET			•
	205 NORTH WASHINGTON STREET			•
	21 EAST BAY STREET			•
	21 EAST CHURCH STREET			•
	211 NORTH LIBERTY STREET			•
	215 NORTH WASHINGTON STREET			•
	231 EAST ADAMS STREET			•
	233 EAST BAY STREET			•
	24 NORTH LIBERTY STREET			•
	24 NORTH MARKET STREET			•
	245 EAST ADAMS STREET			•
	25 WEST FORSYTH STREET			•
	3 EAST INDEPENDENT DRIVE			•
	30 WEST MONROE STREET			•
	300 NORTH HOGAN STREET			•
	302-318 EAST ASHLEY STREET			•
	303 NORTH LAURA STREET			•
	303 NORTH LIBERTY STREET			•
	303-313 EAST CHURCH STREET			•
	303A NORTH LIBERTY STREET			•
	305 NORTH WASHINGTON STREET			•
	317-331 EAST CHURCH STREET			•
	320 EAST ADAMS STREET			•
	327 EAST DUVAL STREET			•
	328 NORTH OCEAN STREET			•
	33 WEST DUVAL STREET			•

Table 6.2.7 continued
Historically Significant Structures

Name	Street Address	Local Landmark Designation	Listed on National Register of Historic Places	
			Contributing Resource	Non-Contributing Resource
	331 WEST ASHLEY STREET			•
	331-333 EAST MONROE STREET			•
	332-350 EAST ASHLEY STREET			•
	333 EAST CHURCH STREET			•
	337-351 EAST CHURCH STREET			•
	340 EAST ADAMS STREET			•
	348 EAST ADAMS STREET			•
	350 EAST ADAMS STREET			•
	355 EAST MONROE STREET			•
	4 EAST BAY STREET			•
	400 EAST DUVAL STREET			•
	41 EAST DUVAL STREET			•
	411 EAST MONROE STREET			•
	413 EAST CHURCH STREET			•
	429 EAST ADAMS STREET			•
	437 EAST MONROE STREET			•
	50 NORTH LAURA STREET			•
	500 NORTH OCEAN STREET			•
	501 NORTH OCEAN STREET			•
	504-510 NORTH LIBERTY STREET			•
	505 NORTH LIBERTY STREET			•
	505-515 NORTH MARKET STREET			•
	512 EAST CHURCH STREET			•
	515 NORTH LIBERTY STREET			•
	515-519 NORTH NEWNAN STREET			•
	520 NORTH LAURA STREET			•
	525 NORTH NEWNAN STREET			•
	530 NORTH WASHINGTON STREET			•
	76 SOUTH LAURA STREET			•
	76A SOUTH LAURA STREET			•
	NORTH LAURA STREET			•
	WEST ASHLEY STREET			•
	WEST BAY STREET			•

Source: Jacksonville Planning and Development Department, January 2022

Figure 6.2 Downtown Northbank CRA Existing Land Use Map

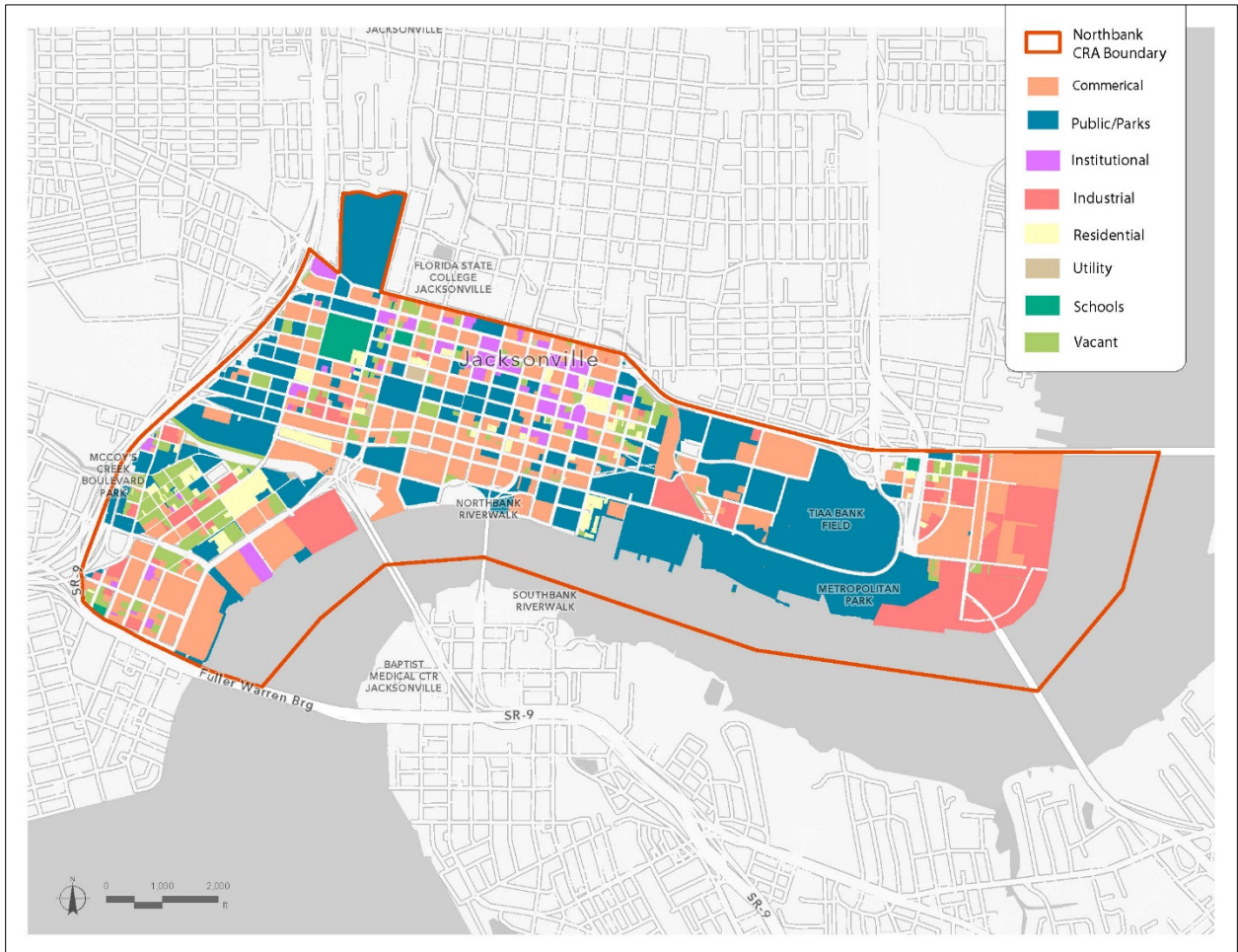


Figure 6.3 Downtown Northbank CRA Future Land Use Map

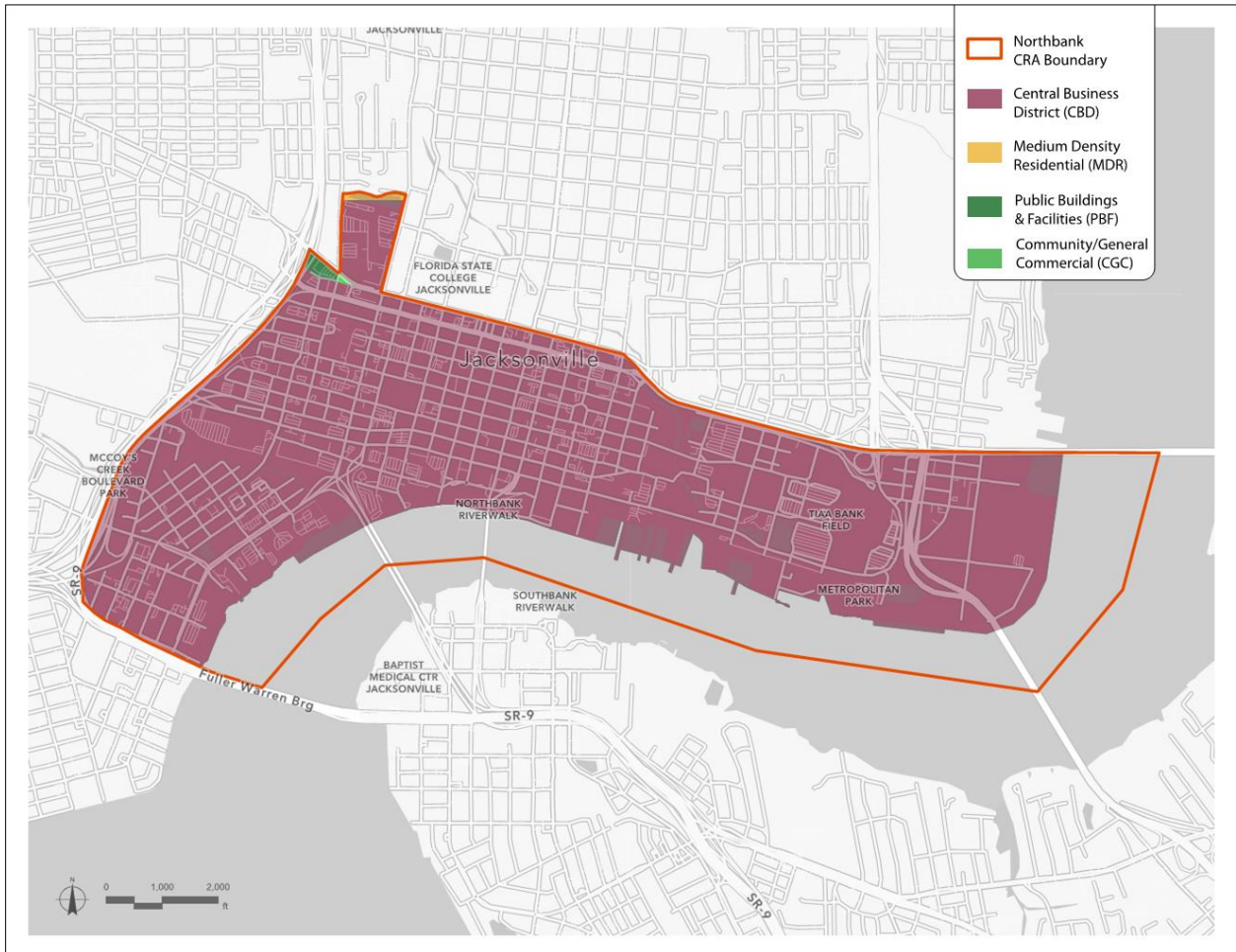


Figure 6.4 Downtown Northbank CRA Zoning Overlay Map

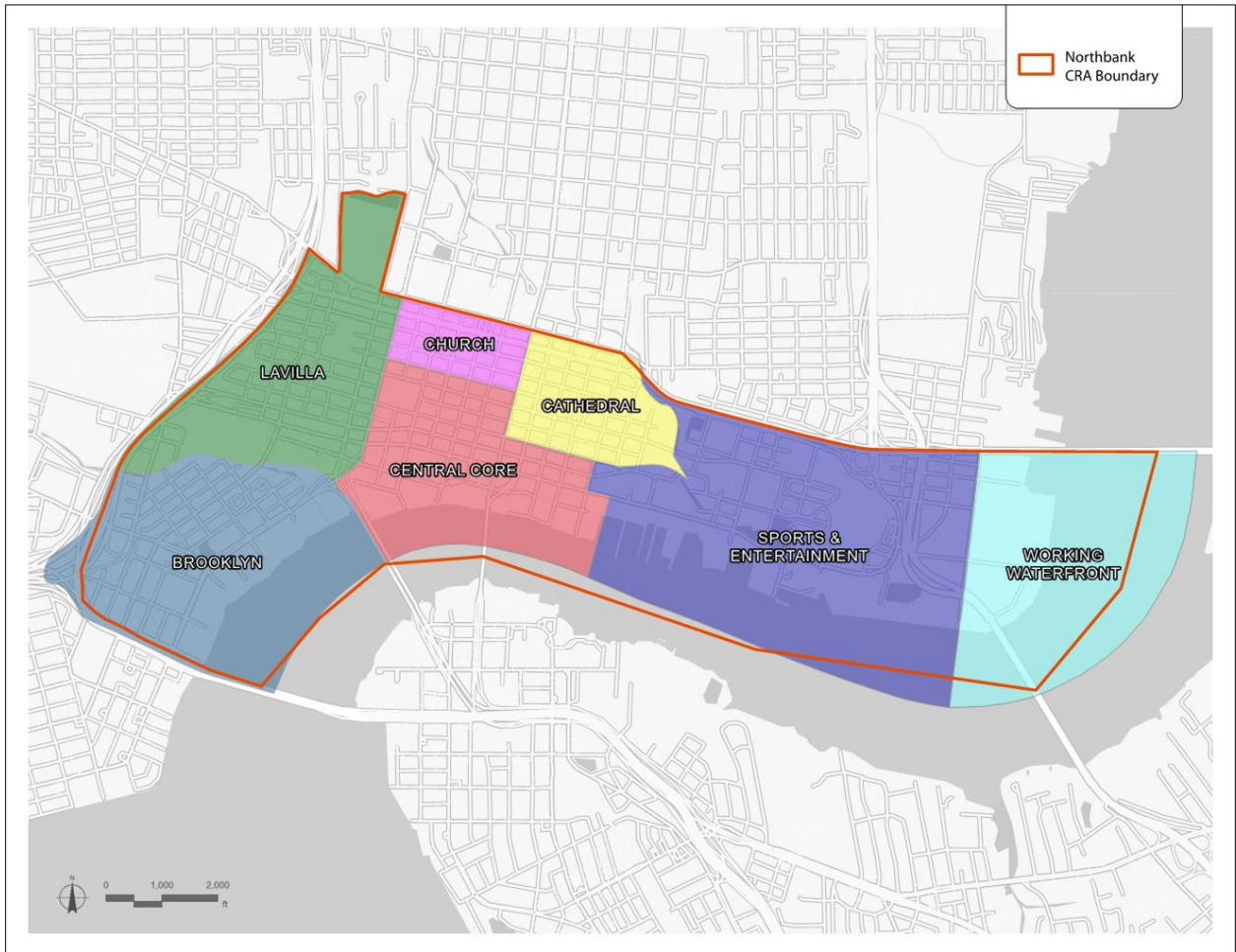
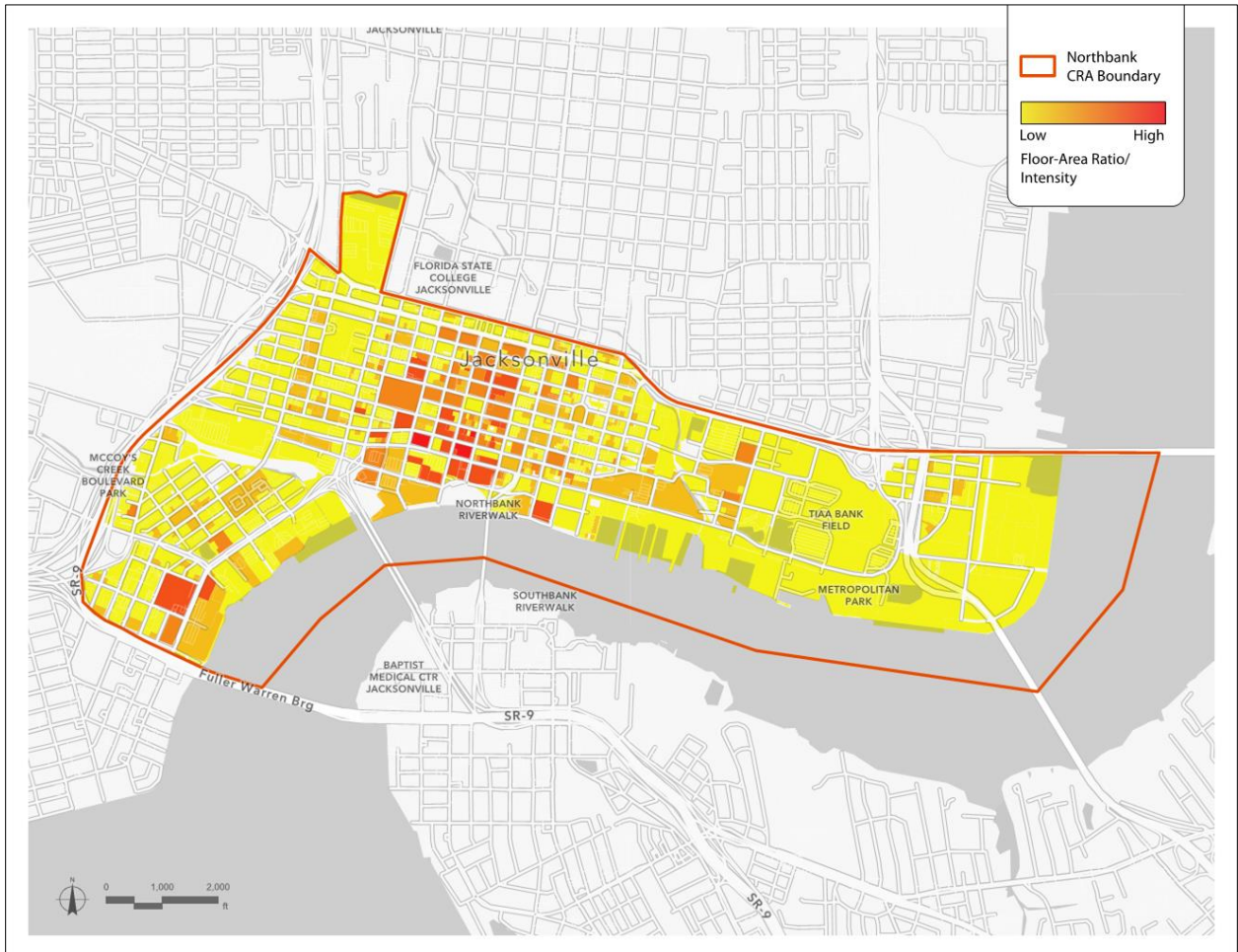


Figure 6.5 Downtown Northbank CRA Existing Development Pattern Map



6.3 | Residential Use Element

Table 6.3.1
Residential Housing Supply – Existing Inventory

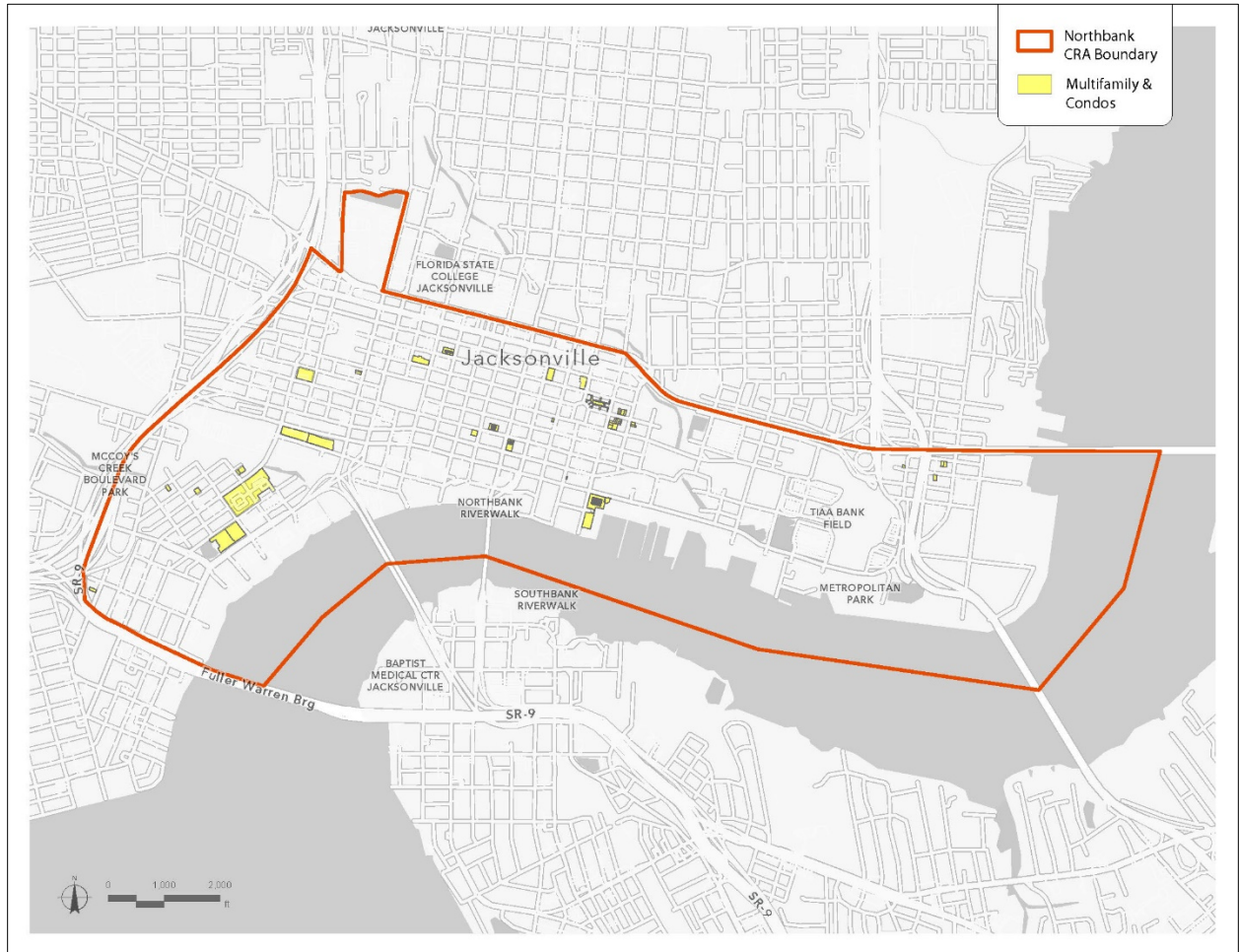
Residential Community	Address	Units	Lease/ Sale	District	Opened
Vista Brooklyn	200 Riverside Ave.	308	Lease	LaVilla	2021
Elena Flats	122 E. Duval St.	4	Lease	Cathedral	2021
Shipping Container Apartments	412 E. Ashley St.	18	Lease	Cathedral	2021
Lofts at Brooklyn	Spruce & Jackson	133	Lease	Brooklyn	2021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

Table 6.3.2
Proposed/Under Construction Residential Housing

Residential Community	Address	Units	Lease/ Sale	District	Status
Laura Street Apartments	225 Laura St.	4	Lease	Central Core	Under Construction
Ashley Square Senior Housing	127 E. Ashley St.	120	Lease	Cathedral	Under Construction
Doro District	128 A. Philip Randolph Blvd	247	Lease	Sports & Entertainment	Proposed
First Baptist Block Development	Beaver, Julia, Ashley & Hogan	170	Lease	Church	Proposed
Ford on Bay		300	Lease	Central Core	Proposed
Independent Life Insurance Building	233 W. Duval St.	135	Lease	Church	Proposed
Jones Brothers Furniture Building	Hogan St. & Ashley St.	28	Lease	Church	Proposed
LaVilla Townhomes	Adams, Johnson, Lee & Forsyth	91	Sale	LaVilla	Proposed
Le Mesa Building	905 W. Forsyth St.	16	Lease/Sale	LaVilla	Proposed
Lofts at the Cathedral	325 E. Duval St.	120	Lease	Cathedral	Proposed
The Shipyards	Bay St.	25	Lease/Sale	Sports & Entertainment	Proposed
Central National Bank Building	404 N. Julia St.	139	Lease		Proposed
One Riverside Ave (Phases 1 & 2)	1 Riverside Ave	396	Lease	Brooklyn	Proposed

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



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

Table 6.3.3 - Florence North Davis Center (325 East Duval Street)	
Housing Programs	SAIL '95
Total Units (Assisted Units)	79 (79)
Population Served	Family

Source: Shimberg Center for Housing Studies

Table 6.3.4 - Cathedral Court (201 East Ashley Street)	
Housing Programs	Rental Assistance/HUD; Section 202 Direct Loan
Total Units (Assisted Units)	16 (16)
Population Served	Persons with Disabilities

Source: Shimberg Center for Housing Studies

Table 6.3.5 - Cathedral Towers (601 Newnan Street)	
Housing Programs	Housing Credits 9%; Rental Assistance/HUD; Section 202 Direct Loan
Total Units (Assisted Units)	203 (186)
RD/HUD Rental Assistance	161
Population Served	Elderly; Family

Source: Shimberg Center for Housing Studies

Table 6.3.6 - Cathedral Townhouse (501 North Ocean Street)	
Housing Programs	Housing Credits 9%; Rental Assistance/HUD; Section 202 Direct Loan
Total Units (Assisted Units)	179 (170)
RD/HUD Rental Assistance	115
Population Served	Elderly; Family; Link

Source: Shimberg Center for Housing Studies

Table 6.3.7 - Liberty Center (600 North Washington Street)	
Housing Programs	SAIL '97
Total Units (Assisted Units)	100 (100)
Population Served	Homeless

Source: Shimberg Center for Housing Studies

Table 6.3.8 - Stevens Duval Apartments (601 North Ocean Street)	
Housing Programs	Extremely Low Income; Housing Credits 4%; Rental Assistance/HUD; SAIL; State Bonds
Total Units (Assisted Units)	52 (52)
RD/HUD Rental Assistance	52
Population Served	Elderly; Family; Link

Source: Shimberg Center for Housing Studies

Table 6.3.9 - Cathedral Terrace (701 North Ocean Street)	
Housing Programs	Extremely Low Income; Housing Credits 4%; Local Bonds; Rental Assistance/HUD; SAIL
Total Units (Assisted Units)	240 (224)
RD/HUD Rental Assistance	224
Population Served	Elderly; Family; Link

Source: Shimberg Center for Housing Studies

Table 6.3.10 - Houston Street Manor (615 Houston Street & 618 W. Adams St.)	
Housing Programs	Housing Credits-9%
Total Units (Assisted Units)	72 (72)
Population Served	Family; Elderly; Link

Source: Shimberg Center for Housing Studies

Table 6.3.11 - Lofts at Monroe (906 West Monroe Street)	
Housing Programs	Housing Credits-9%
Total Units (Assisted Units)	108 (80)
Population Served	Family; Link

Source: Shimberg Center for Housing Studies

Table 6.3.12 - Lofts at Jefferson Station (799 Water Street)	
Housing Programs	Housing Credits-9%
Total Units (Assisted Units)	133 (87)
Population Served	Family; Link

Source: Shimberg Center for Housing Studies

Table 6.3.13 - Lofts at LaVilla (995 Water Street)	
Housing Programs	Housing Credits-9%
Total Units (Assisted Units)	130 (130)
Population Served	Family; Link

Source: Shimberg Center for Housing Studies

Table 6.3.14 - Lofts at Brooklyn (190 Chelsea Street)	
Housing Programs	Housing Credits-9%
Total Units (Assisted Units)	133 (60)
Population Served	Family

Source: Shimberg Center for Housing Studies

Workforce Housing

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

- Annually review, analyze, and refocus workforce housing efforts;
- Coordinate with the Planning and Development Department, Jacksonville Housing Division, and the Jacksonville Housing Finance Authority to determine the need for the best practices to improve the market for workforce housing in Downtown Jacksonville;
- Setting aside a percentage of housing incentive programs for moderate and below moderate-income households;
- Surveying property controlled by the DIA for use as or in support of workforce housing projects; and
- Working with rental property owners and developers and to set aside rental units for low- and moderate-income households.

6.4 | Neighborhood Impact Assessment

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

Public Schools

- LaVilla Middle School of the Arts

Parks and Open Space

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

Cultural and Civic Institutions

- Main Library
- Museum of Contemporary Art
- Times-Union Center for the Performing Arts
- Florida Theatre
- VyStar Veterans Memorial Arena
- 121 Financial Baseball Grounds of Jacksonville
- Jacksonville Expo Center at the Fairgrounds
- TIAA Bank Field
- Duval County Courthouse
- City Hall at St. James
- United States District Courthouse
- Jacksonville Historical Society Museum
- Ritz Theatre
- Friday Musicale

Emergency Shelters

- LaVilla Middle School for the Arts

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

Traffic Circulation

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

Environmental Quality

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

Availability of Community Facilities and Services

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

Effect on School Population

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

Table 6.4.1

Duval County Public Schools in and Around Downtown Jacksonville

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

Table 6.4.1 (continued)			
Duval County Public Schools in and Around Downtown Jacksonville			
School Name and Location	Magnet School	Current Enrollment 2021	School Performance Grade (2019)
Lake Shore Middle School (#69) 2519 Bayview Road, 32210	Yes	1,073	C
Alfred I. DuPont Middle School (#66) 2710 DuPont Avenue, 32217	Yes	731	C
Southside Middle School (#211) 2948 Knights Lane E, 32216	Yes	909	D

Source: Florida Department of Education

Relocation of Displaced Residents and Businesses

Residential relocations are not currently contemplated by this CRA Redevelopment Plan. In the event that existing or future Downtown Investment Authority (DIA) projects do require the relocation of residents, a relocation plan will be submitted as a component of the project package prior to official action on the project.

6.5 | Redevelopment Projects

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

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

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

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

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

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

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

Project Name: Commercial Office Incentive Program	
CRA Redevelopment Plan Schedule:	2022-2027
Estimated Cost:	\$500,000 annually
Comprehensive Plan Consistency:	Future Land Use Element Policy 1.1.19
Supporting Redevelopment Goals:	Goal 1: Commercial Office Goal 4: Vibrancy

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

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

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

Project Name: Targeted Hotel Incentive Program

CRA Redevelopment Plan Schedule: 2022-2033

Estimated Cost: \$ TBD – REV Grant

Comprehensive Plan Consistency: Future Land Use Element Policy 1.1.19

Supporting Redevelopment Goals: Goal 4: Vibrancy
Goal 7: River Access

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

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

Project Name: Housing Incentive Program

CRA Redevelopment Plan Schedule: 2022-2033

Estimated Cost: \$1,000,000/year 2022-2027 plus REV grants; TBD thereafter

Comprehensive Plan Consistency: Future Land Use Element Policy 2.3.1

Supporting Redevelopment Goals: Goal 2: Housing
Goal 6: Walkable/Bikeable
Goal 7: River Access

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

Residential growth will have positive impacts on Downtown Jacksonville and serve as a for other forms of growth. Residential growth is the key to unlocking the positive benefits sought for the City, including amenities, redevelopment of existing building stock, and the presence of more vibrant neighborhood life on the streets and in the public realm. Providing a mix of housing typologies at a range of price points will allow for growth in the permanent population is key to area revitalization. Residents – more so than workers or tourists – are the vital human ingredient in defining a neighborhood’s lasting character. Furthermore, establishing a permanent population base will provide evidence to retailers and employers that Downtown Jacksonville can and should be a viable location to operate. The best way to attract a diverse population is by providing high quality housing and a wide range of housing types that are accessible to a broad range of incomes.

The CRA Redevelopment Plan recommends the DIA focus resources on increasing housing through the BID Strategy’s use of grants, incentives, and tax abatements such as, but not limited to, a DIA Multifamily Housing REV grant Program, a DIA Small Scale Multifamily Incentive Program, and an Affordable Housing Development Loan Program. A predictable and consistent housing incentive program can facilitate development at the pace required to reach the DIA’s conservative target of a minimum of 7,500 built and occupied dwelling units by 2030. Communities with residents who like where they live and live near their workplace are more successful and put less strain on the built environment, which leads to a growing local

economy. The more people like Downtown Jacksonville and grow roots here, the more the local downtown economy will grow as well. Over time the incentive program and other actions will support reduction or modification of incentives, as a critical mass of dense urban development increases market demand and makes development projects feasible without subsidy.

Public benefits that developers should be expected to provide include:

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

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

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

Project Name:	Historic Markers
CRA Redevelopment Plan Schedule:	2022-2027
Estimated Cost:	\$500,000
Comprehensive Plan Consistency:	Historic Preservation Element 1.7.2
Supporting Redevelopment Goals:	Goal 4: Vibrancy

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

Initial funding has been identified in the Downtown Economic Development Fund.

Project Name: Parking Screening Grant Program

CRA Redevelopment Plan Schedule: 2022-2024

Estimated Cost: \$1,00,000

Comprehensive Plan Consistency: Future Land Use Element Policy 2.3.4

Supporting Redevelopment Goals: Goal 5: Clean/Safe/Healthy/Accessible
Goal 6: Improve Walkability/Bikeability

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

Project Name: Mobility Fee Credit Incentive Program

CRA Redevelopment Plan Schedule: 2022-2033

Estimated Cost: \$ 0 – From Current Credit Pool

Comprehensive Plan Consistency: Transportation Element Policy 1.4.4
Transportation Element Policy 1.4.7

Supporting Redevelopment Goals: Goal 5: Clean/Safe/Healthy/Accessible
Goal 6: Improve Walkability/Bikeability
Goal 7: River Access

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

Project Name: Shotgun Houses

CRA Redevelopment Plan Schedule: 2022-2024

Estimated Cost: \$350,000

Comprehensive Plan Consistency: Historic Preservation Element Goal 1

Supporting Redevelopment Goals: Goal 4: Vibrancy

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

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

Project Name: Marketing and Promotion

CRA Redevelopment Plan Schedule: 2022-2027

Estimated Cost: \$1,700,000

Comprehensive Plan Consistency: Future Land Use Element Policy 1.1.24

Supporting Redevelopment Goals: Goal 1: Commercial Office
Goal 2: Residential
Goal 3: Retail/Food & Bev/Entertainment
Goal 4: Vibrancy
Goal 7: River Access

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

[For clarity, this Project is supplemental and distinctive from other City or DVI efforts with focus on branding, marketing to investors, developers, and to potential residents and not the marketing of special events.](#)

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

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

Project Name: Urban Art and Streetscape Program

CRA Redevelopment Plan Schedule: 2022-2027

Estimated Cost: \$1,000,000

Comprehensive Plan Consistency: Future Land Use Element Policy 3.2.15
Future Land Use Element Objective 2.3

Supporting Redevelopment Goals: Goal 4: Vibrancy

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

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

Project Name: Northbank Riverwalk Extension and Enhancements

CRA Redevelopment Plan Schedule: 2022-2027

Estimated Cost: \$18,000,000

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

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

Complete the continuous Northbank Riverwalk from Fuller Warren on the west (the western boundary of the CRA) through Metropolitan Park on the East. Future segments could extend further west to Memorial Park. This will include both CIP projects such as the Riverwalk extension in front of the future MOSH location and extension from Shipyards West to Metropolitan Park, and Riverwalk enhancements/replacements such as at the Four Seasons and at Riverfront Plaza, as well as private developer constructed segments. Expansion of the existing Riverwalk clear zone should be evaluated and where possible additional landscaping and shade added to the Riverwalk. Additional access points to adjacent uplands should be required as conditions to incentives along with substantially extended duration public Riverwalk easements. All adjacent private developments shall be required to include Riverfront restaurants, retail, or entertainment venues directly accessible by the public from the Riverwalk in order to be eligible for any incentive. DIA should consider funding enhancement of existing segments to create a sense of continuity and place following recommendations of the SWA Riverfront Design Guidelines completed for DIA in 2018 and the adopted Riverwalk Park Design Criteria and Plant Palette.

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

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

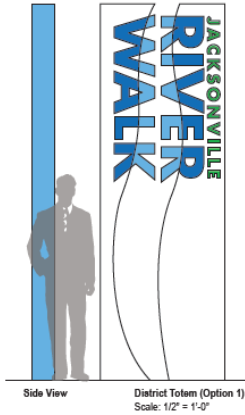
Furthermore, a digital interactive app for the Riverwalk should be implemented to complement the signage and provide information about Riverwalk programs and activities. This project leverages technology to activate underutilized space along the Northbank and Southside Riverwalks and the urban core in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

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

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

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

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



- [Guided Tours Platform](#)
- [Three Guided Tours](#)
- [Aggregation of Places](#)
- [Profile, Login, Third Party App Integration](#)
- [Business and Sponsor Analytic Dashboard](#)
- [User Enhancement for Places](#)
- [Subscription Channels](#)



Project Name: Façade Grant Program

CRA Redevelopment Plan Schedule: 2022-2027

Estimated Cost: \$200,000 annually

Comprehensive Plan Consistency: Future Land Use Element Policy 1.4

Supporting Redevelopment Goals: Goal 1: Commercial Office
Goal 5: Clean/Safe/Healthy/Accessible

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

Project Name: Enhanced Maintenance of Public Spaces

CRA Redevelopment Plan Schedule: 2022-2033

Estimated Cost: \$550,000 annually

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

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

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

Project Name: Acquisition, Development of New Northbank Neighborhood Parks

CRA	
Redevelopment Plan Schedule:	2022-2033
Estimated Cost:	\$18,000,000
Comprehensive Plan Consistency:	Future Land Use Element Policy 8.2.4 Recreation and Open Space 4.1.4
Supporting Redevelopment Goals:	Goal 4: Vibrancy Goal 5: Clean/Safe/Healthy/Accessible Goal 6: Improve Walkability/Bikeability Goal 7: River Access

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

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

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

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

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

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

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

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

The following summarizes the Project for Public Spaces' 9 Steps to Creating a Great Waterfront: Develop a Downtown Jacksonville Landmark Public Park central to the core, along the riverfront that ties in the surrounding built environment, social atmosphere, infrastructure, human element, and access to the River. Creating a great waterfront includes critical components such as, but not limited to: a focus on great public space, public input and goals, existing assets and context, shared vision, multiple-use destinations along the waterfront, connections to destinations, maximum public access, balance between environmental and human needs, and short-term actions that build confidence towards the greater project.

Project Name: Activation and Programming of Public Spaces	
CRA Redevelopment Plan Schedule:	2022-2033
Estimated Cost:	\$600,00 for Performing Arts + \$550,000 annually
Comprehensive Plan Consistency:	Recreation and Open Space Policy 4.1.5 Recreation and Open Space Element Goal 8
Supporting Redevelopment Goals:	Goal 1: Commercial Office Goal 2: Residential Goal 5: Clean/Safe/Healthy/Accessible Goal 7: River Access

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

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

Consistency and quality, as well as the diversity of the offerings, are important and should guide implementation strategies.

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

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

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

Project Name: Improved Wayfarer Signage	
CRA Redevelopment Plan Schedule:	2025-2033
Estimated Cost:	\$1,000,000
Comprehensive Plan Consistency:	Future Land Use Element Policy 3.2.5
Supporting Redevelopment Goals:	Goal 4: Vibrancy Goal 5: Clean/Safe/Healthy/Accessible

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

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

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

Project Name: St. Johns River & Tributary Access

CRA Redevelopment Plan Schedule: 2022-2027

Estimated Cost: \$20,000,000

Comprehensive Plan Consistency: Future Land Use Element Policy 8.1.7
Future Land Use Element Policy 8.2.4
Recreation and Open Space Objective 4.1
Recreation and Open Space Policy 4.1.2
Recreation and Open Space Policy 4.1.4

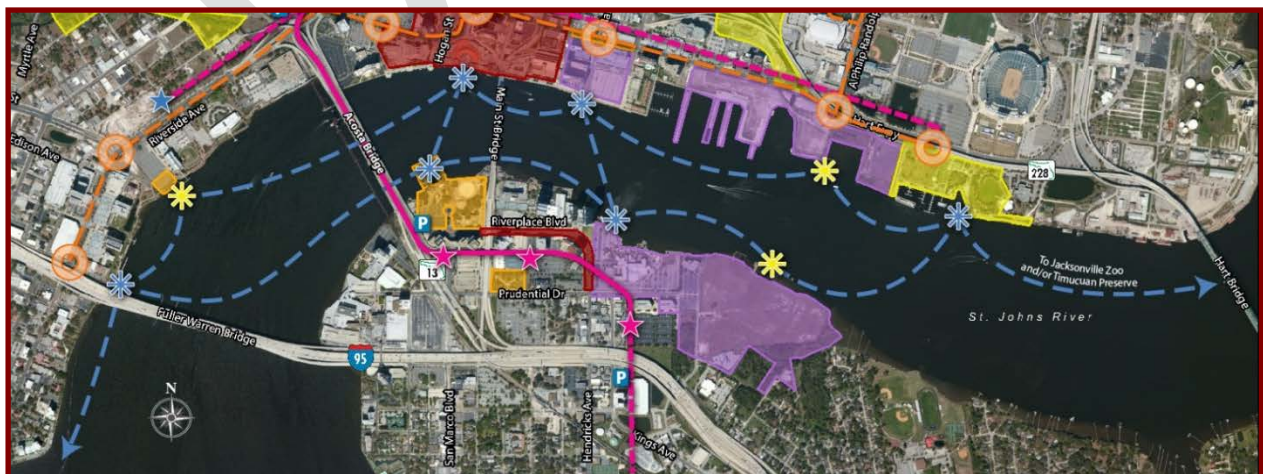
Supporting Redevelopment Goals: Goal 4: Vibrancy
Goal 7: River Access

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

The current Northbank network comprised of the Metropolitan Park Marina and floating docks at Riverfront Plaza, Jackson Street, and Fuller Warren, along with an ADA accessible kayak launch at Gefen Park, should be expanded to include public docking and a kayak launch at McCoy’s Creek and increased recreational dock capacities in other locations along the Riverwalk. Fuel should be made available at the public marina slated for reconstruction at Metropolitan Park (a City CIP project) and the proposed ship’s store and restaurant in this location will be desirable boater amenities. The planned marina at Liberty Basin (a City CIP project) is a priority and should be completed as soon as practicable and include commercial boat clubs, rental boats, and tour opportunities as well as recreational boater slips. This marina will further enhance boater access and provide access to the adjacent existing and planned restaurants.

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

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



Project Name: Liberty Street Improvements

CRA Redevelopment Plan Schedule: TBD

Estimated Cost: TBD

Comprehensive Plan Consistency: Transportation Element Policy 1.5.3
Transportation Element Objective 4.1
Transportation Element Policy 4.1.4

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

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

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

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

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

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

Project Name: Bay Street Improvements

CRA Redevelopment Plan Schedule: TBD

Estimated Cost: TBD

Comprehensive Plan Consistency: Transportation Element Policy 1.5.3
Transportation Element Objective 4.1
Transportation Element Policy 4.1.4

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

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

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

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

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

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

Project Name: Pearl Street Improvements

CRA Redevelopment Plan Schedule: TBD

Estimated Cost: TBD

Comprehensive Plan Consistency: Transportation Element Policy 1.5.3
Transportation Element Objective 4.1
Transportation Element Policy 4.1.4

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

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

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

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

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

The existing configuration of Pearl Street is a confusing combination of two-lane, four-lane, one-way and two-way sections. In support of the aforementioned planning effort recommendation to convert Pearl Street to two-way traffic, also recommended is a simple improvement to the Pearl Street corridor that will facilitate and encourage safe bicycle travel all the way from Springfield and the downtown campus of Florida State College at Jacksonville and to the St. Johns River.

These improvements can be as simple as bicycle lane markings and enhanced intersection markings, to complement the Hogan Street cycle track and multiuse trail. The project would result in a pleasant and safe bike route between Springfield and Riverside via the Northbank Riverwalk and the sidewalk on Riverside Avenue.

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

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

Section Two extends from Duval Street to the Northbank Riverwalk. If there is not sufficient space for a protected bike lane for every block, a shared street marking could accommodate bicycle travel.

Project Name: Restore Two-Way Street System

CRA Redevelopment Plan Schedule: 2022-2027

Estimated Cost: \$7,000,000 2022-2024; other segments TBD

Comprehensive Plan Consistency: Transportation Element Policy 1.5.3
 Transportation Element Policy 1.6.1
 Transportation Element Objective 4.1
 Transportation Element Policy 4.1.4

Supporting Redevelopment Goals: Goal 5: Clean/Safe/Healthy/Accessible
 Goal 6: Walkability/Bike-ability

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

Existing Downtown Jacksonville one-way street patterns promote faster speeds and reduce wayfinding and traffic dispersion for motorists and lead to confusion and circuitous travel to destinations and attractions. For the casual visitor to Downtown Jacksonville, the one-way street grid often presents a confusing circulation pattern and a frustration at the inability to find a specific location. Often times, drivers are taken blocks out of one’s way in trying to return to a destination or find off-street parking. As Downtown Jacksonville redevelops over the coming years, the need for traffic dispersion in the Downtown Northbank CRA will be increased. Two-way streets, coupled with on-street parking and street trees tend to work together to slow automobile travel speeds thereby creating a more walkable, pedestrian-friendly environment. The CRA Redevelopment Plan Update recognizes that some streets are best retained as one-way, to facilitate safer travel and increase vehicle capacity. In order to improve the pedestrian experience and make businesses more visible and accessible, the CRA Redevelopment Plan Update recommends that several one-way streets be converted to enable two-way travel in order to improve wayfinding, improve access to properties, and reduce travel distance to destinations. Listed below those streets the CRA Redevelopment Plan Update recommends being converted to two-way travel in an effort to enhance street-level activity and vibrancy in the Northbank Core Retail Enhancement Area and increasing the visibility of downtown businesses and retailers. The recommended conversions do not alter the arterial loop of one-way roadways that frame the Northbank Core Retail Enhancement Area.

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

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

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

Project Name: Artists Live/Work Implementation Strategy

CRA Redevelopment Plan Schedule: 2022-2033

Estimated Cost: TBD

Comprehensive Plan Consistency: Future Land Use Policies 2.3.8, 2.3.11 and 2.3.15
Housing Policies 1.2.14 and 1.4.7

Supporting Redevelopment Goals: Goal 2: Housing
Goal 3: Retail/Food & Bev/Entertainment
Goal 4: Vibrancy

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

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

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

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

Project Name: Park Once

CRA Redevelopment Plan Schedule: 2022-2033

Estimated Cost: TBD

Comprehensive Plan Consistency: Transportation Element Policy 1.4.7
Transportation Element Objective 1.5
Transportation Element Policy 1.5.4
Transportation Element Policy 2.3.8

Supporting Redevelopment Goals: Goal 1: Office
Goal 2: Housing
Goal 3: Retail/Food & Bev/Entertainment

Adequate and convenient parking is always a primary element of the health of any downtown, and Downtown Jacksonville is no exception. Jacksonville has been blessed with more than 30,000 public parking spaces, and while the demand is catching up to this supply, a very large amount of land Downtown is still devoted to parking. Peripheral parking areas are underutilized while certain areas experience high occupancy levels. While such a supply can be a boon to commuters, it nevertheless has a negative impact on the activity level of downtown's streets and neighborhoods.

The CRA Redevelopment Plan recommends a Park Once strategy of consolidating existing parking, discouraging surface parking spaces, education, and better pricing to utilize the existing parking resources.

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

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

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

DIA, through its Office of Public Parking should continuously strive to implement rate adjustments, policy changes and physical upgrades to not only modernize City owned or managed parking options and facilities

but to advance shared parking goals and a park once strategy. The parking enterprise fund should bear the cost of these upgrades, but the CRA may use TIF funds when available to accelerate implementation.

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

The circulator or U2C is a means to link the various surrounding neighborhoods with Downtown Jacksonville and eliminate the perception Downtown Jacksonville is difficult to navigate and support the use of peripheral parking facilities. The DIA should explore operational funding sources (perhaps through the JTA) that allow reduced or free fares for the circulator; free fares will help promote ridership and reduce frequent and unnecessary automobile trips within Downtown Jacksonville.

Project Name:	Expand Free Public Access to Downtown Wi-Fi
CRA Redevelopment Plan Schedule:	2024-2027
Estimated Cost:	\$100,000
Comprehensive Plan Consistency:	Future Land Use Element Policy 1.1.25
Supporting Redevelopment Goals:	Goal 4: Vibrancy

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

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

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

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

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

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

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

- CRA Redevelopment Plan Schedule:** Market-driven
- Comprehensive Plan Consistency:** Historic Preservation Element Goal 1
Historic Preservation Policy 1.7.2
Transportation Element Policy 1.3.9
Transportation Element Policy 1.5.4
- Supporting Redevelopment Goals:** Goal 1: Office
Goal 2: Housing
Goal 3: Retail/Food & Bev/Entertainment
Goal 4: Vibrancy
Goal 5: Clean/Safe/Healthy/Accessible
Goal 6: Walkability/Bike-ability
Goal 8: Efficiency

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

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



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

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

The DIA will insist that redevelopment activities within LaVilla reinforce LaVilla’s role as an important center of African American heritage and Downtown Jacksonville’s center for cultural and arts facilities. It should be a

vibrant, mixed-use urban area where commercial, cultural, entertainment, and urban housing such as loft apartment and walk-ups coexist side by side and create the synergy needed to sustain a neighborhood. With future plans for LaVilla to be redeveloped as a mixed-use transit-oriented neighborhood, it should also be considered appropriate for locating higher education institutions in LaVilla, perhaps a culinary arts college, or a fintech academy as a catalyst to nurture an academic environment Downtown.

Project Name: Riverfront Plaza Development Pad/Landing Parking Lot Catalyst sites

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

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

Project Name: Lift Ev'ry Voice and Sing Park

CRA Redevelopment Plan	
Schedule:	2022-2025
Estimated Cost:	TBD
Comprehensive Plan Consistency:	Historic Preservation Element 1.4.7
	Recreation and Open Space Element Goal 7
	Recreation and Open Space Element Policy 7.1.2
Supporting Redevelopment Goals:	Goal 4: Vibrancy

In addition to the historic Johnson Brother home site on Lee Street, DIA has committed the remainder of the Lee Street frontage of that block on Lee Street for a cultural park. COJ Parks Department engaged Walter Hood a& Associates to design the tribute park and the design is complete and funds have been secured for construction through the CIP, Jessie Ball duPont Fund and private donors.

