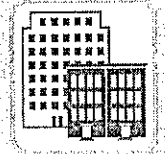
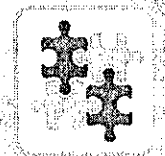


Downtown
Epicenter



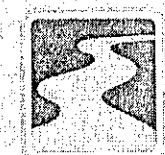
Urban
Living



Strategic
Partnerships



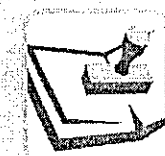
Pedestrian
Access



River
Access



24-7
Downtown



Healthy
Design

Business Investment and Development Plan

EXECUTIVE SUMMARY

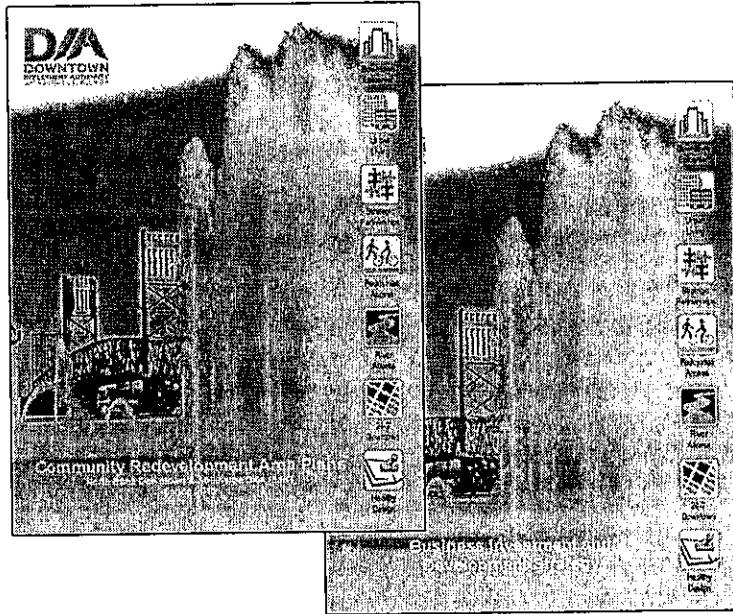
PREPARED FOR THE WATERWAYS COMMISSION

I. The Business Investment and Development Plan

The Business Investment and Development Plan, or "BID Plan", is a roadmap for Downtown development and redevelopment, and a strategy for capitalizing on our assets: the St. Johns River and its tributaries, existing public infrastructure, public parks and increasing interest in creating a live-work-play, 24-hour Downtown experience.

The BID Plan consists of several interconnected documents – The Northbank and Southside Community Redevelopment Area Plans ("CRA Plans"), a Business Investment and Development Strategy, a Downtown Market Feasibility Study, and incorporation of the design guidelines from the Downtown Master Plan¹.

The BID Plan is intended to work in concert with other plans and regulatory documents, including the Manatee Protection Plan, the Zoning Code, and the Comprehensive Plan.

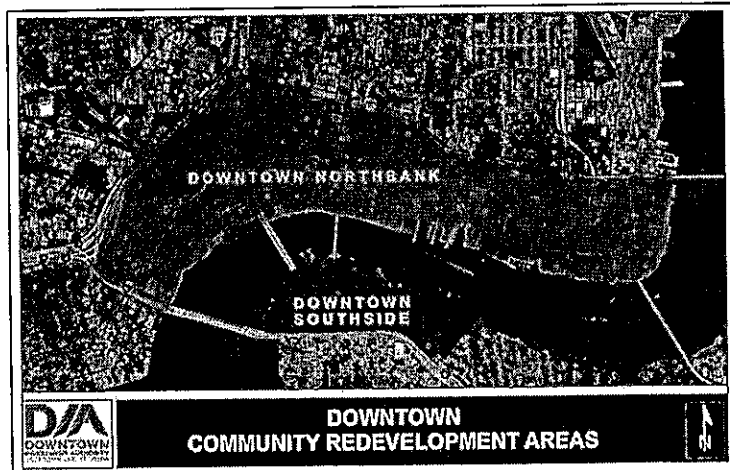


II. The Downtown Northbank and Southside CRA Plan

Community Redevelopment Areas

Downtown Jacksonville consists of two Community Redevelopment Areas²: the Downtown Northbank CRA and Southside CRA. The Downtown Investment Authority ("DIA") is the Community Redevelopment Agency for the two CRAs.

The original three CRA Plans adopted in the 1980s have been updated and combined into one plan.



¹ Note: The CRA Plans have replaced the Downtown Master Plan by passing of Ordinance 2014-0560.

² Chapter 163, Part III, Florida Statutes

Community Redevelopment Area Plan

The culmination of a year and half of work and over forty public meetings, the CRA Plan is a long-term guide for the DIA, and the City, to follow for the next thirty years. The CRA Plan is divided into the eight sections and four appendices.

Sections 1 & 2: Outline the purpose of the Plan and why Downtown is vital to the entire City; recap the legislative history leading to the creation of the CRAs; illustrate the boundaries of the two CRAs; summarize the extensive public involvement that helped shape the Plan; verify what components of the Plan meet each of the statutory requirements; outlines the authority to undertake community redevelopment given to the DIA; and identify the necessary reporting requirements.

Sections 3 & 4: Describe the established tax increment financing (“TIF”) mechanisms; illustrate the boundaries of the City’s three TIF districts; offer 30-year TIF revenue projections for each of the three redevelopment trust funds; and identify what operations fall under the DIA along with their relationships with other governmental agencies and community-at-large.

Section 5: Describes the seven specific outcomes DIA expects to accomplish in support of its mission; strategic objectives and benchmarks to measure each goal; and an explanation of the targeted location strategy and a map of what the future of Downtown is to look like.