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

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

Project Name: Sports & Entertainment surface lots-Catalyst sites

CRA Redevelopment Plan Schedule: Market-driven

Comprehensive Plan Consistency: Future Land Use Element Policy 1.1.19

Supporting Redevelopment Goals: Goal 2: Housing
Goal 3: Retail/Food & Bev/Entertainment
Goal 4: Vibrancy
Goal 5: Clean/Safe/Healthy/Accessible
Goal 6: Walkability/Bikeability

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

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

CRA Redevelopment Plan Schedule: Market-driven

Comprehensive Plan Consistency: Future Land Use Element Goal 1
Recreation and Open Space Element Goal 6
Recreation and Open Space Element Policy 6.1.4

Supporting Redevelopment Goals: Goal 2: Housing
Goal 3: Retail/Food & Bev/Entertainment
Goal 4: Vibrancy
Goal 6: Walkability/Bikeability

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

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

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

Project Name: Snyder Memorial Church Catalyst Site

CRA Redevelopment Plan Schedule: 2022-2024

Comprehensive Plan Consistency: Historic Preservation Element Goal 1
Historic Preservation Policy 1.7.2

Supporting Redevelopment Goals: Goal 3: Retail/Food & Bev/Entertainment
Goal 4: Vibrancy

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

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

Project Name: First Baptist Church Campus Catalytic Sites

CRA Redevelopment Plan Schedule: Market-driven

Comprehensive Plan Consistency: Future Land Use Element Policy 1.1.19
Future Land Use Element Policy 1.1.24

Supporting Redevelopment Goals: Goal 2: Housing
Goal 3: Retail/Food & Bev/Entertainment
Goal 4: Vibrancy
Goal 6: Walkability/Bikeability

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

Project Name: Shipyards & Kids Kampus Catalyst Site

CRA Redevelopment Plan Schedule: Market-driven

Comprehensive Plan Consistency: Future Land Use Element Goal 1
Future Land Use Element Goal 2
Recreation and Open Space Element Goal 3
Recreation and Open Space Element Goal 4

Supporting Redevelopment Goals: Goal 6: Walkability/Bike-ability
Goal 7: River Access

The 46-acre Shipyards Site is located between a convention hotel and the sports & entertainment venues and is optimally located for large-scale holistically planned redevelopment that will serve as the missing link providing an activated corridor from the Central Core to the Working Waterfront District and enhance the daytime, nighttime, and weekend appeal of Downtown Jacksonville. It's location along the majestic St. Johns River provides a once-in-a-generation opportunity to create a mixed-use destination that includes robust park and public spaces, dining and entertainment opportunities, and office and residential options.



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

[A world-class riverfront park and complimentary amenities are planned to be situated on the 10 +/- acre site the west side of Hogan's Creek. Currently identified as "Shipyards West Park," this DIA priority project is also a City CIP priority project since a Florida Recreational Assistance Program Grant \(FRDAP and administered by FDEP\) encumbering the Site commits the Dia and City to construct a "replacement park" for the acreage released on the former Kids Kampus site for the below-described redevelopment. In conjunction with another DIA priority project, the Northbank Riverwalk Extension \(which is also in the City CIP\), this landmark destination park will provide the missing link between Riverfront Plaza and Metropolitan Park. The design of the Park will be completed by Q4 2022, and construction will commence soon thereafter. Further, an entertainment venue is being pursued for the western banks of Hogan's Creek as well. The Jacksonville Fire Museum will also be relocated to this western side of this parcel, facing Bay Street and a historic Naval Ship & museum \(USS Orleck\) has been approved for Pier One at the western end of the Shipyards.](#)

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

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

As of Q1 2022, the City and the DIA are in the process of leasing a portion of the 7 +/- acre parcel to the east of Hogan's Creek to the Museum of Science and History (MOSH). The addition of a public institution to the

Shipyards, such as a science museum, will attract many visitors from around the region to the Downtown Jacksonville Riverfront and beyond.

The 2 +/- acre site situated east of the museum parcel is envisioned to be a vibrant space that not only invigorates the Shipyards but also ensures cohesive activation from the Shipyards West Park to Metropolitan Park.

Any new waterfront private development in the Shipyards should include a restaurant or destination venue accessible from the Riverwalk, retail shops fronting the waterfront, or other publicly accessible and engaging first floor activated space on the waterfront.

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

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

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

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

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

DRAFT

Project Name: Hogan Street Improvements- Emerald Trail Link

CRA Redevelopment Plan Schedule: TBD

Estimated Cost: TBD

Comprehensive Plan Consistency: Transportation Element Objective 4.1
 Transportation Element Policy 4.1.4
 Transportation Element Policy 1.5.3

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

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

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

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

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

Segment #2 | Hogan Street Connector



Emerald Trail Master Plan

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

CRA Redevelopment Plan Schedule: TBD

Estimated Cost: TBD

Comprehensive Plan Consistency: Transportation Element Objective 4.1
Transportation Element Policy 4.1.4
Transportation Element Policy 1.5.3
Recreation and Open Space Element Goal 4
Recreation and Open Space Element Policy 4.1.4
Recreation and Open Space Element Policy 4.2.5

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

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

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

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

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

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

Programmed Segment | McCoys Creek Greenway



Project Name: Emerald Trail Model Mile

CRA Redevelopment Plan Schedule: TBD

Estimated Cost: TBD

Comprehensive Plan Consistency: Transportation Element Objective 4.1
Transportation Element Policy 4.1.4
Transportation Element Policy 1.5.3

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

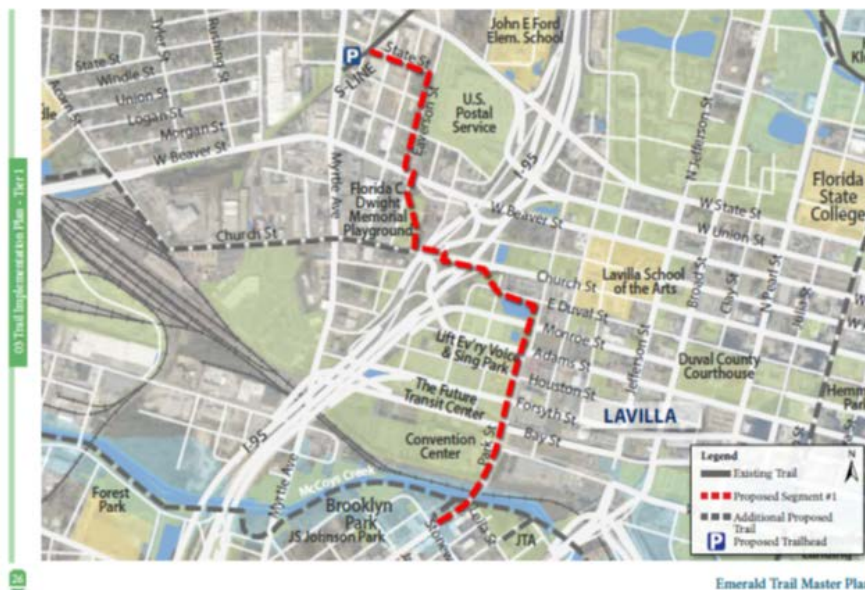
The first segment in the implementation Tier 1 was chosen by PATH/KAIZEN team and vetted through the Steering Committee as the model project to kick-off the implementation of the Emerald Trail. The model project will make the connection from the south end of the existing S-Line trail to the intersection of Park Street and Stonewall Street, providing

multiple access points for the LaVilla and Brooklyn neighborhoods, as well as establishing the future opportunity to connect to the McCoy's Creek Greenway. In addition, there is a funded COJ project for a road diet on Park Street between Stonewall and Forest Street with a two-way cycle track on the west side of Park Street.

Constructing this segment will meet the project goal to provide connections between the S-line trail and its surrounding neighborhoods towards the Riverwalk and Downtown Jacksonville area. This segment has the most logical start/endpoints that will ensure high use of the model project once it is built.

The proposed trail starts at the intersection of the existing S-Line on State Street by adding an at-grade crossing with a pedestrian activated signal. Then, it becomes a side path on the south side of State Street to the west side of Eaverson Street by utilizing the extra green space on the existing shoulder. As the side path reaches the signalized intersection at West Beaver Street, it will cross to the south side and transition into a greenway trail through the Florida Dwight Memorial Playground. Crossing Cleveland Street with the traffic signal, the proposed trail continues as a side path on the north side of Church Street. It will then make a mid-block crossing over to the south side of Church Street with Rectangular Rapid Flashing Beacon. Coordination

Model Project | S-Line to Stonewall Street



with FDOT is needed to make the trail transitions off the street onto its property. The trail transitions off the street and becomes a greenway on the City-owned green space adjacent to the detention ponds until it reaches Lee Street. There are several vacant parcels along the west side of Lee Street, which could be utilized as space for a greenway trail. The Brooklyn Road Diet Study has proposed converting the western half of the Park Street viaduct to a bike/pedestrian space. The planning team has reviewed and incorporated the proposed facility on the viaduct as part of the model project.

Project Name: Riverfront Plaza Park

CRA Redevelopment Plan Schedule: 2022-2025

Estimated Cost: TBD

Comprehensive Plan Consistency: Future Land Use Element Policy 8.1.7
Recreation and Open Space Goal 4
Recreation and Open Space Element Objective 4.1
Recreation and Open Space Element Policy 4.1.4
Recreation and Open Space Element Policy 4.1.5

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

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

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

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

Section 7 Southside CRA

Legal Description

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Existing Conditions

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Residential Use Element

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Neighborhood Impact Assessment

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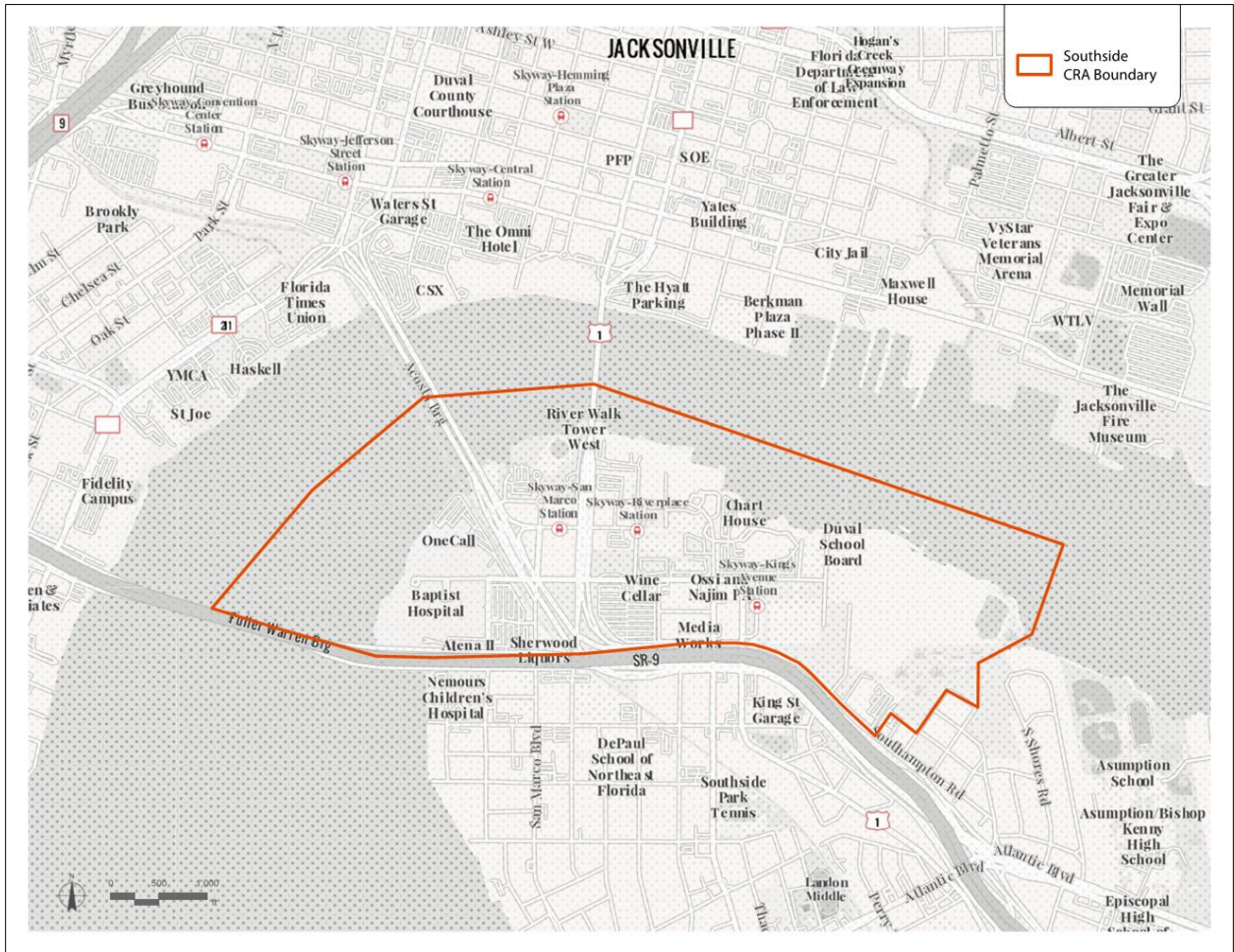
Redevelopment Projects

7.1 | Legal Description

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

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

Figure 7.1 Southside CRA Boundary



7.2 | Existing Conditions

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

Like any data set that is used to infer conclusions about a population from a sample, the ACS does have limitations. Most relevant to this analysis is that the smallest geographic areas for which estimates are available are Census Block Groups (BG). While the data can be used to infer conclusions about large geographic areas with great statistical certainty, the smaller the area of interest the greater the margin of error around the inferences. It is important to note that the 2019 U.S. Census does not provide income data at the BG level, only at the Census Tract (CT) level. In addition, there are data sets for households and housing units. Households are units that are occupied, whereas housing units are the actual housing structures.

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

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

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

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

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

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

The household composition reflects that there are 1,699 households within the Southside CRA with family households representing approximately 35.5%, or 603 households. The average household size is 1.56 persons with an average family household of 2.39 persons. In addition, the housing tenure consists of 2,062 total housing units with occupied units representing 82.4%, or 1,699 units. Of the total occupied units, 382 units are owner-occupied, and 1,317 units are renter-occupied. Subsequently, leaving 363 units, or 17.6%, of the total housing units vacant.

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

Table 7.2.2 Southside CRA Population						
Census Tract ⁽¹⁾	Total Population	Male	Female	Average Median Age	Age 18 & under	Age 65 and Older
8	2,786	1,251	1,535	39.6	336	490

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

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

Table 7.2.3 Southside CRA Population by Race and Ethnicity								
Census Tract ⁽¹⁾	Total Population	White	Black	American Indian	Asian	Pacific Islander	Hispanic	Two or More Races
8	2,786	2,412	187	-	78	-	238	-

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

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

Table 7.2.4 Southside CRA Household Composition					
Census Tract ⁽¹⁾	Total Households	Family Households	Percentage of Total Households	Average Household Size	Average Family Size
10	1,699	603	35.5%	1.56	2.39

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

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

Table 7.2.5 Southside CRA Housing Tenure							
Census Tract ⁽¹⁾	Total Units	Total Occupied Units	Percentage of Total Units	Owner Occupied	Renter-Occupied Units	Total Vacant Units	Percentage of Total Units
10	2,062	1,699	82.4%	382	1,317	363	17.6%

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

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

Table 7.2.6 Southside CRA Household Income					
Census Tract	Median HH Income	Median Income White HH	Median Income Black HH	Median Income Senior HH	Married Couple Families
10	\$ 62,298	\$ 63,504	\$ 44,353	\$ 39,130	\$ 79,071

Source: 2019 ACS 5-Year Estimates; Downtown Jacksonville Market & Feasibility Study, Willdan 2021.

Zoning Regulations

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

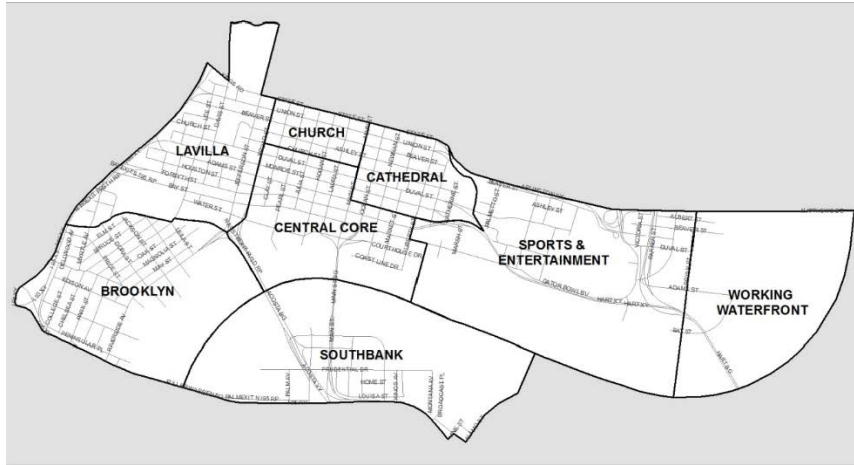
In 2019 through the adoption of Ordinances 2019-0197-E, the various Zoning Districts (not to be confused with Downtown Overlay Districts) within Downtown Jacksonville were consolidated into one: *Commercial Central Business District ("CCBD")*. Companion to this wholistic rezoning was Ordinance 2019-196-E,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

- Maximizing the use of all available resources;
- Ensuring a high degree of compatibility between new and existing uses;
- Promoting mixed-use developments;
- Promoting access to and focus on the St. Johns River and its tributaries;
- Streamlining the review and approval process for projects;
- Providing flexibility in both the uses allowed and the physical design of projects;
- Ensuring quality development that is in keeping with the traditional Downtown urban fabric, which creates a single zoning district for almost all Downtown Jacksonville properties (excluding Planned Unit Developments) into one Commercial Central Business District (CCBD); Consolidate maximum height limitations by Overlay District; and
- Create Private Realm, Public Realm, and waterfront development regulations.

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

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

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



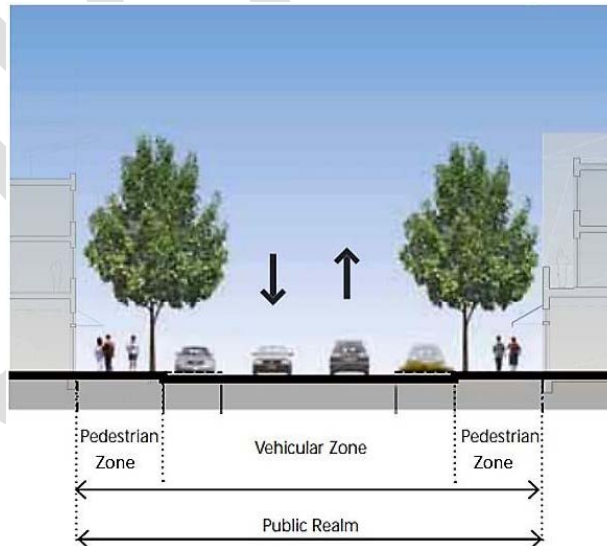
DOWNTOWN OVERLAY DISTRICTS



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

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

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



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

Downtown Development Review Board: *the above referenced sections contain the standards for development and the standards by which projects will be reviewed by the*

Downtown Development Review Board, a nine-member body consisting of landscape architects, architects, urban planners and other design professionals and downtown stakeholders. The “DDRBB” will review each project at a conceptual level, focusing on building massing and site plan elements, and at a final level where the focus is more granular.

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

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

Development Rights within Downtown Jacksonville

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

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

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

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

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

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

Table 7.2.7 Historically Significant Structures				
Name	Street Address	Local Landmark Designation	Listed on National Register of Historic Places	Potentially Eligible for Listing on NRHP
1001 KINGS AVENUE	1001 KINGS AVENUE	•		
THE POLE SIGN FOR THE B&B REST	1019 HENDRICKS AVENUE	•		

Source: Jacksonville Planning and Development Department, January 2022

Figure 7.2 Southside CRA Existing Land Use Map

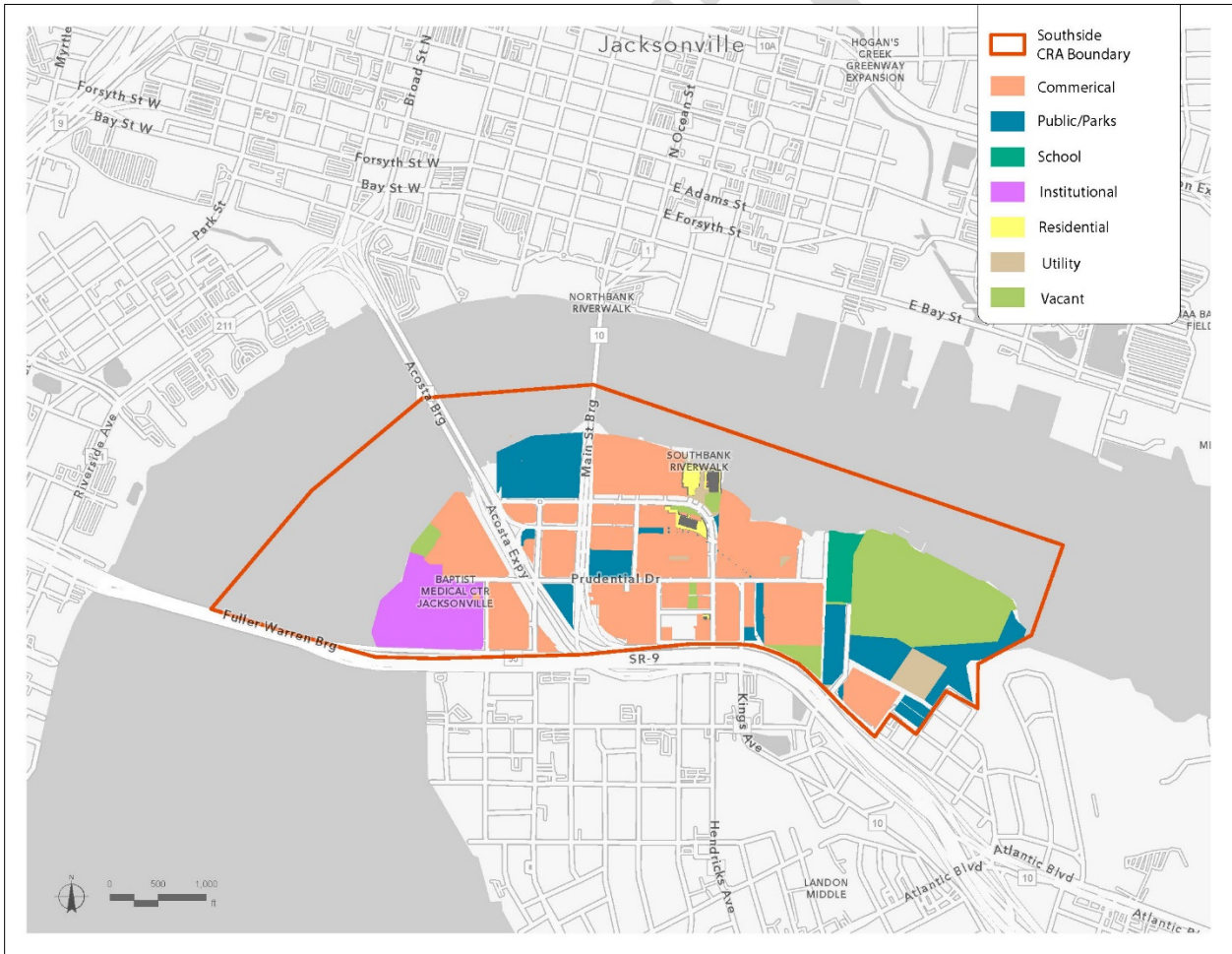


Figure 7.3 Southside CRA Future Land Use Map

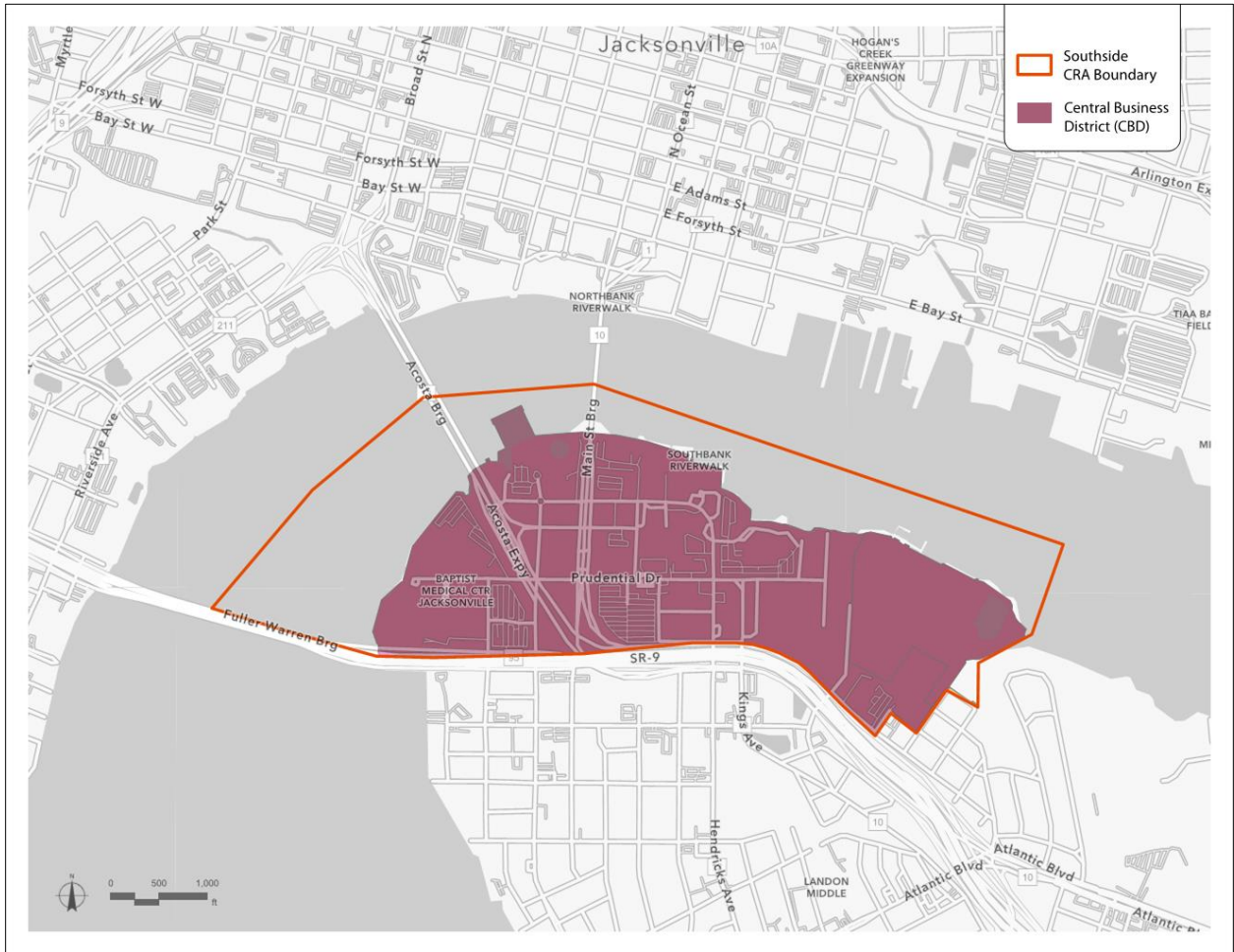


Figure 7.4 Southside CRA Zoning Overlay Map

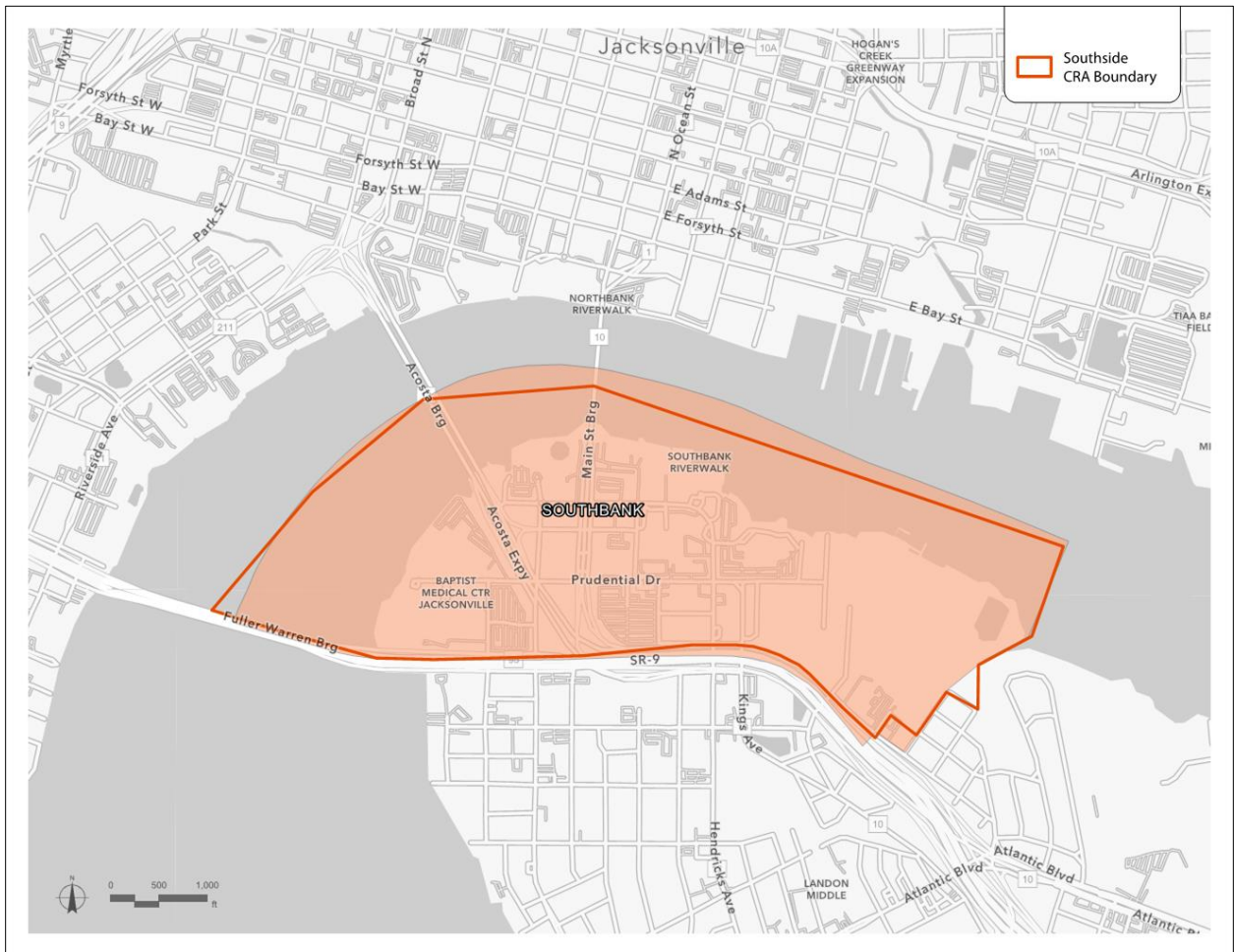
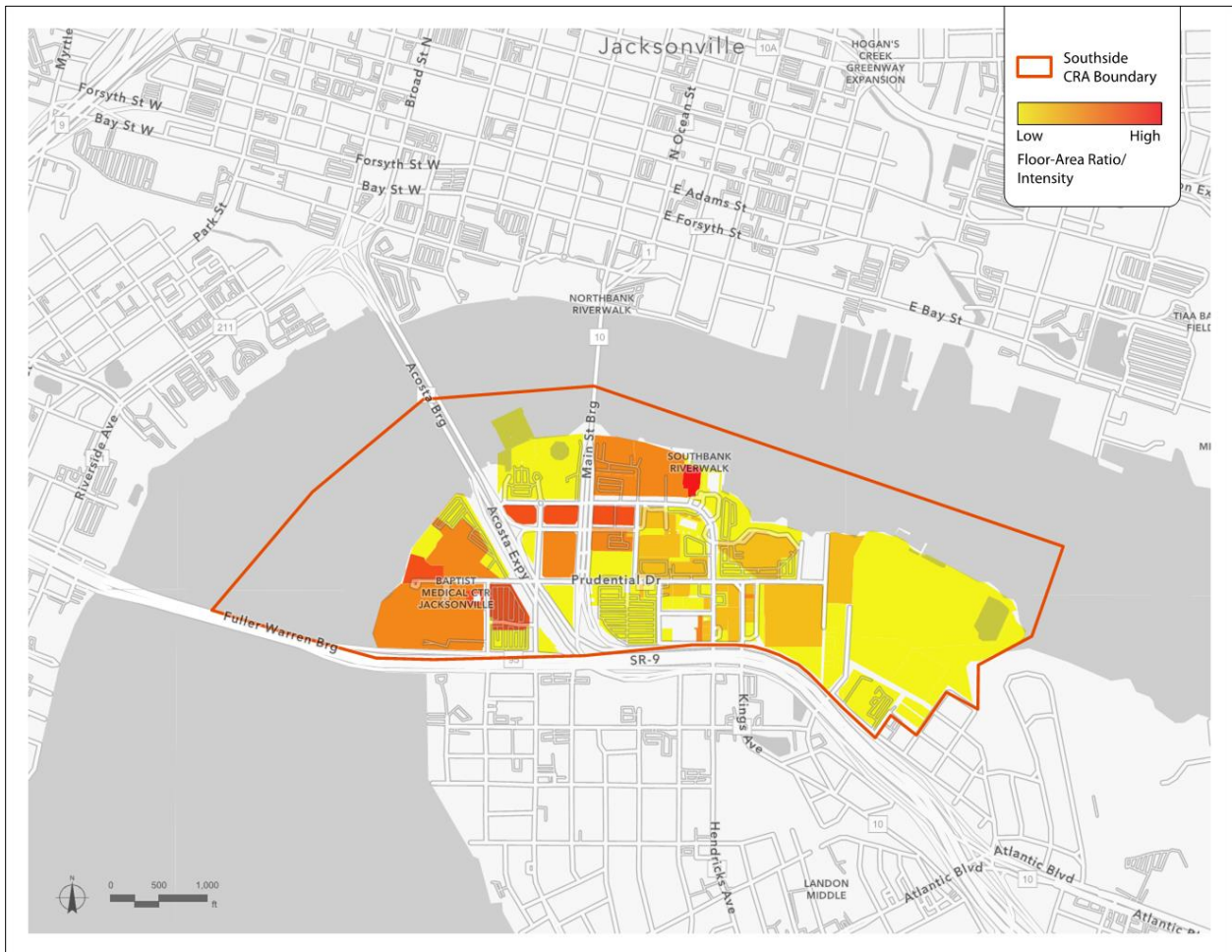


Figure 7.5 Southside CRA Existing Development Pattern Map

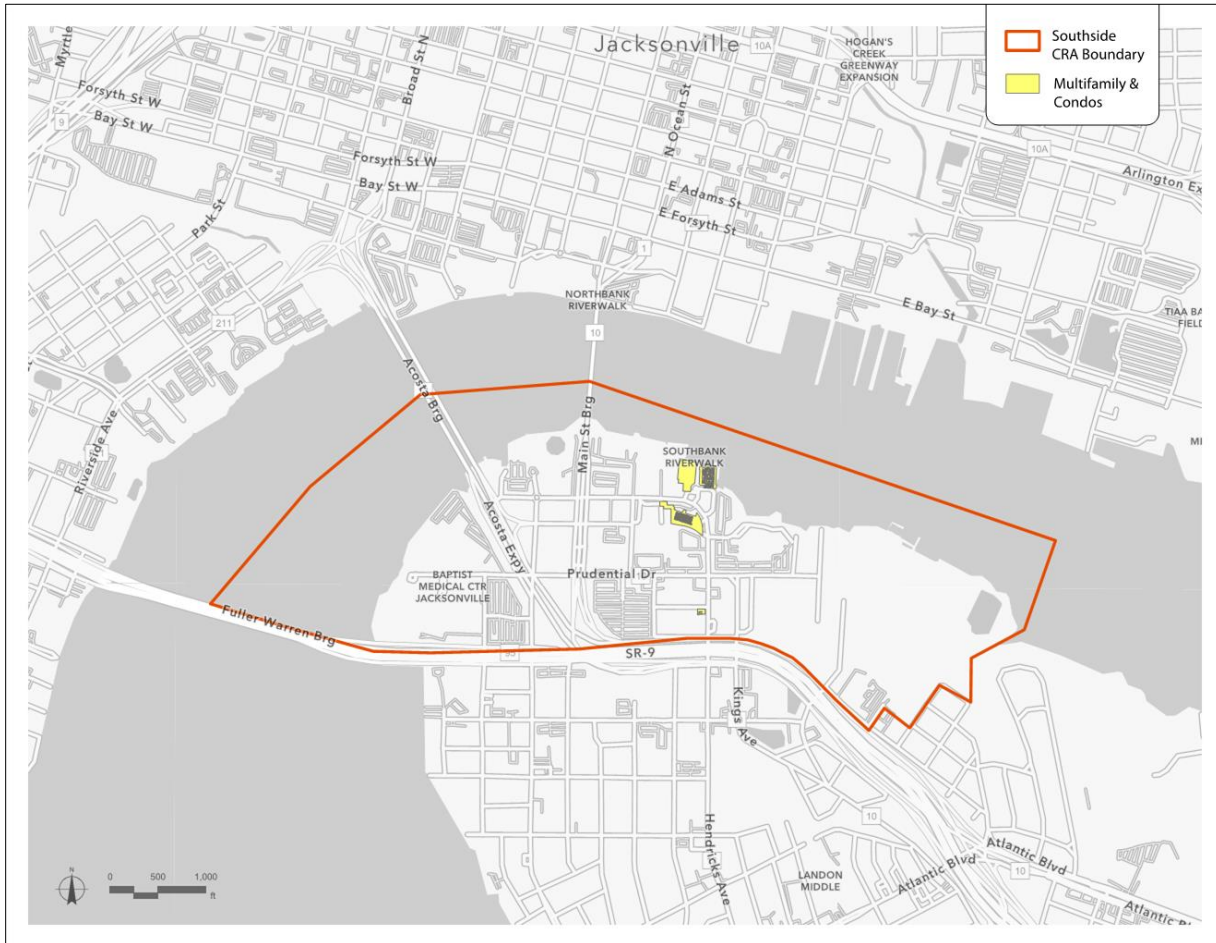


7.3 | Residential Use Element

Table 7.3.1 Residential Housing Supply – Existing Inventory					
Residential Community	Address	Units	Lease/ Sale	District	Opened
SOBA (San Marco Apartments)	1444 Home St.	143	Lease	Southside	2019
Broadstone River House	1655 Prudential Dr	263	Lease	Southside	2019
The Peninsula	1431 Riverplace Blvd.	234	Lease/Sale	Southside	2008
The Strand	1401 Riverplace Blvd.	295	Lease	Southside	2007
San Marco Place	1478 Riverplace Blvd.	141	Sale	Southside	2007
Home Street Lofts	1050 Hendricks Ave.	12	Sale	Southside	2003

Table 7.3.2 Proposed/Under Construction Residential Housing					
Residential Community	Address	Units	Lease/ Sale	District	Status
The Southerly	959 Prudential Dr.	185	Lease	Southside	Under Construction
Rivers Edge: Life on the St. Johns	0 Broadcast Pl.	950	Lease/Sale	Southside	Proposed
JTA Southside Residential	700 Montana Ave.	350	Lease	Southside	Proposed
Artea	0 Montana St.	340	Lease	Southside	Proposed

Figure 7.6 Southside CRA Residential (Multifamily & Condo) Location Map



Workforce Housing

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

- Annually review, analyze, and refocus workforce housing efforts;
- Coordinate with the Planning and Development Department, Jacksonville Housing Division, and the Jacksonville Housing Finance Authority to determine the need for the best practices to improve the market for workforce housing in Downtown Jacksonville;
- Setting aside a percentage of housing incentive programs for moderate and below moderate-income households;
- Surveying property controlled by the DIA for use as or in support of workforce housing projects; and
- Working with rental property owners and developers and to set aside rental units for low- and moderate-income households.

7.4 | Neighborhood Impact Assessment

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

Public Schools

- None

Parks and Open Space

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

Cultural and Civic Institutions

- Duval County School Board
- Museum of Science and History

Emergency Shelters

- None

Medical Facility/Hospital

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

With the maintenance of existing parks and the addition of pop-up parks and pocket parks where vacant dilapidated parcels currently exist; the Downtown Jacksonville experience can richly be energized. It is critical to regularly program activities to be tied to individual parks as well as a collection of activities that string the Downtown Jacksonville parks together. Improving the appeal and safety of the Downtown Jacksonville parks may be accomplished through the utilization of better lighting and the presence of security and cost savings.

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

Traffic Circulation

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

Environmental Quality

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

Availability of Community Facilities and Services

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

Effect on School Population

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

Table 7.4.1 Duval County Public Schools in and Around Downtown Jacksonville			
School Name and Location	Magnet School	Current Enrollment 2021	School Performance Grade (2019)
John E. Ford Pre K-8 (#154) 1137 Cleveland Street, 32209	Yes	664	B
R L Brown Academy (#581) 1535 Milnor Street, 32206	Yes	267	C
Central Riverside Elementary (#18) 2555 Gilmore Street, 32204	Yes	349	B
Spring Park Elementary (#72) 2250 Spring Park Road, 32207	Yes	461	C
Matthew W. Gilbert Middle (#146) 1424 Franklin Street, 32206	Yes	854	C
LaVilla Middle School for the Arts (#267) 501 North David Street, 32202	Yes	1,005	A
Julia Landon Middle School (#31) 1819 Thatcher Avenue, 32207	Yes	876	A
Andrew Jackson High School (#35) 3816 North Main Street, 32206	Yes	960	B
Hendricks Avenue Elementary School (#71) 3400 Hendricks Avenue, 32207	No	620	A
West Riverside Elementary School (#12) 2801 Herschel Street, 32205	Yes	286	C
Andrew A. Robinson Elementary School (#262) 101 West 12 th Street, 32206	Yes	584	C
Riverside High School (#33) 1200 McDuff Avenue South, 32205	Yes	1,664	B

William M. Raines High School (#165) 3663 Raines Avenue, 322209	Yes	1,453	C
Terry Parker High School (#86) 7301 Parker School Road, 32211	Yes	1,516	C
Springfield Middle School (#251) 1424 Franklin Street, 32206	Yes	913	A
Lake Shore Middle School (#69) 2519 Bayview Road, 32210	Yes	1,073	C
Alfred I. duPont Middle School (#66) 2710 duPont Avenue, 32217	Yes	731	C
Southside Middle School (#211) 2948 Knights Lane E, 32216	Yes	909	D

Source: Florida Department of Education

Relocation of Displaced Residents and Businesses

Residential relocations are not currently contemplated by this CRA Redevelopment Plan. In the event that existing or future Downtown Investment Authority (DIA) projects do require the relocation of residents, a relocation plan will be submitted as a component of the project package prior to official action on the project.

7.5 | Redevelopment Projects

Project Name: Retail Enhancement Grant Programs	
CRA Redevelopment Plan Schedule:	2022-2027
Estimated Cost:	\$2,000,000
Comprehensive Plan Consistency:	Future Land Use Element Policy 1.1.19
Supporting Redevelopment Goals:	Goal 3: Retail/Food & Bev/Entertainment Goal 4: Vibrancy

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

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

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

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

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

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

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

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

Project Name: Targeted Hotel Incentive Program	
CRA Redevelopment Plan Schedule:	2022-2033
Estimated Cost:	\$ TBD – REV Grant
Comprehensive Plan Consistency:	Future Land Use Element Policy 1.1.19
Supporting Redevelopment Goals:	Goal 4: Vibrancy Goal 7: River Access

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

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

Project Name: Housing Incentive Programs	
CRA Redevelopment Plan Schedule:	2022-2027
Estimated Cost:	\$700,000 + REV grants
Comprehensive Plan Consistency:	Future Land Use Element Policy 2.3.1
Supporting Redevelopment Goals:	Goal 2: Housing Goal 6: Walkable/Bikeable Goal 7: River Access

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

Residential growth will have positive impacts on Downtown Jacksonville and serve as a catalyst for other forms of growth. Residential growth is the key to unlocking the positive benefits sought for the City, including amenities, redevelopment of existing building stock, and the presence of more vibrant neighborhood life on the streets and in the public realm. Providing a mix of housing typologies at a range of price points will allow for growth in the

permanent population is key to area revitalization. Residents – more so than workers or tourists – are the vital human ingredient in defining a neighborhood’s lasting character. Furthermore, establishing a permanent population base will provide evidence to retailers and employers that Downtown Jacksonville can and should be a viable location to operate. The best way to attract a diverse population is by providing high quality housing and a wide range of housing types that are accessible to a broad range of incomes.

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

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

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

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

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

Project Name: Commercial Office Incentive Program

CRA Redevelopment Plan Schedule: 2022-2027

Estimated Cost: \$500,000 annually

Comprehensive Plan Consistency: Future Land Use Element Policy 1.1.19

Supporting Redevelopment Goals: Goal 1: Commercial Office
Goal 4: Vibrancy

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

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

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

Project Name: Parking Screening Grant Program

CRA Redevelopment Plan Schedule: 2022-2024

Estimated Cost: \$275,000

Comprehensive Plan Consistency: Future Land Use Element Policy 2.3.4

Supporting Redevelopment Goals: Goal 5: Clean/Safe/Healthy/Accessible
Goal 6: Improve Walkability/Bikeability

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

Project Name: Enhanced maintenance of public spaces

CRA Redevelopment Plan Schedule: 2022-2027

Estimated Cost: \$525,000

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

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

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

Project Name: Marketing and Promotion

CRA Redevelopment Plan Schedule: 2022-2027

Estimated Cost: \$425,000

Comprehensive Plan Consistency: Future Land Use Element Policy 1.1.24

Supporting Redevelopment Goals: Goal 1: Commercial Office
Goal 2: Residential
Goal 3: Retail/Food & Bev/Entertainment
Goal 4: Vibrancy
Goal 7: River Access

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

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

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

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

Project Name: Southside Urban Art and Streetscape Program

CRA Redevelopment Plan Schedule: 2022-2027

Estimated Cost: \$250,000

Comprehensive Plan Consistency: Future Land Use Element Policy 3.2.15
Future Land Use Element Objective 2.3

Supporting Redevelopment Goals: Goal 4: Vibrancy

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

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

Project Name: Activation and programming of public spaces

CRA Redevelopment Plan Schedule: 2022-2027

Estimated Cost: \$925,000 + \$250,000 annually

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

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

This project encompasses the former Water Activation project which is currently in design and will provide choreographed light sound projection content for projection at Friendship Fountain on a nightly basis.

This project also includes other activation and programming which should be done in concert with the DIA's Activation and Programming efforts within the Downtown Northbank CRA. St. Johns River Park and the Southside Riverwalk (and soon the RiversEdge parks) offer venues for collaboration continuing the synergy of events planned between James Weldon Johnson Park and Riverfront Plaza. Both the Activating the Waterfront study conducted by the Jessie Ball DuPont Fund and the Downtown Parks Assessment and Plan which focused on off-the-waterfront parks recommended extensive programming to activate Downtown Jacksonville parks and public spaces.

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

to families with small children. Possible events might include a concert series, kids' crafts and activities, outdoor movies, and a sip and stroll. Consistency and quality, as well as the diversity of the offerings, are important and should guide implementation strategies.

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

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

Project Name: Southside Boat Ramp Restaurant Site	
CRA Redevelopment Plan Schedule:	Market-driven
Estimated Cost:	
Comprehensive Plan Consistency:	Future Land Use Element Policy 1.1.19
Supporting Redevelopment Goals:	

Immediately adjacent to and west of the St. Johns Marina boat ramp is a City owned parcel of riverfront land. Further to the west lies the Acosta Bridge parking lot, currently under license to DIA for public use. The public demand for both waterfront restaurants in general, and those accessible by boat is extremely high and this site presents an opportunity for redevelopment as a casual waterfront restaurant.

DIA should pursue site design concepts and complete title, utility, and access investigations. If redevelopment remains feasible, DIA should actively market and seek developers and/or operators for a restaurant on this site.

Project Name: Cross Southside Connector	
CRA Redevelopment Plan Schedule:	2025-2027
Estimated Cost:	\$75,000
Comprehensive Plan Consistency:	Transportation Element Policy 1.5.3 Transportation Element Objective 4.1 Transportation Element Policy 4.1.4
Supporting Redevelopment Goals:	Goal 5: Clean/Safe/Healthy/Accessible Goal 6: Walkability/Bike-ability

Conduct study to 3- lane Prudential Drive and implement cyclist and pedestrian infrastructure. If study concludes these modifications are feasible and desired, proceed to implement as a CRA project.

Project Name: St. Johns River & Tributary Access

CRA Redevelopment Plan Schedule: 2025-2027

Estimated Cost: \$500,000

Comprehensive Plan Consistency: Future Land Use Element Policy 8.1.7
Future Land Use Element Policy 8.2.4
Recreation and Open Space Objective 4.1
Recreation and Open Space Policy 4.1.2
Recreation and Open Space Policy 4.1.4

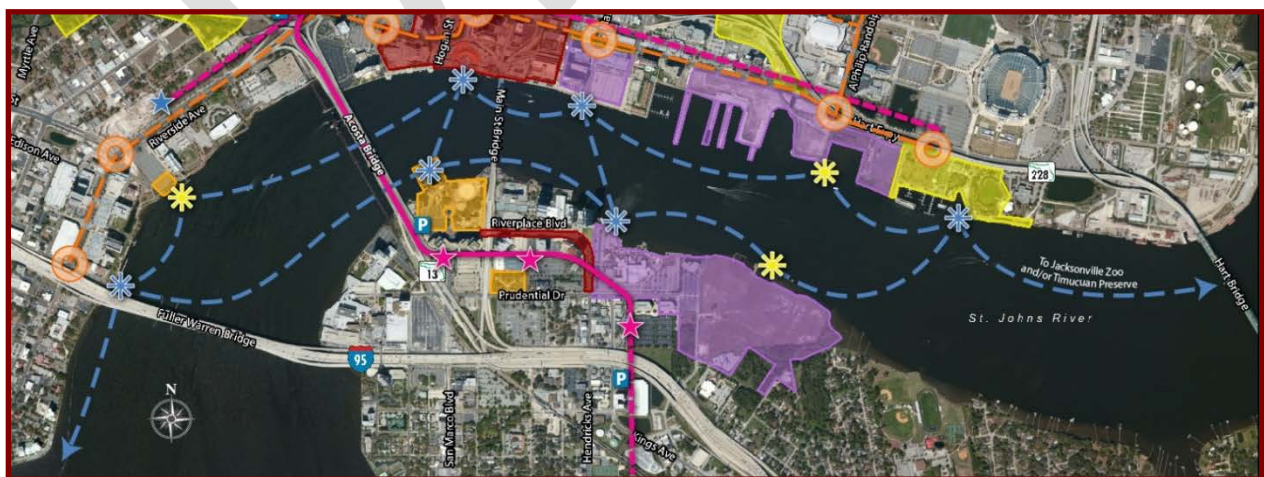
Supporting Redevelopment Goals: Goal 4: Vibrancy
Goal 7: River Access

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

The current Southside network comprised of the main boat ramp at St. Johns Marina and floating docks at Friendship Fountain and Riverplace tower, along with an ADA accessible kayak launch at the School Board should be expanded to include public docking and a kayak launch at RiversEdge and increased recreational dock capacities in other locations along the Riverwalk. Fuel should be made available at the public marina slated for reconstruction at River City, and the fuel tanks relocated to a more resilient location. A ship's store in this location as well as a restaurant near the boat ramp would be desirable boater amenities. The planned marina at RiversEdge will further enhance boater access and provide access to the adjacent park and planned restaurants.

Each of the proposed network's locations offer short distances from parking area to launch. Secure storage could be made available in the future. Possible amenities could include fresh water to rinse boats/gear, restroom facilities, trash cans, picnic area, and maps or navigation guides.

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



Project Name: Complete Renovation of St. Johns River Park and Friendship Fountain

CRA	
Redevelopment Plan Schedule:	2022-2024
Estimated Cost:	Park renovations funded by COJ CIP
Comprehensive Plan Consistency:	Future Land Use Element Policy 8.1.7 Recreation and Open Space Goal 4 Recreation and Open Space Element Objective 4.1 Recreation and Open Space Element Policy 4.1.5
Supporting Redevelopment Goals:	Goal 4: Vibrancy Goal 5: Clean/Safe/Healthy/Accessible Goal 7: River Access

St. Johns River Park and Friendship Fountain have been redesigned to create a themed destination park centrally located along the Southbank Riverwalk between the Main Street and Acosta Bridges. The Park will serve as a key anchor for the Riverwalk and Main Street Bridge connector to Downtown Jacksonville’s business and entertainment destinations and is designed to function integrally with the Musical Heritage Park and related improvements being made at the Times-Union Performing Arts Center on the Northbank. The Park design, based on the theme “Exploring the St. Johns River”, will include a destination playground next to the Main Street Bridge featuring a large ship symbolic of Ribault’s Trinite’, Timucua style huts and totem, a splash pad and concession stand among other play elements. The Fountain itself will be renovated and modernized to become both more accessible with a lower outer ring, and more flexible and exciting with a variety of jets programmable and synchronized to music and lights shows. Representing the springs that are the source of the great river, the fountain is the centerpiece of the park as the river is to Jacksonville. To the west of the fountain, a lush botanical garden featuring the species documented in William Bartram’s travels will be installed, highlighted by fiber optic lights for a nighttime spectacle. Florida Friendly and waterfront friendly plants, landscaping design guidelines, and education should be an interactive feature within the park’s design.

The recently renovated floating docks and water taxi stop make the park a primary Downtown Jacksonville destination for boaters and allow visitors to easily access the St. John’s River. The planned addition of a restaurant with outdoor seating on the adjacent private redevelopment site will provide another amenity for park visitors and boaters alike.

MOSH, a longtime feature of the site, has announced plans to relocate to the Northbank. Until the actual relocation takes place, access to the Museum from the park will remain important. If the museum relocates as planned, an alternate civic attraction is highly recommended on the site and is consistent with the ULI TAP prepared for the Southside CRA. Alternate uses that could be considered would include a publicly accessible museum, entertainment, or restaurant venue or a school.



Project Name: Southbank Riverwalk extension and enhancements and Overland Connector

CRA	
Redevelopment Plan Schedule:	2022-2027
Estimated Cost:	\$1,000,000
Comprehensive Plan Consistency:	Future Land Use Element Policy 8.2.4 Recreation and Open Space Policy 4.1.4
Supporting Redevelopment Goals:	Goal 4: Vibrancy Goal 5: Clean/Safe/Healthy/Accessible Goal 6: Improve Walkability/Bike-ability Goal 7: River Access

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

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

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

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

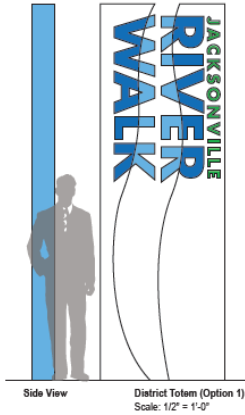
Furthermore, a digital interactive app for the Riverwalk should be implemented to complement the signage and provide information about Riverwalk programs and activities. This project leverages technology to activate underutilized space along the Northbank and Southbank Riverwalks and the urban core in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

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

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

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

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



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



Project Name: Acquisition and development of new Southside neighborhood parks

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

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

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

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

CRA Redevelopment Plan Schedule: 2022-2024

Estimated Cost: \$10,000,000

Comprehensive Plan Consistency: Future Land Use Element Policy 8.1.7
Future Land Use Element Policy 8.2.4
Recreation and Open Space Objective 4.1
Recreation and Open Space Policy 4.1.2
Recreation and Open Space Policy 4.1.4

Supporting Redevelopment Goals: Goal 4: Vibrancy
Goal 5: Clean/Safe/Healthy/Accessible
Goal 6: Walkable/Bikeable
Goal 7: River Access

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

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

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

The Northbank and Southside riverfronts, connected by an amenitized and programmed continuous Riverwalk linking a series of distinctive signature riverfront parks is that landmark park system for Downtown Jacksonville. On the Southside, the signature parks will include not only St. Johns River Park but also the RiversEdge Central and Northeast parks. The CRA's investments in the RiversEdge parks, pursuant to an existing redevelopment agreement, will ensure their quality and content.

Rivers Edge Central Park will include an iconic monumental sculpture, a passive park space as well as flexible plaza spaces and a flexible lawn for concerts, movies, etc. A small amphitheater could be incorporated and would expand the options for use. The Northeast Park at RiversEdge will include a wellness themed destination playground, a yoga lawn, and adult fitness equipment. Together with the Northwest Park and its Riverwalk swings, the marina, waterfront restaurants, and the marsh boardwalk and park- RiversEdge parks will add landmark park stature to the Southbank Riverwalk.

Project Name: Southside Catalyst Site- RiversEdge/School Board

CRA Redevelopment Plan Schedule: Market-driven

Estimated Cost:

Comprehensive Plan Consistency: Future Land Use Element Policy 1.1.19

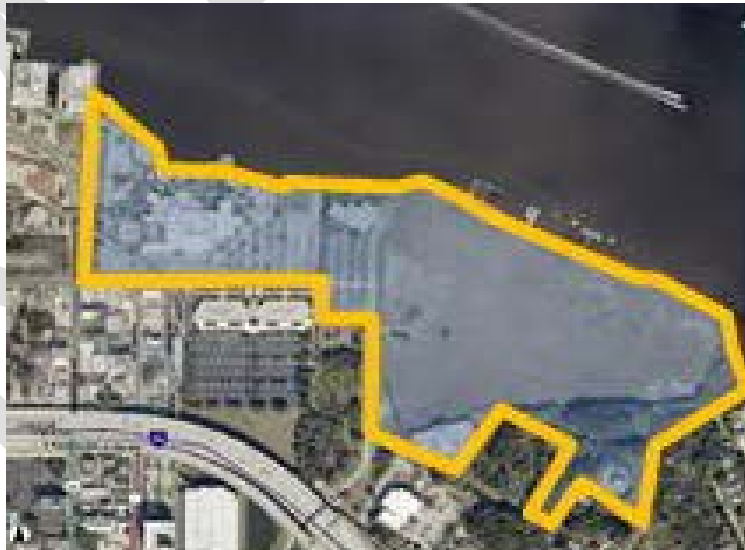
Supporting Redevelopment Goals:

This 64-acre site within the Southside CRA has great potential for an upscale mixed-use development. It is a logical site for community-oriented retail, fine dining restaurants, hotel, office, multi-family residential and retail developments. And, given the proximity of tremendous amount of office space and multi-family housing, more service-oriented retail such as dry cleaners, hair salons, markets are likely to have success, providing immediate benefits to the surrounding residential base.

While RiversEdge is now under development, the Duval County School Board site has just begun the process of considering sale of its riverfront parcel. Development of this entire catalyst site will be shaped within the next 5 years and careful attention should be paid to ensure that the entire riverfront is not exclusively residential but includes waterfront restaurants, retail and entertainment venues that will serve and attract the public to enjoy our Downtown Jacksonville riverfront.

Looking towards the future, the DIA can prepare for large-scale retail and iconic, demand-generating, entertainment developments in the Southside. The DIA should promote a development plan that achieves the following goals:

- Provides active uses along the waterfront such as restaurants, cafes, retail, etc. that will help activate and offer amenity to the St. Johns River;
- Provides public access to the waterfront by means of improved and expanded boardwalks and/or trails along the waterfront;
- Provides structured parking with a portion of spaces that are publicly available to support parking demands of off-site uses within the development; and
- Provides a pedestrian link that connects Riverplace Boulevard and the Southbank Riverwalk.



Project Name: Flagler Avenue Shared Street

CRA Redevelopment Plan Schedule: 2025-2027

Estimated Cost: \$2,000,000

Comprehensive Plan Consistency: Future Land Use Element Policy 8.1.7
Recreation and Open Space Objective 4.1
Recreation and Open Space Policy 4.1.4

Supporting Redevelopment Goals: Goal 6: Walkability/Bike-ability
Goal 7: River Access

Implement a Shared Street Project on Flagler Ave from Riverplace Blvd. to Prudential Drive and complete a public access connection to the Riverwalk over former Flagler Ave. right of way.

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Section 8 **Comprehensive
Plan Consistency**

Chapter 163, Part 3, Section 163.360 – *community redevelopment plans as adopted into the Florida Statutes* require that community redevelopment plans conform to the comprehensive plan for the county or municipality in which they are located. The City of Jacksonville Planning and Development Department has reviewed the CRA Redevelopment Plan and has found it to conform with the 2030 Comprehensive Plan, noting specific conformance with the following Elements and their respective Goals, Objectives and Policies as referenced below:

Future Land Use Element:

- Policy 1.1.19
- Objective 2.3
- Policy 2.3.1
- Policy 2.3.4
- Policy 3.2.5
- Policy 8.1.7
- Policy 8.2.4

Historic Preservation Element:

- Goal 1
- Objective 1.4
- Policy 1.7.2

Recreation and Open Space Element:

- Policy 1.2.2
- Policy 1.2.25
- Policy 2.1.6
- Objective 4.1
- Policy 4.1.2
- Policy 4.1.4
- Policy 4.1.5
- Policy 4.2.5
- Goal 7
- Goal 8
- Goal 9
- Objective 9.1

Transportation Element:

- Policy 1.3.9
- Policy 1.4.7
- Objective 1.5
- Policy 1.5.3
- Policy 1.5.4
- Policy 1.6.1
- Policy 2.3.8
- Objective 4.1
- Policy 4.1.4

Housing Element:

- Policy 1.2.14
- Policy 1.4.7

The above referenced Elements and their respective Goals, Objectives and Policies are intended to demonstrate conformance with the City of Jacksonville 2030 Comprehensive Plan. Periodically, the City of Jacksonville amends the Comprehensive Plan. As amendments occur, the CRA Redevelopment Plan will be reviewed to ensure conformance with the Comprehensive Plan as may be amended.

As shown in Chapter 4, Governance, the DIA maintains a direct relationship with the Planning and Development Department. The Planning and Development Department’s Director and division chiefs service in an advisory capacity to the DIA, a relationship with is memorialized in the Governance Structure of the DIA contained in Chapter 4 of the CRA Redevelopment Plan.

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Appendix A

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Appendix B

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Appendix C



Business Investment and Development Strategy

Contents

Executive Summary

Introduction

Mission, Core Values, and Goals

DIA Management and Structure

Downtown Snapshot Profile

Downtown Feasibility Study Summary

SWOT Analysis

Demographic Profile

Downtown Overlay Zone

Downtown Development of Regional Impact (DRI)

Downtown Neighborhood Identities

What Is the BID Strategy and How Does It Work?

Community Redevelopment Areas Map

Tax Increment Finance Areas Map

Incentives and Funding Programs

Incentives

Development Strategies

Structuring the Deal

Best Practices for Program Effectiveness

Implementation of the BID

Decision-Making Criteria

Years Tables (Projects & Programs by Year)

Performance Measures

Appendix A: Project Profile Assessment

Appendix B: Downtown Feasibility Study

Appendix C: Property Disposition Policy

Executive Summary

According to its mission statement, the Downtown Investment Authority serves “to drive growth in business and investment.” Using incentive programs, strategic partnerships, capital investments, planning, advocacy, marketing, and policy, the DIA strives to attract investment, facilitate job creation and increase Downtown housing and retail. Its six economic development priorities focus on Downtown Jacksonville’s resurgence: business **retention**, **attraction**, and **expansion**, residential **increase**, retail **attraction**, and public **infrastructure**.

- Business **retention** is the process of supporting and retaining established businesses in order to achieve a reliable and diverse revenue stream that continually improves Downtown’s fiscal health.
- Business **attraction** includes actively pursuing private investment and new business aimed at stimulating the Downtown local economy and generating employment opportunities.
- Business **expansion** capitalizes on both established and emerging companies that are prepared to grow and invest in their operations.
- Residential **increase** includes a focus on programs that incentivize multi-family rental and ownership programs for millennial to active adults.
- Retail **attraction** includes a focus on programs that incentivize new retail business, and in particular restaurants and entertainment venues, that support a vibrant urban lifestyle.
- Lastly, improvements to public **infrastructure** strengthen the DIA’s ability to create an environment that results in retaining, attracting, and expanding business and residents.

The newly stated Goals, outlined in both the Community Redevelopment Area (CRA) Plan and the Business Investment and Development (BID) Strategy, are integral tools for the success of the BID Strategy. The Goals state the specific outcomes the Downtown Investment Authority (DIA) expects to accomplish in support of its mission. The result of detailed discussion by the DIA board and staff, these goals indicate the DIA’s direction and priorities. Each goal has strategic objectives and benchmarks that provide action-oriented tasks by which the goal may be carried out. These are critical in the DIA’s ability to implement a systematic and consistent plan in order to communicate DIA successes to stakeholders, constituents, and elected officials.

The BID Strategy is a tool that supports the CRA Plan. The timeframe for the CRA Plan is governed by Florida Statutes, allowing for its three (3) Tax Increment Finance (TIF) Redevelopment Trust Funds to reach completion in 2040, 2041, and 2044. However, the BID is not governed by Florida Statutes and has a projected timeframe of 2022 through 2033. The BID Strategy manages the allocation of DIA funding resources and the implementation of projects, programs, and initiatives. These projects, programs, and initiatives are identified in greater detail in the CRA Plan’s near, mid, and long-term projects and umbrellas. **It is important to note that while the BID supports the CRA Plan and the allocation of TIF Redevelopment Trust Fund dollars, the BID’s range of funding exceeds the CRA Plan’s TIF dollars.** The BID identifies an array of local, state, and federal incentives and funding programs; and outlines decision-making criteria by which projects, programs, and initiatives are selected and measured. The TIF Redevelopment Trust Fund projections are located in the CRA Plan, reflecting each TIF Redevelopment Trust Funds’ annual projections based upon the frozen value of the privately owned properties in each of the three (3) TIF Areas and their ad valorem taxes based upon the current millage rate. As the millage rate fluctuates, the TIF Projections must be recalibrated.

The implementation phasing for proposed projects is outlined in the section referred to as the “**Years Tables.**” In addition, there are specific Sites and Projects with unique character that are identified in the “**Catalytic Activity with Undetermined Timeframes**” list whose timeframes for development will be market-driven. The grouping of projects has been organized by their recommended timeframes to establish order and prioritization. The funding for each project is listed as funds become available and/or are projected in order to activate the project. Each project also identifies who is responsible for its execution; the page on which it is referenced in the CRA Plan; and the goals that it is anticipated to support. **The Years Tables are not static tools.** These tables are not only used to program funding and plan for execution, but also serve as the first phase of the BID’s review and evaluation method specified by Tier One (1) further explained in the

Implementation of the BID section. They are to be closely monitored in conjunction with assessments of development activity, the development market, and the City of Jacksonville’s Capital Improvement Plan (CIP). **The DIA has the ability to update the tables as needed, whether that means moving projects from one timeframe to another, eliminating them, or adding new projects.** Fundamentally, the Years Tables are active project tracking tools to manage the allocation of the DIA resources.

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Introduction

Stimulating the local economy, expanding the tax base, creating quality jobs, and maintaining a positive balance between growth and social equity creates a thriving economy and generates revenues for public services. Investments directed toward projects, programs, and initiatives that attracts private capital and stimulates development activity that generate new wealth within Downtown Jacksonville is the focal point of this Business Investment and Development (BID) Strategy. This document serves as a **market-driven** guide for the Downtown Investment Authority (DIA) Governing Board policy considerations in shaping Downtown Jacksonville's economic growth from 2022 - 2033. The BID emphasizes economic vitality as the DIA proactively focuses on supporting the local economy's ability to adapt to changing conditions in order to thrive. The BID Strategy contains specific goals and performance measures that link the recommendations of the Downtown Jacksonville Community Redevelopment Plan (the "Plan") with the DIA's mission and sets forth an action plan for continuous community renewal that also prevents the deterioration of Downtown Jacksonville.

The DIA partners with the business and development communities to spur private investment which generates wealth through increased employment opportunities, local tax base expansion, new development, and raising property values. Public and private partnerships are essential to the success of the economic development programs outlined in the BID. It is important to add that private investment and growth, if done correctly, is the only viable way to increase tax revenues and public services for local community benefit without increasing taxes.

The DIA has three overarching functions:

- To act as the Community Redevelopment Agency that manages the Community Redevelopment Area (CRA) Plan's goals, core values and the implementation of the near, mid, and long term projects, programs, incentives, and initiatives;
- To effectively manage and allocate funds from the Tax Increment Finance (TIF) Trust Fund in correlation with identified projects, program, and initiatives in the CRA Plan; and
- To leverage additional funds to achieve DIA goals.

This BID Strategy is designed to be easily discernable, focused, and flexible while being programmed specifically with funded and proposed projects and programs for each of the next ten (10) years.

Mission, Core Values, and Goals

Mission

To drive growth in business and investment, create a vibrant urban living environment and enhance quality of life in Downtown Jacksonville through the transparent and responsible leveraging of public investments, assets, infrastructure, and policy.

Vision

Downtown Jacksonville is a dynamic, resilient, people friendly, urban center that capitalizes on the importance of the River and is the premier center for business, sports & entertainment, culture, and urban living in the heart of the Southeastern U.S.

Core Values

There are four economic development Core Values that are going to help shape Downtown Jacksonville's resurgence:

- **Integrity**
- **Stewardship (of public funds, land, assets, culture, and the river)**
- **Responsiveness**
- **Transparency**

Goals

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

- Strategic objectives support the goal and provide further action-oriented tasks by which the goal may be carried out.
- Benchmarks allow for each goal to be measured, evaluated, and reported.

These are critical in the DIA's ability to implement a systematic and consistent plan and to communicate DIA successes to stakeholders, constituents, and elected officials. NOTE: There are external and internal benchmarking methods. The external benchmarking methods are to measure, evaluate, and report outcomes from the various projects, programs, and initiatives. The internal benchmarking methods are for the DIA to monitor its administrative efforts for effectiveness, accountability, and direction, as well as, to provide information and data to report to City Council and the State of Florida. To ensure that each of the benchmarks is measurable, data sources for each have been identified and incorporated therein for reference.

Redevelopment Goal No. 1

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

Strategic Objectives

- Improve the occupancy rates of existing Downtown commercial office buildings. (T/E)
- 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. (T/E)
- Grow or maintain the Downtown workforce each year by adding new permanent jobs and/or retaining existing permanent jobs within Downtown. (T/E)
- 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. (T/E)
- 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. (T/E)
- Facilitate restoration and rehabilitation of Downtown's historic building stock for productive commercial office use. (T/E)
- 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. (T/E)

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 commercial office rents

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Redevelopment Goal No. 2

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

Strategic Objectives

- Actively pursue a minimum of 75008,139 built and occupied multi-family dwelling units by 2030; and strive to induce construction of 400425 multi-family dwelling units per year, on average. (T/E)
- 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. (T/E)
- Institute DIA led marketing efforts for downtown housing opportunities targeting potential residents, and potential developers on a local, regional, state, and national level.
- Align incentives with market conditions of different neighborhoods and geographic areas within Downtown to ensure quality developments that provide a diversity of housing options in each District.
- Maximize utilization of existing parking structures and minimize construction of new parking structures exclusively for use of single building tenants by employing tools such as shared-use parking, proximity to shared transportation, and similar programs. (T/E)
- Facilitate the restoration and rehabilitation of Downtown’s historic building stock for multifamily and attached dwelling units. (T/E)
- 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. (T/E)
- 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. (T/E)
- Ensure that no incentives are provided to a Riverfront/Riverwalk frontage residential development unless the development includes a minimum 3,000 square foot waterfront restaurant accessible to the public from the riverfront.
- Ensure that no residential incentives, mobility credits or other incentives are provided to any residential development exempt from ad valorem taxes.
- Promote development that incorporates access by a wide range of physical capabilities beyond the minimum ADA/Fair Housing regulatory requirements. (T/E)

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

Redevelopment Goal No. 3

Increase and diversify the number and type of retail, food and beverage, and entertainment establishments within Downtown.

Strategic Objectives

- Facilitate adaptive reuse of vacant and underutilized storefronts for retail, food and beverage and entertainment establishments. (T/E)
- Encourage growth of outdoor dining and entertainment options, most specifically within designated food and beverage districts and on the waterfront. (T/E)
- 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. (T/E)
- Add a major new grocer within Downtown by 2025 and one or more additional by 2030. (T/E)
- Pursue the addition of one or more new neighborhood restaurant/entertainment venues in each District by 2025 and a second by 2030.
- Add one or more retail drugstores that include specialty consumer products and health services as well as pharmacies within Downtown by 2025 and a second by 2030. (T/E)
- Support expansion and growth of existing entertainment and restaurant facilities with emphasis on broadening days and hours of operation. (T/E)
- 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. (T/E)
- Facilitate the restoration and rehabilitation of Downtown’s historic building stock for use by retail/beverage/entertainment establishments. (T/E)
- 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
- Asking rents for newly leased space

Redevelopment Goal No. 4

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

Strategic Objectives

- Create and promote a consistent brand for Downtown that conveys a sense of excitement and within the boundary of Downtown foster distinct neighborhood identities that evoke a unique sense of place.
- Support the installation of public art and aesthetic and sensory enhancements, as well as wayfinding and technology throughout Downtown. (T/E)
- 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. (T/E)
- Market and promote Downtown events and visitor attractions.
- Support the expansion, renovation, and improvement of existing, and creation of new, diverse civic attractions, cultural venues, theaters, and parks that provide a mix of activities and attract a broad range of demographics. (T/E)
- 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.
- Work internally across city departments, as well as externally with developers and business owners, to support the inclusion of art, culture, and place-making within existing and future public improvements and private projects.
- Partner with arts and culture organizations as well as educational institutions to create culturally specific attractions, competitions and workforce development programs that bring students, young professionals, etc. Downtown. (T/E)
- Increase number of daily visits to Downtown.
- Increase the occupancy rate and ADR of Downtown hotels and broaden the diversity of hospitality offerings for leisure travelers, groups, and business travelers. (T/E)

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 [Placer.ai](#) data)
- Number of new public art installations (art, light, sound, etc.) (internal quarterly data collection)
- Number of permitted expansions, renovations and improvements to existing attractions, cultural venues, theaters, and parks (internal monitoring from building permits; 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 TDC/ Visit Jacksonville 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
- Fund and manage Downtown installations
- Fund a variety of Downtown events
- Annually assess effectiveness of marketing efforts implemented each year
- 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

Redevelopment Goal No. 5

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

Strategic Objectives

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

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
- Review Current BID “Years Tables” and Revise per Priority and Funding
- Track Benchmarks for DIA Internal Target Reporting

Redevelopment Goal No. 6

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

Strategic Objectives

- Improve public access to and from the St. Johns River for pedestrians and bicyclists when considering adjacent private development as well as when designing public improvements. Provide access to and from the Southside and Northbank Riverwalk at regular intervals across adjacent riverfront parcels. Restore and reopen closed rights of way to the river wherever possible. (T/E)
- Develop interconnected, attractive, and safe pedestrian and bikeable links between the Northbank and Southside, among neighborhoods, activities, cultural and recreation assets, greenways, and open spaces, most specifically the Emerald Trail. Encourage development of the Hogan's Creek and McCoy's Creek Greenways and similar projects that provide multimodal recreational trails. (T/E)
- Restore two-way streets where possible.
- Optimize the design of downtown streets for pedestrians; require sidewalks of sufficient width to ensure an adequate pedestrian clear zone; reduce travel lane widths to reduce vehicle speed. Increase shade on sidewalks and in public spaces in accordance with design standards and plant shade trees wherever feasible.
- Support the creation of wide, visible dedicated bike lanes or cycle tracks on designated streets; Install and maintain interesting and safe bicycle racks in appropriate locations throughout Downtown. (T/E)
- Enforce the requirement to bring buildings forward to the existing or new sidewalk edge to create a sense of enclosure for adjacent sidewalks and streets
- Create a compact and walkable Downtown 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. (T/E)
- Connect neighborhood nodes with public transit.
- Encourage multimodal mobility, including pedicabs, scooters, and the like, for special events.
- Provide directional and roadway signage and signals for pedestrians, bicyclists, and other modal users to ensure their safety and ease of travel within Downtown.

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>)

Redevelopment Goal No. 7

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

Strategic Objectives

- Develop a series of dynamic riverfront parks on both sides of the river, connected by the Riverwalks, that together provide a premier destination park experience. Integrate themes of authentic Jacksonville content, robust programming, and varied facilities that are flexible and respond to public desires for waterfront activities. [\(T/E\)](#)
- Ensure that the riverfront includes a variety of immersive environments, ranging from passive enjoyment of the River to active entertainment areas by balancing public and private ownership and use, and requiring activation of private riverfront developments with restaurants, shops, and attractions, all linked by the Riverwalk.
- Promote the creation of a greenway/Riverwalk network linking the terminal ends of both the Northbank and Southside 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. [\(T/E\)](#)
- Ensure the riverfront is accessible both physically and visually for residents and visitors of all ages, abilities, and income. [\(T/E\)](#)
- Ensure that private developments fronting the river and creeks comply with design standards that protect public access and enjoyment of the waterfront. Enforce the 50-foot (minimum) building setback, and height step-backs from the St. Johns River's water edge. Protect, enhance, and increase view corridors to the St. John's River and provide access to and from the Southside and Northbank Riverwalk at regular intervals. [\(T/E\)](#)
- 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. [\(T/E\)](#)
- 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. [\(T/E\)](#)
- 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. [\(T/E\)](#)
- Improve maintenance of all waterway access points, improve, or provide lighting and signage of access points from roadways and waterways. [\(T/E\)](#)
- 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.

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

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 viewsapes 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

Redevelopment Goal No. 8

Simplify and increase the efficiency of the approval process for Downtown development and improve departmental and agency coordination

Strategic Objectives

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

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)

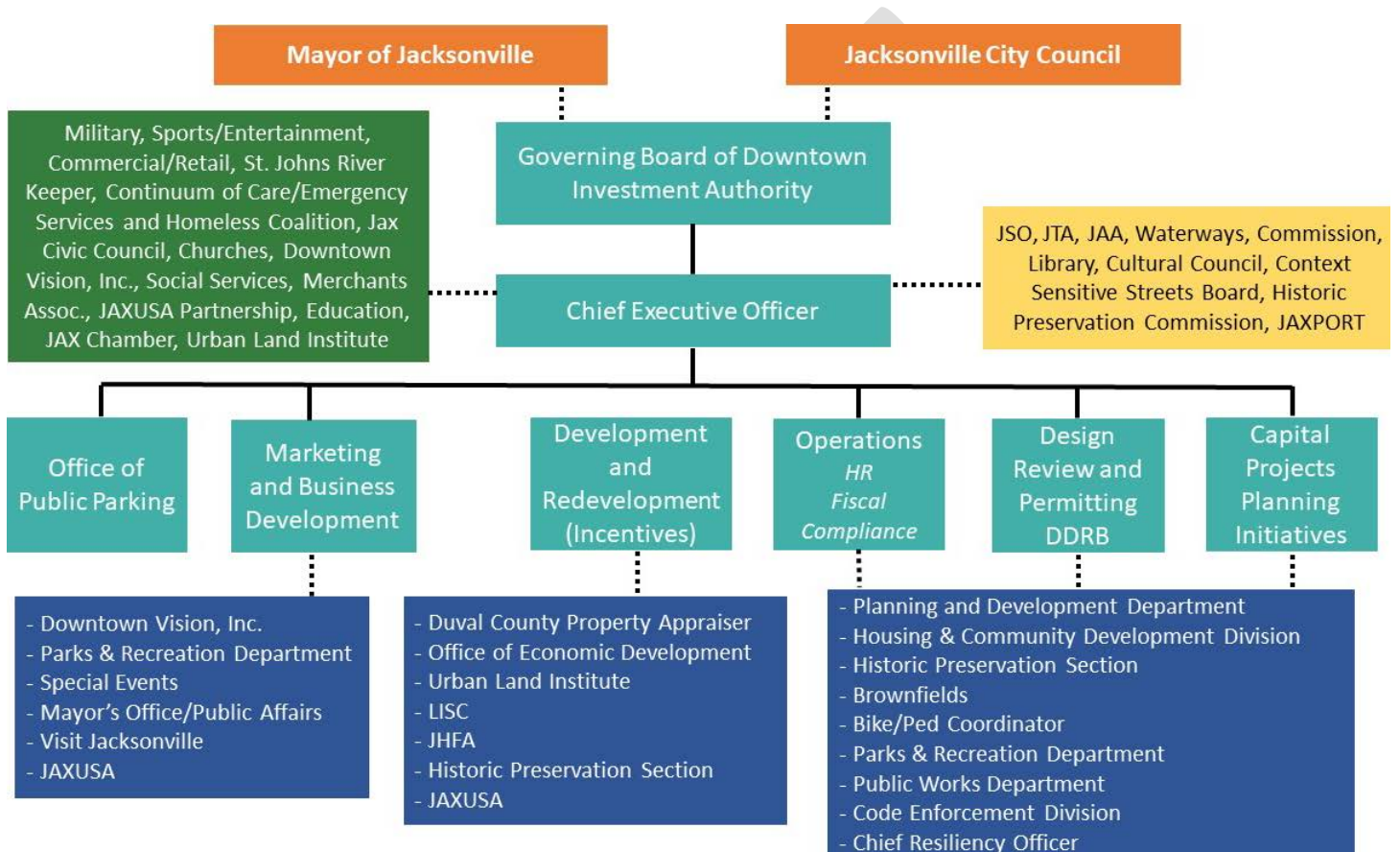
- Track Project Utilization of State and Federal Grant Applications, Including Tax Credits
- Monitor number of process improvements implemented per year
- Monitor number of dispositions processed
- Review Current BID “Years Tables” and Revise per Priority and Funding
- Track for DIA Internal Target Reporting

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DIA Management and Structure

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

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



Property Disposition Policy

The DIA's Unsolicited Proposal Policy and Property Disposition Policy (collectively "Property Disposition Policy"), were adopted by Resolutions 2019-09-01 and 2019-09-02, respectively. The Policy is incorporated and adopted by this Updated BID Strategy and is attached in Appendix C. This Policy may be modified from time to time at the discretion of the Governing Board.

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Downtown Snapshot Profile

The Downtown Snapshot Profile concisely identifies and highlights the fundamental character profile of the Downtown Northbank and Southside CRAs.

- The Downtown Feasibility Study Summary consists of a market analysis of the Northbank and Southside CRA Districts, focusing on residential, commercial/retail/office, hospitality, and entertainment markets and how they interconnect with the St. Johns River, open space, multi-mobility transportation. The Downtown Feasibility Study in its entirety is located in Appendix B of this BID Strategy.
- A SWOT Analysis, consisting of Strengths, Weaknesses, Opportunities, and Threats, is outlined for a quick insight into Downtown Jacksonville.
- A Demographic Profile is provided using the 2019 U.S. Census American Community Survey which includes all five (5) of the Census Tracts that make up the Downtown Northbank and Southside CRAs. It is important to note that while Census Tracts 8, 10, 171, 172, and 174 contribute to the Downtown Northbank and Southside CRAs, they are not entirely encapsulated within the two District boundaries. Therefore, some of the data may reside outside of the CRA boundary lines and does not contribute entirely to the Demographic Profile.
- The Downtown Overlay Zone was created to give special consideration to certain uses and design elements due to the unique characteristics of Downtown Jacksonville. This was necessary because certain types of development may not be permitted in or meet all of the requirements of a conventional zoning district.
- The Downtown Development of Regional Impact (DRI) was originally adopted in 1986, correlating with the three original Downtown Community Redevelopment Areas (Downtown East, Northside West, and Southside) being one in the same with the CRA boundaries. On June 9, 1992 (Ordinance 92-392-489), the City combined the three Downtown DRI Development Orders into one Consolidated Downtown DRI Development Order. In 2021, the City abandoned the Consolidated Downtown DRI and rescinding its Development Order via Ordinance 2020-0694-E. The DRI entitlements and their “vesting” are incorporated into the City’s 2030 Comprehensive Plan. Transportation impacts are now through the City’s Mobility Plan and subject to the Mobility Fee Credit Contract between the DIA and the City.
- Downtown Neighborhood Identities provide a glimpse into the neighborhoods that make up the Northbank and Southside CRAs.

Downtown Feasibility Study Summary

The market and feasibility study provides an expanded and updated baseline of demographic and real estate trends and projections to inform an assessment of development constraints and opportunities in each Downtown neighborhood District.

The market analysis identifies opportunities to catalyze development activity with targeted incentives in each Downtown neighborhood District as a key focus of the study.

To fully profile current market conditions and impediments to development, the market assessment includes direct input from the local and regional real estate development and brokerage community.

The market study builds on the prior Business Investment and Development Strategy research released in 2014 (updated in 2019) with an expanded emphasis on data collection and analysis at the District level.

Finally, recognizing the impact of Covid-19 on the real estate redevelopment market, note that pre-Covid-19 data is analyzed to establish a baseline. The baseline is compared to real time data capturing shifts in trade area composition, daytime employment, frequency and length of visits/trips, and other demand-related impacts of the Covid-19 pandemic.

The demographic and real estate market assessments are informed by the most current data available from the US Census American Community Survey, CoStar, ESRI, Placer.ai, and STR through January 2021 to capture the most current market conditions in Downtown Jacksonville by District and sector, along with estimated recovery time frames. Accordingly, the projections of demand within each District are provided in a range of hypothetical scenarios for planning purposes only (best case, worst case and most likely).

The outcome of the Downtown Jacksonville Market and Feasibility Study is centered on identifying the needs, impediments, and opportunities for development by sector within each neighborhood Districts of Downtown Jacksonville utilizing an objective, data driven approach.

The Market and Feasibility Study concludes that the DIA is making progress towards goals according to established performance measures, especially with respect to growth in Downtown population, multifamily residential development, and outdoor dining establishments.

The DIA should continue to make incentives flexible and nimble to meet the needs of catalytic projects with complex deal structuring. The DIA should also explore the opportunity to use targeted developer incentives to cross-subsidize mixed-use projects to achieve an optimal mix of uses with the Downtown's remaining available land – increasingly scarce and valuable.

Concurrently, an evolving set of incentives guidelines will come into play as the market matures, new concepts emerge, projects materialize, and land values rise. The DIA's role as Downtown development facilitator will likewise evolve to require greater emphasis on curation of specific target uses at the district/neighborhood level on a project-by-project basis.

Over time, the DIA will foster the creation of more Downtown destinations, experiential retail, and specialty/neighborhood-serving "gems" through the continuing exceptional administration of the start-up subsidies and tax incentives needed to fund investment gaps.

In Conclusion

As Downtown Jacksonville emerges from the Covid-19 pandemic, there is an opportunity for innovation and expanded public-private partnerships. Building partnerships with the stakeholders and groups that impact growth, including investor/developers, businesses of all sizes, historic preservationists, organizations advancing technology, and natural resource advocates will continue to serve the area in forward-thinking ways.

After decades of planning, Jacksonville has achieved the momentum necessary to advance increased access for the public to the St. Johns River to ensure it is physically and visually accessible. Investment and redevelopment initiatives leveraging this natural asset are cornerstones of opportunity and catalytic revitalization for the Downtown Jacksonville districts.

However, the underlying economic drivers related to the built environment that impact the feasibility of implementing plans and projects in Downtown Jacksonville are complex. According to real estate market data collection interviews, recent headlines announcing pending approvals and incentives for multiple mixed-use projects are a positive signal to developers looking to invest in Downtown Jacksonville.

Care must be taken to manage the message going forward to stress the assets, capital, and political consensus that Downtown Jacksonville has to offer to the development community.

Current incentives for smaller projects, using Tax Increment District funds, are adequate and used frequently, a positive sign for those programs. The subjectivity of larger projects, often requiring approval by Jacksonville City Council and funding through the City's General Fund, require additional approvals and associated scrutiny by elected officials, and the public in general.

Underwriting standards must be well-defined, with the final decision the result of careful vetting and strict adherence to established guidelines to demonstrate the project supports CRA goals and performance measures.

Downtown Redevelopment Best Practices:

Strong private and public-sector leadership supported by local/regional champions of Downtown redevelopment are hallmarks of successful place-based investment and marketing.

- Proactive and strategic approach to redevelopment driven by product type and location
- Strategic public-private partnerships that maximize each other's capital and institutional capabilities
- Clarity of opportunities, expectations, and the timing of the development process for the development community
- Developer incentives programs that prioritize catalytic/catalytic anchor sites and neighborhood benefit goals and objectives
- Targeted and strategic marketing/outreach initiatives

It is important, however, to evaluate Jacksonville's future opportunities beyond quantitative comparisons or metrics and tactical-level incentive programs. To foster mixed-use development and historic adaptive reuse, public stakeholders should integrate other factors and strategic approaches to foster catalytic private real estate development activity. Downtown authorities are leveraging public investment in incentives to achieve multilayered social, environmental, and public realm objectives by linking public dollars to neighborhood-level amenity targets such as affordable/workforce housing, walkability, wellness and maximizing the clustering of restaurants in proximity to unique redevelopment projects like boutique hotels.

It is recommended that DIA continue to focus on tracking outcomes, benefits, and changes in Downtown in relation to the BID Strategy. Continuing to track such indicators will achieve a sustained source of consistent data to allow for a deeper understanding of the relationship between incentives policies and development and investment activity in Downtown Jacksonville.

The DIA should continue to make incentives flexible and nimble to meet the needs of catalytic projects with complex deal structuring. The DIA should also explore the opportunity to use targeted developer incentives to cross-subsidize mixed-use projects to achieve the optimal mix of uses with the Downtown's remaining available land – increasingly scarce and valuable.

However, an evolving set of incentives guidelines will come into play as the market matures, new concepts emerge, projects materialize, and land values rise. The DIA's role as Downtown development facilitator will likewise evolve, requiring greater emphasis on curation of specific target uses at the neighborhood level on a project-by-project basis. Over time, the DIA will foster the creation of more Downtown destinations, experiential retail, and specialty/neighborhood-serving "gems" by continuing exceptional administration of start-up subsidies and tax incentives needed to fund investment gaps

Jacksonville Workforce SWOT Analysis

Strengths

- Strong economic base- more jobs that residents to fill them
- Healthcare and financial hub
- Trained/skilled former military workforce

Weaknesses

- IT talent

Opportunities

- Current industry composition provides opportunity for spinoff activity (e.g., cyber)
- Programs to help military transition to the private sector

Threats

- Risk of losing commuters
- Service-based economy

Demographic Profile

Population

Census Tract ⁽¹⁾	Total Population	Male	Female	Median Age	Age 18 & under	Age 65 and Older
8	2,786	1,251	1,535	39.6	336	490
10	4,207 ⁽²⁾	2,904	1,303	52.1	66	738
171	2,295	741	1,554	39.5	175	730
172	2,165	1,100	1,065	37.8	330	428
174	204	68	136	16.9	103	-

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

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

Population by Race and Ethnicity

Census Tract ⁽¹⁾	Total Population	White	Black	American Indian	Asian	Pacific Islander	Hispanic	Two or More Races
8	2,786	2,412	187	-	78	-	238	-
10	4,207 ⁽²⁾	1,359	2,642	18	59	-	204	55
171	2,295	1,942	306	-	38	-	160	-
172	2,165	849	1,063	-	148	-	55	105
174	204	5	183	-	-	-	16	-

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

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

Household Composition

Census Tract ⁽¹⁾	Total Households	Family Households	Percentage of Total Households	Average Household Size	Average Family Size
8	1,699	603	35.5%	1.56	2.39
10	753	191	25.4%	1.84	3.00
171	1,554	283	18.2%	1.42	2.55
172	1,190	287	24.1%	1.51	2.67
174	1,115	510	45.7%	1.82	3.65

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

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

Household Income

Census Tract	Median HH income	Median Income White HH	Median Income Black HH	Median Income Senior HH	Married Couple Families
8	\$ 62,298	\$ 63,504	\$ 44,353	\$ 39,130	\$ 79,071
10	\$ 13,739	\$ 11,543	\$ 15,345	\$ 13,818	\$ 40,547
171	\$ 54,340	\$ 54,671	-	\$ 26,111	\$ 89,980
172	\$ 42,702	\$ 53,897	\$ 23,182	-	\$ 46,406
174	\$ 27,521	-	\$ 28,284	\$ 22,917	\$ 28,036

Source: 2019 ACS 5-Year Estimates; Downtown Jacksonville Market & Feasibility Study, Willdan 2021.

Housing Tenure

Census Tract (1)	Total Units	Total Occupied Units	Percentage of Total Units	Owner Occupied	Renter-Occupied Units	Total Vacant Units	Percentage of Total Units
8	2,062	1,699	82.4%	382	1,317	363	17.6%
10	875	753	86.1%	79	674	122	13.9%
171	1,653	1,554	94.0%	166	1,388	99	6.0%
172	1,427	1,190	83.4%	155	1,035	237	16.6%
174	120	56	46.7%	-	56	64	53.3%

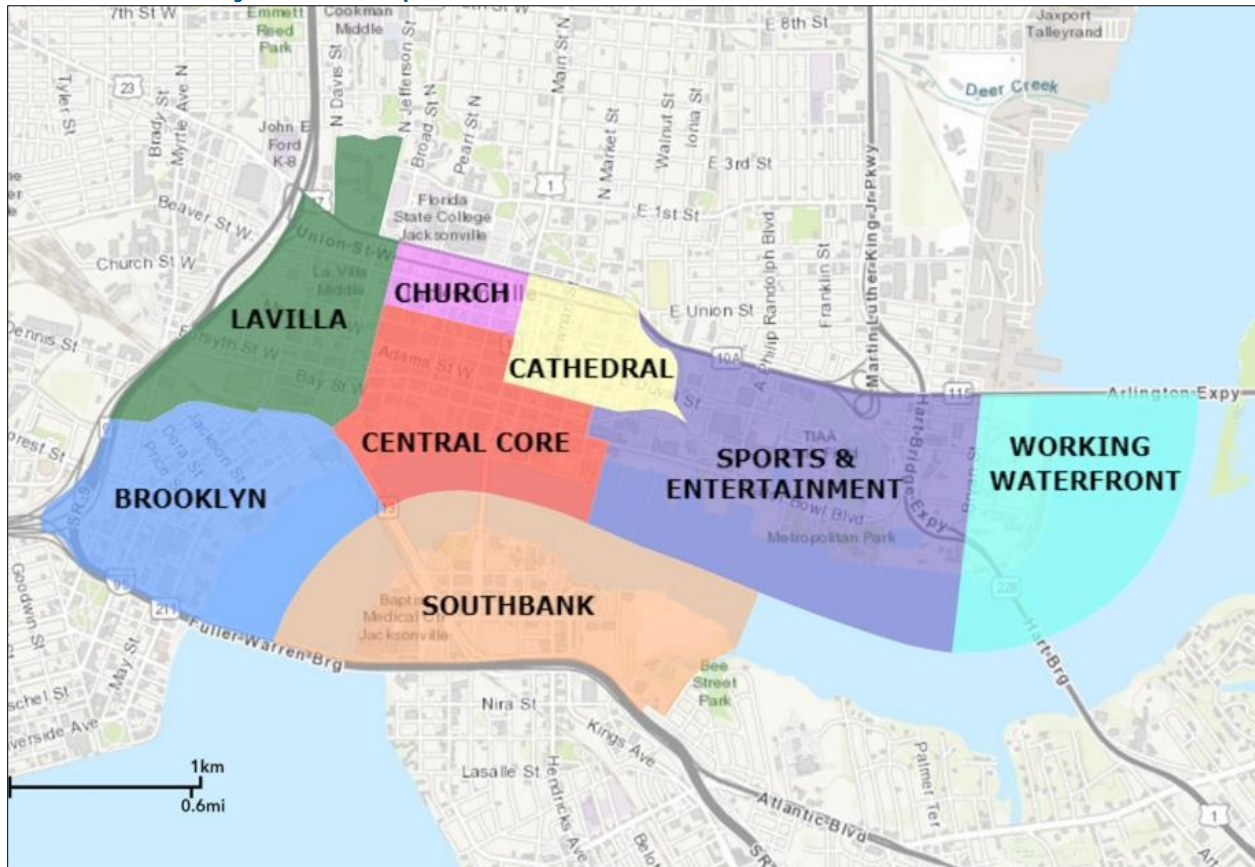
Source: Profile of General Population and Housing Characteristics, U.S. Census Bureau's 2019 Demographic Profile; Downtown Jacksonville Market & Feasibility Study, Willdan 2021.

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

Downtown Overlay Zone

In order to promote mixed-use development in Downtown Jacksonville, the Downtown Overlay Zone was created. In 2019, all of Downtown, with few notable exclusions, were rezoned to a single, Commercial Central Business District (CCBD) Zoning District. The Downtown Overlay Districts were also amended, eliminating the Riverpark and Institutional districts, while adjusting the boundaries of others to reflect historic and trending development patterns. The result of these changes were the incorporation of by-right (i.e. permitted) uses within the underlying CCBD, and identifying "bonus" uses and uses permissible by exception within the Downtown Overlay Districts. Further, the consolidation of Downtown into CCBD eliminated parcel-by-parcel height limitations and allowed for the transition of height restrictions into each Downtown Overlay District, thereby creating a unified application of restrictions reflective of both the historic and trending development patterns within each Downtown Overlay District.

Downtown Overlay Districts Map



Consolidated Downtown Development of Regional Impact (DRI)

The Downtown DRI was originally adopted in 1986, correlating with the three Downtown community redevelopment areas (Downtown East, Northside West, and Southside). On June 9, 1992 (Ordinance 92-392-489) the City combined the three Downtown DRI Development Orders into one consolidated Downtown DRI Development Order. In 2021, the City abandoned the Consolidated Downtown DRI and rescinding its Development Order via Ordinance 2020-0694-E. The DRI entitlements and their “vesting” are incorporated into the City’s 2030 Comprehensive Plan. Transportation impacts are now through the City’s Mobility Plan and subject to the Mobility Fee Credit Contract between the DIA and the City.

Downtown Neighborhood Identities

The CRA Plan expands upon the location and description of the following neighborhoods:

Brooklyn

Residents of Brooklyn appreciate its many lives lived over the years, and the fact that it's evolving into a neighborhood akin to that other Brooklyn up north. They appreciate a little history, some interesting new builds and a young, imaginative and entrepreneurial spirit, which gives Brooklyn, its new and long-standing residents, a place to live that's walkable to downtown offices and entertainment, with a looser, hipper vibe than the commercial core can offer. They enjoy the opportunities to work in the neighborhood for major corporations like Haskell, Florida Blue, FIS and other fintech, and a location between the Cummer and MOCA, and proximity to the 5-points galleries and the Riverside Arts Market. They enjoy an eclectic mix of ambition and art, creativity and cool.

Brooklyn residents enjoy easy access to a growing inventory of studio space for artists, which brings the creativity even closer to the heart of downtown neighborhoods. They are art lovers—including downsizers who like access to downtown and the river, and a neighborhood with Brooklyn's character and alternative, inspiring energy. Brooklyn residents enjoy the McCoys Creek Greenway and Emerald Trail, the pathways and the programming that entices different residents and neighbors—curious strollers, runners, moms, dads, people interested in birds and nature. They like to venture out and experience how different their neighborhood looks from the trails and the riverfront, with its trees and cool shade.

Brooklyn residents like to stroll along McCoys Creek down to the Northbank Riverwalk, east along the water, then up to their offices. They also follow the trail across the creek to LaVilla's Lift Ev'ry Voice and Sing Park. And residents enjoy their morning run and walk and make their way down the Greenway and stay inspired until they reach the cafes, bakeries and healthy takeout places that have become part of the Riverwalk landscape by 2030. It is, they insist, a well-balanced lifestyle.

Cathedral Hill

Residents of Cathedral Hill know that there is a "there-there." They appreciate the calm grounded spirit, weekly services and spiritually inspired murals that are infused into the tight-knit neighborhood's warm, historic atmosphere. Residents enjoy walking up to the neighborhood from the Riverwalk to see cathedral architecture reaching skyward, and the shade of the big, leafy trees, the walkable streets, eclectic storefronts, and the casual company of community families and residents of many ages. The many seniors in the neighborhood, most of very modest means, appreciate a slower pace and a kindness of the area; a place that feels like it has a place for everyone. Residents enjoy the easy comfort here that invites locals and visitors alike to linger, enjoy the stillness of sacred spaces and take in the neighborhood's surprising connection to nature: the new paths of nearby Hogans Creek that are welcoming and green, cooling and appealing; the Emerald Trail's Hogan Street Connector that leads straight to the Northbank Riverwalk, and that puts Cathedral Heights on downtown's doorstep—with easy access to festive nights in the Sports and Entertainment District, and to the daytime networks of downtown's business district.

City Center (Central Core Zoning Overlay District)

City Center residents enjoy living in the main business and cultural hub of Jacksonville, which has become a bustling daytime destination for white collar office workers, and a nighttime and weekend culinary and entertainment destination for locals and visitors alike. They like that City Center's key corporate area is the magnet that brings businesspeople, downtown neighbors and tourists together at the waterfront. Residents enjoy the Northbank Riverwalk, the proud central promenade and 'ramblas' of downtown, that connects people to a re-imagined Landing, James Welden Johnson Park, and the buzzy Elbow, with its strollable necklace of bars, breweries, restaurants, nightlife, live music and performances anchored by the famed Florida Theater. They appreciate the ever-changing calendar of events that gives Northbank its festive feel year-round, and that has attracted new residents and development to the waterfront, boosting smart adaptive re-use of buildings. They appreciate the 'great historic Southern city' sitting just behind the waterfront—with its well-preserved buildings, wide sidewalks and restored two-way streets—and its integral, if quieter part of the downtown scene.

The Elbow, a portion of City Center, is where the new entrepreneurial start-up retail and entertainment scene has risen. The Elbow boundary takes into account more than E-Town; The Elbow consists of E-Town and the Forsyth and Adams Street Corridors. This area extends from Liberty Street west on Bay Street, north on Ocean Street, and then west encapsulating both Forsyth and Adams Street Corridors to Main Street. The Elbow is quickly becoming the nightly entertainment area with loft apartments and condominiums above the retail, being in close proximity to the Northbank Riverwalk and several Catalyst Sites.

City Center residents enjoy the proximity of The Elbow, City Center's most entertaining destination, where unforgettable Jacksonville evenings begin and end. They frequent the nightlife destination that has grown to some 40 dining, music, club and lounge venues descending to the Riverwalk, offering entertainment ranging from rave-style bashes to prohibition-era theme nights, a historic theater and a music hall hosting everything from stand-up comedy to ballet troupes to weddings and wrestling matches. They like that the Elbow has also become a must-play for bands of every stripe, local and visiting; and that The 1904, founded to provide small bands with rock-star staging, sound, light and vibe is queen of the night. Residents enjoy rooftop bars that give the district a vote of confidence, increasing the number of live venues and turning up the volume of free-flowing nighttime energy.

LaVilla

LaVilla residents enjoy its celebrated past, its cutting-edge future, and the fact that it is becoming a kind of cultural hub for new ways to live, learn and be entertained in Jacksonville. They enjoy a re-created diversely dynamic neighborhood that has become a draw for all of downtown and a must-stop for visitors to the city. They enjoy living in a hive of creativity and culture, a mix of the celebration and creativity of James Weldon and John Rosamund Johnson and of the spirit of enterprise, invention and ethnic diversity that was early LaVilla's heritage. They enjoy the park dedicated to the authors of Lift Ev'ry Voice and Sing that is a centerpiece and an anchor, but also only a start of the story, which encompasses music and art schools, innovative affordable housing, shared workspaces and recording opportunities, and live entertainment venues both out of doors and in intimate clubs and restaurants in the neighborhood. Residents of LaVilla enjoy its own music festival, and the creative connections between LaVilla and the Elbow district. They like that LaVilla has grown to be part of an entertainment circuit again, attracting big names that love to come play small venues, or being the after-the-big-concert downtown place where bands and DJs go to relax and play. They like to bar hop to hear live bands and follow a trail that traces the history of the neighborhood—the Ritz Theatre and museum, Stanton School and Genovars Hall.

They appreciate the mobility that is a key part of LaVilla—that it's a gathering place and transportation hub, a mixing and meeting of people from around the city, the region and the country. They support ALLJAX, which has created a uniquely diverse cultural immersion in Jacksonville, with LaVilla at its heart. They enjoy the Emerald Trail connection along McCoys Creek that joins LaVilla to the Northbank Riverwalk, with a pedestrian and biking thoroughway that makes getting from the water to the neighborhood as easy as it is scenic and enjoyable.

NorthCore (Church Zoning Overlay District)

The Church District is no longer dominated by the presence of the First Baptist Church. While the church still fills several blocks with its buildings, new residential development has, and adaptive re-use of historic buildings have, led the way in redevelopment of the area. Educational and religious establishments bring life and vitality to urban neighborhoods, offering opportunities for retailers and improving public safety. The Church District is not just the transition between the mixture of urban uses that form that form the character of the LaVilla District, supported by the Performing School for the Arts, the predominantly residential character of the Cathedral Hill, the FSCJ Downtown Campus, and the City Center but a vibrant neighborhood on its own.

Southbank

Southbank residents care about health and well-being and enjoy public health and wellness programming—from guided meditation to daily river walks and exercise classes—that have given the neighborhood an active and healthy vibe that attracts seekers of outdoor living and wellness in Jacksonville. They enjoy the coolly shaded wellness gardens built around the healthcare campuses. They enjoy lifestyle communities like The District, the 'healthytown' identity and new offices in Southbank which are built and certified to WELL standards. Southbank residents care that the river is key to the neighborhood's reputation for well-being, walking and biking, and a cleverly-shaded and expanded Southbank Riverwalk that has taken its place as the centerpiece of the community. They enjoy the Emerald Trail loop that covers the southern riverfront and embraces part of San Marco that has brought that affluent neighborhood closer to the waterfront. They appreciate the improved water taxis that whiz from north to south, and the five bridges on the St. Johns that make for seamless crossings. Also on their list are the new marinas, with their boat and kayak launches, that help make Southbank a destination for boaters around the region, and the restaurants and cafés that offer waterfront views of the marine activity for couples, families, runners, bikers and strollers. Finally, they enjoy the rejuvenation of St. Johns River Park that has created a gathering place at the heart of Southbank near the Main Street Bridge; where evenings bring people together for the park's cooling fountain and the always-changing light show.

Sports and Entertainment

The Sports and Entertainment District is anchored by TIAA Bank Field, where the NFL Jacksonville Jaguars play; the Baseball Ground of Jacksonville, home to the Jacksonville Jumbo Shrimp; the VyStar Jacksonville Veterans Memorial Arena, home to the Jacksonville Icemen and where music, comedy, sports and family entertainment events are held year-round; and Daily's Place Amphitheater. The Jacksonville Fair and Expo Center will be relocated in the near future allowing for redevelopment of that site.

Metropolitan Park is the centerpiece of this district. At present, the Park represents the eastern extremity of Downtown Jacksonville, isolated from the Northbank Riverwalk and the civic core by other intervening development sites. Although it is has wonderful views of the St. Johns River, the Park's sense of isolation is heightened by the sea of off-street parking for the stadium to the north. Improving connections between Metropolitan Park, the Northbank Riverwalk, and City Center, will

better integrate the Park into Downtown. The Park Marina provides direct access to the St. Johns River, allowing for the public to access the Park from privately owned water crafts and the River Taxi. The Northbank Riverwalk will link the Park to Hogan’s Creek, which in turn creates a connection to the potential Emerald Necklace, or pedestrian and cyclist “green loop,”

The soon to be developed Four Seasons Hotel adjacent to Metropolitan Park on the riverfront will be a major asset to the District and strengthen the connection to City Center. MOSH is likewise moving forward with plans to construct a museum on the riverfront of the former Shipyards, the USS Orleck is scheduled to arrive this year and become a naval ship museum on the waterfront and a new destination park will extend from Catherine street to Hogan’s creek completing the activation of the corridor.

The District also includes a correctional facility, the JSO headquarters, and the Maxwell House coffee processing plant. It will be critical to be cognizant of the relationships between these use and properties and their surrounding neighborhoods.

Working Waterfront

The Working Water Front district is located at the eastern end of the Northbank. This district has, and continues to be, industrial in nature.

What is the BID Strategy and How Does It Work?

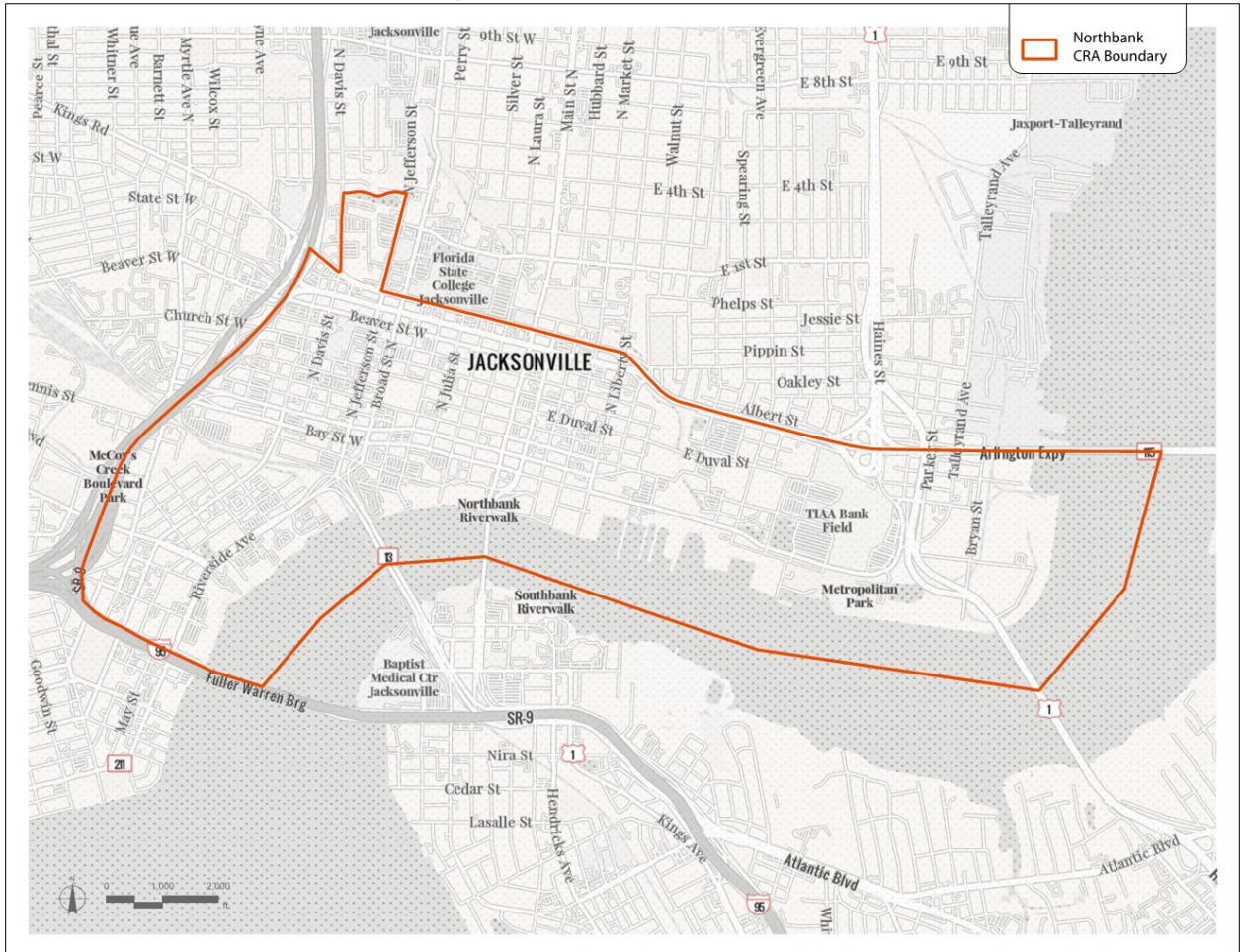
The Business Investment and Development (BID) Strategy is a tool that manages the application and implementation of projects, programs, and initiatives; identifies an array of local, state, and federal incentives and funding programs; and outlines decision-making criteria by which projects, programs, and initiatives are selected and measured. It is recommended that the DIA annually benchmark internal practices and BID programs. It is also recommended that the DIA have external audits performed, and that the DIA track the necessary reporting documents required for the Community Redevelopment Plan (the “Plan”) and Tax Increment Finance (TIF) Districts.

The CRA Plans are the governing documents for the Downtown Northbank and Southside CRAs and their three (3) corresponding TIF Trust Funds, two on the north that were associated with the originally designated CRAs – now merged into one Northbank, and the other for the Southside. The respective boundaries of the Downtown Northbank and Southside CRAs, along with the three TIF Districts contained therein are illustrated on page 25.

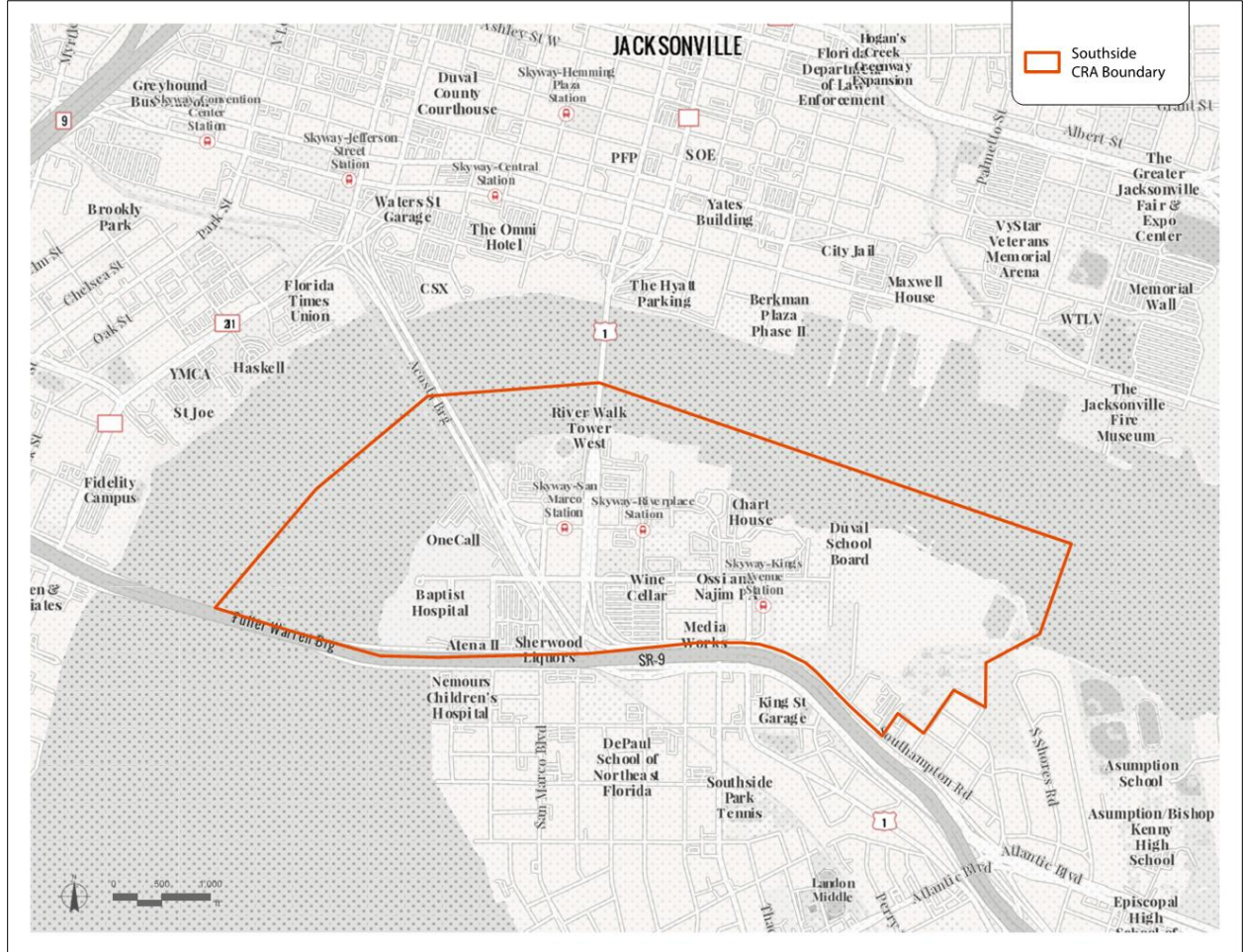
The BID Strategy contains near, mid, and long term recommendations for the life of the Plan, which has expiration dates that far exceed the life of the BID. Florida Statutes allow for CRAs established prior to July 1, 2002, to have a total life of 60 years. The Southside CRA will expire in 2040 and the Northbank will expire in two parts: Northside West in 2041 and Downtown East in 2045.

While the CRA Plans serve a longer timeframe based upon Florida Statutes, the BID seeks to drive economic growth by targeting projects which are defined by a much shorter strategic timeframe. Starting implementation in 2022, the BID timeframes have the following timelines: the near-term period of one, two, and three years (2022 – 2025); the mid-term period of four to seven years (2025 – 2029); and the long-term period from year eight to eleven (2029 – 2033). Further defined in this BID Strategy, located within the “Implementation of the BID Strategy” section, there are tables referred to as the “YEARS TABLES”, which detail each project, program, and initiative recommended by the DIA Board and Staff for funding in part or in whole. These tables also point out where the expanded project description is located in the Plan, and the Goals that each of them meets. These tables are not only used as a manner by which to program funding and execution, but to use as the Tiers System review and evaluation method. This is further explained in that section. Moving forward, a combination of market forces and public policies will shape investment and development patterns in Downtown Jacksonville.

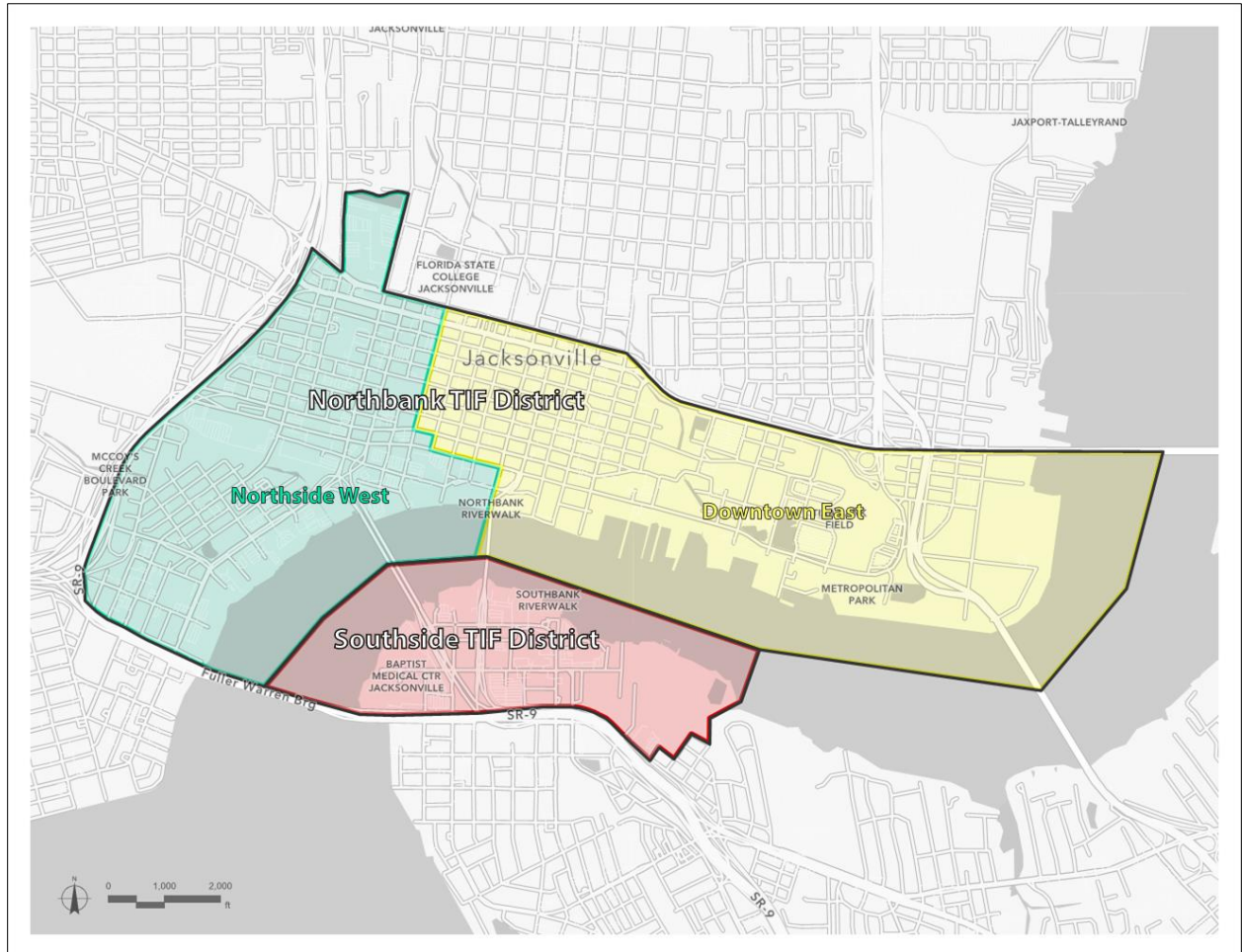
Downtown Northbank CRA Boundary



Southside CRA Boundary



TIF District Boundaries



A major component to the BID is ensuring that businesses and developers operate in a healthy environment. Local-serving businesses provide Downtown residents the opportunity to conveniently experience civic and cultural activities and procure goods and services from eateries, bookstores, banks, dry cleaners, home furnishing stores, pet services, unique local retail stores, convenience stores, pharmacies, evening entertainment, etc. Export-oriented businesses sell goods and services to consumers anywhere outside of Downtown such as, to name just a few, marketing, advertising, technology, health, financial, fine art, and professional services. The difference between the local-serving and export-oriented sectors is critical because they depend on distinct revenue bases and infuse wealth into the local economy in different ways. Once again, it is expected that both sectors will grow and thrive if Downtown Jacksonville's economic environment is competitive. Most importantly, the DIA and its management of the CRAs and the BID must be supported by private sector leaders Downtown and throughout the City of Jacksonville, as well as future governmental administrations and business leaders in order for the DIA to stay the course with the implementation of the BID. Having only limited control might not be as desirable as having complete control, but the absence of full control over an important goal is not a characteristic unique to economic development among local government programs (Adapted partially from the City of Menlo Park, Business Investment Plan, 2010).

To assess the BID's effectiveness on the economic health of Downtown Jacksonville, it is recommended that the DIA focus on tracking performance measures. Successful outcomes concentrate on changes in the lives of clients. While it is difficult to directly connect the success of the BID Strategy to certain economic statistics at the local level (e.g., median household income), tracking such indicators does provide a general understanding of the relative economic vitality of Jacksonville. Implementation Tables per the timeframe (2022-2033) for which this BID is to be implemented and the Performance Measurements by which they are to be evaluated, will allow the DIA to measure the progress of Jacksonville's overall economic vitality.

The BID will be reviewed annually to monitor progress, ensuring alignment with other planning efforts within the City of Jacksonville. This approach enables efficient and effective local government services to be provided to Downtown Jacksonville's business, residential, cultural, social, and development communities. Efforts to improve local economic vitality will be measured by the quantitative and qualitative performance measures contained within this document.

Incentives and Funding Programs

A great deal of interest has been generated regarding development and the Downtown Investment Authority (DIA). The topic of the judicious use of incentives by the DIA follows with a flexible path for competitive development of projects. **It is critical to note that in any given year any local, state, and federal program may be underfunded or discontinued. The BID Strategy has a timeframe for implementation of 2022-2033. It is the responsibility of the DIA Governing Board, DIA Staff, and Downtown developers and residential and retail applicants to be mindful of the health of any such program for which funds are being sought.**

Administrative - Ease the Path to Development

The DIA is involved in both the financial and development side of projects, and is often involved during the entire life cycle of a project. In order to preserve continuity and assist with various issues, as they inevitably arise from time to time, DIA will assign a finance and real estate Ombudsman, focusing on the financial and transactional aspects, and a development Ombudsman, whose focus is on both Downtown Development Review Board approval, permitting assistance, etc.

For projects seeking City incentives, DIA will require applicants to compile specific information related to each project in order to custom build a plan for each development. A specific application form has been created for each incentive program and a Project Profile Assessment (included as **Appendix A**) is a sort of “pre-application” for funding consideration. It is recommended that the DIA Staff further develop their in-house applications, processes, and procedures by which each applicant will submit their project, program, and/or initiative.

The DIA will review the DDRB application and review process to ensure for simplification and efficiency. In addition, the DIA will review the Downtown design guidelines, in cooperation with the Planning and Development Department and design experts, to improve the expectations of how the Downtown aesthetic will progress.

Incentives - Create the Tools That Allow Sustainable Growth

Development incentives are a set of policies that address circumstances that encourage economic development. These incentives take many forms such as: Tax Refunds, Tax Increment Financing, Enterprise Zones, Foreign Trade Zones, Historic Grants and Tax Credits, Interest write down, New Market Tax Credits, the use of Private/Public Partnerships, Predevelopment Loans, Grants, insurance programs, Non Ad-Valorem Loan Guarantees, enhanced public amenities, Brownfield funding and other Municipal Finance Strategies.

The following 26 incentives summarized below are adopted as part of the City’s current Public Investment Policy and provide the City of Jacksonville the tools necessary to continue to attract quality development projects. For parameters and details on each program and its availability, please refer to the adopted Public Investment Policy as may be amended from time to time.

The 8 DIA specific incentives included in the current PIP are hereby updated and replaced by the 12 DIA specific incentives that follow the 26 citywide PIP Programs.

1. Economic Development Transportation Fund (EDFT)

A State of Florida program designed to alleviate transportation problems that adversely impact a specific company’s location or expansion decision. Eligible projects are those that facilitate economic development by eradicating location-specific transportation problems (e.g., access roads, signalization, road widening, etc.) on behalf of a specific eligible company (e.g. manufacturing, corporate/regional headquarters, and certain other multi-state business services.)

2. Capital Investment Tax Credit (CITC)

CITC Used to spur capital investment in Florida's High Impact Sectors. It is an annual credit, provided for up to 20 years, against the corporate income tax. The amount of the annual credit is based on the eligible capital costs associated with a qualifying project. Eligible capital costs include all expenses incurred in the acquisition, construction, installation, and equipping of a project from the beginning of construction to the commencement of operations.

3. High Impact Performance Incentive Grant (HIPI)

Negotiated grant used to attract and grow major high impact facilities in Florida. Grants are provided to pre-approved applicants in certain high-impact sectors designated by the Florida Department of Economic Opportunity (DEO).

4. Qualified Target Industry Tax Refund (QTI)

Available for companies that create high wage jobs in targeted high value-added industries.

5. Local Government Distressed Area Matching Grant

Stimulate investment in Florida's economy by assisting Local Governments in attracting and retaining targeted businesses. The amount awarded by the State of Florida will equal \$50,000 or 50% of the local government's assistance amount, whichever is less, and be provided following the commitment and payment of that assistance.

6. Innovation Incentive Program

Attract major innovation businesses to spur development of key clusters. This allows the state to compete effectively for high-value research and development, innovation business, and alternative and renewable energy projects. Long-term investments made by the state in industry clusters critical to Florida's future of economic diversification.

7. Qualified Defense & Space Contractor Tax Refund (QDSC)

Pre-approved QDSC projects receive tax refunds of up to \$5,000 per job created or saved in FL. There is a cap of \$7.5 million per single qualified applicant in all years and no more than \$2.5 million in tax refunds may be received in any given fiscal year.

Businesses must pay 115 percent of the state average wage and secure a resolution for City of Jacksonville 20 percent matching financial support.

8. Quick Action Closing Fund (QACF)

This is an up-front discretionary grant incentive that can be accessed by Florida's Governor, after consultation with the President of the Senate and the Speaker of the House of Representatives and review by the Joint Legislative Budget Commission, to respond to unique requirements of wealth-creating projects. When Florida is vying for intensely competitive projects, Closing Funds may be utilized to overcome a distinct, quantifiable disadvantage after other available resources have been exhausted.

9. Sales and Tax Use Exemptions on Machinery and Equipment

This exemption is for sales and use taxes paid on the purchase of new machinery and equipment used (directly related) to produce a product for sale. This program is administered through the Florida Department of Revenue. Program is for manufacturing and printing businesses or businesses which use a portion of a manufacturing process that are relocating to the area, opening a new facility or expanding.

New and relocating companies get total exemption to purchase machinery and equipment use in the manufacturing process (defined as material going through a process which changes it into a new or modified product).

10. Sales Tax Exemption on Electricity Used in Manufacturing Process

There is an exemption on the 7% sales tax for electricity used in the manufacturing process (if 75% or more of electricity is used in manufacturing). The program is coordinated through JEA. Exemption is managed through the Florida Dept. of Revenue.

11. COJ Recapture Enhanced Value Grant (REV)

This REV Grant is designed to bring private capital investment and redevelopment into a nonresidential project site. Utilizing a “base year” assessed taxable property value (from the Property Appraiser’s database) for the project, a certain percentage of the city’s incremental increase in ad valorem taxes on real and/or tangible personal property paid by the project above the base year amount is available as a REV grant to the developer. If a project’s proposed private capital investment exceeds \$100 Million, it need only meet the minimum eligibility criteria discussed in the City’s Public Investment Policy to qualify for the maximum investment outlined above. This is paid annually to the developer **AFTER** construction of the project that creates the “increment.” There are typically no restrictions on the use of funds.

12. COJ Business Infrastructure Grant/Loan (BIG)

BIG is designed to attract economic development to targeted areas by providing access to capital for infrastructure improvements to commercial businesses that increase the tax base. The maximum amount of public investment is \$250,000 (grant and/or loan). This incentive could be utilized as part of the Due Diligence for a project, helping the developer to qualify for conventional or other financing.

If applicable, grants are limited to the lesser of \$100,000 or 40 percent of the total proposed private capital investment. Loan requests will not be considered for amounts less than \$25,000 and will not exceed \$250,000. OED/DIA approved loans are available to provide “gap” financing only after the project applicant has received conventional financing for the project. The loan shall not exceed 20 percent of the total private capital investment for the project or 50 percent of the primary lender’s loan. May be used for infrastructure improvements including but not limited to road construction, water and sewer lines, fencing, sidewalks, entryways, lighting and handicap accessibility to the project site.

13. COJ Large Scale Economic Development Fund

Targets commercial projects that add to the tax base, project new employment in excess of 100 persons or makes a significant economic impact within a targeted area.

Project must create at least 100 new jobs. The maximum amount of investment (grant and/or loan) allowed under the Large-Scale Economic Development program is the lesser of \$15,000 per new job created or 30 percent of the proposed private capital investment and must not exceed \$3,000,000. Grants are limited to the lesser of \$600,000 or 20 percent of the total proposed private capital investment. Loan requests will not be considered for amounts less than \$25,000 and will not exceed \$3,000,000. OED/DIA approved loans are available to provide “gap” financing only after the project applicant has received conventional financing for the project. This incentive could be utilized as part of the Due Diligence for a project, helping the developer to qualify for conventional or other financing. The loan shall not exceed 20 percent of the total private capital investment for the project or 50 percent of the primary lender’s loan. May be used for acquisition of land or buildings, infrastructure related costs, new construction and renovation of commercial buildings (“hard” costs only).

14. COJ Small Business Development Initiative (SBDI)

Established to stimulate small business investment within targeted areas of the city, increase the tax base in those areas and create access to jobs for area residents.

The maximum amount of investment (grant and/or loan) allowed under the SBDI program is the lesser of \$250,000 or 30 percent of the total proposed private capital investment. Grants are limited to the lesser of \$50,000 or 20 percent of total proposed private capital investment and amount is determined by the number of jobs to be created. Loan requests will not exceed \$250,000. OED/DIA approved loans are available to provide “gap” financing only after the project applicant has received conventional financing this incentive could be utilized as part of the Due Diligence for a project, helping the developer to qualify for conventional or other financing for the project. The loan shall not exceed 20 percent of the total private capital investment for the project or 50 percent of the primary lender’s loan. Funds provided through this program may be used for acquisition of land or buildings, infrastructure related costs, new construction, and renovation of commercial buildings. Funds may **NOT** be used for working capital, furniture and fixtures, office equipment and other non-capital related expenses.

15. Commercial Development Area Program

Designed to retain and attract business development in designated Commercial corridors located in Neighborhood Action Plan Areas, Downtown and Town Center (“Commercial Development Areas”) areas by providing loans to finance the purchase of machinery and equipment and/or leasehold improvements.

Maximum amount of investment allowed under the Commercial Development Area program is the lesser of \$100,000 or 20 percent of the proposed private capital investment. All assistance will be in the form of low interest loans. Funds may be used for leasehold improvements (including professional fees associated with the design and permitting of the proposed construction activities), purchasing machinery and equipment, purchasing furniture and fixtures (for retail buildings located on the first floor of commercial buildings providing a needed product/service), and professional fees and soft costs associated with closings and documentation of small business loans.

16. COJ Tax Increment District Infrastructure Development (TID Infrastructure Development)

TID Infrastructure Development is designed to attract economic development to targeted areas of the city by providing access to capital for infrastructure improvements to commercial businesses that increase the tax base. This is available for projects that are located within the Tax Increment Districts of Duval County.

Project must create at least 100 new full-time jobs with wages at or above the county average wage or average wage for the census tract. Maximum amount of investment allowed under the TID Infrastructure Development program is \$250,000 (grant and/or loan). Grants are limited to the lesser of \$100,000 or 40 percent of the total proposed private capital investment. Loan requests will not be considered for amounts less than \$25,000 and will not exceed \$250,000. OED/DIA approved loans are available to provide “gap” financing only after the project applicant has received conventional financing for the project. This incentive could be utilized as part of the Due Diligence for a project, helping the developer to qualify for conventional or other financing. The loan shall not exceed 20 percent of the total private capital investment for the project or 50 percent of the primary lender’s loan.

17. COJ Industrial Revenue Bonds

The City Council is the sole industrial development authority for the City of Jacksonville. In this capacity, City Council is authorized to issue tax-exempt bonds to finance the expansion or relocation of industrial development.

Industrial Revenue Bonds are conduit financing instruments and although the bonds are issued by the City Council and the City, there is no recourse against the issuing body.

18. COJ Quick Response Training Grant (QRT)

The QRT application process is designed as a collaborative effort between the business requesting training, its chosen fiscal agent – a community college, area technical center or state university – and the local

economic development organization. The QRT program is a state-funded grant program that provides funding to selected businesses to train their new, full-time employees. Funding is provided in the form of performance base reimbursable grant, 24-month maximum term. A business pays for pre-approved, direct training-related costs, and is reimbursed by the State of Florida upon submission and approval of required documentation.

The QRT program is designed to increase the competitiveness of FL businesses in the global economy. All applications for new and expanding businesses creating new high-quality jobs will be given equal consideration and are processed on a first-come, first-served basis. New, existing or expanding FL businesses applying for a QRT grant must: Produce an exportable good or service; create new, full-time, permanent, high quality jobs in qualified targeted industries; require customized entry-level skills training of 24 months or less that is not available at the local level; and meet ES202 wage requirements.

19. Work Opportunity Tax Credit (WOTC)

The WOTC is a federal income tax credit that provides incentives to private for-profit employers to encourage the hiring of individuals from certain targeted groups of jobseekers who traditionally have difficulty finding employment.

Employers can reduce their federal income tax liability up to \$9,600 during the first year of employment of a member of targeted group, depending on the target group. There is no limit to the number of qualified employers for which an employer receives this tax credit.

20. New Markets Tax Credits

The New Markets Tax Credit (NMTC) Program was established to spur new or increased investments into operating businesses and real estate projects located in low-income communities. The NMTC Program attracts investment capital to low-income communities by permitting individual and corporate investors to receive a tax credit against their Federal income tax return in exchange for making equity investments in specialized financial institutions called Community Development Entities (CDEs).

21. Historic Rehabilitation Tax Credit

The Federal government encourages the preservation of historic buildings through various means, one of which is the program of Federal tax incentives to support the rehabilitation of historic and older buildings. The National Park Service administers the program with the Internal Revenue Service in partnership with the Florida Division of Historic Preservation. The tax incentives promote the rehabilitation of historic structures of every period, size, style, and type. The tax incentives for preservation attract private investment to the historic cores of cities and towns. They also generate jobs, enhance property values, and augment revenues for state and local governments through increased property, business, and income taxes.

The Preservation Tax Incentives also help create moderate and low-income housing in historic buildings. Through this program, abandoned and underused schools, warehouses, factories, churches, retail stores, apartments, hotels, houses, and offices throughout the country have been restored to life in a manner that maintains their historic character.

22. Housing Credit (HC) Program

The Housing Credit (HC) Program is governed by the U.S. Department of the Treasury and Florida's allocation is administered by the Florida Housing Finance Corporation. Under the HC Program, successful applicants are provided with a dollar-for-dollar reduction in federal tax liability in exchange for the development or rehabilitation of units to be occupied by very low- and low-income households. Developers who cannot use the tax reduction may sell credits in exchange for equity to the development. On a project basis, the amount of credits available is approximately equal to 9% of the cost of building each very low-income unit, including a reasonable developer fee but excluding land cost. For certain federally assisted projects (Mortgage Revenue Bonds and Rural Housing) this translates into 4% of building costs. Syndication of the credits to investors can raise equity to pay for 40% or more of a project's costs.

23. Pre-Development Loan Program (PLP)

The Pre-development Loan Program (PLP) provides below market interest rate financing and technical advisory services to nonprofit organizations and public entities for preliminary development activities necessary to obtain the requisite financing to construct home ownership or rental housing developments.

24. Mortgage Revenue Bonds for Rental Housing (MRB)

The Multifamily Bond Program utilizes funds generated from the sale of both taxable and tax-exempt bonds to make below-market interest rate loans to non-profit and for-profit developers of rental housing. Developments that receive tax exempt financing also receive automatic 4% Housing Credits directly from the federal government.

25. STATE HOUSING INITIATIVES PARTNERSHIP (SHIP)

Created in 1992 as part of the William E. Sadowski Affordable Housing Act, the State Housing Initiatives Partnership (SHIP) Program's mission is threefold: (1) provide funding to eligible local governments for the implementation of programs that create and preserve affordable housing; (2) foster public-private partnerships to create and preserve affordable housing; and, (3) encourage local governments to implement regulatory reforms and promote the development of affordable housing in their communities by using funds as an incentive for private development. Funds are allocated to every Florida County as well as municipalities which receive CDBG funds.

26. STATE APARTMENT INCENTIVE LOAN PROGRAM (SAIL)

The State Apartment Incentive Loan (SAIL) Program provides low -interest rate mortgage loans to developers who build or substantially rehabilitate rental developments, made affordable to very low (50% or less of area median) income households. The SAIL loan bridges the gap between a development's primary financing and total development costs.

In addition to the 26 incentive programs identified above, the following 12 incentive programs have been created for the purpose of implementation of the BID Strategy. All of the 12 incentive programs identified below are administered by the DIA.

1. Retail Enhancement Program

I. PURPOSE AND BENEFIT OF RETAIL PROGRAMS

The Downtown Investment Authority (DIA) is a community redevelopment agency for the Downtown Community Redevelopment Areas established by the City of Jacksonville ("City"). The DIA was formed to revitalize and preserve downtown property values and prevent deterioration in the downtown business district. The DIA supports the City's downtown revitalization objectives and through community workshops and input from numerous stakeholders, has determined that retail and restaurant recruitment and art galleries and entertainment themed businesses are beneficial throughout the Downtown area, and a priority within the area shown on the map attached hereto (the "Core Retail Enhancement Areas").

Further, within the Core Retail Enhancement Areas, two Targeted Food and Beverage Districts have been established ("FABREP Districts") to create compact, safe, and walkable dining districts. Sidewalk Enhancement Grants are also authorized within the FAB REP Districts. Finally, the importance of waterfront restaurants to activation of the riverfront and Downtown in general cannot be overstated and the entire Northbank and Southside riverfronts within the boundaries of Downtown as well as the banks of Hogan's and McCoy's Creeks, qualify as a "Waterfront Restaurant Zone" as defined below, and are eligible for waterfront restaurant incentives.

Collectively, these geographies are referred to as the Retail Program Areas and four distinct incentive programs have been established under the Retail Enhancement Grant umbrella specific to each of these areas.

II. FUNDING SOURCES

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

The DIA will allocate funds on an as needed basis to provide recoverable grants to any property or business owner with qualified projects to assist with paying some of the costs associated with renovating or preparing commercial space for retail, salon, restaurant, gallery, or other similar use for occupancy as identified more completely elsewhere in these guidelines.

III. GENERAL REQUIREMENTS APPLICABLE TO ALL RETAIL PROGRAMS

- Retail tenants for these purposes are identified as: 1) businesses that sell products on a transactional basis to end consumers; 2) food and beverage establishments; or 3) providers of services targeted towards the general public (other than health care, legal, or financial advisory).
- Businesses operating exclusively or primarily on a membership or appointment basis and not welcoming walk-in customers, or providing goods and services targeted principally to other businesses, shall not generally meet this definition, unless approved on a case-by-case basis.
- Business eligibility for may be further limited as outlined in each program guidelines found below.
- The project must be consistent with the Downtown Master Plan and the Downtown Zoning Overlay.
- Locations should be ground floor, street facing (or river facing in the case of waterfront restaurant locations) and designed to attract the general public except in the case of second floor restaurants directly accessible from street which may qualify.
- All rehabilitation work and design features must comply with all applicable city codes, ordinances, the established Downtown Development Review Board Guidelines and the Downtown Zoning Overlay.
- Work must follow plans and specifications submitted to DIA as part of the program application.
- Work must be completed within the time frame established by the DIA for each project
- All applicable licenses and permits must be obtained, including all permits required by the City of Jacksonville's Planning Department, Development Services Division.
- All costs of enforcement of any claw back shall be the responsibility of the applicant.
- Sales reporting shall be a condition of receiving any Retail Enhancement Programs incentive other than the Stand-alone Sidewalk Enhancement Grant.

IV. PROGRAM PARAMETERS APPLICABLE TO ALL RETAIL PROGRAMS

Funds may be used to retain and improve existing businesses or to recruit new businesses in the geographic areas identified in each Retail Enhancement Program. The following identifies specific goals for the Program:

- Expand the local property tax base by stimulating new investment in older, Downtown properties;
- Expand state and local sales tax base by increasing sales for new or existing shops; and

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

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

a. Desired Retail Businesses for the Retail Program Enhancement Areas

The following is a list of desired retail and other businesses in the Retail Program Areas. The list below is not all-inclusive but serves as a guide only:

Apparel stores including accessories (purses, scarves, hats)	Specialty retail apparel such as bridal, formal gown, tuxedo, costume.
Toy stores	Hobby stores, craft store and supplies
Art supplies, framing stores	Pet stores and supplies
Specialty food stores/delicatessens	Restaurants
Coffee/Tea shops	Gift Stores
Book stores	Stationery stores
Kitchen/home accessories	Small appliances
Electronics	Sporting goods
Entertainment venues	Jewelry stores
Florists	Shoe stores
Art Galleries	Office supply stores
Pharmacies	Grocery/Butcher/Fresh seafood/Produce market

b. Program Funding Uses

- Remodeling, renovation, rehabilitation, installation, and additions to the interior and exterior of an existing commercial building are eligible for Grant funds. Grant funds shall be used to modify and improve buildings and shall not be used for normal maintenance or repair.
- The ground floor of mixed-use projects improving multiple floors can qualify for funds; provided the ground floor will be used for retail and only renovations to the ground floor are part of the eligible renovation or build out scope.
- Generally, renovation projects must exceed \$50,000 before DIA will consider the project for grant funding.
- Grantee must remain in the location for three (3) years and must create or retain two (2) or more full-time equivalent jobs (which may include the owner operator) during the term of the agreement for a minimum of thirty-two (32) operating hours per week during which the doors must be open at all times.
- Existing retailers who need to modernize the location or business owners at the end of their lease term who are considering moving from Downtown can qualify for grant funds.

- Applicants proposing to use Grant funds to help relocate from one Downtown building to another are not eligible to receive Grant funds unless the proposed move is necessary for business expansion that includes job creation, involuntary displacement from current space that is unrelated to financial or operating disputes, or similar circumstances.
- Applicants proposing to construct new buildings are not eligible under this program, unless expressly identified otherwise elsewhere within these guidelines. New construction of a mixed- use building or stand-alone restaurant qualifies pursuant to the Waterfront Restaurant Program in the Waterfront Restaurant Zone.
- Other non-eligible projects include adult entertainment venues, single-serving package stores, business-to-business companies, non-profit and government agencies.
- Eligible Grant expenditures include (among others as may be determined in underwriting):
 - Interior demolition or site preparation costs as part of a comprehensive renovation project.
 - Permanent building improvements, which are likely to have universal functionality. Items including but not necessarily limited to demising walls, exterior lighting, code compliant restrooms, electrical wiring to the panel, HVAC systems.
 - Improvements to meet Fire and Life Safety codes and/or Americans with Disabilities Act requirements.
 - Exterior improvements including signs, painting, or other improvements to the outside of a building.
 - Sanitary sewer improvements.
 - Grease traps.
 - Elevator Installation which services the retail.
- Ineligible Grant expenditures include (among others as may be determined in underwriting):
 - Temporary or movable cubicles or partitions to subdivide space.
 - Office equipment including computers, telephones, copy machines, and other similar items.
 - Renovating space on a speculative basis to help attract new tenants. (Note: This provision can be waived pursuant to the recommendation of the REPD committee and approval by the DIA Board).
 - Moving expenses.
 - Working capital.

c. General Retail Enhancement Grant Requirements

Applicants will be required to execute a grant agreement and other security documents, including personal guarantees, as may be deemed necessary.

The Grants shall be recoverable and amortized over a period of three (3) years. The principal amount of the Grant will fully amortize over a period of three (3) years at a rate of 33.33 percent each year. If the grantee does not default on the Grant terms during the required three (3) year period, the Grant will be closed on the third anniversary date.

V. APPLICATION REQUIREMENTS APPLICABLE TO ALL RETAIL PROGRAMS

A completed application signed by the applicant(s) must be provided to DIA Staff and will serve as the basis for the staff report to be presented to the Retail Enhancement and Property

Disposition Committee (“REPD”) of the DIA Board. With the application, each applicant must provide the following, unless stated otherwise elsewhere in these guidelines:

- a. Evidence that the applicant is prepared to do business by including with the application the following required items:
 - Business Plan to include:
 - Concept and target market
 - Advertising/marketing plan
 - Source of cash/start-up capital
 - Summary of management team’s skills and experience related to the proposed business
 - Number of job positions created (will require a commitment to be maintained through the compliance period)
 - Days and hours of operation (will require a commitment to be maintained through the compliance period)
 - Three-year operating pro-forma and cash flow analysis
 - Design for the storefront and interior
 - Plan for merchandising (inventory levels, brands)
- b. A detailed written description and scaled elevation drawing depicting the size, dimension, and location of the improvements and modifications, with samples when applicable.
- c. A legally valid and binding new lease for a period of at least three years with use restricted to an allowable retail use. The lease may be fully negotiated, but not yet executed, but the executed form of the lease will be a requirement of funding.
- d. A fully negotiated agreement and construction budget with a licensed and qualified contractor.
- e. If the tenant is paying for the improvements, the lease must provide for a minimum of free rent, discounted rent, or equivalent thereof in lieu of the property owner having to share the cost of the improvements.
- f. Unless the property owner is the applicant, a notarized statement from the property owner authorizing the construction and improvements.
- g. If the property owner is the applicant, a copy of the property tax bill or deed to confirm ownership of the property.

VI. PROJECT EVALUATION CRITERIA APPLICABLE TO ALL RETAIL PROGRAMS

The primary criteria for approval for any retail incentive will be the feasibility of the business plan. A successful business plan will be the one that conveys the most promising combination of relevant experience, financial feasibility, product and market research, growth potential and job creation.

The Project Evaluation Criteria and allocated points are listed below:

- a. Business Plan (see point breakdown below) – (up to 40 points)
 - Plan shows good short-term profit potential and contains realistic financial projections (up to 10 points)
 - Plan shows how the business will target a clearly defined market and its competitive edge (up to 5 points)
 - Plan shows that the management team has the skills and experience to make the business successful (up to 10 points)

- Plan shows that the entrepreneur has made or will make a personal (equity) investment in the business venture (up to 10 points)
 - Number of FTE job positions created in excess of the required two (2) positions (up to 5 points)
- b. Expansion of the local property tax base by stimulating new investment in existing Downtown properties (up to 5 points for properties five years and older and an additional 5 points if the property is a historic property (local landmark status or contributing structure status) – maximum of 10 points)
- c. Expansion of the state and local sales tax base by increasing sales for new or existing shops (up to 5 points)

Minimum score of 30 points out of 55 points possible is required to have the proposed project referred to the REPD Committee for funding consideration.

VII. REVIEW AND AWARD PROCEDURE APPLICABLE TO ALL RETAIL PROGRAMS

All completed applications will be reviewed by DIA Staff and if a project is determined to be eligible, presented to the REPD Committee of the DIA Board. The REPD Committee will make recommendations based on the DIA staff's evaluation of the project prepared utilizing the Project Evaluation Criteria below. A minimum score of thirty (30) points must be obtained by the applicant in staff review in order to be eligible for presentation to the REPD Committee. Recommendations of the REPD Committee will be considered at the next regularly scheduled monthly meeting of the DIA Board for approval or denial of the application. Notification of Grant funding approval or denial will be sent to the applicant by the DIA staff within two business days following the DIA Board Meeting.

Applicants will be encouraged during the Grant review process to reuse, rehabilitate or restore historic architectural elements to retain the charm and character of older buildings and incorporate design principles sensitive to neighboring building structures.

- Applicant shall complete and submit application form with all required supporting documents to the DIA staff. Processing of the application will not commence until the application is deemed complete.
- DIA staff schedules a meeting with applicant to review the project.
- DIA staff will review the project and provide comments to the applicant relating to any application requirement deficiencies.
- If the application requirements have been met, the DIA staff will evaluate the project utilizing the Project Evaluation Criteria and present a staff report summarizing the application, business plan, project budget, and recommended Grant amount to the REPD Committee for review and approval.
- If the application and Grant amount is approved by the REPD Committee, resolution, term sheet, and staff report will move forward for consideration at the next regularly scheduled DIA Board meeting.
- DIA Board approves, modifies, or rejects the recommendation of the REPD Committee. If approved or modified, DIA staff is directed to work with the Office of General Counsel to prepare a grant agreement, utilizing the form approved by the DIA and other applicable security documents or guarantees as may be considered necessary for signature by the applicant. The agreement shall identify the approved scope of work, terms of compliance, and amount of the Grant.
- Applicant or contractor(s) must secure a building permit and approval from the Downtown Design Review Board for the complete scope of work, and contractors must be registered with the City. Use of JSEB contractors in accordance with Section 126 will be a requirement in each grant agreement.
- Upon completion of the project and final approvals of all required inspections, the applicant may request reimbursement of eligible expenses. Reimbursement for

improvements will require proof of payment (e.g., canceled checks, lien waivers, contractor affidavit).

- Following a request for reimbursement payment in accordance with the approved disbursement schedule, or upon completion of the project and final inspection and acceptance by the DIA, a one-time lump sum payment will be processed for approval and payment by DIA staff. The payment request will be processed within thirty (30) business days from receipt of the reimbursement request and all supporting documentation as deemed necessary.
- Prior to reimbursement, the applicant must hold a current occupational license to do business in the City.

Up-front or limited "progress" payments may be available subject to Board approval based on applicant's willingness to provide a personal guarantee and a business plan score of 48 or higher.

VIII. BASIC RETAIL ENHANCEMENT GRANT – PROGRAM SPECIFIC REQUIREMENTS

For areas outside the boundaries of the Core Retail Enhancement Areas, and for certain new construction within the boundaries of the Core Retail Enhancements Areas, the following Base Retail Enhancement Program grants shall be available:

a. Basic Retail Program Grant Requirements

In addition to the requirements above, applicant projects will be subject to the following Program requirements:

- Projects located in the Cathedral, Church, LaVilla and Brooklyn Districts within Downtown, outside the boundaries of the Northbank or Southside Core Retail Enhancement Areas will be eligible.
- New street-level spaces in ground-up construction that are either at least 5,000 sq ft or in corner locations wherever located within Downtown will be eligible.
- Remodeling, renovation, rehabilitation, installation, and additions to the interior and exterior of the existing commercial building, as well as tenant improvement costs beyond vanilla shell for new corner or large footprint retail establishments are eligible for Grant funds.
- Grant funds shall be used to modify and improve existing buildings or build out eligible space in new buildings beyond vanilla shell and shall not be used for normal maintenance or repair.

b. Additional business uses eligible for Basic Program (outside Core Retail Enhancement Areas)

Provided such businesses meet storefront transparency requirements and access directly from the street, and otherwise comply with the program parameters, creative office uses such as those identified below may participate outside the Core Retail Enhancement Areas.

- Business incubators
- Education/academia
- Information technology offices
- Co-work office spaces

c. Basic Retail Program Grant Funding

The Grant offers a maximum grant award of \$20 for every square foot leased or occupied by the proposed tenant or business as recommended by DIA staff, the REPD Committee, and approved by the DIA Board. The amount of incentive dollars awarded shall not exceed 50% of the total project construction costs. The application may be made by the property owner, the tenant or jointly by the property owner and the tenant.

The applicant's verified expenditures for the improvements must match or exceed the amount of the Grant funding (a minimum of \$1 to \$1 ratio). The amount of the Grant shall not exceed the \$20 for every eligible square foot leased or occupied by the proposed tenant or business.

IX. CORE RETAIL ENHANCEMENT GRANT PROGRAM

The Core Retail Enhancement Grant Program (the "Program") is designed to create momentum in the critical task of recruiting and retaining restaurant and retail businesses in the Northbank and Southside **Core Retail Enhancement Areas** as designated in the attached map.

a. Core Retail Program Grant Funding

The Grant offers a maximum grant award of \$30 for every square foot leased or occupied by the proposed tenant or business as recommended by DIA staff, the REPD Committee, and approved by the DIA Board. The amount of incentive dollars awarded shall not exceed 50% of the total project construction costs. The application may be made by the property owner, the tenant or jointly by the property owner and the tenant.

- An incentive boost of \$5.00 per square foot shall be available to businesses primarily selling goods as opposed to services.
- An incentive equal to triple-net costs plus \$7.00 per sq ft for percentage-rent only deals (not to exceed 7% of gross sales), with \$1.00 per sq ft less for every \$1.00 per sq ft charged in base rent.

The applicant's verified expenditures for the improvements must match or exceed the amount of the Grant funding (a minimum of \$1 to \$1 ratio). The amount of the Grant shall not exceed the \$30 for every eligible square foot leased or occupied by the proposed tenant or business.

X. TARGETED RETAIL ACTIVATION: FOOD AND BEVERAGE ESTABLISHMENT GRANT PROGRAM

a. Program Purpose and Benefit:

Targeted Retail Activation: Food and Beverage Establishments ("FAB-REP") expands upon the Core Retail Enhancement Program to revitalize business corridors and underutilized or vacant buildings with a focus on food and beverage establishments within the Northbank Core Retail Enhancement Area.

The FAB-REP creates two distinct districts that provide concentrated areas of dining, and entertainment opportunities that are visible from the street, open beyond workday hours, and utilize unique place making efforts such as creative lighting, interesting public art and inviting outdoor spaces.

These activated streets will provide the urban lifestyle that many Downtown residents seek and also promote small businesses by cultivating vibrant retail districts that will attract visitors. Further, by encouraging the location of restaurant and beverage establishments within these specific districts, patrons and business owners alike will benefit from the variety of options and the unique, walkable, and visually connected areas.

Operating as an enhanced incentive to the Core Retail Enhancement Grant Program, the Targeted Retail Activation: Food and Beverage Establishment Grant Program ("FAB-REP"), is designed to incentivize the investment and clustering of food and beverage establishments in two target areas: **The Elbow** and the **Hogan x Laura Districts**. These target areas were chosen based on the following factors:

- Existing building stock within the area which can readily be used and/or converted for the targeted street front uses (first and certain second floors eligible);
- Proximity to public parking garages that are not utilized extensively at night, which provide an opportunity for ample parking for patrons at free or reduced rates as the market develops;
- Existing concentration of restaurants, bars, and entertainment venues;

- Existing sidewalk width or ROW convertible to expanded sidewalk;
- Streets designated within the adopted CRA plan for conversion to two-way creating a slower speed, providing greater visibility of street front establishments, and creating a more pedestrian friendly environment; and
- Impact on two City owned sites proposed for redevelopment- Former Courthouse/City Hall annex adjacent to the Elbow and Riverfront Plaza development parcel at the waterfront of Laura and Hogan.

b. The Elbow:

The Downtown bar and entertainment area already branded as The Elbow, with a focus on the following street frontages, which are described and depicted in the map below:

- Street frontage facing Adams St. from the middle of the block traveling east from Main St. and terminating at the west side of Newnan St.
- Street frontage facing Forsyth St. from the middle of the block traveling east from Main Street on the north side, continuing east from Ocean St. and terminating at the west side of Liberty St., with only the south side of Forsyth St. traveling east from Newnan St. included.
- Street frontage facing Ocean St. traveling south to Forsyth St and terminating at the middle of the block between Bay St. and Independent Dr., with only the east side of Bay Street between Forsyth St. and Bay St. included
- Street frontage facing Bay St. traveling east from Ocean St. and terminating at the west side of Liberty St., with only the north side of Bay St. traveling east from Newnan St. included.

***Frontage on Adams St., Forsyth St., and Bay St. is important as Main and Ocean will remain one-way and will be less walkable, however, connections that activate the frontage between districts could be considered.*

The Elbow FAB-REP District



c. Hogan x Laura Districts:

Already home to several restaurants and bars, with a focus on the following street frontages, which are described and depicted in the map below:

- Street frontage facing Hogan St. beginning at Ashley St. on the west side of Hogan St., including both sides of the street at Duval St., and terminating at Water St.
- Street frontage facing Laura St. beginning at Duval St., continuing south on Laura St. until Bay St. on both sides of the street, and continuing on the west side of Laura St. and terminating at Independence Dr.
- Street frontage facing Monroe St., Adams St., and Forsyth St. beginning at the middle of the block between Julia St. and Hogan Street on both sides of the street, and terminating at the middle of the block between Laura St. and Main St.
- Street frontage facing Bay St. beginning at the middle of the block between Julia St. and Hogan Street on both sides of the street, and terminating at Laura St.
- Street frontage facing Bay St. beginning at Laura St. and continuing east on the north side of Bay St. and terminating at the middle of the block between Laura St. and Main St.
- Street frontage facing Water St., and Independence Dr. beginning at the middle of the block between Julia St. and Hogan St. continuing east on the north side of Water St., and Independence Dr. and terminating Laura St.

Hogan x Laura FAB-REP District



d. Qualifying Establishments:

The Type of establishment will determine the appropriate incentive level.

- Type 1: Generally, full service (i.e., wait staff, table bussers), full menu, full kitchen, non-disposable serve-ware. Must be open a minimum of five days per week for dinner until at least 9 p.m.

- Type 2: Generally, limited service; order at the counter, self-clearing of tables, partial or full kitchen, buffet line, with on-site preparation and consumption of food. Must be open a minimum of five days per week for either breakfast (by 7:00 a.m.) or dinner/evening hours (until at least 9:00 p.m.).
- Type 3: Generally, no kitchen or minimal kitchen, counter service only, limited menu or beverage only. Must be open a minimum of five days per week for either breakfast (by 7:00 a.m.) or dinner/evening hours (until at least 9:00 p.m.).
- The below table provides various classifications of establishments and the most likely type from the descriptions above. The DIA has the discretion to determine the type of establishment if it is not listed here or it is not clearly defined.

Establishment	Type:
Fine Dining Restaurant	1
Food Hall (Not less than 6 restaurant bays)	1
Contemporary Casual Restaurant	1 or 2
Casual/Family Style Restaurant	1 or 2
Fast Casual Restaurant	2
Multi-vendor Food Hall	2
Coffee Shop	2
Entertainment Venue, such as music hall or movie theater	2
Pastry Shop/ Bakery	2
Craft Brewery Tap Room	2
Craft Distillery Tasting Room	2
Fast Food Restaurant	2 or 3
Café or Deli Restaurant	2 or 3
Pizza Parlor	2 or 3
Ice Cream Shop	3
Bar/Lounge	3

e. General Program Requirements:

1) Applicants:

- a) Business Owner and the Property Owner would submit a joint application for a FAB-REP Grant, indicating both the Business Owner and Property Owner's investments towards the eligible improvements.
 - i. The Business Owner and Property Owner must each contribute at least 25% of the cost of eligible improvements or provide a rent concession equal to such amount. Funding received through the Downtown Historic Preservation & Revitalization Trust Fund ("HPTF"), or the related portion paid by the Business Owner or the Property Owner, is not eligible for consideration towards the required contribution to the cost of eligible improvements under FAB-REP.
 - ii. Inclusion of the Business Owner in the Application Process creates alignment between incentive and performance as they are the principal beneficiary of the improvements in the immediate future.

- iii. Inclusion of the Property Owner in the Application Process creates “buy-in” from the Property Owner as many of the eligible improvements will directly benefit him or her longer than the lease agreement with the Business Owner.
 - b) The Business Owner and the Property Owner will execute the same FAB- REP Grant Agreement that will identify specific responsibilities for each.
 - i. The amount of grant funds secured by an agreement that will reflect the total FAB-REP Grant awarded by the DIA, compliance measures, and other terms irrespective of the Property Owner contribution.
 - ii. The DIA reserves the right to determine if a personal guarantee or other form of security is necessary for the note. The decision will be based on the creditworthiness of the Business Owner and/or the Property Owner.
 - iii. If the Business Owner is also the Property Owner, the DIA may request security in the form of a subordinate mortgage or lien on the property.
 - iv. Property Owner will have a cure period of 180 days should the Business Owner abandon the lease during the compliance period of the Grant.
- 2) Grant Funding

a) Improvement Incentive amounts

Funding under the FAB-REP program will be determined by the Type of establishment and limited to 50% of eligible costs, as outlined in Section III(e).

Establishment Type	Price per Square Foot	Cap of Eligible Costs
Type 1:	\$65/Sq. Ft	50% of eligible costs, not to exceed \$400,000
Type 2:	\$50/Sq. Ft.	50% of eligible costs, not to exceed \$200,000
Type 3:	\$40/ Sq. Ft.	50% of eligible costs, not to exceed \$100,000

b) Historic Preservation/Adaptive Reuse Boost

For properties designated as a local landmark (per the Jacksonville Historic Preservation Section of the Planning & Development Department), applicant can receive an additional \$20 per square foot boost to the grant award (still subject to cap). Any changes to the exterior of local landmarks will need to be approved by the Jacksonville Historic Preservation Section or Jacksonville Historic Preservation Commission.

Costs included in an application for funding, or previously approved for funding, through the Downtown Historic Preservation & Revitalization Trust Fund (“HPTF”) at any level may not be included for consideration in the FAB-REP or for purposes of the boost, whether covered by the HPTF grant or not. Such costs must be separately identifiable in the construction budget presented at the time of application.

For properties designated as a contributing structure to the Downtown Historic District (per the National Park Service) but not a local landmark, the applicant can, subject to DIA approval, receive an additional \$10 per square

foot boost to their grant (still subject to cap). While DIA encourages preservation of the historic façade of contributing structures, it is an intent of the FAB-REP to promote ground floor activation. To that end, the replacement of storefront plate glass windows with window opening systems or similar modifications that promote greater street front visibility and access will not disqualify an applicant from receiving the boost.

c) Type of Funding

- i. Zero-interest, Grant, payable upon completion of the work and receipt by DIA of invoices for goods and services rendered, and proof that recipients paid for such goods and services.
 - No interest shall accrue upon the principal of the total loan amount with principal forgiven over a five (5) year period.
 - Total principal balance will amortize 20% each year of the compliance period.
 - At end of five years, the loan shall be forgiven in its entirety on the condition the improvements are installed and maintained in reasonably good condition and no City Code violations are incurred during the compliance period.
 - If it is determined that recipient(s) is in default, interest and full payment of the grant may be demanded.
 - DIA may help arrange bridge financing with community lenders, to facilitate funding requirements during the construction or build-out phase of the project. However, it is not the responsibility of DIA to arrange such financing arrangement.

d) Recipient Eligibility:

- i. **Hours of Operation:** Establishment must be open not less than 5 days per week which must include either breakfast or dinner/evening hours, and specifically including at least one of the following operating periods:
 - Breakfast: opening no later than 7:00 am
 - Dinner/Evening hours: staying open at least until 9:00 pm, including either Friday or Saturday evening
 - DIA will have the authority to modify the required hours of operation in the event market conditions require same.
- ii. Availability of funding for the specific type:
 - In an effort to create a competitive and diverse mix of establishments in the FAB-REP districts, the DIA will target FAB-REP Grants to a specific number of establishments types each year. Annually, grants will be awarded on a first come, first serve basis, subject to available funds, and allocated as follows:
 - Type 1: not more than 5 in total for the year
 - Type 2: not more than 4 in each district
 - Type 3: not more than 3 in each district
 - The DIA reserves the right to adjust this allocation at any time based on market conditions and grant demand. Further, the

DIA will evaluate the applicant's business plan, proximity to other establishments, the contribution made to the diversity in the retail mix of the area proposed, the product offering, and price points, in relation to the existing or approved establishments in the FAB-REP district.

- iii. First floor spaces with access from the street or customers visible from the street are eligible. Situations where the upper floor space is related to the operations on the first floor and adds to the street activation may be considered as supplemental space on a case-by-case basis.
- iv. Second floor only spaces may be eligible if open rooftop, balcony, or deck where service is visible from street level and access from street level is provided via stairs or elevator accessible from the sidewalk.
- v. Supplemental space including outdoor seating areas, meeting space, banquet halls, and similar areas should not be included in the calculation of eligible square feet. DIA may award an incentive for supplemental space at a reduced rate per square foot depending on the anticipated use and level of finish which must be separately identifiable in the construction budget presented at the time of application.
- vi. Applicant must provide a copy of a fully negotiated lease agreement with at least 3-year term operating during the entirety of the compliance period.
- vii. The scoring rubric found in the existing Retail Enhancement Program will be utilized in scoring applications.
- viii. In the event the recipient is unable to meet the above eligibility requirements, a Retail Enhancement Program Grant should be considered.

e) Eligible and Ineligible Improvements:

i. Eligible Improvements

To be considered eligible, the improvement must be directly related to the retail food or beverage establishment seeking the grant. Office, distribution, and costs associated with preparation or packaging of food or beverages to be consumed or distributed off-site are considered indirect improvements and not eligible for grant funds. Further, the use of FAB-REP grant funds may not be used for any portion of the cost of improvements submitted as part of an application or already approved for funding through an HPTF Grant. Such costs must be separately identifiable in the construction budget presented at the time of application.

The below list is not exhaustive but is illustrative of those improvements that otherwise would be considered eligible.

- Interior demolition and site preparation
- Code compliance, life safety and ADA
- Electrical, utility, and mechanical improvements (e.g., lighting, HVAC, elevator for establishment use only).
- Doors, windows, flooring, façade improvements (including awnings affixed to the building), and other interior and exterior improvements.

- Cooking, refrigeration, and ventilation systems, but not small appliances (e.g., microwave), fixtures, point-of-sale systems
- Other construction or improvements that would commonly be recognized as permanent or part of the interior or exterior of the tenant space
- 50% reimbursement of infrastructure costs clearly and demonstrably associated with preparation and packaging of food or beverages to be consumed or distributed off-site as a supplemental (not primary) use

ii. Ineligible Improvements

Generally, any non-permanent improvements or improvements that do not directly relate to food or beverage operation, or any improvement made without the necessary permits are not eligible for grant funds.

- Temporary or movable furniture such as tables, chairs
- China, tablecloths, silverware, etc.
- Small kitchen appliances (i.e., microwaves, toasters)
- Enhancements or improvements generally considered out of scale with the business plan included as part of the grant application. By way of example, an ice cream parlor would generally not require a wine cellar.
- Office equipment
- Moving expense
- Working capital
- Refinancing existing debts for prior improvements
- General periodic maintenance
- Soft costs (e.g., engineering and design, developer fees, etc.)
- New building construction or new building additions

XI. TARGETED RETAIL ACTIVATION - WATERFRONT RESTAURANT PROGRAM SPECIFIC REQUIREMENTS

In an effort to activate the Riverfront, celebrate the beauty of our National Heritage River, and capitalize on the City's investment in the Riverwalk, signature riverfront parks, and public recreational docks, a Waterfront Restaurant Zone has been established within which three new incentives are available.

There are four program types of Waterfront restaurant incentive:

1. Existing Riverfront buildings
2. New Construction Riverfront Mixed Use Buildings
3. New Construction Riverfront Free-standing restaurants
4. Creekfront restaurants

In addition to the requirements above in Sections I-VII of this Retail Incentive Program, the following program specific requirements shall apply.

a. Waterfront Restaurant Zone

The Waterfront Restaurant Zone runs from the Fuller Warren Bridge to the eastern boundary of the Sports and Entertainment District on the Northbank and from the Fuller Warren Bridge to the Northeast Park at RiversEdge on the Southside and along the banks of McCoy's and Hogan's Creeks within Downtown. The zone includes privately owned submerged lands where they exist, and the first parcel upland of the bulkhead/top of bank and/or Riverwalk and the property must be directly accessible from the Riverwalk or creek-side public trail. To qualify as within the zone, the waterfront restaurant must be located over water or upland with no intervening development between the restaurant and the Riverwalk or public Creekside trail. The restaurant must have a direct view of the water, direct access to the Riverwalk (in the case of the Southside a bridge to the Riverwalk may be required) or creek side public trail and outdoor service on the waterfront is highly desired.

b. Existing Riverfront Buildings

1. Qualifying Establishments

Only Type 1 restaurants with a minimum of 3,000 square feet of enclosed indoor space will qualify. Type 1 is generally, full service (i.e., wait staff, table bussers), full menu, full kitchen, non-disposable serve-ware. Must be open a minimum of five days per week for dinner until at least 9 p.m.

The below table provides various classifications of establishments and the most likely type from the descriptions above. The DIA has the discretion to determine the type of establishment if it is not listed here or it is not clearly defined.

Establishment	Type
Fine Dining Restaurant	1
Food Hall (Not less than 6 restaurant bays)	1
Contemporary Casual Restaurant	1 or 2
Casual/Family Style Restaurant	1 or 2

2. Grant Funding

Improvement Incentive amounts

Funding under the Existing Riverfront Building program will be determined by the Type of establishment and limited to 50% of eligible costs, as outlined in Section III(e) under the FAB- REP program.

Establishment	Price per Square Foot	Cap of Eligible Costs
Type 1:	\$75/Sq. Ft./ground floor	50% of eligible costs, not to exceed \$500,000
Type 1:	\$65/Sq. Ft./rooftop	50% of eligible costs, not to exceed \$400,000

Direct Boater Access Boost

For qualifying restaurants where a dock with public boater access exists on the parcel, or where the owner has provided the City with an appropriate upland interest and permission to seek a submerged lands lease and construct a public access dock in front of the property, applicant can receive an additional \$10 per square foot boost to the grant award (still subject to cap).

3. General Program Requirements

The General Program Requirements for FABREP contained in Section III(e)(1) Applicants and III (e)(2)(c) Grant Funding-Type of Funding and III(e)(2)(e) Grant Funding-Eligible and Ineligible Improvements shall apply to this program.

4. Recipient Eligibility:

- Establishment must be open not less than 5 days per week which must include dinner/evening hours, staying open at least until 9:00 pm, including both Friday

and Saturday evening

- DIA will have the authority to modify the required hours of operation in the event market conditions require same.
- Ground floor spaces that meet the requirements of the Waterfront Restaurant zone are eligible. Situations where the upper floor space is related to the operations on the first floor and adds to the riverfront activation may be considered as supplemental space on a case-by-case basis.
- Upper floor only spaces may be eligible if open rooftop, entirely open balcony or deck where service is visible from Riverfront ground level and access from Riverwalk level is provided via stairs or elevator accessible from the Riverwalk.
- Supplemental space including outdoor seating areas, meeting space, banquet halls, and similar areas should not be included in the calculation of eligible square feet. DIA may award an incentive for supplemental space at a reduced rate per square foot depending on the anticipated use and level of finish which must be separately identifiable in the construction budget presented at the time of application.
- Applicant must provide a copy of a fully negotiated lease agreement with at least 3- year term operating during the entirety of the compliance period.
- The scoring rubric found in the existing Retail Enhancement Program will be utilized in scoring applications.

c. New Construction Riverfront Mixed-Use Buildings

1. Qualifying Establishments

Only Type 1 restaurants with a minimum of 3,000 square feet of enclosed indoor space will qualify. Type 1 is generally, full service (i.e. wait staff, table bussers), full menu, full kitchen, non-disposable serve-ware. Must be open a minimum of five days per week for dinner until at least 9 p.m.

The below table provides various classifications of establishments and the most likely type from the descriptions above. The DIA has the discretion to determine the type of establishment if it is not listed here or it is not clearly defined.

Establishment	Type
Fine Dining Restaurant	1
Food Hall (Not less than 6 restaurant bays)	1
Contemporary Casual Restaurant	1 or 2
Casual/Family Style Restaurant	1 or 2

2. Grant Funding

Improvement Incentive amounts

Funding under the New Construction Riverfront Mixed-Use Building program will be determined by the Type of establishment and limited to 50% of eligible costs, as outlined in Section III(e) under the FAB- REP program.

Establishment	Price per Square Foot	Cap of Eligible Costs
Type 1:	\$100/Sq. Ft./ground floor	50% of eligible costs, not to exceed \$750,000
Type 1:	\$75/Sq. Ft./rooftop	50% of eligible costs, not to exceed \$500,000

Direct Boater Access Boost

For qualifying restaurants where a dock with public boater access exists on the parcel, or where the owner has provided the City with an appropriate upland interest and permission to seek a submerged lands lease and construct a public access dock in front of the property, applicant can receive an additional \$10 per square foot boost to the grant award (still subject to cap).

3. Applicants

The applicant for New Construction Riverfront Mixed-use Buildings may be the owner of the property who is developing the new mixed-use building. A tenant operator need not be identified at the time of application and notwithstanding any other program requirements generally applicable to FAB-REP or Waterfront Restaurant Incentive programs the following provisions shall supersede and control:

- i. The grant shall be paid upon completion of the restaurant construction and delivery of a fully executed lease with a tenant operator of a qualifying Type 1 restaurant provided such lease requires completion of all remaining tenant improvements and opening for business within 120 days of execution. If the time for completion and opening is longer than 120 days, the grant shall be payable upon opening of the restaurant.
- ii. Restaurant construction cost shall not include the cost of associated parking, if any, nor real estate taxes.
- iii. The loan term shall be 10 years and shall be forgiven 10% per year so long as the restaurant space is occupied with a qualified Type 1 restaurant that operates for a minimum of 8 hours per day, 5 days per week, as described below, and remains in operation throughout the year except in the event of operator turnover.
- iv. In the event of operator turnover, a closure of not more than 60 days will be allowed without loss of loan forgiveness for that year. Any amount not forgiven by the tenth anniversary shall be due and payable on that tenth anniversary date.
- v. If restaurant is located in a mixed-use building for which any incentive is provided for the primary use (such as a multi-family REV grant), only construction costs beyond cold dark shell, which may include increased podium, venting, access, elevator, enlarged patio, grease trap, commercial grade systems, capital expenditures related to tenant improvements, and associated soft costs, will be used to determine total construction cost.

4. General Program Requirements

The General Program Requirements for FABREP contained in Section III (e)(2)(c) Grant Funding-Type of Funding and III(e)(2)(e) Grant Funding-Eligible and Ineligible Improvements shall apply to this program.

5. Eligibility

- i. Qualifying restaurants must be open not less than 5 days per week which must include dinner/evening hours: staying open at least until 9:00 pm, including both Friday and Saturday evening
 - a. DIA will have the authority to modify the required hours of operation in the event market conditions require same.
- ii. Ground floor spaces that meet the requirements of the Waterfront Restaurant zone are eligible. Situations where the upper floor space is related to the operations on the first floor and adds to the riverfront activation may be considered as supplemental space on a case-by-case basis.
- iii. Upper floor only spaces may be eligible if open rooftop, entirely open

balcony or deck where service is visible from Riverfront ground level and access from Riverwalk level is provided via stairs or elevator accessible from the Riverwalk.

- iv. Supplemental space including outdoor seating areas, meeting space, banquet halls, and similar areas should not be included in the calculation of eligible square feet. DIA may award an incentive for supplemental space at a reduced rate per square foot depending on the anticipated use and level of finish which must be separately identifiable in the construction budget presented at the time of application.
 - v. Applicant must provide a copy of a fully negotiated lease agreement with at least 3- year term operating during the entirety of the compliance period.
- d. New Construction Riverfront Free-Standing Restaurant

1. Location

Only free-standing restaurants located on unique parcels not otherwise suitable for a denser use, restaurants constructed over submerged lands, and free-standing restaurants located on other upland sites within the Waterfront Restaurant Zone which in the discretion of DIA have been determined that a free-standing restaurant is the highest and best use of the parcel will be eligible.

2. Qualifying Establishments

The Type of establishment will determine the appropriate incentive level.

- i. Type 1: Generally, full service (i.e. wait staff, table bussers), full menu, full kitchen, non-disposable serve-ware. Must be open a minimum of five days per week for dinner until at least 9 p.m.
- ii. Type 2: Generally, limited service; order at the counter, self-clearing of tables, partial or full kitchen, buffet line, with on-site preparation and consumption of food. Must be open a minimum of five days per week for either breakfast (by 7:00 a.m.) or dinner/evening hours (until at least 9:00 p.m.).
- iii. Type 3: Generally, no kitchen or minimal kitchen, counter service only, limited menu or beverage only. Must be open a minimum of five days per week for either breakfast (by 7:00 a.m.) or dinner/evening hours (until at least 9:00 p.m.).
- iv. All Types must be open Friday and Saturday evening or Saturday and Sunday daytime.
- v. The below table provides various classifications of establishments and the most likely type from the descriptions above. The DIA has the discretion to determine the type of establishment if it is not listed here or it is not clearly defined.

The below table provides various classifications of establishments and the most likely type from the descriptions above. The DIA has the discretion to determine the type of establishment if it is not listed here or it is not clearly defined.

Establishment	Type:
Fine Dining Restaurant	1
Food Hall (Not less than 6 restaurant bays)	1
Contemporary Casual Restaurant	1 or 2
Casual/Family Style Restaurant	1 or 2
Fast Casual Restaurant	2
Multi-vendor Food Hall	2
Coffee Shop	2
Pastry Shop/ Bakery	2
Craft Brewery Tap Room	2
Craft Distillery Tasting Room	2
Fast Food Restaurant	2 or 3
Café or Deli Restaurant	2 or 3
Pizza Parlor	2 or 3
Ice Cream Shop	3
Bar/Lounge	3

3. Grant Funding

Improvement Incentive amounts

Funding under the New Construction Riverfront Free-standing Restaurant program will be determined by the Type of establishment and limited to 50% of eligible costs, as outlined in Section III(e) under the FAB-REP program. Notwithstanding the foregoing, eligible costs of a free-standing building shall include all construction hard costs of that free-standing restaurant building.

Establishment Type	Price per Square Foot	Cap of Eligible Costs
Type 1:	\$100/Sq. Ft./ground floor	50% of eligible costs, not to exceed \$750,000
Type 1:	\$75/Sq. Ft./rooftop	50% of eligible costs, not to exceed \$500,000
Type 2:	\$50/Sq. Ft./ground floor	50% of eligible costs, not to exceed \$250,000
Type 3:	\$40/ Sq. Ft./ground floor	50% of eligible costs, not to exceed \$100,000
Type 3 bar lounge only:	\$50/Sq. Ft./rooftop	50% of eligible costs, not to exceed \$350,000

Direct Boater Access Boost

For qualifying restaurants where a dock with public boater access exists on the parcel, or where the owner has provided the City with an appropriate upland interest and permission to seek a submerged lands lease and construct a public access dock in front of the property, applicant can receive an additional \$10 per square foot boost to the grant award (still subject to cap).

4. Applicants

The applicant for a New Construction Free-standing Restaurant may be the owner of the property who is developing the restaurant building. A tenant operator need not be identified at the time of application and notwithstanding any other program

requirements generally applicable to FAB-REP or Waterfront Restaurant Incentive programs the following provisions shall supersede and control:

- i. The grant shall be paid upon completion of the restaurant construction and delivery of a fully executed lease with a tenant operator of a qualifying Type 1,2 or 3 restaurant provided such lease requires completion of all remaining tenant improvements and opening for business within 120 days of execution. If the time for completion and opening is longer than 120 days, the grant shall be payable upon opening of the restaurant.
- ii. Restaurant construction cost shall not include the cost of associated parking, if any, nor real estate taxes.
- iii. The loan term shall be 10 years and shall be forgiven 10% per year so long as the restaurant space is occupied with a qualified Type 1 restaurant that operates for a minimum of 8 hours per day, 5 days per week, as described below, and remains in operation throughout the year except in the event of operator turnover.
- iv. In the event of operator turnover, a closure of not more than 60 days will be allowed without loss of loan forgiveness for that year. Any amount not forgiven by the tenth anniversary shall be due and payable on that tenth anniversary date.
- v. A separate tax parcel must be created for the restaurant and total construction cost less the cost of parking and taxes will be used.

5. General Program Requirements

The General Program Requirements for FAB-REP contained in Section III (e)(2)(c) Grant Funding-Type of Funding and III(e)(2)(e) Grant Funding-Eligible and Ineligible Improvements shall apply to this program.

6. Eligibility

- i. Qualifying restaurants must be open not less than 5 days per week which must include dinner/evening hours: staying open at least until 9:00 pm, including both Friday and Saturday evening
 - a. DIA will have the authority to modify the required hours of operation in the event market conditions require same.
 - ii. Ground floor spaces that meet the requirements of the Waterfront Restaurant zone are eligible. Situations where the upper floor space is related to the operations on the first floor and adds to the riverfront activation may be considered as supplemental space on a case-by-case basis.
 - iii. Upper floor only spaces may be eligible if open rooftop, entirely open balcony or deck where service is visible from Riverfront ground level and access from Riverwalk level is provided via stairs or elevator accessible from the Riverwalk.
 - iv. Supplemental space including outdoor seating areas, meeting space, banquet halls, and similar areas should not be included in the calculation of eligible square feet. DIA may award an incentive for supplemental space at a reduced rate per square foot depending on the anticipated use and level of finish which must be separately identifiable in the construction budget presented at the time of application.
 - v. Applicant must provide a copy of a fully negotiated lease agreement with at least 3- year term operating during the entirety of the compliance period.
- e. New Construction Riverfront Free-Standing Restaurant

1. Creekfront Program

Restaurants that meet the Waterfront Restaurant Zone criteria for a creekfront

restaurant whether in an existing building, a new construction creekfront mixed use building, or a new construction creekfront free-standing restaurant building will be eligible for incentive consideration.

2. Existing Creekfront Buildings

Creekfront restaurants within existing buildings that meet the Creekfront Waterfront Zone criteria shall be eligible for the FABREP program as applied in the two designated FABREP districts and all applicable terms of Section X above shall apply except the limitation on location to the designated FABREP Districts.

3. New Construction Creekfront Mixed-Use Buildings

Restaurants within New Construction Creekfront Mixed-Use Buildings shall be eligible for incentives following the same guidelines as applicable to New Construction Riverfront Mixed-Use

Buildings except that the applicable grant amount will be established in accordance with the table below.

Funding under the New Construction Creekfront Mixed-Use Building program will be determined by the Type of establishment and limited to 50% of eligible costs, as outlined in Section III(e) under the FAB-REP program. Only Type 1 establishments are eligible.

Establishment Type	Price per Square Foot	Cap of Eligible Costs
Type 1:	\$75/Sq. Ft./ground floor	50% of eligible costs, not to exceed \$500,000
Type 1:	\$50/Sq. Ft./rooftop	50% of eligible costs, not to exceed \$300,000

4. New Construction Free-Standing Creekfront Restaurants

New Construction Creekfront Free-standing Restaurants shall be eligible for incentives following the same guidelines as applicable to New Construction Free-standing Riverfront Restaurants except that the applicable grant amount will be established in accordance with the table below.

Funding under the New Construction Riverfront Free-standing Restaurant program will be determined by the Type of establishment and limited to 50% of eligible costs, as outlined in Section III(e) under the FAB-REP program. Notwithstanding the foregoing, eligible costs of a free-standing building shall include all construction hard costs of that free-standing restaurant building.

Establishment Type	Price per Square Foot	Cap of Eligible Costs
Type 1:	\$75/Sq. Ft./ground floor	50% of eligible costs, not to exceed \$750,000
Type 1:	\$50/Sq. Ft./rooftop	50% of eligible costs, not to exceed \$500,000
Type 2:	\$50/Sq. Ft./ground floor	50% of eligible costs, not to exceed \$250,000
Type 3:	\$40/ Sq. Ft./ground floor	50% of eligible costs, not to exceed \$100,000
Type 3 bar/lounge only:	\$50/Sq. Ft./rooftop	50% of eligible costs, not to exceed \$250,000

XII. SIDEWALK ENHANCEMENT GRANT PROGRAM

In an effort to encourage more outdoor dining activity and place making, a Sidewalk Enhancement Grant may be awarded to recipients of FAB-REP funding, subject to the following conditions and limitations:

a. Eligibility Requirements

- Properties must be located within FAB-REP District Boundaries.
- Additional funds will be available to FAB-REP grant recipients, to reimburse up to 80% of eligible outdoor dining improvement costs, but not to exceed \$15,000. A separate budget must be provided. The funds can be used for the cost of creating outdoor spaces that enhance the sidewalk experience, such as tables, chairs, and other furniture, lighting, greenery, umbrellas, and awnings.
- All Sidewalk Grant recipients must hold a valid Sidewalk Café permit to be eligible for the grant.
- Application for the Sidewalk Enhancement Grant must include a plan to protect the improvements including all equipment and fixtures for the three-year compliance period, subject to approval by DIA staff.
- DIA reserves the right to inspect the improvements during the compliance period. In the event operator fails to use the improvements as intended or fail to secure and maintain the improvements in good repair as agreed, including but not limited to loss of or irreparable damage (beyond normal wear and tear), the DIA may declare the recipient in default. The recipient will then have a period of thirty days to cure such default or DIA may withhold amortization of funds awarded under this Sidewalk Enhancement Grant.
- As an alternative to the REP or FAB-REP, qualifying Business Owners already established or new qualifying Business Owners within the FAB-REP districts, may apply for a Stand-alone Sidewalk Enhancement Forgivable Loan to reimburse up to 80% of eligible outdoor dining improvement costs, but in an amount not to exceed \$5,000, without requiring participation by the Property Owner as a co-applicant. Further, administration of any Stand-alone Sidewalk Enhancement Forgivable Loan will be made as a recoverable grant with claw back provisions for a term of three years. Approval shall be based on applicant eligibility, DIA staff approval of the proposed improvements, evidence of a valid lease with a minimum of three years remaining, and documented approval of the improvements by the landlord.
- Application Requirements and Project Evaluation Criteria of the REP shall not apply to applicants for a Stand-alone Sidewalk Enhancement Forgivable Loan. However, a separate application and budget must be provided, and other requirements as found under the Sidewalk Enhancement Forgivable Loan program, to the extent not contrary to this paragraph, shall apply to the Stand-alone Sidewalk Enhancement Forgivable Loan.

2. **Commercial Revitalization Program (CRP)**

The Commercial Revitalization Program provides grant funds to tenants for new involving existing office space in Downtown Jacksonville (e.g., the tenant's first-time lease of the subject space). The grant funds are intended to partially offset the costs of Downtown parking and make the Downtown market competitive with suburban office space. Eventually, the desirability and vibrancy of a Downtown location will outweigh the cost advantage of suburban locations but in the short term, the cost of parking is a deterrent to prospective Downtown tenants. For the purposes of the CRP:

- Existing office space shall mean space that has appeared on the tax rolls as a completed structure for no less than 5 years prior to seeking CRP funds. New construction and/or never occupied shell space shall not be eligible for CRP funds.

- Storefront/ground-floor office must include a minimum of 1,000 square feet and shall not be located within the boundary of the Core Retail Enhancement Areas.
 - Upper-story/non-ground-floor office space in the subject building must include a minimum of 5,000 rentable square feet and be located in a building with at least 2015% vacancy (vacancy shall mean space not producing rent) at time of application.
 - Any office space located within a building that has been below 40% occupancy (occupancy shall mean space producing rent) for a period of 24-consecutive months shall be ineligible for CRP funds. Notwithstanding the foregoing, upon an arm's length change of ownership and material investment in capital improvements to the building by the new owner, the time frame for measurement of occupancy shall reset as of the change of ownership.
- Leases shall not include sublet and/or license agreements
 - Expansion space shall be eligible as a new first-time lease of that space.
 - Not available to businesses that relocate from one location in Downtown Jacksonville to another.
 - Any tenant seeking grant funds under this program must commit to maintaining an employment ratio of 2 employees (which may include owners/principals) per 1,000 square feet of leased space. Only employees that occupy the leased space for an average of 32 hours per week may be counted towards maintaining the required employment ratio.
 - Current parking rates are approximately \$90/mo./space depending on location. This offset parking grant offers a 50% discount off the average rate for a three-year lease increasing to 66% discount for a lease of 10 years or longer.

For new leases of at least a 3-year term:

New leases for a term of at least 3-years are eligible for a parking offset grant award per 1,000 square foot of office space leased as indicated in the table below. The offset is calculated assuming 2 employees per 1,000 square feet leased, and proof of on-site employees meeting this minimum standard will be required annually to qualify for grant payments. Grant awards are calculated at the time a new lease is executed based on the square feet leased and this program is capped at leases of 50,000 square feet or an equivalent of 100 employee parking spaces. Lease incentives for space greater than 50,000 square feet will be considered on an individual basis dependent on funds available. Grant awards shall be paid divided by the term of the lease and paid on an annual basis within three months following the lease anniversary date and submission and approval of the annual compliance certificate. Should a tenant fail to maintain compliance with the employment ratio requirement identified above, the DIA may withhold the grant award for any such year and/or discontinue base grant award.

Lease Term (Months)	Parking offset per space*	Grant Award (Per SF equivalent)
<u>36-47</u>	\$40.00/mo.	\$2.88
<u>48-71</u>	\$45.00/mo.	\$5.40
<u>72-95</u>	\$50.00/mo.	\$8.40
<u>96-119</u>	\$55.00/mo.	\$11.88
<u>120+</u>	\$60.00/mo.	\$14.40

* Assuming 2 employees/parking spaces for every 1,000 square feet

Tenant must not have accessed CRP previously for any space, except that, if tenant expands into new space and continues to occupy space for which CRP was accessed, tenant can receive benefits on the additional expansion space which will be considered as new lease space.

An Application must be filed with the DIA before the new lease is signed.

As an added welcome bonus, the DIA will provide a \$100 gift card good at numerous downtown eateries for each employee (based on the expected ratio of 2 employees per 1,000 square feet leased).

Each recipient of a Commercial Revitalization Program (CRP Parking Grant) must agree to promote Downtown activities and events organized by the City to its employees using electronic or static bulletin boards, newsletters, emails, and/or other standardized methods of internal communication.

Example:

A technology development firm signs a **60-month** lease for a 50,000 SF existing office space in Downtown Jacksonville. It is assumed that they will maintain at least 100 employees on site generating a parking offset grant of \$45/mo. times **100** employee spaces times 5 years or \$270,000. The tenant would be eligible for total grant award of \$270,000, or the equivalent of \$5.40/SF

COVID Recovery Renewal Lease Grant

Recognizing the unique impacts of the COVID pandemic on commercial occupancy, and the importance of retaining our existing workforce in Downtown, for the period from January 1, 2022 through September 30, 2023, the Commercial Revitalization Program will be available for lease renewals for existing tenants who have not otherwise participated in the CRP program and who enter into qualified renewal leases of a least **thirty-six (36) months** in length for equal or greater amounts of leased space within Downtown. The Grant Award for such renewal leases will be 50% of the applicable grant Amounts for new to Downtown tenants.

3. Multi-Family Housing REV Grant

The program, first adopted in 2014, is designed to facilitate residential development within Downtown, to stimulate economic growth, and to fulfill the Downtown population goals established by the CRA by filling the economic gap that exists between achievable rents/NOI, capital requirements, and development costs. In the case of this program, the financial gap has been established on a neighborhood or district basis in context of development costs, capital requirements, and current and projected rent-growth in combination with fulfilling other economic development goals, thereby eliminating the need for a financial gap analysis of projects that comply with the criteria below.

Based on recent market feasibility and economic analysis, it has been determined that this REV grant shall not exceed 50% for riverfront properties located between Riverside Avenue and the St. Johns River in Brooklyn and for properties located between Riverplace Blvd./Prudential Drive (the first road parallel to the river) and the St. Johns River on the Southbank ("Limited Incentive Areas") unless additional rooftop restaurants/bars or waterfront retail beyond that required is included as described below. Further limitations are found under "REV Grant Factors" under Section A below.

- The program provides for a recovery of a portion of the incremental increase in ad-valorem taxes, ("Annual Project Revenue") on real and tangible personal property, which is produced as a result of the multifamily housing development.
- Unless further restricted otherwise in this program, the maximum grant will be limited to 75% of the City/County portion of the incremental increase in ad valorem taxes.
- The maximum life of the REV grant will be 20 years from completion but in no event longer than the payment due in 2026 for the calendar year 2025 taxes payable in April 2026. (*duration exceeds the life of the applicable CRA's*).
- The amount of the grant is determined by DIA based on the factors below, not based on applicant request or argued need.
- Program eligibility: To be eligible for the program the development must develop at least 16 new multi-family rental housing units within the boundaries of the DIA.
 - The DIA will confirm compliance with the eligibility requirements and additional commitments made by the Developer with quarterly reviews of rent rolls and annual reports and additional monitoring as needed.
- Any DIA Multifamily Housing REV Grant application that contemplates demolition of a Historic Property (one having local landmark designation or identified as a contributing structure in the National Historic District or properties over 50 years old and determined to be historically

and culturally relevant by the DIA Board in its sole discretion) shall lose a minimum of 10 percentage points from its REV calculation, and up to a maximum of 25 percentage points as further determined by the DIA Board in its sole discretion.

A. For Developments Adjacent to the St. Johns River or Riverwalk.

The program provides for a recovery of a portion of the Annual Project Revenue, on real and tangible personal property, which is produced as a result of multi-family housing and related development within the DIA Boundary and immediately adjacent to the St. Johns River or Riverwalk.

- The amount of the grant is determined by,
 - The amount of retail/office/commercial space included in a mixed-use development; and,
 - Density of housing along the waterfront identified.
 - Design factors identified below.

Based on recent market feasibility and economic analysis, it has been determined that this REV grant shall not exceed 50% for riverfront (adjacent to the Riverwalk or bulkhead with unobstructed river view) properties located between Riverside Avenue and the St. Johns River in Brooklyn and for properties located between Riverplace Blvd./Prudential Drive (the first road parallel to the river) and the St. Johns River on the Southbank (“Limited Incentive Area”) unless additional rooftop restaurants/bars or waterfront retail beyond that required is included as described below.

Conditions to eligibility for any level of REV Grant:

1. Developer must make a substantial commitment to assume responsibility for, or contribute to, an organization (including, but not limited to, the City through the Parks Partnership Program) to provide for the development, maintenance, or programming in the adjacent public space. Examples of acceptable commitments may be assuming responsibility for maintenance of the adjacent Riverwalk, or funding the same, for the life of the REV, donating a major piece of art to the park, or construction of a playground or sport court, etc. Commitments will be evaluated by DIA staff to determine materiality and consistency with the intent of this section. A one-time up-front commitment valued by DIA at not less than 3% of minimum total Private Capital Investment of the Developer used in calculation of the REV shall be deemed material however other values and payments over time may be considered material as described in the Structuring the Deal section of the BID.
2. In any mixed-use residential or multi-family housing development immediately adjacent to the St. Johns River or Riverwalk, ground level restaurant or bar space that actively engages the waterfront and/or Riverwalk shall be provided of not less than:
 - a. 3,000 square feet or 10% of the leasable residential square footage, whichever is greater; and
 - b. No less than 50% of the riverfront ground level building façade linear frontage; and
 - c. No less than 50 feet in depth off the riverfront façade of the building.
 - d. Higher level spaces above ground floor may be approved by the DIA Board in unique circumstances where the ground level of the building is not at the same grade as the Riverwalk, and ready access by pedestrians as provided.
3. In any mixed use residential or multi-family housing development immediately adjacent to the St. Johns River or Riverwalk, which development also has street frontage on the first street parallel to the river, (not including overpasses or ramps inaccessible by a driveway), no less than 30% of the ground level of the street frontage shall be retail directly accessible from the sidewalk, with an additional 20% of the frontage retail or activated space such as residential units with individual stoop entrances to the sidewalk, leasing offices, fitness centers, etc.
4. The ground level of any structured parking garage associated with such project, facing any street or view and access corridor, must be wrapped except at points of entry and exit with one or more of the following: a) residential units with individual stoop entrances to from the

sidewalk, resident amenity space (fitness center, community room, resident lounge, etc.), or commercial space, accessible from the sidewalk, or b) urban open space.

5. All levels of any structured parking garage associated with such project and facing or visible from the waterfront or Riverwalk must be wrapped with one or more of the following to screen the garage from the public space: residential units, resident amenity space or commercial space.
6. Developer must provide at no charge to the City, a permanent easement for public access for the Riverwalk trail system as contemplated by the Downtown Zoning Overlay. In the case of areas adjacent to Riverwalk segments constructed over water, the Developer must provide permanent public access easements and bridges connecting the Riverwalk to the upland development considered for incentive.
7. Developer must provide at no charge to the City, the public View and Access corridor easements or dedications for public use in accordance with the Downtown Zoning Overlay.
8. Applicant must commit to the minimum private capital investment based on projected development costs as finalized in negotiation with the DIA.
 - a. Any deviation below the minimum will result in a pro rata reduction of the Maximum REV payable over the term.
 - b. Any reduction of 10% or greater will result in forfeiture of the REV.

REV Grant Factors: The precise REV Grant size will be determined by the following factors:

- 5% for every 50 units with a minimum average size of 500 square feet produced in Downtown Jacksonville adjacent to the St. Johns River or Riverwalk with a minimum density of 175 units/acre (maximum of 25%; however, properties within the Limited Incentive Area shall not be eligible for any points from the unit count); *plus*,
- Up to 15% for the development of City-owned lazy / underutilized assets (maximum amount only if purchased at appraised market value without other incentives); *plus*,
- 10% for each 2,500 square feet of ground level retail space or rooftop restaurant/bar accessible by the public directly from the river or Riverwalk and 5% for each 2,500 square feet of ground level office/commercial space made available for lease to an unrelated third party accessible by the public directly from the river or Riverwalk (maximum of 20%, exclusive of restaurant percentage awarded below); *plus*,
- 10% for each 1,500 square feet (beginning with 3,000 square feet in a single operation) of ground level waterfront, Riverwalk front, or park front restaurant(s) open weekends, and a minimum of six days per week, and two meal periods of each day of operations (maximum of 40%); *plus*,
- Up to 15% for enhanced design and quality including unique architectural features and materials in the subject residential building(s) or any visible portion of an associated structured parking garage, or both, beyond minimum compliance with DDRB standards (to qualify for this factor, conceptual plans including exterior materials, must have received DDRB approval) *plus*,
- Up to 15% total for the provision or utilization of shared use parking through one or more of the following:
 - 1% shall be available for each percent of new surface parking spaces or parking structure spaces at grade or on the ground floor that are dedicated to public use at all times (minimum 5 spaces to be eligible);
 - 5% shall be available for every 25 spaces made available on site for shared parking by off-site primary users;
 - 5% shall be available for every 25 spaces serving the residential development that are secured through off-site shared use arrangements; *plus*,
- 2% for every 10 units provided with enhanced accessibility above the minimum requirements of the ADA and Fair Housing Act (maximum of 10%); *plus*,

- 10% for each occupiable floor above seven (excluding any basement or rooftop amenity as a floor, maximum of 30%); *plus*
- 10% for projects located in the Central Core District; *plus*,
- Up to 10% for resiliency through one or more of the following:
 - Resilient Building Design – up to 5% for utilization of resilient building techniques, such as use of flood-proof materials on first floor/subsurface elements, elevation of critical assets (HVAC, generators, utility boxes, etc.) to above the first floor, and use of reflective materials on the roof to create a “cool roof”
 - Resilient Landscaping and Site Design – up to 5% for designing landscaping around residential building to address flooding and heat, including installation of catchment systems, bioswales or green infrastructure that can capture the first 1.5 inches of stormwater on-site or increasing tree canopy to twice the amount pre-construction

Properties located in the Limited Incentive Area may exceed the 50% limitation up to maximum of 75% by providing the following:

- 5% for each 10% of riverfront ground level building façade linear frontage (above the minimum 50% required) that is devoted to ground level retail or restaurant/bar space accessible by the public directly from the Riverwalk.
- 10% for a minimum 2,500 square foot rooftop restaurant/bar accessible by the public directly from the Riverwalk.
- 10% for each 8 boat slips made available for transient use by the public for any time period which the restaurant and any other public spaces are also open for business.

B. For Developments Adjacent to a Creek Front, or adjacent to a City owned public park.

The program provides for a recovery of a portion of the Annual Project Revenue, on real and tangible personal property, which is produced as a result of multi-family housing development within the DIA Boundary and immediately adjacent to McCoy’s Creek, Hogan’s Creek, (the Emerald Trail adjacent to either creek), or a City owned public park.

- The amount of the grant is determined by,
 - The amount of retail/office/commercial space included in a mixed-use development; and,
 - Provision of housing in targeted districts.
 - Design factors identified below.

Conditions to eligibility for any level of REV Grant:

1. Developer must make a substantial commitment to assume responsibility for, or contribute to, an organization (including, but not limited to, the City through the Parks Partnership Program) to provide for the development, maintenance, or programming in the adjacent public space. Examples of acceptable commitments may be assuming responsibility for maintenance of the adjacent Riverwalk, or funding the same, for the life of the REV, donating a major piece of art to the park, or construction of a playground or sport court, etc. Commitments will be evaluated by DIA staff to determine materiality and consistency with the intent of this section. A one-time up-front commitment valued by DIA at not less than 3% of minimum total Private Capital Investment of the Developer used in calculation of the REV shall be deemed material however other values relative to the size of the park and payments over time may be considered material as described in the Structuring the Deal section of the BID.
2. In any mixed-use residential or multi-family housing development immediately adjacent to the Emerald Trail fronting either McCoy’s Creek or Hogan’s Creek, or adjacent to a City owned public park, ground level activated space that actively engages the creek, trail, or park shall be provided of not less than 30% of the trail or park front ground level building façade linear frontage.

- a. Activated uses will include, but are not limited to, retail, restaurant, or bar spaces that open directly to the creek, park, or trail; tenant amenity areas visible from the creek, park, or trail; and residential units with individual stoop entrances to the park, creek, or trail.
 - b. Higher level spaces above ground floor may be approved by the DIA Board in unique circumstances where the ground level of the building is not at the same grade as the trail or park front, and ready access by pedestrians is provided.
3. The ground level of any structured parking garage associated with such project facing the creek, park, or trail must be wrapped except at points of entry and exit with one or more of the following: a) stoop entrances to individual residential units, or b) resident amenity space (fitness center, community room, resident lounge, etc.), or commercial space, accessible from the street, or b) urban open space.
 4. Developer must provide at no charge to the City, a permanent easement for public access for the Creekside trail system as contemplated by the Downtown Zoning Overlay.
 5. Developer must provide at no charge to the City, the public View and Access corridor easements or dedications for public use in accordance with the Downtown Zoning Overlay.
 6. Applicant must commit to a minimum private capital investment based on projected development costs as finalized in negotiation with the DIA.
 - a. Any deviation below the minimum will result in a pro rata reduction of the Maximum REV payable over the term
 - b. Any reduction of 10% or greater will result in forfeiture of the REV

REV Grant Factors: The precise REV Grant size will be determined by the following factors:

- 5% for every 50 units with a minimum average size of 500 square feet produced in Downtown Jacksonville adjacent to McCoy's Creek, Hogan's Creek, the Emerald Trail adjacent to either creek, or a City owned public park (maximum of 25%); plus
- Up to 15% for the development of City-owned lazy / underutilized assets (maximum amount only if purchased at appraised market value without other incentives); plus,
- 10% for each 2,500 square feet of ground level retail space (frontage must be equal to or greater than depth) or rooftop restaurant/bar accessible by the public directly from the street, park, trail, or creek (maximum 20%); plus,
- 5% for each 2,500 square feet of ground level office/commercial space made available for lease to an unrelated third party and accessible by the public directly from the street, park, trail, or creek (maximum of 10%, exclusive of restaurant percentage awarded below); plus
- 10% for each 1,500 square feet (beginning with 3,000 square feet in a single operation) of ground level creek front, trail front, or park front restaurant(s) open weekends, and a minimum of six days per week, and two meal periods of each day of operations (maximum of 40%); plus,
- Up to 10% for enhanced design and quality including unique architectural features and materials in the subject residential building(s) or any visible portion of an associated structured parking garage, or both, beyond minimum compliance with DDRB standards (to qualify for this factor, conceptual plans including exterior materials, must have received DDRB approval) plus,
- Up to 15% for the provision or utilization of shared use parking through one or more of the following:
 - 1% shall be available for each percent of new surface parking spaces or parking structure spaces at grade or on the ground floor that are dedicated to public use at all times.
 - 5% shall be available for every 25 spaces made available on site for shared parking by off-site primary users.

- 5% shall be available for every 25 spaces serving the residential development that are secured through off-site shared use arrangements (maximum of 15%); plus
- 5% for every 10 units provided for enhanced accessibility above the minimum requirements of the ADA and Fair Housing Act (maximum of 10%); plus
- 10% for each occupiable floor above seven, where permissible, excluding any basement or rooftop amenity (maximum of 30%); plus
- 15% for a project of not less than 50 units with a minimum average size of 500 square feet located in Cathedral or LaVilla District; plus
- Up to 10% for resiliency through one or more of the following:
 - Resilient Building Design -- 5% for utilization of resilient building techniques, such as use of flood-proof materials on first floor/subsurface elements, elevation of critical assets (HVAC, generators, utility boxes, etc.) to above the first floor, and use of reflective materials on the roof to create a “cool roof”
 - Resilient Landscaping -- 5% for designing landscaping around residential building to address flooding and heat, including installation of catchment systems, bioswales or green infrastructure that can capture the first 1.5 inches of stormwater on-site or increasing tree canopy to twice the amount pre-construction

C. For Developments Not Adjacent to the River, Creek, or City Park

The program provides for a recovery of a portion of the Annual Project Revenue, on real and tangible personal property, which is produced as a result of multi-family housing development within the DIA Boundary and NOT immediately adjacent to the St. John’s River or Riverwalk, McCoy’s Creek, Hogan’s Creek, the Emerald Trail adjacent to either creek, or a City owned public park.

- The amount of the grant is determined by the number of units developed, plus
 - The amount of retail/office/commercial space included in a mixed-use development; and,
 - Provision of housing in targeted districts.
 - Design factors identified below.

Conditions to eligibility for any level of REV Grant:

1. In any mixed use residential or multi-family housing development not immediately adjacent to the river, McCoy’s Creek, Hogan’s Creek, Emerald Trail, or a City owned public park, no less than 30% of the ground level of the building linear street frontage on each street shall be activated space such as residential units with individual stoop entrances to the sidewalk, retail, office use, leasing offices, fitness centers for tenants, etc.
2. Applicant must commit to a minimum private capital investment based on projected development costs as finalized in negotiation with the DIA.
 - a. Any deviation below the minimum will result in a pro rata reduction of the Maximum REV payable over the term.
 - b. Any reduction of 10% or greater will result in forfeiture of the REV.

REV Grant Factors: The precise REV Grant size will be determined by the following factors:

- 5% for every 10 units produced in Downtown Jacksonville with a minimum average size of 500 square feet (maximum of 25%); plus,
- Up to 15% for the development of City-owned lazy / underutilized assets (maximum amount only if purchased at appraised market value without other incentives); plus,
- 10% for each 2,500 square feet of ground level restaurant/bar, retail space, or balcony/rooftop restaurant/bar accessible by the public directly from the street (maximum 25%); plus

- 5% for each 2,500 square feet of ground level office/commercial space made available for lease to an unrelated third party and accessible by the public directly from the street (maximum of 15%); plus,
- 5% for each 10% of activated linear front footage above the 30% minimum required per street frontage (maximum of 20%); plus,
- Up to 10% for enhanced design and quality including unique architectural features and materials in the subject residential building(s) or any visible portion of an associated structured parking garage, or both, beyond minimum compliance with DDRB standards (to qualify for this factor, conceptual plans including exterior materials, must have received DDRB approval); plus,
- Up to 15% for the provision or utilization of shared use parking.
 - 1% shall be available for each percent of new surface parking spaces or parking structure spaces at grade or on the ground floor that are dedicated to public use at all times.
 - 5% shall be available for every 25 spaces made available on site for shared parking by off-site primary users.
 - 5% shall be available for every 25 spaces serving the residential development that are secured through off-site shared use arrangements (maximum of 15%); plus
- 5% for every 10 units provided in adherence to HUD maximum rent established and maintained at the 80% AMI level and/or enhanced accessibility above the minimum requirements of the ADA and Fair Housing Act (maximum of 10%); plus,
- 10% for each occupiable floor above seven (excluding any basement or rooftop amenity) when developing on the Southbank outside the Limited Incentive Area, the Central Core or Sports and Entertainment Districts (maximum of 30%); plus,
- 5% for every 25 units produced with a minimum average size of 500 square feet in Cathedral and LaVilla Districts, and Brooklyn District between Park Street and McCoy's Creek (maximum of 20%); plus,
- 10% for a project of 16-24 units produced with a minimum average size of 500 square feet in Cathedral and LaVilla Districts, and Brooklyn District between Park Street and McCoy's Creek; plus,
- 10% for a project of not less than 50 units located in Central Core District; plus,
- Up to 10% for resiliency through on or more of the following:
 - Resilient Building Design – Up to 5% for utilization of resilient building techniques, such as use of flood-proof materials on first floor/subsurface elements, elevation of critical assets (HVAC, generators, utility boxes, etc.) to above the first floor, and use of reflective materials on the roof to create a "cool roof"
 - Resilient Landscaping – Up to 5% for designing landscaping around residential building to address flooding and heat, including installation of catchment systems, bioswales or green infrastructure that can capture the first 1.5 inches of stormwater on-site or increasing tree canopy to twice the amount pre-construction

Grant Process:

1. Applicant to complete the Project Profile Assessment, any associated application, and provide additional project information as requested.
2. The DIA staff would take the application from the prospective grantee, and make a recommendation based upon the DIA Multifamily Housing REV Grant program criteria above;
3. The DIA Board would evaluate the staff recommendation and reject or adopt a resolution approving a grant amount and time frame to be documented by a Redevelopment Agreement agreed to by the Applicant and executed by the Applicant and DIA.

4. City Council approval is not required for REV grants which comply with this program and DIA action is final.
5. No Multifamily Housing REV grant utilizing CRA resources shall be authorized by the Board if it exceeds the term, amount determined pursuant to the criteria above, or otherwise fails to meet the program criteria described above.
6. Each recipient of a DIA Multifamily Housing REV Grant must agree to promote Downtown activities and events organized by the City to its residents using electronic or static bulletin boards, newsletters, emails, and/or other standardized methods of internal communication.

4. DIA Small-Scale Multi-Family Housing Grant

This program is designed to encourage smaller multifamily residential development projects within Downtown to accelerate development activity, achieve the Downtown population goals established by the CRA and fill the economic gap that exists between achievable rents/NOI and development costs. In the case of this program, the gap has been pre-determined on a neighborhood or district basis and current and projected rent-growth, eliminating the need for a financial gap analysis of individual projects that comply with the criteria below. This program may not be used in combination with the Multi-Family Housing REV grant program or DPRP but may be used in combination with FAB-REP or Retail Enhancement for ground floor activation within the project, and in conjunction with the Façade Grant Program where available. However, under no circumstance is any cost or expense eligible for reimbursement under more than one program.

- The amount of the grant is determined by the number of units developed, plus
 - Provision of housing in targeted districts.
 - Design factors identified below.
- Program eligibility: To be eligible for the program the development must develop at least 4, but no more than 16, new multi-family rental or condominium housing units in Downtown Jacksonville of at least an average size of 500 square feet.
 - The DIA will confirm compliance with the eligibility requirements and additional commitments made by the Developer upon completion, and also through additional monitoring as needed.

Program Parameters

The Small-Scale MF Grant amount per unit shall not exceed \$15,000 payable upon completion of the project unless at least 20% of the units are 1,000 square feet or greater and configured for 2 or more bedrooms, in which case the maximum for the larger qualifying units will increase to \$18,000 per such unit. The actual grant award amount will be determined by the following factors:

- To qualify for the Grant, any on-site parking associated with such project must be situated behind the housing structure, unless otherwise approved by exception.
- \$12,000/unit for a project of not less than 4 units located in Cathedral or LaVilla District (units may be scattered site, so long as they are developed and placed into service simultaneously or as otherwise agreed by the DIA) *plus*,
- \$10,000/unit for a project of not less than 4 units located in the Central Core or Church District; or between Park Street and McCoy’s Creek in the Brooklyn District *plus*,
- \$8,000/unit for a project of not less than 4 units located in the Southside District between Prudential Drive and the southern district boundary *plus*,
- Up to \$2,000/unit for the development of City-owned lazy / underutilized assets (maximum amount only if purchased at appraised market value without other incentives); *plus*,
- \$1,000/unit for each ~~21~~ 1,500 square feet of ground level retail/office/commercial space or balcony or rooftop restaurant/bar accessible by the public directly from the street provided by the project (not to exceed \$2,000/unit); *plus*,

- Up to \$2,000/unit for enhanced design and quality including unique architectural features and materials in the subject residential building(s) or any visible portion of an associated structured parking garage, or both, beyond minimum compliance with DDRB standards (to qualify for this factor, conceptual plans including exterior materials, must have received DDRB approval) plus,
- \$1,000/unit for every 2 units provided in adherence to HUD maximum rent established and maintained at the 80% AMI level for a period of not less than 10 years and/or above the minimum requirements of the ADA and Fair Housing Act (not to exceed 50% of total units and may require the recording of a Land Use Restrictive Agreement).

Conditions of Eligibility for the Small-Scale MF Grant

- Developers or Investors must demonstrate the financial capacity and requisite experience of having successfully developed similar product types.
- All work must be completed by general contractors, subcontractors, or others with the relevant licensing and insurance for work being performed.
- All construction, landscaping, and parking as may be provided on the property must comply with provisions as found in the Jacksonville Ordinances, Subpart H. - Downtown Overlay Zone and Downtown District Regulations, which may require further approvals by the Downtown Development Review Board.
- For any properties adjacent to McCoy's Creek or Hogan's Creek, Developer must provide at no cost to the City, the requisite set-back and a permanent easement for public access for the trail system as contemplated by the Downtown Zoning Overlay.
- Property must not be tax exempt and must remain on tax rolls for 10 years following completion or triggers clawback.

Grant Process:

1. The DIA staff would take the application from the prospective grantee, and make a recommendation to the DIA Board based upon the Small-Scale Multi-Family Housing Grant Factors;
2. The DIA Board would evaluate the staff recommendation and reject or adopt a resolution approving a grant amount and Performance Schedule to be documented by a Redevelopment Agreement agreed to by the Applicant and executed by the Applicant and DIA.
3. Subject to the availability of lawfully appropriated program funding, City Council approval is not required for grants which comply with this program and DIA action is final.

5. Affordable Housing Support Loan

The Downtown Investment Authority ("DIA") has a vested interest in facilitating housing development that meets the needs of workers in the Downtown area covering a wide range of income levels. The DIA includes "Improving 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" among its strategic objectives in meeting its goals.

A principal approach to fulfilling this strategic objective will be found in making available the Affordable Housing Support Loan. Such funding shall be used in conjunction with a Notice of Funding Availability ("NOFA") issued by the Jacksonville Housing Finance Authority ("JHFA") in further coordination with the Florida Housing Finance Corporation ("FHFC") where the Local Government Areas of Opportunity Designation ("Designation") is a structural consideration within the FHFC Request for Application ("RFA").

In these situations, the FHFC issues a competitive RFA wherein the Local Government Areas of Opportunity Designation benefits the score of an applicant, but only one such Designation may typically be submitted from any County or local jurisdiction designated as eligible under the RFA. The competition for the Designation within Duval County is managed and awarded by the JHFA which issues a NOFA to open the opportunity for Designation to applicants under a competitive process with a single recipient of the Designation chosen by the JHFA Board. Submissions under the NOFA may include applications from

affordable housing developers proposing developments meeting the FHFC criteria anywhere within Duval County.

The strategic objective of the DIA related to the creation of housing at varied price levels is served by offering the Affordable Housing Support Loan which may then be helpful in a developer's application to the JHFA in its NOFA that will determine the assignment of the Designation as prescribed in the FHFC RFA. However, application and approval of an Affordable Housing Support Loan by the DIA is not competitive, and more than one recipient may be granted such approval in any given year subject to the eligibility guidelines identified below.

Program Structure

The unique nature of the Affordable Housing Support Loan program will follow the structural outline presented below:

1. Multiple eligible applicants may apply for and receive approval for funding in a given year under the Affordable Housing Support Loan program; however, further selection for Designation by the JHFA under its NOFA, and approval by the FHFC under its RFA shall be a condition for closing on any approval made by the DIA Board.
2. Should the FHFC RFA and the JHFA NOFA allow for more than one Designation in any year and approvals under the Affordable Housing Support Loan program are given to two or more applicants, subject to available funding, the DIA funding commitment will be provided to applicants in the order of their scores as determined by the JHFC Board.
3. Funding under the Affordable Housing Support Loan shall be made from the Downtown Economic Development Fund Loans balance or the applicable CRA.
4. The principal amount of, repayment requirements, maturity, interest rate, collateral interests, and other terms of the Affordable Housing Support Loan shall materially mirror the requirements of the FHFC RFA. Once an Affordable Housing Support Loan is approved for a development, it may not be replaced by funding under any other DIA program.
5. Program funding may be rescinded in any year where the DIA does not approve of the terms and structure as outlined in the FHFC RFA.
6. Any approval under this program will automatically terminate if the Developer is not selected for Designation by the JHFA in the year in which the DIA approval was granted.
7. Maximum funding under the DIA Affordable Housing Support Loan for a single project shall not exceed \$700,000 based on a demonstrated funding gap, and the minimum ROI shall be 0.50X as calculated over a 20-year timeline.

Eligibility Guidelines

In order to be eligible for any Affordable Housing Support Loan, the following minimum requirements must be met:

1. The Developer/Applicant shall meet the minimum eligibility criteria as set forth in the JHFA NOFA and the FHFC RFA.
2. The Developer/Applicant must also make application to the JHFA under its NOFA that will determine the Local Government Areas of Opportunity Designation as further defined by the FHFC in a given year. If the name of the Designation as defined by FHFC shall change in any year, this program shall then adopt the new name for such Designation that provides bonus points in the scoring rubric.
3. Only applications made for an affordable housing, or mixed-income housing development to be constructed on non-riverfront or non-creek front properties within the Northbank or Southside CRA boundaries of the DIA will be considered.
4. Development applications that remove the subject property from the property tax rolls shall not be eligible for funding.
5. All development work and design features must comply with all applicable city codes, ordinances, the established Downtown Development Review Board Guidelines and the

Downtown Zoning Overlay without waiver.

6. Each recipient of a DIA Multifamily Housing REV Grant must agree to promote Downtown activities and events organized by the City to its residents using electronic or static bulletin boards, newsletters, emails, and/or other standardized methods of internal communication.

6. Targeted Hotel REV Grant

Based on standard industry metrics (ADR – Average Daily rate, REVPAR, Revenue Per Available Room, and Occupancy) the DIA has been advised by industry consultants and through studies that the current supply of limited service, select service and extended stay hotel rooms, together with our large convention and meeting hotels within the Downtown Jacksonville, exceeds the current demand from business and leisure travelers and as such occupancy and ADR are both below target for a healthy hotel sector. However, adding new room capacity in unique product types (such as boutiques hotels which do not currently exist within Downtown) does not directly compete with current supply and can also serve to increase visitation and encourage longer stays, which ultimately add to the culture and vibrancy of the area and leads to an increase in ADR. Further, the City will benefit from this activity through increased ad valorem taxes, local option sales tax, and 6% bed tax dollars.

As entertainment options and amenities with public interest are increasing in the downtown area, an opportunity exists to diversify the breadth of hospitality offerings within Downtown Jacksonville to include boutique hotels and properties with higher design and service levels and amenities that will contribute to the economic growth and vitality of the area. The DIA Targeted Hotel REV Grant is implemented to facilitate the addition of hotel properties that fit these criteria and will improve the current mix in downtown Jacksonville with the intention of strategically increasing visitation and the overall market demand for hospitality services.

Similar to the DIA Multifamily Housing REV Grant, the DIA Targeted Hotel REV Grant will fill the economic gap that exists between achievable rents/NOI, capital requirements, and development costs.

- The program provides for a recovery of a portion of the incremental increase in ad-valorem taxes, (“Annual Project Revenue”) on real and tangible personal property, which is produced as a result of the hotel property development.
- Unless further restricted otherwise in this program, the maximum grant will be limited to 75% of the City/County portion of the incremental increase in ad valorem taxes.
- The maximum life of the REV grant will be 20 years from completion but in no event longer than the payment due in 2026 for the calendar year 2025 taxes payable in April 2026. (this duration exceeds the life of the applicable CRA’s).
- The amount of the grant is determined by DIA based on the factors below, not based on applicant request or argued need.
- Overall Program eligibility:
 - To be eligible for the program the project must develop at least 25 new hospitality units/keys in Downtown Jacksonville, and not more than 150 keys/units.
 - Limited Service, Select Service, Extended Stay and Convention Hotels do not qualify
 - The property must be rated 4 star or above
 - The property must contain a full-service restaurant open to the public serving three meal periods/day a minimum 6 days/week
 - A boutique hotel has a distinct character, intentional design and decor, and personalized service. Each boutique hotel has a unique theme; some are historic, some are culinary-focused, and some focus on specific elements like a book, a color, or a

famous figure. The theme is present not only in the hotel's aesthetic, but perhaps also in its name, staff uniforms, amenities, and more.

- A hallmark of a boutique hotel is style. Each element of the hotel's look is carefully chosen, and some even showcase art or souvenirs that the owner personally handpicked. Boutique hotels carefully curate everything and interior and exterior design is coordinated, unique and high-end.
 - Due to a boutique hotel's intimate size, its staff can focus on delivering extraordinary guest service.
 - The DIA will confirm compliance with the eligibility requirements and additional commitments made by the Developer through annual reports and additional monitoring as needed.
- No DIA Targeted Hotel REV Grant application will be accepted for any hotel project that contemplates demolition of a Historic Property (one having local landmark designation or identified as a contributing structure in the National Historic District or properties over 50 years old and determined to be historically and culturally relevant by the DIA Board in its sole discretion).

A. For Hospitality Developments Adjacent to the St. Johns River or Riverwalk.

The program provides for a recovery of a portion of the Annual Project Revenue, on real and tangible personal property, which is produced as a result of a hospitality property and related development within the DIA Boundary and immediately adjacent to the St. Johns River or Riverwalk.

- The amount of the grant will not exceed demonstrated financial gap AND is determined by,
 - The amount of retail/food and beverage space included in a mixed-use development; and,
 - Amenities for guests which may also be open to the public; and
 - Design factors identified below.

Conditions to eligibility for any level of REV Grant:

1. Developer must make a substantial commitment to assume responsibility for, or contribute to, an organization (including, but not limited to, the City through the Parks Partnership Program) to provide for the development, maintenance, or programming in the adjacent public space. Examples of acceptable commitments may be assuming responsibility for maintenance of the adjacent Riverwalk, or funding the same, for the life of the REV, donating a major piece of art to the park, or construction of a playground or sport court, etc. Commitments will be evaluated by DIA staff to determine materiality and consistency with the intent of this section. A one-time up-front commitment valued by DIA at not less than 3% of minimum total Private Capital Investment of the Developer used in calculation of the REV shall be deemed material however other values and payments over time may be considered material as described in the Structuring the Deal section of the BID.
2. In any hotel development immediately adjacent to the St. Johns River or Riverwalk, ground level restaurant and/or bar space that actively engages the waterfront and/or Riverwalk shall be provided of not less than:
 - a. No less than 70% of the riverfront ground level façade linear frontage; and
 - b. No less than 50 feet in depth off the riverfront façade of the building

- c. Higher level spaces above ground floor may be approved by the DIA Board in unique circumstances where the ground level of the building is not at the same grade as the Riverwalk.
3. The ground level of any structured parking garage associated with such project facing the street must be wrapped with a) hotel units, b) amenity space, or c) retail/food and beverage space accessible from the street, except at points of entry and exit.
4. All levels of any structured parking garage associated with such project and facing or visible from the waterfront or Riverwalk must be wrapped with a) hotel units, or b) retail/food and beverage space, or c) amenity space to screen the garage from the public space.
5. Developer must provide at no charge to the City, a permanent easement for public access for the Riverwalk trail system as contemplated by the Downtown Zoning Overlay. In the case of areas adjacent to Riverwalk segments constructed over water, the Developer must provide permanent public access easements and bridges connecting the Riverwalk to the upland development considered for incentive.
6. Developer must provide at no charge to the City, the public View and Access corridor easements or dedications for public use in accordance with the Downtown Zoning Overlay.
7. Applicant must commit to the minimum private capital investment based on projected development costs as finalized in negotiation with the DIA.
 - a. Any deviation below the minimum will result in a pro rata reduction of the Maximum REV payable over the term.
 - b. Any reduction of 10% or greater will result in forfeiture of the REV.

REV Grant Factors: The precise REV Grant size will be determined by the following factors:

- Up to 15% for the development of City-owned lazy / underutilized assets (maximum amount only if purchased at appraised market value without other incentives); *plus*,
- 10% for each 1,500 square feet (beginning with 2,500 square feet in a single operation) of ground level waterfront, or Riverwalk front, restaurant(s) open weekends, and a minimum of six days per week, and three meal periods of each day of operations (maximum of 30%); *plus*,
- 10% for each 2,500 square feet of ground level retail space and 5% for each 2,500 square feet of ground level retail food and beverage space made available for lease to an unrelated third party accessible by the public directly from the river or Riverwalk (maximum of 20%, exclusive of restaurant percentage awarded below); *plus*,
- Up to 15% for the inclusion of additional amenities open to the public such as one or more bar or lounge spaces, additional restaurant offerings, spa, meeting rooms, or the like; *plus*
- 5% for each 10% of riverfront ground level building façade linear frontage (above the minimum 70% required) that is devoted to ground level retail or food / beverage space accessible by the public directly from the Riverwalk (maximum of 15%)
- 15% for a minimum 2,500 square foot rooftop food and beverage accessible by the public directly from the Riverwalk
- Up to 25% for enhanced design and quality including unique architectural features and materials in the subject hotel building(s) or any visible portion of an associated structured parking garage, or both, beyond minimum compliance with DDRB standards (to qualify for this factor, conceptual plans including exterior materials, must have received DDRB

approval and the interior plans presented must reflect a level of finish and uniqueness required to qualify as a boutique hotel) *plus*,

- Up to 10% total for the provision or utilization of shared use parking through one or more of the following:
 - 5% shall be available for every 25 spaces made available on site for shared parking by off-site primary users;
 - 5% shall be available for every 25 spaces serving the hotel that are secured through off-site shared use arrangements; (maximum 10%) *plus*,
- 10% for each occupiable floor above seven (excluding any basement or rooftop, maximum of 30%); *plus*
- Up to 10% for resiliency through one or more of the following:
 - Resilient Building Design – up to 5% for utilization of resilient building techniques, such as use of flood-proof materials on first floor/subsurface elements, elevation of critical assets (HVAC, generators, utility boxes, etc.) to above the first floor, and use of reflective materials on the roof to create a “cool roof”
 - Resilient Landscaping and Site Design – up to 5% for designing landscaping around the hotel building to address flooding and heat, including installation of catchment systems, bioswales or green infrastructure that can capture the first 1.5 inches of stormwater on-site or increasing tree canopy to twice the amount pre-construction

B. For Developments Adjacent to the Creek Front, or adjacent to a City owned public park.

The program provides for a recovery of a portion of the Annual Project Revenue, on real and tangible personal property, which is produced as a result of hotel development within the DIA Boundary and immediately adjacent to McCoy’s Creek, Hogan’s Creek, (or the Emerald Trail adjacent to either creek) or a City owned public park.

- The amount of the grant is determined by,
 - The amount of retail/food and beverage space included in a mixed-use development; and,
 - Amenities for guests which may also be open to the public; and
 - Design factors identified below.

Conditions to eligibility for any level of REV Grant:

1. Developer must make a substantial commitment to assume responsibility for, or contribute to, an organization (including, but not limited to, the City through the Parks Partnership Program) to provide for the development, maintenance, or programming in the adjacent public space. Examples of acceptable commitments may be assuming responsibility for maintenance of the adjacent Riverwalk, or funding the same, for the life of the REV, donating a major piece of art to the park, or construction of a playground or sport court, etc. Commitments will be evaluated by DIA staff to determine materiality and consistency with the intent of this section. A one-time up- front commitment valued by DIA at not less than 3% of minimum total Private Capital Investment of the Developer used in calculation of the REV shall be deemed material, however other values relative to the size of the park and payments over time may be considered material as described in the Structuring the Deal section of the BID.

2. In any hotel development immediately adjacent to McCoy's or Hogan's Creek or the Emerald trail adjacent to such creek, or immediately adjacent to a public park, ground level restaurant and/or bar space that actively engages the waterfront and/or park shall be provided of not less than:
 - a. No less than 30% of the creek front or park front ground level façade linear frontage; and
 - b. No less than 50 feet in depth off the creek front or park front façade of the building
 - c. Higher level spaces above ground floor may be approved by the DIA Board in unique circumstances where the ground level of the building is not at the same grade as the creek or park.
3. The ground level of any structured parking garage associated with such project facing the street must be wrapped with a) hotel units, b) amenity space, or c) retail/food and beverage space accessible from the street, except at points of entry and exit.
4. All levels of any structured parking garage associated with such project and facing or visible from the waterfront or park must be wrapped with a) hotel units, b) amenity space, or c) retail/food and beverage space to screen the garage from the public space.
5. Developer must provide at no charge to the City, a permanent easement for public access for the Creekside trail system as contemplated by the Downtown Zoning Overlay.
6. Developer must provide at no charge to the City, the public View and Access corridor easements or dedications for public use in accordance with the Downtown Zoning Overlay.
7. Applicant must commit to a minimum private capital investment based on projected development costs as finalized in negotiation with the DIA.
 - a. Any deviation below the minimum will result in a pro rata reduction of the Maximum REV payable over the term
 - b. Any reduction of 10% or greater will result in forfeiture of the REV

REV Grant Factors: The precise REV Grant size will be determined by the following factors:

- Up to 15% for the development of City-owned lazy / underutilized assets (maximum amount only if purchased at appraised market value without other incentives); *plus*,
- 10% for each 2,500 square feet of ground level retail space (frontage must be equal to or greater than depth) or rooftop restaurant/bar accessible by the public directly from the street, park, or creek (maximum 20%); *plus*
- 5% for each 2,500 square feet of ground level food and beverage space made available for lease to an unrelated third party and accessible by the public directly from the street, park, or creek (maximum of 10%, exclusive of restaurant percentage awarded below); *plus*,
- 10% for each 1,500 square feet (beginning with 2,500 square feet in a single operation) of ground level creek front or park front restaurant(s) open weekends, and a minimum of six days per week, and three meal periods of each day of operations (maximum of 30%); *plus*,
- Up to 15% for the inclusion of additional amenities open to the public such as one or more bar or lounge spaces, additional restaurant offerings, spa, meeting rooms, or the like; *plus*
- Up to 20% for enhanced design and quality including unique architectural features and materials in the subject hotel building(s) or any visible portion of an associated structured parking garage, or both, beyond minimum compliance with DDRB standards (to qualify for this factor, conceptual plans including exterior materials, must have received DDRB approval and the interior plans presented must reflect a level of finish and uniqueness required to qualify as a boutique hotel) *plus*,

- Up to 10% total for the provision or utilization of shared use parking through one or more of the following:
 - 5% shall be available for every 25 spaces made available on site for shared parking by off-site primary users.
 - 5% shall be available for every 25 spaces serving the hotel development that are secured through off-site shared use arrangements (maximum of 10%); *plus*
- 10% for each occupiable floor above seven (excluding any basement or rooftop space, maximum of 30%); *plus*,
- Up to 10% for resiliency through one or more of the following:
 - Resilient Building Design -- 5% for utilization of resilient building techniques, such as use of flood-proof materials on first floor/subsurface elements, elevation of critical assets (HVAC, generators, utility boxes, etc.) to above the first floor, and use of reflective materials on the roof to create a “cool roof”
 - Resilient Landscaping -- 5% for designing landscaping around residential building to address flooding and heat, including installation of catchment systems, bioswales or green infrastructure that can capture the first 1.5 inches of stormwater on-site or increasing tree canopy to twice the amount pre-construction

C. For Developments Not Adjacent to the River, Creek, or City Park

The program provides for a recovery of a portion of the Annual Project Revenue, on real and tangible personal property, which is produced as a result of hospitality property and related development within the DIA Boundary and NOT immediately adjacent to the St. John’s River or Riverwalk, McCoy’s Creek, Hogan’s Creek (or the Emerald Trail adjacent to either creek), or a City owned public park.

- The amount of the grant is determined by,
 - The amount of retail/food and beverage space included in a mixed-use development; and,
 - Amenities for guests which may also be open to the public; and
 - Design factors identified below.

Conditions to eligibility for any level of REV Grant:

1. In any mixed-use hotel property development not immediately adjacent to the river, McCoy’s Creek, Hogan’s Creek, or a City owned public park, no less than 30% of the ground level of the linear street frontage shall be retail/food and beverage space.
2. The ground level of any structured parking garage associated with such project facing the street must be wrapped with a) hotel units, b) amenity space, or c) retail/food and beverage space accessible from the street, except at points of entry and exit.
3. Applicant must commit to a minimum private capital investment based on projected development costs as finalized in negotiation with the DIA.
 - a. Any deviation below the minimum will result in a pro rata reduction of the Maximum REV payable over the term
 - b. Any reduction of 10% or greater will result in forfeiture of the REV

REV Grant Factors: The precise REV Grant size will be determined by the following factors:

- Up to 15% for the development of City-owned lazy / underutilized assets (maximum amount only if purchased at appraised market value without other incentives); *plus*,
- 10% for each 2,500 square feet of ground level retail space (frontage must be equal to or greater than depth), or balcony/rooftop food and beverage, each accessible by the public directly from the street (maximum 20%); *plus*
- 10% for each 1,500 square feet (beginning with 2500 square feet in a single operation) of ground level restaurant open to the public, directly accessible from the street, whose façade length is greater than its depth and is open weekends, and a minimum of six days per week, and three meal periods of each day of operations (maximum of 30%); *plus*,
- 5% for each 2,500 square feet of ground level retail/food and beverage space made available for lease to an unrelated third party and accessible by the public directly from the street (maximum of 10%); *plus*,
- Up to 20% for enhanced design and quality including unique architectural features and materials in the subject hotel building(s) or any visible portion of an associated structured parking garage, or both, beyond minimum compliance with DDRB standards (to qualify for this factor, conceptual plans including exterior materials, must have received DDRB approval and the interior plans presented must reflect a level of finish and uniqueness required to qualify as a boutique hotel) *plus*,
- Up to 15% for the inclusion of additional amenities open to the public such as one or more bar or lounge spaces, additional restaurant offerings, spa, meeting rooms, or the like; *plus*
- Up to 10% total for the provision or utilization of shared use parking.
 - 5% shall be available for every 25 spaces made available on site for shared parking by off-site primary users.
 - 5% shall be available for every 25 spaces serving the residential development that are secured through off-site shared use arrangements (maximum of 10%); *plus*
- 10% for each occupiable floor above seven (excluding any basement or rooftop space) when developing in the Central Core or Sports and Entertainment (maximum of 30%); *plus*,
- Up to 10% for resiliency through on or more of the following:
 - Resilient Building Design – Up to 5% for utilization of resilient building techniques, such as use of flood-proof materials on first floor/subsurface elements, elevation of critical assets (HVAC, generators, utility boxes, etc.) to above the first floor, and use of reflective materials on the roof to create a “cool roof”
 - Resilient Landscaping – Up to 5% for designing landscaping around residential building to address flooding and heat, including installation of catchment systems, bioswales or green infrastructure that can capture the first 1.5 inches of stormwater on-site or increasing tree canopy to twice the amount pre-construction

Grant Process:

1. The DIA staff would take the application from the prospective grantee, and make a recommendation based upon the DIA Targeted Hotel REV Grant program criteria above;
2. The DIA Board would evaluate the staff recommendation and reject or adopt a resolution approving a grant amount and time frame to be documented by a Redevelopment Agreement agreed to by the Applicant and executed by the Applicant and DIA.

3. City Council approval is not required for REV grants which comply with this program and DIA action is final.
4. No DIA Targeted Hotel REV Grant utilizing CRA resources shall be authorized by the Board if it exceeds the term, amount determined pursuant to the criteria above, or otherwise fails to meet the program criteria described above.

7. DIA Mobility Fee Credit

The Downtown Investment Authority (“DIA”) and the City of Jacksonville entered into a Mobility Fee Credit Contract in an amount of \$32,834,388.39. Pursuant to that agreement and Chapter 55, Part 1, Section 55.018(a)(10) of the Jacksonville Code of Ordinances, the DIA is authorized to “To negotiate, assign and allocate development rights within the Central Business District, including assigning mobility fee credits pursuant to any applicable mobility fee contract.”

Mobility Fee Credits may be applied as an incentive to offset Mobility Fees, or a portion thereon, associated with a new allocation of development rights and may be issued within the Central Business District.

In order to be eligible for any Mobility Fee credit, the following minimum requirements must be met:

1. The Developer shall have provided to the City, at no charge, a perpetual, minimum 25' wide, multi-use trail easement (or fee) contemplated by the Downtown Zoning Overlay for Riverwalk or creek-side trails within Downtown.
2. The developer shall have provided structured parking that conforms to the Chapter 656, Part 3, Subpart H and complied with Downtown Zoning Overlay and Downtown Design Standards for street-front activation and screening of any parking garages and/or parking lots located on the subject property.
3. The developer shall have complied with the sidewalk requirements of the Downtown Zoning Overlay and Downtown Design Standards, including the provision of additional right of way when existing right of way is inadequate.

The DIA may grant a mobility fee credit incentive equal to the value of the Developer’s contributions below, will use the following considerations when determining whether to grant a Mobility Fee Credit incentive, and the amount of incentive credit to be awarded:

1. If the developer has conveyed lands either in fee or via perpetual easement for the expansion of the Pedestrian Zone or the Riverwalk or those bike/ped facilities adjacent to McCoy’s Creek or Hogan Creek beyond that which are enabled by the existing boundaries of the adjacent rights-of-way or City-owned parcels.
2. The project improves the transportation network through such measures as reduction in the number of existing curb cuts or driveways, utilizes joint driveways or cross access, or includes multi-modal facilities, bus shelters, etc.
3. The developer includes such programs as transit pass, ride share, and other programs that focus on transportation modes other than single occupant vehicles;
4. The Developer provides or makes use of shared use parking. The Developer satisfies the goal in the Downtown Zoning Overlay that 10% of ground level or at grade parking spaces in any new garage will be made available for public parking at all times. Lesser numbers and times will be considered proportionately. The Developer makes excess spaces in any new structured parking facility available for lease or license by users of other developments. The Developer constructs fewer spaces for the exclusive use of the development than are needed, and leases or licenses parking spaces in another existing parking facility for use by tenants of the development.
5. The developer incurs the costs of construction for such public improvements as upgraded sidewalks, pedestrian lighting, benches, shade trees, trash receptacles, artistic bicycle racks, etc. beyond the minimum required by the Downtown Overlay of Downtown Design Standards.

6. The developer has entered into an agreement with the DIA or the City to provide enhanced maintenance of the Pedestrian Zone, the Riverwalk or those bike/ped facilities adjacent to McCoy's Creek or Hogan Creek;
7. Any other improvement or commitment for ongoing maintenance of a facility for the benefit of pedestrians, bicyclists, transit users, or other non-single occupant vehicle transportation users;
8. Any other improvement or commitment for ongoing maintenance of a facility that increases pedestrian or bicyclist connectivity to a park, the St. Johns River and its tributaries, or the Riverwalk; or
9. The project includes a mix of uses that includes first floor retail vertically integrated with residential, noting that office and other non-residential uses may also be incorporated providing that the project includes a residential component.

The developer is to provide a calculated cost of the improvement, land value or maintenance. The DIA may grant a mobility fee credit incentive equal to the value of the developer's contributions above, or at DIA's discretion, in excess thereof if needed to meet the mobility fee credit requirement for the development. Although the Mobility Fee Credit incentive provided is not intended to be derived from a prescribed formula, any value of the Mobility Fee Credit granted, in excess of the improvement, land value or maintenance cost will be the portion of the incentive incorporated into a Return-on-Investment calculation by the DIA.

The value of each credit is determined within the Mobility Fee Credit Contract and is a function of land use x cost per vehicle mile trip x average vehicle mile trip.

8. DIA Parking Screening Grant

The "Parking Screening Grant" assists with the costs of compliance with the landscaping and screening requirements of §656.361.6.2.L for accessory and on-site surface parking facilities. "Applicants" may be the owner of record or building management entity.

Pursuant to §656.361.2.L.2(a), accessory and on-site surface parking facilities are required to come into compliance with §656.361.6.2.L, (Screening and Landscaping of Surface Parking, Trash, Storage, and Loading Areas) requirements on or before July 1, 2024. In order to encourage compliance, the Ordinance Code requires the DIA to develop a policy and consider the creation of a Parking Screening Grant to encourage early compliance.

The Parking Screening Grant:

- Is available to those Applicants whose property is deemed out of compliance, or for those properties that are in compliance but are proposing to utilize the program to enhance landscaping and hardscaping when such enhancements have been determined by the DIA Chief Executive Officer to be beneficial to the health, safety and welfare of the public (e.g., replacement of palm trees with shade trees);
- May be used for fencing, screening, landscaping, buffers, hardscaping, etc. necessary for compliance with §656.361.6.2.L for accessory and on-site surface parking facilities;
- May be used for fencing, screening, landscaping, buffers, hardscaping, etc. that does not meet the strict requirements of §656.361.6.2.L when and if the DDRB has granted a deviation from those requirements pursuant to its authority to do so;
- May not be used for those costs associated with compliance with other portions of the Ordinance Code (e.g., ADA spaces) nor may these funds be used for compliance with other Federal, state or local regulations (e.g., stormwater);
- May not be used in conjunction with the creation of a new or expansion of an existing surface parking facility, nor may they be used for commercial surface parking lots; and
- May only be used on those accessory and on-site parking facilities that have been properly permitted and, at the time they were created, were a lawful use.

In addition to the above, a Parking Screening Grant payment is predicated on:

- The Downtown Development Review Board staff having reviewed and found landscape and hardscape plans compliant with the Ordinance Code, or in those instances where an applicant is seeking a deviation from those requirements such deviation has been reviewed and approved by the Downtown Development Review Board (“DDRB”);
- A budget for this grant program has approved by the Downtown Investment Authority and funds allocated accordingly;
- All property taxes on the project site are paid and current;
- No contractor liens, no outstanding liens (other than mortgages), and no outstanding code violations at the project address at the time of application and at the time that the request for reimbursement is submitted;
- A signed Agreement for funding assistance having been executed by the Downtown Investment Authority and the Applicant prior to the commencement of any work to be covered under this program. No grants will be awarded retroactively;
- All site improvements complying with all applicable city codes and ordinances, as well as state and federal regulations (if applicable); and
- Work following the permitted or approved plans and specifications and having been completed within six months (180 calendar days) from the execution date of a Parking Screening Grant Agreement (“Agreement”) unless that completion horizon has been extended by the DIA Chief Executive Officer.

If after 180 calendar days from the execution date of a Parking Screening Grant, unless extended by the DIA Chief Executive Officer, who may extend Parking Screening Grants for up to an additional 90 calendar days, the improvements are not completed:

1. The Agreement and funding will become null and void without further action by DIA;
2. The property will be subject to immediate Code Enforcement Action; and
3. The Applicant will not be eligible for another Parking Screening Grant for that property.

Parking Screening Grant Funding Tiers

Tier 1 Funding:

A Parking Screening Grant Agreement must have been executed on or by June 30, 2023, with all work completed pursuant to the Agreement on or by June 30, 2024. Tier 1 Funding will pay for:

- Up to seventy-five percent (75%) of the costs of materials and labor, excluding soft costs and permit costs, with a maximum award of up to \$100,000, providing that an applicant has not sought a deviation from §656.361.6.2.L; or
- Up to fifty percent (50%) of the costs of materials and labor, excluding soft costs and permit costs, with a maximum award of up to \$50,000 in those instances where an applicant has sought and been granted a deviation from §656.361.6.2.L by the DDRB.

Tier 2 Funding:

A Parking Screening Grant Agreement executed after June 30, 2023, but before June 30, 2024, Tier 2 Funding will pay for:

- Up to fifty percent (50%) of the costs of materials and labor, excluding soft costs and permit costs, with a maximum award of up to \$50,000, providing that an applicant has not sought a deviation from §656.361.6.2.L; or
- Up to twenty-five percent (25%) of the costs of materials and labor, excluding soft costs and permit costs, with a maximum award of up to \$25,000 in those instances where an applicant has sought and been granted a deviation from §656.361.6.2.L by the DDRB.

Note: the requirement to come into compliance on or by July 1, 2024, cannot be extended through the execution of a Parking Screening Grant Agreement. Those properties that remain out of compliance on July 1, 2024, shall be subject to immediate Code Enforcement action.

Parking Screening Grant Agreement

The DIA is authorized under this program to create Applications, Agreements, and other forms and require information and documentation as the Chief Executive Officer deems necessary to implement this program while exercising the DIA's fiduciary responsibilities. This program and funding awards may be implemented administratively or as otherwise dictated by the DIA Board.

9. DIA Storefront Façade Grant Program

Criteria for DIA Storefront Façade Grant Program

1. Program Purpose and Benefit

To provide grant funding for the improvement of storefronts, and, if applicable, second story façades, in the Downtown Jacksonville Historic District to activate the streetscape and the overall revitalization of Downtown Jacksonville. This program is focused on physical improvements to the exterior of buildings unlike the Retail Enhancement Grant program which is focused on the operating business and interior and exterior improvements required for such business operation.

Location

In the Northbank CRA, limited initially to the area identified as the Downtown Jacksonville Historic District, as designated by the National Register of Historic Places Program.

2. Eligibility

- a. Only storefront façades that have street frontage on a public street are eligible. "Storefront Façade" refers to the exterior façade of entire ground floor fronting the sidewalk and public street. The second story of the building may be eligible if the architectural details and construction materials of the second story are most similar to the first story when compared to the rest of the building, or if the building is only two-stories tall. "Storefronts" are not limited to open and occupied retail spaces but may include vacant spaces.
- b. Applicant must be in good standing with the City (no unpaid taxes, Municipal Code Compliance outstanding citation on any property of applicant, outstanding defaults on any City contract, or previous uncured grant defaults or noncompliance).
- c. Have no outstanding liens or violations.
- d. Applicant must not be engaged in an active lawsuit with or have an unresolved claim from or against the City or its agencies that is related to the property from which the grant is sought or other similar rehabilitation grants.
- e. The DIA and the City offer several types of rehabilitation grants and forgivable loans to rehabilitate and/or improve Downtown property, including but not limited to FAB-REP Forgivable Loans, HPTF Grants, and the Storefront Façade Grants, cumulatively referred to as "Downtown Improvement Grant(s)."
 - i. An applicant is limited to one Storefront Façade Grant per applicant at a time and only one Storefront Façade Grant will be awarded for a particular building's storefront façade.
 - ii. An applicant may receive a REP or FAB-REP grant for business-specific improvements to a building's façade that already received a Storefront Façade Grant, provided that such improvements are not replacing or removing improvements made with the Storefront Façade Grant.
 - iii. An applicant cannot receive a Storefront Façade Grant for storefront improvements that already received other Downtown Property Improvement Grants for improvements to the storefront or façade.

- iv. Upon the completion of a project that received a Storefront Façade Grant, the applicant may seek a subsequent Storefront Façade Grant for other eligible structures.
- v. This requirement acknowledges some applicants may have multiple properties that could benefit from the façade grant program. Instead of limiting applicants to one address per year, the DIA would require the completion of a project that received a grant prior to awarding any additional façade grant(s) to the same applicant.
- f. Must strive to utilize City approved JSEB's for renovation work associated with grant.
- g. Must contribute to the CRA through ad valorem taxes prior to submitting the application and for 5 years following the receipt of the grant.
- h. Must agree to remove any billboards when billboard lease expires and conform all nonconforming signs to the current sign code.
- i. Ineligible: Including but not limited to:
 - i. A structure that has already restored the entire façade.
 - ii. New construction and structures built within the last 25 years.

3. Property Use

All property uses that contribute to the CRA through ad valorem taxes are eligible to apply for a Storefront Façade Grant, except that parking garages must have commercial, retail, office, or residential space(s) on the ground floor.

4. Grant Amount

- a. Base Amount: A maximum amount of 50% of eligible costs, not to exceed:
 - i. \$30 per square foot of eligible storefront façade not to exceed \$75,000.
 - ii. For purposes of calculating the grant amount, the square footage is determined by the total area of the storefront façade to be improved with funds from the grant. (The area included in order to determine the grant amount will not be eligible for a second grant)
- b. Contributing Structure Boost: For properties that are deemed contributing structures to the Downtown Historic District, but are not locally designated landmarks, an additional \$2 per square foot up to 50% of total costs, not to exceed \$75,000.
- c. Local Landmarks: If the structure is a locally designated landmark, the applicant should consider applying for a Historic Preservation Trust Fund Grant ("HPTF") instead of a Storefront Façade Grant, since a Certificate of Appropriateness will be required for any improvements and that program has a higher cap for eligible improvements.

5. Eligible Expenses

- a. In general, the renovation, restoration, and rehabilitation of the ground floor façade that fronts a public street, typically referred to as the "storefront." Improvements to the second story of the building may be eligible if the architectural details and construction materials of the second story are most similar to the first story when compared to the rest of the building, or if the building is only two-stories tall.
- b. Painting, cleaning, staining, masonry repairs, repairing or replacing cornices, entrances, doors, windows, decorative details and awning, signage
- c. Screening for parking garages (adjacent to or above an eligible storefront)
- d. Landscape elements
- e. Permanently affixed exterior lighting
- f. Removal of non-contributing false façades

- g. Replacement or reconstructive woodwork
 - h. Hardscape improvements that are visible from the ROW
 - i. Restoration of historically appropriate doors, windows, or building features
 - j. Removal of deteriorated portions of the façade provided the structural integrity of the building remains intact
 - k. Replacement or installation of signage that is in accordance with the Sign Code
6. Historic Designations/Local Landmark Limitations
- a. A contributing property that is not designated as local landmark shall perform work that is compatible with the affected structure's original architectural style and character as determined by DDRB however shall not be required to adhere to historic standards. The DDRB will consider the practicality, economic feasibility, and reversibility of making certain non-historically compatible improvements, such as window and doorway replacements, other storefront rehabilitations, and signage, when considering such work.
 - b. Properties that are designated as local landmarks will need to comply with the guidelines and regulations of Ch. 307, Ordinance Code and receive a Certificate of Appropriateness from the Jacksonville Historic Preservation Commission or Division.

7. Grant Covenants

The Storefront Façade Grant is payable upon completion of work. The grant agreement will include covenants that the recipient:

- a. Must maintain the improvements in good repair.
- b. If at any point the space is not occupied, the Property Owner shall utilize its best efforts to continue to activate the streetscape. This can be accomplished through temporarily attaching art on the windows, utilizing the storefront space as an art installation or exhibition, or other creative efforts to address street activation.

8. Final Design Approval

Approval of a Storefront Façade Grant Application is NOT an approval of the proposed façade improvements. Recipients of a Storefront Façade Grant shall obtain all required authorizations from the Downtown Design Review Board, the Planning and Development Department, and any other necessary department or agency prior to commencing construction. DIA Storefront Façade Grant and DDRB Applications may be processed simultaneously in order to expedite the approval process, however no application will be presented to the DIA Board for final grant approval prior to receipt of DDRB final approval.

10. Downtown Preservation and Revitalization Program (DPRP)

The intent of the Downtown Preservation and Revitalization Program (the "DPRP") is to foster the preservation and revitalization of unoccupied, underutilized, and/or deteriorating historic, and qualified non-historic, buildings located in downtown Jacksonville. This program is designed to serve historic projects applying for in excess of \$100,000, and non-historic code compliance projects.

Development projects eligible for this program will be those deemed to promote the following downtown Community Redevelopment Area Goals:

Redevelopment Goal No. 1: Reinforce Downtown as the City's unique epicenter for business, history, culture, education, and entertainment. Program specific emphasis will be placed on retail activity, food and beverage establishments, culture, and entertainment including the activation of openspaces.

Redevelopment Goal No. 2: Increase rental and owner-occupied housing downtown, targeting key demographic groups seeking a more urban lifestyle. Building on the success of growth in multi-family housing across the downtown corridor, providing additional housing units in historic buildings contributes to the unique residential atmosphere of our City and the opportunity to maximize Jacksonville's historic attributes.

Performance Measures of the City of Jacksonville’s Downtown Investment Authority (DIA).

Such developments are considered particularly impactful meaning that their completion is expected to provide the highest level of interest and benefits for residents and visitors to the City, and the greatest impact on creating further demand for surrounding properties thereby stimulating additional investment in development and redevelopment activity.

Single-user, multi-tenant office space, or buildings without retail or public spaces will be considered eligible under this program in limited circumstances based on unique contributions made to the City and its residents such as healthcare providers, financial services, regional or nationally known owners or principal tenants that provide employment in Downtown Jacksonville.

The DPRP has three general components for which funding will be considered:

1. Historic Preservation Restoration and Rehabilitation Forgivable Loan (“HPRR Forgivable Loan”)
2. Code Compliance Renovations Forgivable Loan (“CCR Forgivable Loan”)
3. Downtown Preservation and Revitalization Program Deferred Principal Loan (“DPRP Deferred Principal Loan”)

The DPRP program will be administered in the form of a forgivable loan or loan and each project will require City Council approval. All funds will be disbursed upon completion of improvements subject to cost verification and other approvals as specified below.

A. General Program Requirements applicable to all proposed projects:

1. Project must be located within the DIA boundary. For this program, a project will be considered within the DIA boundary if, as of the effective date of this program, any portion of the tax parcel on which the building or buildings to be restored or renovated are located, is within the boundary of DIA.
2. Must conform to the goals and objectives of the BID and CRA Plan.
3. Applicant and/or its General Contractor, working in conjunction with the project Architect as applicable, must demonstrate significant, relevant experience and performance on projects of similar type and scale.
4. Total Development Costs (“TDC”) is defined as:
 - a. For properties under contract or owned less than one year, the lesser of the current appraised value or the costs for the acquisition of eligible buildings and associated land, less any associated debt, and;
 - b. the negotiated construction costs with a qualified General Contractor; and
 - c. additional soft costs typically eligible for capitalization in development activity of this type.
 - d. Developer Fee is to be excluded from both Sources and Uses.
 - e. The current market value of property owned for more than one year, and any related debt, may be included in TDC for purposes of these calculations. Appraisals must be dated within one year of the application.
5. The following limits apply to Total Development Costs unless otherwise stated (Existing property owners are also considered the Developer for these purposes):
 - a. Developer equity *plus* third-party debt *plus* outside tax credit or other subsidies of not less than:
 - i. 50% if Developer Equity (less Developer Fee) is > 15% of TDC; or
 - ii. 60% if Developer Equity (less Developer Fee) is ≤ 15% of TDC.
 - b. Developer Equity (less Developer Fee) shall be not less than 10% of TDC.
 - c. COJ total capitalization from all sources not to exceed:
 - i. 50% if Developer Equity (less Developer Fee) is > 15% of TDC; or

- ii. 40% if Developer Equity (less Developer Fee) is \leq 15% of TDC; or
 - iii. 25% if the property being improved does not have, nor is applying for, local landmark status (i.e., No HPRR Forgivable Loan component in the request).
 - d. HPRR Forgivable Loan not to exceed 30% of TDC, as applicable.
 - e. CCR Forgivable Loan not to exceed:
 - i. 25% of TDC if the property does not have historic landmark status; or
 - ii. 30% of TDC if the property has historical landmark status
 - f. DPRP Deferred Principal Loan not to exceed 20% of TDC, as applicable.
 - g. DPRP Deferred Principal Loan shall be *not less than* 20% of the aggregate gap funding requirement for any project where Developer Equity is less than 25% of TDC.
 - h. Funding for the project from all other DIA programs may not exceed 10% TDC, subject to further limitations found in the guidelines for each such program.
 - i. If the property is designated, or applying to become, a historic landmark, the request must exceed \$100,000 (requests for \$100,000 or less should proceed under the HPTRF)
6. Total Development Costs must be determined reasonable for the scope of the project utilizing third party verification where available.
 7. Gap funding need must be demonstrated on all projects where the total funding request is greater than \$1 million.
 8. ROI must reach 0.50X minimum incorporating the following assumptions:
 - i. Ad valorem real property taxes calculated on the cost basis using twenty-year time horizon from date property is projected to be placed into service.
 - ii. Ad valorem property taxes on historic properties are abated for ten years from placed into service date. (*Note: Projects receiving a CCR Forgivable Loan without historic landmark status are not eligible for the property tax abatement, and the ROI will be calculated using the incremental ad valorem for the full twenty-year period.*)
 - iii. Tangible Personal Property tax included based on FF & E information provided by the applicant.
 - iv. Local Opportunity Sales Tax and Employment based on 50% of any speculative commercial lease space and employment information provided by the applicant.
 - v. Estimated interest revenue on the DPRP Deferred Principal Loan to be included as additional benefit to the City.
 - vi. Where preservation and revitalization activities are being performed on a property where business operations are established, ROI will be calculated on existing ad valorem, local opportunity sales tax, and employee metrics.
 9. All loan components pursuant to the Redevelopment Agreement will be secured by a subordinate-lien position on the real property behind any senior secured, third-party lender providing construction, mini-perm, or permanent financing.
 10. All COJ and DIA program funding under the DPRP will be subject to cross-default, meaning a default under one COJ or DIA funded program or DPRP component triggers a default under outstanding funding of all COJ or DIA programs and DPRP components at such time, subject to applicable cure periods.
 11. All property, business, and income taxes must be current at the time of application and maintained in a current status during the approval process, the term of the Redevelopment Agreement and through the DPRP loan period.

12. Payment defaults, bankruptcy filings, or other material defaults during the DPRP loan period will trigger the right for the City of Jacksonville to accelerate all amounts funded and outstanding under any or all programs at such time plus 20% of any amounts amortized or prepaid prior to that date.
 13. DPRP Loan funding under any component is subject to standard claw back language related to disposition of the property prior to each component's respective maturity, or similar circumstances of conversion.
 14. DIA reserves the right to approve any sale, disposition of collateral property, or refinance of senior debt during the DPRP loan period.
- B. Historic Preservation Restoration and Rehabilitation Forgivable Loan Component ("HPRR Forgivable Loan")
1. The building must be designated as a local historic landmark at the time of application or an application for local landmark status must be filed and pending. Application may be made for an award under the DPRP prior to final designation; however, request for funding under this component will not be approved prior to the building receiving designation as a local historic landmark.
 2. All work must be reviewed and approved by the Planning and Development Department for consistency with the United States Secretary of Interior Standards and applicable design guidelines during application processing and for verification upon completion and request for funding.
 3. This HPRR Forgivable Loan component may include up to:
 - a. 75% of eligible costs for the Restoration or Rehabilitation of the building Exterior
 - b. 75% of eligible costs for the Restoration of Historic features on the building Interior
 - c. 30% of eligible costs for the Rehabilitation of the building Interior; and
 - d. 20% of eligible costs for General Requirements and Overhead of the GC
 4. Funding attributable to the HPRR Forgivable Loan may not exceed 30% of Total Development Cost.
 5. Downtown Preservation and Revitalization Program funding in the amount of the HPRR Forgivable Loan component will be forgiven 20% per year over the first five years of the loan.
 6. This funding component of the Downtown Preservation and Revitalization Program will be interest free.
- C. Code Compliance Renovations Forgivable Loan Component ("CCR Forgivable Loan")
1. The building need not be designated a local historic landmark but must be a contributing structure in the National Historic District or a structure at least 50 years old and meet the applicable general program requirements above.
 2. This CCR Forgivable Loan component may include up to:
 - a. 75% of eligible costs for bringing the property up to levels as required for Code Compliance or related fire and safety requirements.
 - b. Cost of environmental remediation or abatement on the property or within the building, such as asbestos removal, as included in Total Development Cost, may be included as well as new code requirements.
 3. If a building is historically designated with local landmark status and therefore exempt from certain code compliance requirements, the cost of any elective renovations may not be included in this section.
 4. If a building is historically designated with local landmark status, all work must be reviewed and approved by the Planning and Development Department for consistency with the United States Secretary of Interior Standards and applicable design guidelines.
 5. If a building is historically designated with local landmark status, the scope of Building and Fire Code Improvement work must use the Downtown Historic Building Code Matrix and be approved by the Building Inspection Division of the Public Works Department and the Fire Marshall.

6. If a building is not historically designated but is a contributing structure in the National Historic District, plans must be reviewed and approved by COJ PDD to ensure that no work included in the application would render the building ineligible for local landmark designation. Further, the property must remain in good standing as eligible for local landmark designation during the compliance period of the DPRP.
 7. If a building is neither a local landmark nor a contributing structure, but is at least 50 years old, the eligibility of code compliance expenditures will be determined by DIA with the assistance of COJ Planning.
 8. Funding derived from the CCR Forgivable Loan component may not exceed 30% of the Total Development Cost when the building is a locally designated landmark.
 9. Redevelopment projects where the property being improved neither has, nor is applying for, local landmark status, are only eligible for a CCR Forgivable Loan if the total scope of work of the redevelopment project is CCR eligible and no other work is contemplated. In this event, eligibility is limited to 25% of Total Development Costs. Other program requirements remain applicable, including that 20% of COJ funding must come in the form of a DPRP Deferred Principal Loan, unless waived under any other provision found in the program guidelines.
 10. Downtown Preservation and Revitalization Program funding in the amount of the CCR Forgivable Loan component will be forgiven 10% per year over the ten-year life of the loan when not used in combination with an HPRR Forgivable Loan. When combined with a HPRR Forgivable Loan, both loans will be forgiven over a five-year period at 20% per year, and therefore shall be coterminous.
 11. This funding component of the Downtown Preservation and Revitalization Program will be interest free.
- D. Downtown Preservation and Revitalization Program Deferred Principal Loan Component (“DPRP Deferred Principal Loan”)
1. The DPRP Deferred Principal Loan amount shall be determined by the gross funding gap found in the Total Development Costs with a requirement that the amount will be not less than 20% of gap funding requirement in any development plan where developer equity (net of developer fee) is less than 25% of TDC.
 2. Downtown Preservation and Revitalization Program funding in the amount of the DPRP Deferred Principal Loan component will be structured as non-amortizing with a maturity of ten years from closing.
 3. Although principal payments on the DPRP Deferred Principal Loan are not required on the loan prior to maturity, interest payments will be due and payable annually based on a rate of the Ten-Year Treasury Note Rate at the time of closing.
 4. Partial principal reductions may be made after the fifth anniversary with no prepayment penalty; however, 50% of the loan balance must remain outstanding through the loan maturity date unless the property is sold or refinanced during that period, subject to DIA approval.
 5. The loan balance is due in full upon maturity, sale, or refinancing of the property prior to maturity subject to terms of the disposition and value of the property at the time of such event.
 6. Funding derived from DPRP Deferred Principal Loan may not exceed 20% of the Total Development Costs and may not be used on a stand-alone basis.
- E. Other DIA programs
- Applicants for funding pursuant to this Downtown Preservation and Revitalization Program may also seek funding from DIA pursuant to the other programs for which they may qualify and choose to fund the applicable portion of redevelopment costs under the program of their choice. However, the Construction Budget provided with each application must clearly delineate costs by the program for which application is made and no portion of a single line-item cost can be considered for or qualify for partial funding under more than one program. For example, the operator of a restaurant could seek funding for build out of a restaurant while the building owner seeks funding under this DPRP program for the building exterior, interior of other spaces, and code compliance. See the separate guidelines for

each program for more information.

F. Project Approval Process

For applications under the Downtown Preservation and Revitalization Program, the following apply:

1. If the total amount requested is \$100,000 or less, and the property has or is seeking local historic landmark status, the Historic Preservation and Revitalization Trust Fund (“HPTRF”) Guidelines shall apply.
2. If total amount requested is more than \$100,000, and the applicant is seeking funding under the HPRR Forgivable Loan component, the redevelopment agreement requires Historic Preservation Commission Landmark (Local) Recommendation, City Council Landmark Designation, Planning and Development Department Approval of Scope of Work, DIA Board Approval, and City Council approval.
3. If applicant requests funding under the CCR Forgivable Loan:
 - a. In any amount, and the property does not have and is not seeking local historic landmark status, the redevelopment agreement requires Planning and Development Department Approval of the Scope of Work, DIA Board Approval, and City Council approval; or
 - b. In excess of \$100,000, and the property has or is seeking local historic landmark status, the redevelopment agreement requires Historic Preservation Commission Landmark (Local) Recommendation, City Council Landmark Designation, Planning and Development Department Approval of Scope of Work, DIA Board Approval, and City Council approval.
4. For any one project, the dollar amounts in all applications for loans or Forgivable Loans submitted within five years of the first HPTRF grant, or loan or Forgivable Loan approved under this program shall be aggregated to determine if the project requires City Council approval.

PRE-APPLICATION

1. A pre-application meeting will be held for all proposed developments planning to utilize the DPRP loan program. Attendees shall include the Applicant and related members of the proposed development team, members of the COJ Planning and Development Department (PDD) Historical Preservation Section staff, Downtown Development Review Board (DDRDB) staff, and Downtown Investment Authority (DIA) staff, as appropriate. From this meeting, a strategy that incorporates the following steps and requirements will be formulated to include task assignments and a timeline for target dates to accomplish the application processing goals.

APPLICATION AND PROCESSING

1. General

Application and processing of historic designation, Certificate of Appropriateness approval and DPRP funding approval through the Planning and Development Department and DIA may occur simultaneously, except as provided below.

2. Landmark Designation

Application shall be made to the Planning and Development Department (PDD) for Local Landmark designation unless the building is already a local landmark, or the program request is for a CCR loan only.

- a. The Planning and Development Department shall verify whether the building is already a local Landmark or is eligible for designation. PDD shall assist the applicant in Local Landmark Designation Procedures as needed and process any landmark designation application through the Historic Preservation Commission and City Council approval process.
- b. A staff report recommending designation and legislation regarding the same must be filed prior to any DIA action.

3. Scope of Work

- a. Application shall also be made to PDD for a Certificate of Appropriateness or other approval for the scope of work to be performed on any local landmark, or for approval of any CCR work

on a contributing structure in the National Historic District.

- i. Such application shall break down the work to be performed between exterior restoration and renovation work, interior restoration, interior renovation, and code compliance work.
- b. The Planning and Development Department shall review applications for work to be performed on any local landmark for compliance with the United States Secretary of the Interior Standards for Restoration or Rehabilitation, and any applicable historic preservation design guidelines, and shall issue an approval, denial, or approval with conditions and comments to the DIA. PDD may rely on National Park Service determination, or process locally. In the absence of final NPS approval, a conditional approval letter may be provided to DIA identifying by category any improvements that are considered ineligible. PDD Staff conditional approval shall serve as the basis for determination of qualified eligible expenses in reviewing incentive requests and calculating the “up to” award amount, however actual disbursement of loans will be based on final COA or NPS approved eligible expenses.
- c. All work on local landmarks must be consistent with United States Secretary of Interior’s Standards, approved by Certificate of Appropriateness (COA) by the Historic Preservation Commission, and approved by DDRB.
- d. PDD shall review applications for CCR work to be performed on contributing structures in the National Historic District to determine whether any of the proposed improvements would render the building ineligible for local landmark designation and identify the same. HPS shall issue a staff report to DIA with the results of their review and indicating whether the elimination of any particular improvements would allow the building to remain eligible for local landmark status.
- e. The application for a COA or approval of the scope of work can be submitted and reviewed simultaneously with landmark designation; however, no staff report regarding scope of work will be issued to DIA prior to the filing of legislation for landmark status.
- f. Any work not approved through the COA review process by the Jacksonville Historic Preservation Commission, Planning and Development Department Staff or NPS, or determined to not meet the Secretary of the Interior Standards or other design guidelines will be removed from the list of qualified eligible expenses for consideration, even if previously approved by PDD Staff Conditional Approval as described in letter b. of this section.

4. DPRP Loan Approval

Simultaneously, application shall be made to DIA for funding pursuant to one or more components of this DPRP. For all applications under the DPRP loan program, DIA Staff shall receive and analyze project information as outlined below:

- a. Business plan to include:
 - i. Proposed usage of the property following completion and contribution towards the relevant DIA Redevelopment Goals and Performance Measures.
 - ii. Names and descriptive summary of relevant experience for all members of the development team including principals, General Contractor, architect, consultants, and others as applicable.
 - iii. Market analysis summary and strategy relied upon in support of the development decision.
 - iv. Names of tenants where lease negotiations are near completion or have been finalized. Executed leases, or those ready for execution, should be provided for consideration in ROI calculations.
 - v. Anticipated job creation, both direct and from commercial spaces whether existing or to be created.
- b. Applications to include detailed Total Development Cost estimate for proposed acquisition and/or improvements along with sources and uses of funds, a thorough and detailed three-year pro forma financial statements (including time to stabilization), evidence of ownership or

control of the subject property.

- c. A detailed construction budget must be provided that reconciles to the contract with the General Contractor, and that clearly allocates costs between Restoration or Rehabilitation of the building Exterior, Restoration of Historic features on the building Interior, Rehabilitation of the building Interior, General Requirements and Overhead of the GC, and Code Compliance Renovations, as may be appropriate per the DPRP loan request being made.
 - d. Operating pro forma must be provided and DIA must generally agree with projected operating or rental income, operating expenses, and debt service. Market study or third- party data (CoStar or similar) will be relied upon where available.
 - e. Provide evidence that all property, business, and income taxes are current.
 - f. Evidence of Landmark status for the subject property as outlined above or application for the same, to be submitted as appropriate for the request made.
 - g. All code compliance work on buildings not designated local landmarks shall require review by Planning and Development Department to ensure that no contributing structure is rendered ineligible for local landmark designation by the proposed work, and shall require DDRB and DIA Board approval, and City Council approval.
 - h. PDD staff recommendation as to eligibility of the approved scope of work on any local landmark shall be required prior to DIA board approval of any program funding, however a contingent staff report will be accepted. The level of certainty required before presentation to the DIA Board and City Council will depend on the extent to which eligible costs exceed the request.
 - i. Upon approval by the DIA Board of DPRP funding, DIA staff will negotiate a proposed Redevelopment Agreement and associated loan documents, possibly combining other sources of revenue, and file the same for approval through MBRC and City Council.
5. Following Final City Council Approval
- a. The Redevelopment Agreement will be routed for execution.
 - b. All development work and design features must comply with all applicable city codes, ordinances, the established Downtown Development Review Board Guidelines and approvals, and the Downtown Zoning Overlay, without waiver.
 - c. Only costs incurred following final approval may be eligible for reimbursement under the DPRP.
 - d. During the development process, JSEB goals and implementation will be consistent with the City JSEB Policy.
 - e. DIA to be provided copies of periodic inspections and/or progress reports as applicable.
6. Loan Closing/Funding Requirements
- a. The DPRP loan will be funded following review and approval of the Request for Disbursement by the Applicant following issuance of the last needed Certificate of Occupancy for the project.
 - b. All work on locally designated historic landmarks must be inspected by the Planning and Development Department or designee for compliance with the approved application prior to funding.
 - c. COJ PDD, and DIA jointly, or other appropriate COJ Department, will verify that paid invoices submitted for reimbursement align with the construction budget as approved, and confirm Developer's compliance with previously approved building permits, Certificate of Appropriateness ("COA"), and all Planning and Development Department and NPS approvals, as applicable.
 - d. All existing liens and code violations must be cleared prior to disbursement of funds and recordation of Loan security documents.
 - e. Funds will be authorized for distribution in accordance with the approved Redevelopment

Agreement including evidence of all permanent funding commitments, satisfaction of all liens and waiver of claims from general contractor and subcontractors, verification that there are no delinquent property taxes or other tax obligations outstanding beyond their respective due dates, and other requirements as may be found in that agreement.

11. The Downtown Historic Preservation and Revitalization Trust Fund

The purpose of the Historic Preservation and Revitalization Trust Fund Guidelines ("HPRTF") is to establish the parameters for use of the Trust Fund to facilitate renovation of historically designated landmarks within the DIA boundaries (Downtown). The Trust Fund was created to foster the preservation and revitalization of unoccupied, underutilized, and/or deteriorating historic buildings located in downtown Jacksonville. The Downtown Investment Authority ("DIA") shall, in coordination with the Planning and Development Department ("PDD"), process applications for and the DIA shall administer grants awarded from the Trust Fund.

1. Only projects that apply for \$100,000 or less in the aggregate are eligible for funding from the Trust Fund.
2. All DIA approvals of Trust Fund allocations are subject to the available unencumbered balance in the Trust Fund at time of award, and all grants awarded by the DIA shall encumber the related balance in the Trust Fund upon execution of a Redevelopment Agreement.
3. Projects that apply for \$100,000, or less may be approved by DIA without further Council approval in compliance with the following criteria:
 - a. The building must be a locally designated historic landmark at the time of application or an application for local landmark status must be filed and pending. Application may be made for a HPRTF Grant prior to final designation; however, no funds under this component will be disbursed prior to the building receiving formal designation as a local historic landmark. Any grant award will expire unless designation is obtained within 12 months of the award by the DIA.
 - b. All work must be reviewed and approved by the Planning and Development Department for consistency with the United States Secretary of Interior Standards and applicable design guidelines during application processing and for verification upon completion and request for funding.
 - c. Eligible expenses include up to:
 - i. 75% of eligible costs for the Restoration or Rehabilitation of the building Exterior
 - ii. 75% of eligible costs for the Restoration of Historic features on the building Interior
 - iii. 30% of eligible costs for the Rehabilitation of the building Interior, and
 - iv. 75% of eligible costs for bringing the property up to levels as required for Code Compliance or related fire and safety requirements. Environmental remediation or abatement within the building such as asbestos removal is included as well as new code requirements.
 - v. 20% of the above eligible costs for General Requirements and Overhead of the GC
 - d. HPRTF grants will be awarded for a five-year term and will be forgiven 20% per year over the term of the grant with a claw-back in the event of sale, transfer, or default.
 - e. The HPRTF Grant will be interest free.
 - f. All funds will be disbursed upon completion of improvements subject to cost verification and other approvals as specified below.

- g. Project must be located within the DIA boundary.
- h. Must conform to the goals and objectives of the BID and CRA Plan.
- i. Applicant and/or its General Contractor must demonstrate significant, relevant experience and performance on projects of similar type and scale.
- j. Total Development Costs ("TDC") is defined as:
 - i. costs for the acquisition of eligible buildings and associated land, and;
 - ii. the negotiated construction costs with a qualified General Contractor; and
 - iii. additional soft costs typically eligible for capitalization in development activity of this type.
 - iv. Developer Fee is to be excluded from both Sources and Uses.
 - v. The market value of property owned, and any related debt, may be included in TDC for purposes of these calculations.
- k. DIA funding, including HPRTF funds, in the aggregate may not exceed 40% of Total Development Costs.
- l. Developer Equity (less Developer Fee) shall be not less than 10% of TDC.
- m. Total Development Costs must be determined reasonable for the scope of the project utilizing third party verification where available.
- n. ROI must reach 0.50X minimum incorporating the following assumptions
 - i. Ad valorem real property taxes calculated on the cost basis using twenty-year time horizon from date property is projected to be placed into service.
 - ii. Ad valorem property taxes on historic properties are abated for ten years from placed into service date.
 - iii. Tangible Personal Property tax included based on FF & E information provided by the applicant
 - iv. Local Opportunity Sales Tax and Employment based on 50% of any speculative commercial lease space and employment information provided by the applicant
 - v. Where preservation and revitalization activities are being performed on a property where business operations are established, ROI will be calculated on existing ad valorem, local opportunity sales tax, and employee metrics.
- o. All property, business, and income taxes must be current at the time of application and maintained in a current status during the approval process, the term of the Redevelopment Agreement and through the HPRTF grant period.
- p. Payment defaults, bankruptcy filings, or other material defaults during the HPRTF Grant period will trigger the right for the City of Jacksonville to accelerate all amounts funded and outstanding under any or all programs at such time.
- q. HPRTF funding is subject to standard claw back language related to disposition of the property within 5 years of disbursement, or similar circumstances of conversion.
- r. DIA reserves the right to approve any sale, disposition of collateral property during the HPRTF Grant period.

Other DIA programs

Applicants for funding pursuant to the HPRTF Guidelines may also seek funding from DIA pursuant to the other programs for which they may qualify and choose to fund the applicable portion of redevelopment costs under the program of their choice. However, the Construction Budget provided with each application must clearly delineate costs by the

program for which application is made and no portion of a single line-item cost can be considered for or qualify for partial funding under more than one program. For example, the operator of a restaurant could seek funding for build out of a restaurant while the building owner seeks funding under the HPRTF for the building exterior, interior of other spaces, and code compliance. See the separate guidelines for each program for more information.

Project Approval Process

1. If total amount requested is \$100,000 or less then the redevelopment agreement requires Historic Preservation Commission Landmark (Local) Recommendation, City Council Landmark Designation, Planning and Development Department Historic Preservation Section Approval of Scope of Work, and DIA Board Approval.
2. For any one project, the dollar amounts in all applications for grants submitted within five years of the first grant approved under this program shall be aggregated to determine if the project qualifies.

PRE-APPLICATION

1. A pre-application meeting will be held for all proposed developments planning to utilize the HPRTF program. Attendees shall include the Applicant and related members of the proposed development team, members of the COJ Planning and Development Department (PDD) Historical Preservation Section staff, Downtown development Review Board (DDRB) staff, and Downtown Investment Authority (DIA) staff, as appropriate. From this meeting, a strategy that incorporates the following steps and requirements will be formulated to include task assignments and a timeline for target dates to accomplish the application processing goals.

APPLICATION and PROCESSING

1. General

Application and processing of historic designation, Certificate of Appropriateness approval and HPRTF funding approval through the Planning and Development Department and DIA may occur simultaneously, except as provided below.

2. Landmark Designation

Application shall be made to the Planning and Development Department (PDD) for Local Landmark designation unless the building is already a local landmark.

- a. The Planning and Development Department shall verify whether the building is already a local Landmark or is eligible for designation. PDD shall assist the applicant in Local Landmark Designation Procedures as needed and process any landmark designation application through the Historic Preservation Commission and City Council approval process.
- b. A staff report recommending designation and legislation regarding the same must be filed prior to any DIA action.

3. Scope of Work

- a. Application shall also be made to PDD for a Certificate of Appropriateness or other approval for the scope of work to be performed on any local landmark.
 - i. Such application shall break down the work to be performed between exterior restoration and renovation work, interior restoration, interior renovation, and code compliance work.
- b. The Planning and Development Department shall review applications for work to be performed on any local landmark for compliance with the United States Secretary of the Interior Standards for Restoration or Rehabilitation, and any applicable historic preservation design guidelines, and shall issue an approval, denial, or approval with conditions and comments to the DIA. PDD may rely on National Park Service determination, or process locally. In the absence of final

NPS approval, a conditional approval letter may be provided to DIA identifying by category any improvements that are considered ineligible. PDD Staff conditional approval shall serve as the basis for determination of qualified eligible expenses in reviewing incentive requests and calculating the “up to” award amount, however actual disbursement of loans will be based on final COA or NPS approved eligible expenses.

- c. All work on local landmarks must be consistent with United States Secretary of Interior’s Standards, approved by Certificate of Appropriateness (COA) by the Historic Preservation Commission, and approved by DDRB.
- d. The application for a COA or approval of the scope of work can be submitted and reviewed simultaneously with landmark designation; however, no staff report regarding scope of work will be issued to DIA prior to the filing of legislation for landmark status.
- e. Any work not approved through the COA review process by the Jacksonville Historic Preservation Commission, Planning and Development Department Staff or NPS, or determined to not meet the Secretary of the Interior Standards or other design guidelines will be removed from the list of qualified eligible expenses for consideration, even if previously approved by PDD Staff Conditional Approval as described in letter b. of this section.

4. HPFTF Grant Approval

Simultaneously, application shall be made to DIA for funding pursuant to the HPRTF Guidelines. DIA Staff shall receive and analyze project information as outlined below:

- a. Business plan to include:
 - i. Proposed usage of the property following completion and contribution towards the relevant DIA Redevelopment Goals and Performance Measures.
 - ii. Names and descriptive summary of relevant experience for all members of the development team including principals, General Contractor, architect, consultants, and others as applicable.
 - iii. Market analysis summary and strategy relied upon in support of the development decision, unless waived by DIA.
 - iv. Names of tenants where lease negotiations are near completion or have been finalized. Executed leases, or those ready for execution, should be provided for consideration in ROI calculations.
 - v. Anticipated job creation, both direct and from commercial spaces whether existing or to be created.
- b. Applications to include detailed Total Development Cost estimate for proposed acquisition and/or improvements along with sources and uses of funds, evidence of ownership or control of the subject property, and unless waived by DIA, a thorough and detailed three-year pro forma financial statements (including time to stabilization).
- c. A detailed construction budget must be provided that reconciles to the contract with the General Contractor, and that clearly allocates costs between Restoration or Rehabilitation of the building Exterior, Restoration of Historic features on the building Interior, Rehabilitation of the building Interior, General Requirements and Overhead of the GC, and Code Compliance Renovations, as may be appropriate per the HPRTF Grant request being made.
- d. Corporate applicants shall submit two most recent years’ tax returns (if available).

- e. Applications must be accompanied with a personal financial statement and the two most recent years' tax returns of principals with ownership of more than 20% of the project, the project's general partner, and/or the project's controlling member.
 - f. Provide evidence that all property, business, and income taxes are current.
 - g. Evidence of Landmark status for the subject property as outlined above or application for the same, to be submitted as appropriate for the request made.
 - h. PDD staff recommendation as to eligibility of the approved scope of work on any local landmark shall be required prior to DIA board approval of any program funding, however a contingent staff report will be accepted. The level of certainty required before presentation to the DIA Board will depend on the extent to which eligible costs exceed the request.
5. Following Final DIA Approval
- a. Upon approval by the DIA Board of HPRTF funding, DIA staff will negotiate a proposed Redevelopment Agreement and associated grant documents.
 - b. The Redevelopment Agreement will be routed for execution.
 - c. During the development process, JSEB goals and implementation will be consistent with the City JSEB Policy.
 - d. DIA to be provided copies of periodic inspections and/or progress reports as applicable.
6. Closing/Funding Requirements
- a. The HPRTF Grant will be funded following review and approval of the Request for Disbursement by the Applicant following issuance of the last needed Certificate of Occupancy for the project.
 - b. All work on locally designated historic landmarks must be inspected by the Planning and Development Department or designee for compliance with the approved application prior to funding.
 - c. COJ PDD, and DIA jointly, or other appropriate COJ Department, will verify that paid invoices submitted for reimbursement align with the construction budget as approved, and confirm Developer's compliance with previously approved building permits, Certificate of Appropriateness ("COA"), and all Planning and Development Department and NPS approvals, as applicable.
 - d. All existing liens and code violations must be cleared prior to disbursement of funds and recordation of Loan security documents.
 - e. Funds will be authorized for distribution in accordance with the approved Redevelopment Agreement including evidence of all permanent funding commitments, satisfaction of all liens and waiver of claims from general contractor and subcontractors, verification that there are no delinquent property taxes or other tax obligations outstanding beyond their respective due dates, and other requirements as may be found in that agreement.

12. Water Quality Compensatory Credits

Within Downtown, water quality compensatory credits are available for purchase in accordance with the procedure established in Chapter 55, Part 2, of the Jacksonville Ordinance Code.

Development Strategies

Loans to private developers can become grants upon completion of a successful project. Loans should be based upon the type of improvements that would run with the land (infrastructure, lighting, signage, absorption of lazy assets, etc). What are some practical examples of DIA redevelopment strategies?

1. Providing Ombudsman Services for developers approaching the DIA, City Council and Mayor. This would include assistance with all permits and approvals of all Agencies.
2. Planning and implementing better lighting Downtown.
3. Providing improved safety and security features.
4. Completing or facilitating the purchases and assembly of land for future development.
5. Providing flexible terms for developers purchasing or leasing "Lazy" assets (non-income producing) from the City.
6. Encouraging the use of State and Federal funds in projects (e.g., provide matching funds).
7. Participating in development costs including "soft costs" (e.g., engineering).
8. Providing adequate services and amenities to the site itself and surrounding areas (e.g., storm water retention, access to public transportation, green space/parks, road improvements, etc.).
9. The sale or lease of "Air Rights" above properties.
10. Providing surface leases or structured parking for development.
11. Assistance in project financing.
12. Demolishing blighted areas.
13. Using Brownfields grants or loans for cleanup.
14. Helping developers "stack benefits" to take advantage of several programs.

Structuring the Deal - Timely Delivery of Incentives is a Key to Success

As a part of any public assistance, the developer will be required to provide a public benefit analysis. This analysis should discuss benefits to the City through DIA including such factors as TIF increases, jobs, placing public lands on the property tax roll, benefits to other businesses in the immediate area, improving the visual atmosphere and sense of place of Downtown through furthering the implementation of the Community Redevelopment Plan, etc. Benefits to other taxing bodies should be demonstrated. Property tax generated by the newly developed/revitalized property goes to the underlying taxing bodies providing a revenue increase for schools, parks, libraries and so forth without raising taxes.

Summary of Stackable Potential Incentives:

1. Land-lease terms, purchase terms, subordination on public properties;
2. Infrastructure-water, storm water, sewer, electrical, gas availability, etc.;
3. Brownfields assessment and proposed treatment;
4. Interest subsidy-writing down loans, especially in the first three (3) years;
5. Assist with Downtown Development Review Board regarding land use/ zoning changes and approvals;
6. Facilitate with approvals from St. Johns Water Management District, DEP and other agencies;
7. Facilitate with introductions and support from District Councilperson and City Council;
8. Facilitate with introductions and support of the Office of the Mayor, Office of Economic Development, etc.;
9. Facilitate with General Counsel's office;
10. Facilitate with development/construction calendar with timetable and assigned responsibilities;
11. Assistance with other pre-development costs such as: Architectural and site planning costs, Engineering costs, Phase 1, Phase 2 Environmental Audits, Variances, exceptions, street closures, surveys, market studies, appraisals, parking requirements, air rights, landscaping requirements, signage, lighting, roads, utilities;
12. Negotiate agreements subject to review of the Office of General Counsel;
13. Program based forgivable loan/grants (previously discussed);
14. Recapture Enhanced Value (REV) Grants;
15. Loans/Loan Guarantee/credit enhancements;
16. Other grants;
17. Assist with Enterprise Zone rebates;
18. Equity partnerships/Public Private Partnerships;
19. Assist as intermediary with all City Agencies and State Agencies such as Historic Preservation Commission, JEA, JTA, OED, DCPS, Environmental Services Division, Public Works, DCA, etc.; and
20. Where possible, exchange Fixed Costs for Variable costs.

Best Practices for Program Effectiveness

The BID recommends several “best practices” for the DIA to maximize the potential effectiveness of incentives:

Align incentive use with a clearly articulated economic development strategy that defines specific goals and objectives.

Economic development strategies identify priorities and goals for the community’s future, and they can offer important guidance for the implementation of incentive programs. If the strategy calls for high-wage job creation, reducing unemployment and increasing environmental sustainability, the corresponding incentive program should prioritize businesses that pay relatively high wages for the occupation or background of the workers, businesses that will hire the local unemployed, and businesses that can generate environmental benefits.

Align incentive design with business needs.

Considering business needs and objectives in the design of incentives can help to ensure that incentive programs influence business decisions as intended. For example, businesses often make decisions based on short-term profit objectives, and as a result, up-front incentives may be more effective than back-loaded incentives. However, recovering these costs in case that a business fails to meet standards or comply with rules may not be possible, even if incentive agreements include provisions that require non-compliant businesses to refund the incentives (“claw backs”). Providing incentives in the form of infrastructure or employee training allows businesses to receive benefits up-front, while minimizing the extent to which the community suffers if the businesses leave, since the infrastructure will remain in place and the workers will still be trained.

Include clear performance standards, mechanisms for monitoring performance, and penalties for breach of contract in all agreements with incentive recipients.

Contract design can have a major impact on the extent to which an incentive program benefits the community. The BID Strategy recommends liquidated damages, in addition to “claw backs”, be incorporated in certain incentive contracts. These would require businesses to refund incentives to the DIA if they do not meet performance standards. However, strong incentive agreements also include clear performance standards, mechanisms for monitoring performance, and penalties for breach of contract.

The most typical performance data reported for incentive programs are job creation, investment, and cost data. At the same time, several types of incentive performance data are not consistently reported, such as average salaries of jobs created or retained; whether past incentive recipients are still in the jurisdiction; whether the incentive was an attraction or retention project; and actions taken against incentive recipients that have not complied with program requirements or met performance targets.

Evaluate incentive programs regularly.

Concurrent and retrospective evaluations provide information regarding whether incentives are working in practice. In order for evaluations to be useful, there must be an ongoing schedule to review all incentive programs, evaluations must examine incentive programs in the context of the stated goals of the programs. Evaluations must be discussed during policy and budget deliberations.

Implementation of the BID

While the planning process of this update has come to a close, the next phase – implementation – has just begun. The BID Strategy is intended to be a living document that details the next ten years of economic growth in Downtown.

This requires a high level of trust and cooperation between citizens, elected officials, DIA Staff, the Governing Board, businesses, community organizations, and other governmental agencies - all of whom need to move forward together. This section identifies phasing, priorities, and responsible parties. The following points represent some of the overarching elements of the implementation plan:

- **Start with Policy** – Establishing policy first also creates the necessary framework for future implementation activities.
- **Identify Plan Champions** – For overall plan implementation and each project to maximize the chance of success.
- **Think About the “In Common” Benefits** – Use a common vision to get the necessary work completed.
- **Align City Hall** – The vision of the BID Strategy is kept by everyone who contributed to the work, but they will need the support of City departments to coordinate efforts and be effective. It is critical that new projects from every department happen in conjunction with the BID.
- **Be Bold (but Prudent)** – Pursue bold evolutions of policy and new projects.
- **Keep Stakeholders Involved** – No one knows the issues as well as the collective group of stakeholders participating in formation of this BID Strategy. Those connections must be maintained and stakeholders must remain engaged. The stakeholders should be proactive about BID implementation and be empowered to champion the vision and projects.
- **Focus and Finish What We Have Started** – Stick to the game plan and complete projects in order. When undertaking a project or policy, finish before moving on to the next area.

DIA will provide the strategic guidance and oversight of the implementation process, while partners through various City departments, the private sector, and working groups will implement many of the recommendations. Businesses throughout the City will need to engage in the pieces of the BID Strategy that are most important to them.

The essential steps for successful implementation are:

- Clear ownership structure and chain of command;
- Concrete action steps;
- Articulation of funding needed and potential resources;
- Cooperation;
- A coordinated message about the necessity of the BID for economic growth; and
- Evaluation and benchmarking.

The Chief Executive Officer and DIA Staff will manage the day-to-day oversight of the implementation including:

Promotion

- Develop messaging on the BID's objectives, strategies, and actions share messaging with all implementation partners.
- Celebrate and publicize quick wins, accomplishments, and successes.

Coordination

- With Governing Board leadership, align goals and actions with City priorities.
- Work with implementation partners to implement goals and actions.

Secure Resources

- Secure funds for staffing, marketing, and other program funding to ensure implementation.

Implementation will be measured on a consistent basis through annual report cards to accurately measure the outcomes. The BID Strategy is a living plan that will grow and adapt to market conditions, so there will be changes and adaptations as implementation moves forward.

Ownership

The BID Strategy requires champions. To be successful and realize the vision, it is imperative for the community to be a proactive partner and to remain engaged in implementation activities. Success also hinges on coordination of City activities. With cooperation and responsibility of all City agencies the DIA and the community must strive to move forward in unison toward common goals. Key elements of an implementation program include building strong, consistent leadership in support of the BID. Amendments and exceptions to the BID Strategy are anticipated because it is designed to be flexible and provide guidance should unforeseen conditions arise. However, as amendments and exceptions are made, care should be taken not to incrementally erode the overall vision. All proposed amendments and exceptions should be evaluated and weighed against the eight Goals prior to being considered by the Governing Board.

Decision-Making Criteria

Each DIA incentive program has its own criteria for projects seeking those funds.

A major role of the BID Strategy is to provide a basis for decision-making based upon the vision identified in the Community Redevelopment Plan. The decision-making criteria are intended to be used as a reference guide for the DIA Governing Board when reviewing applications and proposals within Downtown Jacksonville **beyond established DIA incentive programs**.

Decision making tools, such as the Tiers System, Years Tables, and Performance Measures, are for projects seeking funding outside of or beyond the scope of our standing incentive programs (such as the Multi-Family Housing REV Grant, Commercial Revitalization Program, Retail Enhancement Grant Program etc.).

Instead of a conventional scoring matrix, the DIA Governing Board will utilize three qualitative tiers for evaluating whether or not a project should potentially receive financial assistance by the Authority. Proposals that meet all three Tier criteria shall be eligible to receive financial assistance from DIA, based on availability of funds, using an incentive mechanism or combination of mechanisms that is deemed appropriate by the DIA at time of application. Any proposed project which is determined by DIA staff to negatively impact any BID Performance Measure will be deemed ineligible for DIA staff review and evaluation under the Tiers System. Furthermore, the Tiers System review is designed for multi-faceted or unique projects that would not otherwise be eligible for specific DIA programs. It may not be used to circumvent the parameters of an established program.

Due to the unique nature of each individual project that comes before the DIA Staff and Governing Board, the Tier System has been deliberately designed to be simplified for each project to have the potential to reach its final development agreement outcome based upon its own merits once it has been found to meet Tiers 1 through 3. Mega Projects with a private capital investment in excess of \$250,000,000, and which meet the requirements of the Tiers System may be eligible for additional incentive consideration on a case-by-case basis.

Tier 1

The Applicant will complete an application form, project pro-forma and project profile assessment form (**See APPENDIX A**), (together with any other financial information requested by DIA and reasonably necessary to evaluate financial gap or need and the accuracy of construction costs, financing commitments, etc.) and submit all to the DIA for staff review and evaluation. No incentive will exceed the financial need demonstrated in Tier 1.

Tier 2

The proposed project must meet no fewer than three (3) of the BID Goals. To meet any single BID Goal, the proposed project must satisfy at least four (4) of the strategic objectives associated with the respective BID Goal **and identified as Tiers Eligible (T/E)**. The Applicant must identify each BID Goal with a specific justification regarding the **T/E** strategic objectives which the proposed project exceeds or satisfies. As part of the Applicant's proposal, this detailed description regarding the strategic objectives and the respective BID Goal shall be provided to the DIA for staff review and evaluation. The project's ability to have significant impact on multiple goals and strategic objectives must be demonstrated in order to satisfy Tier 2.

Tier 3

The project will positively affect and substantively complete a project or combination of projects included in the Years Tables and identified as “Tiers Eligible” from the Years Tables contained in the following section ~~or included as Redevelopment Projects within the Northbank and Southbank CRAs~~. The value of the Tiers Eligible project or projects completed will be evaluated in proportion to the private capital investment of the project and amount of incentive requested. ~~If the proposed development is located on a site or includes a project which is identified in the BID Strategy as a “Catalyst Site” or “Catalyst Project”, then the project may be eligible for an additional incentive bonus.~~ To satisfy the Tier 3 requirement:

- The tiers eligible project(s) value must be equal to or greater than 3% of the total development cost of the proposed development project; and
- The proposed tiers eligible project must be acceptable to DIA, in its sole discretion, both in terms of timing of implementation and in terms of specific project design, content, etc.;

Incentive Amount

Incentive amounts and incentive bonus amounts will be determined based on the incentive table below. REV Grants provide for the recovery of a portion of the incremental increase in ad-valorem taxes on real property which is produced by the proposed project. REV Grants shall be the primary incentive mechanism for awarding financial assistance under the Tiers System, however the DIA may recommend additional incentive mechanisms (such as completion grants, matching grants, etc.) which would be in addition to any REV Grant, for Mega projects as described above or in accordance with the table below.

<u>Number of BID goals advanced (as demonstrated by minimum 4 strategic objectives)</u>	<u>Positive Impact on 3 Performance measures</u>	<u>Positive Impact on 4 Performance Measures</u>	<u>Positive Impact on 5 Performance Measures</u>	<u>Positive Impact on 6 Performance Measures</u>
<u>Three(3)</u>	<u>50% REV</u>	<u>55%</u>	<u>60%</u>	<u>65%</u>
<u>Four(4)</u>	<u>60% REV</u>	<u>65%</u>	<u>70%</u>	<u>MAX 75%</u>
<u>Five (5)</u>	<u>70% REV</u>	<u>MAX 75%</u>	<u>Max 75%</u>	<u>MAX 75%</u>

In addition to the foregoing, any project located on a catalytic site will receive a 10% boost up to a maximum of 75%. Any project at 75% Maximum REV grant, and Mega projects, will be eligible for consideration for additional incentives.

“Years Tables” (Projects and Programs by Year)

The general phasing and timing for implementing proposed projects, programs, or other initiatives is outlined in the following pages referred to as the “Years Tables.” The grouping of projects, programs, or other initiatives has been organized based upon recommended timeframes to establish order and prioritization. The funding source(s) is identified in the Years Tables for each project, program, or other initiative as funds become available and/or are projected. Each project, program, or other initiative has a responsible party identified; a page reference to the CRA Redevelopment Plan; and the BID Goal that it supports.

In addition, there are “Catalyst Sites” and “Catalyst Projects” that are identified in the Catalytic Activity with Undetermined Timeframes List. Their timeframes for development will be market driven.

The Years Tables are not static. They are to be closely monitored in conjunction with assessments of development activity, the development market, and the City of Jacksonville’s Capital Improvement Plan (CIP). The DIA has the ability to update the tables as needed, whether that means moving projects from one timeframe to another, eliminating them, or adding new projects. The Years Tables are active project tracking tools to manage the allocation of the DIA resources. The list and tables are as follows:

- Catalytic Activity with Undetermined Timeframes
- Near Term: First Year (2022/2023), Second Year (2023/2024), Third Year (2024/2025)
- Mid Term: Fourth Year - Seventh Year (2025/2029)
- Long Term: Eighth Year – Eleventh Year (2029/2033)

The Years Tables recognize some projects, programs, or other initiatives will be concluded in their programmed year, while others will require more than a single year to complete. There have been repeated line items to anticipate this.

In addition to projects, there are also programs identified that, given their success and outcomes, may continue for the life of the BID Strategy.

The Years Tables detail each project, program, and/or initiative recommended by the DIA Governing Board and DIA Staff for funding in part or in whole. The tables identify the entities primarily responsible for implementation (not necessarily the project champion, just the entity most likely to carry out the project). These tables also point out which page number(s) in the Plan expand upon the project description.

IT IS IMPORTANT TO NOTE: The Years Tables also reflect the BID Goals each project, program, or other initiative supports. As referenced previously in Tier 3, the Years Tables are not only used for program funding and to organize execution, but to use as a component of the Tiers System review and evaluation method.

Catalytic Activity with Undetermined Timeframes

**This is a representative list, not meant to be exclusionary.*

Shipyards and Kids Kampus Catalyst sites

Sports & Entertainment District surface parking lots

Riverfront Plaza Development Pad /Landing Parking Lot

Former City Hall Annex/Courthouse

Snyder Memorial Church

One Riverside Avenue / McCoy's Creek

LaVilla Catalyst sites - Arts Gateway and Existing Convention Center

First Baptist Church campus

Rivers Edge

Duval County Public Schools HQ

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NORTHBANK - Near-Term -1st Year (2022/2023)

Project	Responsible Parties					Downtown Jacksonville Community Redevelopment Plan Reference	Goals Supported							
	DIA	City or other Governmental Entity	Business Community	Stakeholder Group	Property Owner/Developer		GOAL ONE: Increase commercial office utilization.	GOAL TWO: Increase rental and owner-occupied housing	GOAL THREE: Increase and diversify retail, food and beverage, and entertainment	GOAL FOUR: Increase the vibrancy of Downtown	GOAL FIVE: Improve the quality of life in Downtown Jacksonville	GOAL SIX: Improve the walkability/bikeability of Downtown	GOAL SEVEN: Capitalize on the aesthetic beauty of the St. Johns River	GOAL EIGHT: Simplify and increase the efficiency of the approval process for downtown development
Reintroduce Two-Way Streets: Forsyth and Adams Streets (\$1,000,000)	✓									✓	✓			
Marketing and Promotion (\$200,000)	✓							✓	✓					
Northbank Retail Enhancement Program (\$1,000,000)	✓						✓		✓					
Northbank Façade Grant Program (\$200,000)	✓						✓		✓					
Northbank Housing Incentives: Development Loans (\$650,000)	✓			✓				✓						
Northbank Housing Incentives: Small Scale Residential (\$500,000)	✓							✓						
Northbank Banners (\$15,000)	✓								✓	✓				
Northbank Parks Programming and Programming/Activation of Public Spaces (\$500,000)	✓			✓					✓	✓				
Waterfront Activation (\$50,000)	✓			✓					✓	✓				
Historic Shotgun Houses (\$100,000)	✓						✓							
Urban Art & Streetscape Program (\$300,000)	✓								✓	✓				
Capital Improvements and Land Acquisition (\$500,000)	✓			✓						✓				
Shipyards West Catalyst Project: (\$200,000)	✓									✓	✓	✓		
Downtown Enhanced Maintenance (\$500,000)	✓									✓				
Northbank Parking Screening Grant (\$500,000)	✓									✓	✓			
Commercial Office Incentive (\$500,000)	✓						✓							
Historic Markers (\$500,000)	✓									✓	✓			

Northbank Riverwalk Extension & Enhancements (\$TBD)		✓								✓	✓	✓	✓	
Artists Live/Work Implementation Strategy (\$TBD)	✓							✓		✓				
Park Once (\$TBD)	✓		✓		✓			✓		✓				✓
St. Johns and Tributary Access- Liberty Marina (\$TBD)		✓												
Landmark Riverfront Park (\$TBD) Metropolitan Park, Riverfront Plaza, Shipyards West, Riverwalk extension		✓								✓	✓	✓	✓	
Hogan Street Improvements- Emerald Trail (\$TBD)		✓								✓	✓	✓	✓	

SOUTHSIDE - Near-Term - 1st Year (2022/2023)

Project	Responsible Parties					Downtown Jacksonville Community Redevelopment Plan Reference	Goals Supported							
	DIA	City of other Governmental Entity	Business Community	Stakeholder Group	Property Owner/Developer		GOAL ONE: Increase commercial office utilization.	GOAL TWO: Increase rental and owner-occupied housing	GOAL THREE: Increase and diversify retail, food and beverage, and entertainment	GOAL FOUR: Increase the vibrancy of Downtown	GOAL FIVE: Improve the quality of life in Downtown Jacksonville	GOAL SIX: Improve the walkability/bikeability of Downtown	GOAL SEVEN: Capitalize on the aesthetic beauty of the St. John's River	GOAL EIGHT: Simplify and increase the efficiency of the approval process for downtown development
Southside Retail Enhancement Program (\$300,000)	✓						✓			✓				
Southside Parks & Programming (\$200,000)	✓	✓								✓	✓			
Southside Parking / Boat Ramp (\$200,000)	✓									✓	✓		✓	
Southside Parking Screening Grant (\$75,000)	✓									✓	✓			
Southside Downtown Banners (\$5,000)	✓	✓								✓	✓			
Marketing and Promotions (\$75,000)	✓								✓	✓				
Urban Art and Streetscape (\$25,000)	✓		✓							✓	✓			
Enhanced Downtown maintenance (\$75,000)	✓	✓								✓	✓			
Downtown Parks CRA Capital Improvements (\$150,000)	✓									✓	✓			

Southbank Riverwalk Extension & Enhancements and Overland Connector		✓											✓	✓	✓	✓					
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NORTHBANK - Near-Term - 2nd Year (2023/2024)

Project List Legend: Tiers Eligible	Responsible Parties					Downtown Jacksonville Community Redevelopment Plan Reference	Goals Supported							
	IDA	City or other Governmental Agency	Business Community	Stakeholder Group	Property Owner/Developer		GOAL ONE: Increase commercial office utilization.	GOAL TWO: Increase rental and owner-occupied housing	GOAL THREE: Increase and diversify retail, food and beverage, and entertainment	GOAL FOUR: Increase the vibrancy of Downtown	GOAL FIVE: Improve the quality of life in Downtown Jacksonville	GOAL SIX: Improve the walkability/bikeability of Downtown	GOAL SEVEN: Capitalize on the aesthetic beauty of the St. Johns River	GOAL EIGHT: Simplify and increase the efficiency of the approval process for downtown development
Marketing and Promotions (\$225,000)	✓								✓	✓				
Northbank Retail Enhancement Program (\$962,338)	✓						✓			✓				
Northbank Façade Grant Program (\$200,000)	✓						✓			✓				
Northbank Banners (\$15,000)	✓									✓	✓			
Northbank Parks Programming and Programming/Activation of Public Spaces (\$500,000)	✓			✓						✓	✓			
Northbank Housing Incentives: Development Loans (\$625,000)	✓			✓				✓						
Northbank Parking Screening Grant (\$200,000)	✓									✓	✓			
Northbank Housing Incentives: Small Scale Residential (\$250,000)	✓							✓						
Waterfront Activation (\$50,000)	✓	✓		✓						✓	✓		✓	
Urban Art & Streetscape Program (\$300,000)	✓		✓							✓	✓			
Downtown Parks Capital Improvements and Land Acquisition (\$500,000)	✓			✓							✓			
Neighborhood Streetscape Improvements (\$500,000)	✓	✓			✓					✓	✓	✓		
Northbank Riverwalk Enhancement & Signage (\$250,000)	✓	✓			✓					✓			✓	
Downtown Enhanced Maintenance (\$500,000)	✓									✓				

LaVilla Multicultural Museum (\$1,200,000)		✓	✓	✓	✓					✓	✓			
Commercial Office Incentive (\$500,000)	✓						✓							
Historic Markers (\$500,000)	✓									✓	✓			
Northbank Riverwalk Extension & Enhancements (\$18,000,000)		✓							✓	✓	✓	✓		
Artists Live/Work Implementation Strategy (\$TBD)	✓						✓		✓					
Park Once (\$TBD)	✓		✓		✓		✓		✓		✓			✓
Landmark Riverfront Park) Metropolitan Park, Riverfront Plaza, Shipyards West (\$TBD)		✓							✓	✓	✓	✓		
Liberty Street Improvements (\$TBD)		✓								✓	✓			
Bay Street Innovation Corridor / U2C (\$TBD)		✓								✓	✓			
Lift Ev'ry Voice and Sing Park (\$TBD)	✓								✓					

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SOUTHSIDE - Near-Term - 2nd Year (2023/2024)

Project List Legend: Tiers Eligible	Responsible Parties					Downtown Jacksonville Community Redevelopment Plan Reference	Goals Supported							
	DIA	City or other Governmental Agency	Business Community	Stakeholder Group	Property Owner/Developer		GOAL ONE: Increase commercial office utilization.	GOAL TWO: Increase rental and owner-occupied housing	GOAL THREE: Increase and diversify retail, food and beverage, and entertainment	GOAL FOUR: Increase the vibrancy of Downtown	GOAL FIVE: Improve the quality of life in Downtown Jacksonville	GOAL SIX: Improve the walkability/bikeability of Downtown	GOAL SEVEN: Capitalize on the aesthetic beauty of the St. Johns River	GOAL EIGHT: Simplify and increase the efficiency of the approval process for downtown development
Southside Retail Enhancement Program (\$500,000)	✓						✓			✓				
Southside Parks & Programming (\$200,000)	✓	✓								✓	✓			
Southside Parking / Boat Ramp (\$200,000)	✓									✓	✓		✓	
Southside Parking Screening Grant (\$50,000)	✓									✓	✓			
Southside Downtown Banners \$5,000)	✓	✓								✓	✓			
Marketing and Promotions (\$75,000)	✓							✓	✓					
Urban Art and Streetscape (\$75,000)	✓		✓							✓	✓			
Enhanced Downtown maintenance (\$100,000)	✓	✓								✓				
Downtown Parks CRA Capital Improvements and land acquisition (\$250,000)	✓									✓				
Southside Waterfront Activation (\$25,000)	✓	✓								✓	✓		✓	
River and Tributary Access (\$25,000)	✓	✓								✓			✓	
Southbank Riverwalk Enhancement (\$250,000)	✓	✓								✓	✓		✓	
Southbank Riverwalk Extension & Enhancements and Overland Connector		✓								✓	✓		✓	

NORTHBANK - Near-Term - 3rd Year (2024/2025)

Project List Legend: Tiers Eligible	Responsible Parties					Downtown Jacksonville Community Redevelopment Plan Reference	Goals Supported								
	DIA	City or other Governmental Agency	Business Community	Stakeholder Group	Property Owner/Developer		GOAL ONE: Increase commercial office utilization.	GOAL TWO: Increase rental and owner-occupied housing	GOAL THREE: Increase and diversify retail, food and beverage, and entertainment	GOAL FOUR: Increase the vibrancy of Downtown	GOAL FIVE: Improve the quality of life in Downtown Jacksonville	GOAL SIX: Improve the walkability/bikeability of Downtown	GOAL SEVEN: Capitalize on the aesthetic beauty of the St. John's River	GOAL EIGHT: Simplify and increase the efficiency of the approval process for downtown development	
K-12 in the Northbank CRA (\$TBD)	✓	✓	✓	✓				✓			✓				
Marketing and Promotion (\$225,000)	✓								✓						
Northbank Retail Enhancement Programs (\$1,000,000)	✓						✓			✓					
Northbank Façade Grant Program (\$200,000)	✓						✓			✓					
Northbank Banners (\$15,000)	✓									✓	✓				
Waterfront Activation (\$50,000)	✓	✓		✓						✓	✓		✓		
Urban Art & Streetscape Program (\$65,000)	✓		✓							✓	✓				
Northbank Parks Programming and Programming/Activation of Public Spaces (\$500,000)	✓	✓								✓	✓				
Northbank Housing Incentives: Small Scale Residential Incentive (\$250,000)	✓							✓							
Downtown Parks CRA Capital Improvements (\$500,000)	✓										✓				
Neighborhood Streetscape Improvements (\$500,000)	✓		✓							✓	✓	✓			
Northbank Riverwalk Enhancement and Signage (\$250,000)	✓	✓								✓			✓		
Downtown Maintenance (\$500,000)	✓	✓								✓					
Downtown Wi-Fi (\$250,000)	✓						✓	✓		✓					
Northbank Housing Incentives: Development Loans (\$625,000)	✓							✓							

Commercial Office Incentive (\$500,000)	✓						✓							
Historic Markers (\$500,000)	✓										✓	✓		
Northbank Riverwalk Extension & Enhancements (\$18,000,000)		✓								✓	✓	✓	✓	
Artists Live/Work Implementation Strategy (\$TBD)	✓							✓		✓				
Park Once (\$TBD)	✓		✓		✓			✓				✓		✓
Landmark Riverfront Park Metropolitan Park , Riverfront Plaza , Shipyards West (\$TBD)		✓								✓	✓	✓	✓	
Liberty Street Improvements (\$TBD)		✓									✓	✓		
Bay Street Innovation Corridor / U2C (\$TBD)		✓									✓	✓		

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SOUTHSIDE - Near-Term - 3rd Year (2024/2025)

Project List Legend: Tiers Eligible	Responsible Parties					Downtown Jacksonville Community Redevelopment Plan Reference	Goals Supported							
	GAI	City or other Governmental Agency	Business Community	Stakeholder Group	Property Owner/Developer		GOAL ONE: Increase commercial office utilization.	GOAL TWO: Increase rental and owner-occupied housing	GOAL THREE: Increase and diversify retail, food and beverage, and entertainment	GOAL FOUR: Increase the vibrancy of Downtown	GOAL FIVE: Improve the quality of life in Downtown Jacksonville	GOAL SIX: Improve the walkability/bikeability of Downtown	GOAL SEVEN: Capitalize on the aesthetic beauty of the St. John's River	GOAL EIGHT: Simplify and increase the efficiency of the approval process for downtown development
Southside Retail Enhancement Program (\$200,000)	✓						✓			✓				
Southside Parks & Programming (\$200,000)	✓	✓								✓	✓			
Southside Downtown Banners (\$5,000)	✓	✓								✓	✓			
Marketing and Promotions (\$75,000)	✓							✓	✓					
Urban Art and Streetscape (\$75,000)	✓		✓							✓	✓			
Enhanced Downtown maintenance (\$100,000)	✓	✓									✓			
Downtown Parks CRA Capital Improvements and land acquisition (\$500,000)	✓										✓			
Southside Waterfront Activation (\$250,000)	✓	✓								✓	✓		✓	
River and Tributary Access (\$25,000)	✓	✓									✓		✓	
Southbank Riverwalk Enhancement (\$250,000)	✓	✓								✓	✓	✓		

NORTHBANK - Mid-Term - 4-7 Years (2025-2029)

Project List Legend: Tiers Eligible Project	Responsible Parties					Downtown Jacksonville Community Redevelopment Plan Reference	Goals Supported							
	DIA	City or other Governmental Agency	Business Community	Stakeholder Group	Property Owner/Developer		GOAL ONE: Increase commercial office utilization.	GOAL TWO: Increase rental and owner-occupied housing	GOAL THREE: Increase and diversify retail, food and beverage, and entertainment	GOAL FOUR: Increase the vibrancy of Downtown	GOAL FIVE: Improve the quality of life in Downtown Jacksonville	GOAL SIX: Improve the walkability/bikeability of Downtown	GOAL SEVEN: Capitalize on the aesthetic beauty of the St. John's River	GOAL EIGHT: Simplify and increase the efficiency of the approval process for downtown development
Marketing and Promotion (\$225,000 annually)	✓			✓				✓	✓					
Northbank Parks Programming and Programming/ Activation of Public Spaces (\$750,000 annually)	✓	✓							✓	✓				
Downtown Parks CRA Capital Improvements (\$1,000,000)	✓									✓				
Northbank Retail Enhancement Programs (\$1,000,000 annually)	✓				✓		✓		✓					
Northbank Façade Grant Program (\$100,000 annually)	✓				✓		✓		✓					
Northbank Banners (\$15,000 annually)	✓								✓	✓				
Waterfront Activation projection (\$50,000 annually)	✓	✓		✓					✓	✓		✓		
Urban Art & Streetscape Program (\$200,000 annually)	✓		✓						✓	✓				
Northbank Housing Incentives: Small Scale Residential Incentive (\$100,000 annually)	✓							✓						
Neighborhood Streetscape Improvements (\$1,000,000 annually)	✓		✓						✓	✓	✓			
Northbank Riverwalk Enhancement and Signage (\$250,000 annually)	✓	✓							✓			✓		
Downtown Maintenance (\$500,000 annually)	✓	✓							✓					
Northbank Housing Incentives: Development Loans (\$625,000 annually)	✓				✓			✓						

Commercial Office Incentive (\$500,000 annually)	✓				✓		✓							
Artists Live/Work Implementation Strategy (\$TBD)	✓			✓				✓		✓				
Park Once (\$TBD)	✓	✓	✓		✓		✓			✓		✓		✓
Landmark Riverfront Park (\$TBD) (Shipyards West CRA, McCoy's Park)	✓	✓		✓						✓	✓	✓	✓	
Liberty Street Improvements (\$TBD)	✓	✓		✓							✓	✓		
Bay Street Innovation Corridor / U2C (\$TBD)		✓									✓	✓		
Hogan's Creek (City CIP)	✓	✓			✓						✓	✓	✓	

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SOUTHSIDE - Mid-Term - 4-7 Years (2025-2029)

Project List Legend: Tiers Eligible Project	Responsible Parties					Downtown Jacksonville Community Redevelopment Plan Reference	Goals Supported							
	DIA	City or other Governmental Agency	Business Community	Stakeholder Group	Property Owner/Developer		GOAL ONE: Increase commercial office utilization.	GOAL TWO: Increase rental and owner-occupied housing	GOAL THREE: Increase and diversify retail, food and beverage, and entertainment	GOAL FOUR: Increase the vibrancy of Downtown	GOAL FIVE: Improve the quality of life in Downtown Jacksonville	GOAL SIX: Improve the walkability/bikeability of Downtown	GOAL SEVEN: Capitalize on the aesthetic beauty of the St. John's River	GOAL EIGHT: Simplify and increase the efficiency of the approval process for downtown development
Marketing and Promotions (\$75,000 annually)	✓									✓				
Flagler Avenue Shared Street - Design & Permitting, Implementation (\$1,644,500)	✓	✓	✓									✓	✓	✓
Southside Retail Enhancement Program (\$200,000 annually)	✓				✓		✓			✓				
Southside Parks & Programming (\$250,000 annually)	✓	✓			✓					✓	✓			
Southside Downtown Banners (\$5,000 annually)	✓	✓								✓	✓			
Urban Art and Streetscape (\$75,000 annually)	✓		✓		✓					✓	✓			
Enhanced Downtown maintenance (\$100,000 annually)	✓	✓			✓						✓			
Downtown Parks CRA Capital Improvements and land acquisition (\$500,000 annually)	✓				✓						✓			
Southside Waterfront Activation (\$50,000 annually)	✓	✓								✓	✓		✓	
River and Tributary Access (\$750,000)	✓	✓									✓		✓	
Southbank Riverwalk Enhancement (\$500,000 annually)	✓	✓			✓						✓	✓	✓	

NORTHBANK - Long-Term - 8-11 Years (2029-2033)

Project List Legend: Tiers Eligible	Responsible Parties					Downtown Jacksonville Community Redevelopment Plan Reference	Goals Supported							
	DIA	City or other Governmental Agency	Business Community	Stakeholder Group	Property Owner/Developer		GOAL ONE: Increase commercial office utilization.	GOAL TWO: Increase rental and owner-occupied housing	GOAL THREE: Increase and diversify retail, food and beverage, and entertainment	GOAL FOUR: Increase the vibrancy of Downtown	GOAL FIVE: Improve the quality of life in Downtown Jacksonville	GOAL SIX: Improve the walkability/bikeability of Downtown	GOAL SEVEN: Capitalize on the aesthetic beauty of the St. Johns River	GOAL EIGHT: Simplify and increase the efficiency of the approval process for downtown development
Marketing and Promotion (\$225,000 annually)	✓			✓			✓			✓				
Northbank Retail Enhancement Programs (\$500,000,000 annually)	✓				✓		✓			✓				
Northbank Façade Grant Program (\$100,000 annually)	✓				✓		✓			✓				
Northbank Banners (\$20,000 annually)	✓									✓	✓			
Waterfront Activation projection (\$50,000 annually)	✓	✓		✓						✓	✓		✓	
Urban Art & Streetscape Program (\$1,000,000)	✓		✓		✓					✓	✓			
Northbank Parks Programming and Programming/Activation of Public Spaces (\$1,000,000 annually)	✓	✓			✓					✓	✓			
Northbank Housing Incentives: Small Scale Residential Incentive (\$250,000 annually)	✓				✓			✓						
Downtown Parks CRA Capital Improvements (\$2,000,000)	✓										✓			
Neighborhood Streetscape Improvements (\$5,000,000)	✓		✓		✓					✓	✓	✓		
Northbank Riverwalk Enhancement and Signage (\$1,000,000)	✓	✓			✓					✓			✓	
Downtown Maintenance (\$750,000 annually)	✓	✓			✓					✓				
Northbank Housing Incentives: Development Loans (\$625,000 annually)	✓				✓			✓						
Wayfarer Signage (\$TBD)	✓	✓								✓	✓	✓		✓

Commercial Office Incentive (\$500,000 annually)	✓						✓							
Historic Markers (\$500,000- Phase 2)	✓										✓	✓		
Artists Live/Work Implementation Strategy (\$TBD)	✓							✓		✓				
Park Once (\$TBD)	✓		✓		✓		✓			✓		✓		✓

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SOUTHSIDE - Long-Term - 8-11 Years (2029-2033)

Project List Legend: Tiers Eligible	Responsible Parties					Downtown Jacksonville Community Redevelopment Plan Reference	Goals Supported							
	DIA	City or other Governmental Agency	Business Community	Stakeholder Group	Property Owner/Developer		GOAL ONE: Increase commercial office utilization.	GOAL TWO: Increase rental and owner-occupied housing	GOAL THREE: Increase and diversify retail, food and beverage, and entertainment	GOAL FOUR: Increase the vibrancy of Downtown	GOAL FIVE: Improve the quality of life in Downtown Jacksonville	GOAL SIX: Improve the walkability/bikeability of Downtown	GOAL SEVEN: Capitalize on the aesthetic beauty of the St. John's River	GOAL EIGHT: Simplify and increase the efficiency of the approval process for downtown development
Marketing and Promotion (\$225,000 annually)		✓												
Cross Southside Connector - 3-Lane Study (\$50,000)		✓		✓										
Southside Retail Enhancement Program (\$200,000 annually)	✓				✓		✓			✓				
Southside Parks & Programming (\$250,000 annually)	✓	✓			✓					✓	✓			
Southside Downtown Banners (\$7,000 annually)	✓	✓								✓	✓			
Marketing and Promotions (\$75,000 annually)	✓								✓	✓				
Urban Art and Streetscape (\$350,000)	✓		✓		✓					✓	✓			
Enhanced Downtown maintenance (\$100,000 annually)	✓	✓			✓						✓			
Downtown Parks CRA Capital Improvements and land acquisition (\$2,000,000)	✓				✓						✓			
Southside Waterfront Activation projection (\$50,000 annually)	✓	✓								✓	✓		✓	
River and Tributary Access (\$750,000)	✓	✓									✓		✓	
Wayfarer Signage (\$TBD)	✓	✓								✓	✓	✓		✓
Southbank Riverwalk Enhancement (\$1,000,000)	✓	✓			✓						✓	✓	✓	

Performance Measures

It is recommended that DIA focus on tracking outcomes, benefits and changes of Downtown in relation to the BID Strategy. Tracking such indicators provides a better understanding of the relative economic vitality of Downtown Jacksonville. The following Performance Measures will enable the DIA to assess the economic development conditions and improvements in Downtown, along with suggested targets per the Years Tables for overall improvement by 2030. NOTE: The Performance Measures are calculated at an estimated growth progression as listed below which ultimately coincides with the Market Feasibility Study outcomes.

Downtown Economic Indicator	Current Performance	2030 Target	Difference
Employment	56,000 ¹	62,343 ²	+6,343
Multi-Family Residents	6,137,830 ³	11,952,130 ⁷	+5,815,177
Multi-Family Housing Units	3,851,314	7,500,139	+3,649,825
Office Space Vacancy	10.3% ³ 11.7% ⁵	7.5%	-2.82%
Number of vacant storefronts in City Center ⁶	51	10	-41
Number of restaurants/bars in Downtown ⁶	97	197	+100
Number of full-service grocers ⁶	2	4	+2
Tax Value	\$1,975,602,021 ⁷	\$2,778,402,030	+\$802,800,009
Hotel Occupancy	64.6% ⁸	75% ⁹	10.4%
ADR	\$113.50 ⁸	\$250.00 ⁹	\$136.50
Annual overnight guests	850,865 ⁸	1,200,000 ⁹	349,135
Number of daily Downtown visits ⁵	44,889	75,000	30,111
Inactive COJ Assets by Acreage	153.6 ¹¹	91.8 converted	61.2 remaining

Notes: (1) Employee count from JAXUSA as of July 2021, (2) JAXUSA established target for Downtown, (3) As of December 31, 2020-2021, - Per DVI SOD (4) Based on target of 425 units per year on average, 95% occupancy rate, 1.7 residents per unit (5) CoStar Q4 2021 DIA Boundary (6) Count as of January 2022, (7) as of 12/31/2021, (8) 2021 average, (9) Visit Jacksonville established target, (10) Placer.ai data, (11) As of December 31, 2020

Appendix A

Project Profile Assessment



I. Overview

Date Submitted: ____/____/____

This Project Profile Assessment (PPA) is required with all requests for incentive funding through the Downtown Investment Authority (DIA) regardless of the program request being made or current status. It is important that you complete the PPA as accurately and completely as possible (as applicable); however, changes will be permitted as the request is being processed. Please type responses or print legibly for clarity.

II. Business Project Name

Name as Registered: _____
Entity to be formed: _____
Doing Business As: _____

III. Applicant Information

Primary Point of Contact _____
Contact Method: Mobile _____ Other Phone: _____
E-mail _____
Mailing Address _____

Second Point of Contact _____
Contact Method: Mobile _____ Other Phone: _____
E-mail _____
Mailing Address _____

Authorized Agent #1 _____
Relationship/Role _____
Contact Method: Mobile _____ Other Phone: _____
E-mail _____
Mailing Address _____

Authorized Agent #2 _____
Relationship/Role _____
Contact Method: Mobile _____ Other Phone: _____
E-mail _____
Mailing Address _____

IV. Business Activity (Complete each section as relevant if mixed use)

For all new businesses, a business plan that details the target market niche, product offerings, management team info, relevant experience, and similar factors will be required to complete the application review. This requirement does not apply to existing businesses unless substantive changes are anticipated as part of the request being made.

___ **Multifamily Housing** (Select one or both as may be applicable) For Rent ___ For Sale ___

1. Property type: Apartment ___ Townhome ___ Condominium ___
2. Number of floors with leasable/occupiable units: _____
3. Number of occupiable living units: Studio ___ 1 BR ___ 2 BR ___ 3 BR ___ Other ___
4. Private amenities: _____

5. Public Amenities: _____

___ **Retail / Restaurant / Bar or Entertainment Venue**

1. Principal nature of the business: _____

2. Number of employees anticipated: Full-time _____ Part-time _____
3. Proposed Hours of Operation: Mo Tu We Th Fr Sa Su
Open: _____
Close: _____

___ **Office / Commercial Space**

1. Principal nature of the business: _____
2. Number of employees: Full-time _____ Part-time _____

___ **Hotel/Hospitality**

1. Principal nature of the business: _____

2. Number of employees anticipated: Full-time _____ Part-time _____
3. Private amenities: _____

4. Public Amenities: _____

___ **Other Business**

Principal nature of the business: _____

1. Number of employees anticipated: Full-time _____ Part-time _____

2. Additional Info: _____

V. Project Information (Real Estate Location and Info)

Property Location: _____

___ **Leased Space (As applicable, provide a copy of the lease if available)**

1. Square footage: _____ Number of floors: ____ Sidewalk/outdoor space (sq ft): _____

2. Status of the lease:
In negotiation ____ Under contract ____ Start Date ____/____/____ End Date ____/____/____

3. Landlord/Owner: _____

___ **Owned Space (Complete for property currently owned or to be acquired)**

1. Project requirement(Y/N): Demo of a building ____ Rehab of a building ____ New Construction ____

2. Status of the property: In negotiation ____ Under contract ____ Owned by Applicant ____

3. Building use: Single-user Commercial _____ Multi-tenant Commercial _____

Multifamily _____ Mixed-use _____

4. Building Info: (*NSF = Net Square Footage)

Total square footage: _____ Office NSF* _____

Leasable space _____ Private Amenity NSF* _____

Number of floors: _____ Public Amenity NSF* _____

Residential NSF* _____ Other NSF* _____

Retail NSF* _____ Year Built: _____



Major Renovation Date: _____ Structured Parking (# of Spaces): _____

Current Vacancy %: _____ Surface parking (# of Spaces): _____

5. Historic Status (Y/N if known):
 - a. Contributing Structure in the Downtown National Historic District: ____
 - b. Listed on the National Registry of Historic Places: ____
 - c. Designated as a local Historic landmark or that process is underway through the COJ Planning and Development Department Historic Preservation Commission: ____
6. Duval County Property Appraiser RE #: _____
7. Duval County Property Appraiser: Value: _____ As of Date ____/____/____
8. Appraised value (Provide a copy of any appraisals completed within the past year):
 - a. As Is: Value: _____ As of Date ____/____/____
 - b. Upon Completion: Value: _____ As of Date ____/____/____
 - c. As Stabilized: Value: _____ As of Date ____/____/____
9. Acquisition price: \$ _____ Date of Acquisition ____/____/____

VI. Applicable DIA Incentive Program Name (See program guidelines for additional information)

Additional information on each of the following incentives programs and their related requirements can be found at <https://dia.coj.net> Please review that information thoroughly prior to submitting the PPA or scheduling a meeting with DIA staff to discuss the proposed project.

- | | | |
|-------|---|----------|
| _____ | Multi-family REV Grant | \$ _____ |
| _____ | Small Scale Residential Grant | \$ _____ |
| _____ | Affordable Housing Support Loan | \$ _____ |
| _____ | Commercial Revitalization Program | \$ _____ |
| _____ | Retail Enhancement Programs | \$ _____ |
| | a) _____ Basic Retail Enhancement Grant | \$ _____ |
| | b) _____ Core Area Retail Enhancement Grant | \$ _____ |
| | c) _____ Targeted Food and Beverage Grant (FAB-REP) | \$ _____ |
| | d) _____ Sidewalk Enhancement Grant | \$ _____ |
| | i. _____ In combination with FAB-REP | \$ _____ |
| | ii. _____ Stand-alone | \$ _____ |
| | e) _____ Waterfront Restaurant Grant | \$ _____ |



_____	Boutique Hotel Rev Grant	\$ _____
_____	Downtown Preservation & Revitalization Program	\$ _____
_____	Historic Preservation Trust Fund	\$ _____
_____	Façade Grant Program	\$ _____
_____	Mobility Fee Credit Incentive	\$ _____
_____	Parking Screening/Landscape Grant	\$ _____
_____	Stormwater Quality Credits	\$ _____
_____	Land Contribution	\$ _____
_____	Downtown Economic Development Grant	\$ _____
_____	Other	\$ _____
_____	Other	\$ _____

VII. DIA Goals Met and Reasoning (See the DIA BID Strategy for Strategic Objectives and Benchmarks)

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

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

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

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

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

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

_____ 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.

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

VI. Additional Information to be Provided

1. *For all new businesses being established, please provide the following as available:*

- a. *A business plan that details the target market niche, product offerings, management team info, relevant experience, and similar factors will be required to complete the application review. This requirement does not apply to existing businesses unless substantive changes are anticipated as part of the request being made.*
 - b. *Sources and Uses of Capital (Development Budget) – During Construction and Following Completion and with identification of lenders and term sheets or LOIs where available.*
 - c. *Construction Budget – Should reconcile to the Development Budget as well.*
 - d. *Operating Pro Forma – Preferably ten years, three years at minimum.*
 - e. *Copy of any lease agreements being negotiated or already executed.*
 - f. *Copy of any appraisal of the property completed within the past year.*
 - g. *Copy of any market study for the project completed within the past year.*
2. *Program specific application as necessary.*

Appendix B

Downtown Feasibility Study

Appendix C

Property Disposition Policy



The DIA's Unsolicited Proposal Policy and Property Disposition Policy were adopted by Resolutions 2019-09-01 and 2019-09-02, respectively. These Policies may be modified from time to time at the discretion of the Governing Board.

EXHIBIT 1 to 2019-09-01
Unsolicited Proposal Policy
Downtown Investment Authority (DIA)
Community Redevelopment Areas

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

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

A. Offers at or above FMV and less than \$25,000.

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

- a. If the DIA staff determines the sale or lease of the property and its intended use is consistent with the BID and CRA plan and applicable neighborhood plan, and is in the best interest of the CRA, the staff shall negotiate with the applicant and present a term sheet to the Board for consideration as soon as reasonably practicable.
- b. If the staff determines that the offer is not in the best interest of the CRA, they shall advise the board accordingly and recommend rejection of the offer.
- c. If the Board elects to move forward with sale, the informal notice of disposition procedure below shall be followed.
- d. If an appraisal is required by Jacksonville ordinance code, the bidder must pay for an appraisal and the sale must be at or above the fair value as determined by the appraisal. If no appraisal is required by ordinance, then the assessed value shall be used to determine fair value.

B. Offers below FMV or in excess of \$25,000 (require City Council approval)

1. Minimum Content of Submittal required for Consideration.

- a. A letter of interest indicating the developer's interest and commitment to develop the parcel
- b. The developer shall submit a written detailed description of the proposed development including the types of uses, square footage of each use, and the development objectives
- c. Offer price, including any contingencies as well as the current assessed or appraised value of the property

- d. Long term benefits to the public that will be achieved if property is transferred
- e. Compatibility with the BID and applicable CRA and neighborhood plans
- f. Any restrictions, covenants, conditions, obligations assumed by purchaser and/or DIA
- g. How it achieves the objective for the prevention of the recurrence of slum or blight
- h. Evidence of financial and legal ability to carry out proposals. Developers shall submit a financial plan for the proposal including acquisition costs; site development and building construction costs; professional fees; sources and amounts of equity, construction and permanent financing; indication of tenancy interest or commitments; and other sources of operating income as well as any incentives or improvements to be provided by the City/DIA. Developers should submit any additional information or financial data which would assist in evaluating the financial viability of the proposal (i.e., tax revenues or other income generations) and anticipated ROI. The plan should also indicate projected employment levels and construction timetable (from start to completion). A marketing plan may be required.
- i. The developer shall submit a statement of qualifications of the development team including resumes of key individuals and examples of previous development work. Qualifications of the project architect should also be submitted with examples of previous work. Please indicate whether the development team has worked together on past projects. The developer should also provide a recent certified financial statement or other satisfactory evidence of financial capacity to perform.
- j. The developer shall submit drawings illustrating the design character of the development. The submission shall include, at a minimum, a site plan indicating site location, building location, parking plan, landscaping, and other uses; building elevations and floor plans and an architectural rendering of the development may be required by the staff of DIA if deemed necessary for evaluation of consistency of the proposed development.
- k. Any necessary zoning or land use changes
- l. Developer shall provide an appraisal of the property, which is the subject of the offer, prepared within the preceding 90 days by a licensed Florida Appraiser. Alternatively, the developer may agree in writing to reimburse DIA for the cost of an appraisal to be secured by DIA.

2. Process to be followed by DIA staff

- a. Staff shall conduct a preliminary sufficiency review within 30 days of receipt. Staff shall have the authority to reject any proposal
 - i. That does not meet the minimum content criteria above,
 - ii. That impacts a parcel that is land banked for future use or is scheduled for an RFP, RFO or other formal disposition/development process
 - iii. In the sole discretion of the CEO, is not in the best interest of the CRA

- iv. At the next regularly scheduled Board meeting, the CEO shall include in his or her report, a summary of all proposals rejected pursuant to this section.
 - b. If the proposal is deemed sufficient and proceeds to staff review, the applicant shall be required to submit an application review fee of One Thousand and No/100 dollars (\$1000.00) and if no appraisal was provided by developer at the time of submittal, sufficient additional funds as may be required to cover the cost of the appraisal to be obtained by DIA for the property.
 - c. The DIA staff shall proceed to evaluate any proposal deemed sufficient on the following criteria:
 - i. Conformance of development proposal with CRA plans, policy, and objectives.
 - ii. The qualifications and experience of the developer and project team/consultants.
 - iii. Project economics – Economic feasibility of the project, revenue generation/job creation and other economic impacts.
 - iv. The overall quality of the design concept.
 - v. The financial offer and other income generated to the City.
 - vi. The overall development and construction schedule.
 - vii. Adequacy of promotion, marketing, and management plans, as applicable.
 - d. This review shall be completed as soon as reasonably practicable but no less than 120 days from receipt and the recommendation of staff shall be presented to the next Retail Enhancement and Property Disposition Committee meeting or regularly scheduled Board meeting

3. Process to be followed by Board of DIA

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

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

4. Negotiation with applicant

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

5. Formal Notice of Disposition

- a. If the Board elects to open the process to a Formal Notice of Disposition prior to negotiation, the adopted Notice of Disposition policy for Formal Disposition shall apply.
- b. Within the 30 days following such Board meeting, the Retail Enhancement and Property Disposition Committee shall meet and establish the scope of the disposition to be issued, the evaluation criteria to be considered and the points to be assigned to each and such other information as required in the Notice of Disposition policy. The Committee recommendation shall be presented for consideration and adoption by the Board at its next regularly scheduled meeting.

6. Informal Notice of Disposition

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

EXHIBIT 1 to 2019-09-02
Notice of Disposition Policy
Downtown Investment Authority (DIA)
Community Redevelopment Areas

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

1. Statutory notice requirement applicable to all dispositions to any private person or entity of City-owned property held for community redevelopment within a community redevelopment area:
 - Public notice of intended disposition must be published in a newspaper of general circulation at least 30 days prior to execution of any contract
 - Notice must invite proposals by interested parties within 30 days after date of publication
 - Notice must identify parcel or parcels
 - Notice must advise that such further information as is available can be obtained at a designated office
 - If less than fair value, shall require approval of City Council
2. Ordinance requirements: If sale price in excess of \$25,000 requires City Council approval.
3. Formal, Informal and Negotiated Disposition processes. The DIA Board may utilize a Formal, Informal or Negotiated Disposition process, as outlined below, each of which is consistent with statutory requirements above, but which may be appropriate in differing circumstances.
Applicability:

- a. **Informal:** In general, an Informal Disposition Process shall be followed in cases where the proposed purchase price exceeds fair value and is less than \$25,000 (City Council approval not required).
- The CEO of the Downtown Investment Authority shall be authorized to initiate an Informal Disposition Process for transactions meeting the criteria above and determined by the CEO to be consistent with the applicable CRA and BID plan and in the best interest of the CRA. The DIA Board shall approve the disposition prior to execution of any contract but Board approval shall not be required prior to initiation of the notice process.
 - An Informal Disposition Process may also be utilized in other circumstances deemed appropriate by the Board, but such process shall be initiated by Board action.
- b. **Formal:** In general, a Formal Disposition Process will be followed in cases where there are expected to be multiple bidders, where the purchase price is substantially less than fair value, where the use of the particular property is not narrowly defined in the CRA Plan and consistency with the plan requires more extensive evaluation, or where the DIA was not actively pursuing disposition of the property. The determination of which disposition process to follow in any circumstance shall remain in the discretion of the DIA Board, however the CEO shall recommend to the Board that a Formal Disposition Process shall be followed when staff deems appropriate.
- c. **Negotiated:** In general, a Negotiated Disposition process shall be followed in circumstances where staff has negotiated the terms of a disposition with a private party and has determined that disposition in accordance with the term sheet is consistent with the applicable CRA plan and BID plan and is in the best interest of the CRA. The term sheet shall be presented to the DIA Board for consideration prior to any publication of the notice of disposition and the proposed disposition shall be issued based on the Board's intention to accept the term sheet. The DIA Board shall have the discretion to utilize either an Informal or Formal Disposition Process, in lieu of a Negotiated Disposition process, as it may deem appropriate.

Informal Disposition Process

Informal Notice of Disposition

- a. For proposals to purchase City-owned property at or in excess of fair market value and for less than \$25,000, following a determination by staff of the DIA that the disposition is consistent with the CRA Plan and in the best interest of the CRA, the CEO may initiate an Informal Notice of Disposition Process.
- b. A Notice of Disposition shall be published in a newspaper of general circulation identifying the subject parcel, advising that further information can be obtained from the DIA Office or Office of Procurement, as determined by the CEO, and inviting other proposals within 30 days from the date of publication.
- c. In the event other proposals are received, such proposals shall be evaluated by DIA staff regarding consistency with the CRA and BID plan, the financial and legal ability of the respondents to carry out the proposal, the purchase price and return on investment to the City, and the timeframe for commencement of improvements, if any.

- d. At the next regularly scheduled Board meeting following close of the notice period and evaluation of responses by staff, a term sheet regarding the disposition recommended by staff shall be presented to the Board for consideration.
- e. An Informal Disposition Process may also be selected by the Board in other circumstances where the purchase price exceeds \$25,000 or is less than fair value. In such case, the process shall be selected by vote of the Board at a regularly scheduled meeting. The Board shall include in its election, any criteria it may wish to include for use of the property or evaluation by staff. The 30- day notice shall be published as above, evaluated by staff, and a recommendation presented to the Board at the next regularly scheduled meeting following close of the notice period and completion of staff evaluation of responses received.
- f. When the Informal Disposition process is used, no formal procurement process shall be opened, no scoring committee shall be appointed, and no points shall be assigned to specific criteria. Responses received, if any, shall be reviewed by DIA staff and a recommendation made to the Board to proceed with a particular disposition or reject all responses or enter into a formal disposition process in accordance with the Formal Disposition process.

Negotiated Disposition Process

Negotiated Notice of Disposition. This process shall begin when a term sheet for disposition of City-owned property that has been negotiated by staff is presented to the Board for consideration and the Board votes to proceed with the disposition upon specified terms with a particular purchaser. The Board may then elect to follow an Informal, Formal, or Negotiated process. If a negotiated process is chosen, the following shall be applicable:

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

Formal Disposition Process

Step 1: DIA Staff Develops the Notice of Disposition

Step 2: DIA Board Approves Notice of Disposition

Step 3: Notice of Disposition Released through procurement

Step 4: Last day to submit Notice of Disposition questions

Step 5: City responses to Notice of Disposition questions

Step 6: Notice of Disposition Responses received

Step 7: Notice of Disposition Responses evaluated

Step 8: Award Meeting

Step 9: Begin negotiations with top selected respondent

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

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

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

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

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

1. DIA staff develops and recommends to the Board for approval at a scheduled board meeting the Notice of Disposition Components;
2. The Board approves the Notice of Disposition Components subject to any modifications made by the Board, and any additional items pursuant to the Chief Executive Officer’s authority, and the Chairman appoints an Evaluation Committee;
3. The DIA staff works with the City’s Procurement Division to advertise the Notice of Disposition for such period as determined by Board;

4. The Evaluation Committee shall review and evaluate the responses to the Notice of Disposition based on the evaluation criteria set forth in the Notice of Disposition. The tabulated scores shall be presented to The Retail Enhancement and Property Disposition Committee who shall make a recommendation to the Board. If no responsive bidder/project in the committee's determination exists, the committee may recommend to the Board that the Notice of Disposition be revised and re-advertised as needed in the best interest of the City;
5. The Evaluation Committee's scoring shall be presented to the Retail Enhancement and Property Disposition Committee ("SIC") for consideration and the SIC shall make a recommendation to the Board. The recommendation of the SIC shall be presented to the Board at a scheduled board meeting for the Board's approval;
6. Upon Board approval of the Retail Enhancement and Property Disposition Committee's recommendation, or modification of the same, the Board shall approve and authorize the Chief Executive Officer to commence negotiations with the winning bidder;
7. The Chief Executive Officer shall present to the Board a negotiated term sheet for the Project ("Project Term Sheet") to be approved by the Board subject to any Board modifications; and
8. Once the Project Term Sheet has been approved by the Board, the Office of General Counsel shall draft a contract regarding the same and seek approval from the Mayor's Budget Review Committee to file legislation to be approved by City Council regarding the same.