Sections 6 and 7: Identify the projects and initiatives for the Northbank and Southside, and identify the key attributes of Downtown’s physical character and demographics including population, income, current and planned land use, housing, parks and open space system, community facilities, proposed development projects, overview of Downtown’s neighborhoods and districts, and historically significant structures.

Section 8: Shows how the CRA Plan is consistent with and furthers the City of Jacksonville 2030 Comprehensive Plan.

Appendices

Appendix A provides an accounting of previous downtown redevelopment plans and initiatives;

Appendix B is an analysis of how the DIA’s seven redevelopment goals;

Appendix C are the Downtown design guidelines from the former Downtown Master Plan; and

Appendix D is a comparison of Jacksonville’s Downtown with other City’s Downtowns.

The CRA Plan's Goals, Northbank projects/initiatives, and Southbank projects/initiates are identified in sections 5, 6 and 7, respectively. These sections provide the framework for prioritization of Downtown redevelopment.

Section 5 Goals

- Goal 1:** Reinforce Downtown as the City's unique epicenter for business, history, culture, education, and entertainment.
- Goal 2:** Increase rental and owner-occupied housing downtown, targeting key demographic groups seeking a more urban lifestyle.
- Goal 3:** Simplify the approval process for downtown development and improve departmental and agency coordination.
- Goal 4:** Improve walkability/bikeability and connectivity to adjacent neighborhoods and the St. Johns River while creating highly walkable nodes.
- Goal 5:** Establish a waterfront design framework to ensure a unique experience and sense of place.
- Goal 6:** Maintain a clean and safe 24-7 Downtown for residents, workers, and visitors.
- Goal 7:** Use planning and economic development policies to promote design for healthy living.

Section 6 Projects/Initiatives

The following projects/initiatives do not represent all of the efforts that DIA and the City will undertake throughout the life of the CRA Plan. They represent initial priorities identified through the comprehensive public and stakeholder outreach that went into creating the CRA Plan.

- Retail Enhancement Grant Program
- Urban Art Façade and Streetscape Program
- Hemming Plaza Management
- Hogan Street Plaza
- Improved Wayfarer Signage
- Liberty Street Improvements
- Bay Street Improvements
- Pearl Street Improvements
- Reinforce Branding of E Town Zone as "The Elbow"
- Reintroduce Two-Way Street System
- National Historic District Designation
- Artists Live/Work Implementation Strategy
- Housing Incentive Program
- St. Johns River & Tributary Access
- Park Once
- Northbank East-West Circulator
- Redesign Metropolitan Park
- Improve Links from Emerald Necklace to the St. Johns River
- Expand Free Public Access to Downtown Wi-Fi
- "Riverwalk Project" Informational & Wayfinding App
- Landmark Public Park on the St. Johns River
- LaVilla Catalyst Site
- Former Duval County Courthouse Catalyst Site
- Snyder Memorial Church Catalyst Site
- Hemming Plaza Lighting Improvements

Section 7 Projects/Initiatives

The following projects/initiatives do not represent all of the efforts that DIA and the City will undertake throughout the life of the CRA Plan. They represent initial priorities identified through the comprehensive public and stakeholder outreach that went into creating the CRA Plan.

- Riverplace Boulevard Road Diet
- St. Johns River & Tributary Access
- Redesign Friendship Park
- Housing Incentive Programs
- Landmark Public Park on the St. Johns River
- Southbank Catalyst Site
- National Historic District Designation

III. The Business Investment Development Strategy

The Business Investment and Development Strategy (“BID Strategy”) is the tool that manages the execution of CRA Plan near and mid-range projects. It guides the implementation of projects, programs, and initiatives, and:

- 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

While the CRA Plan serves longer timeframes, the BID Strategy seeks to drive economic growth by targeting projects which are defined by a much shorter strategic timeframes:

- **Near-term (2014 – 2017)**
-
- **Mid-term (2017 – 2021)**
-
- **Long-term (2021 – 2025)**

To assess the BID Plan’s effectiveness on the economic health of Downtown, DIA will focus on tracking outcome measures. Successful outcomes concentrate on changes in the lives of clients. The BID Plan 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’s business, residential, cultural, social, and development communities.

A major role of the BID Plan is to provide a basis for implementing projects, initiatives, and development that are not specifically identified in the CRA Plan. To do this, a three tiered system is a first test for whether or not to move a project, initiative, or development forward.

TIER 1

The project meets no fewer than two (2) of the CRA Plan redevelopment goals

TIER 2

The Applicant will submit to DIA a complete Pro Forma and Project Profile Assessment Form for staff review and recommendation.

TIER 3

The project will positively affect no fewer than four (4) of the BID Performance Measures: Employment, Residents, Residential Units, Business Establishments, Retail Space Vacancy, Increase Tax Value, Outdoor Seating Establishments, Special Events Attendance at Special Events, Annual Visitors, Hotel Occupancy, and Inactive COJ Assets by Acreage.

IV. Tax Increment Finance Districts

Tax Increment Financing (“TIF”) is a public financing method that is utilized within CRAs to fund redevelopment, infrastructure, and other projects. Essentially, TIF Districts use the increase in ad valorem taxes beyond a certain base year to fund projects, initiatives, infrastructure, etc. In Downtown, there are three TIF Districts, as illustrated by the TIF District Map on Page 6.

V. Conceptual 2025 Redevelopment Master Plan

In order to provide a visual representation of a conceptual 2025 Downtown, included on Page 7 is a “Conceptual 2025 Redevelopment Master Plan” from the BID Plan.



Legend

December 2014 TIF Boundaries

 DOWNTOWN EAST TIF

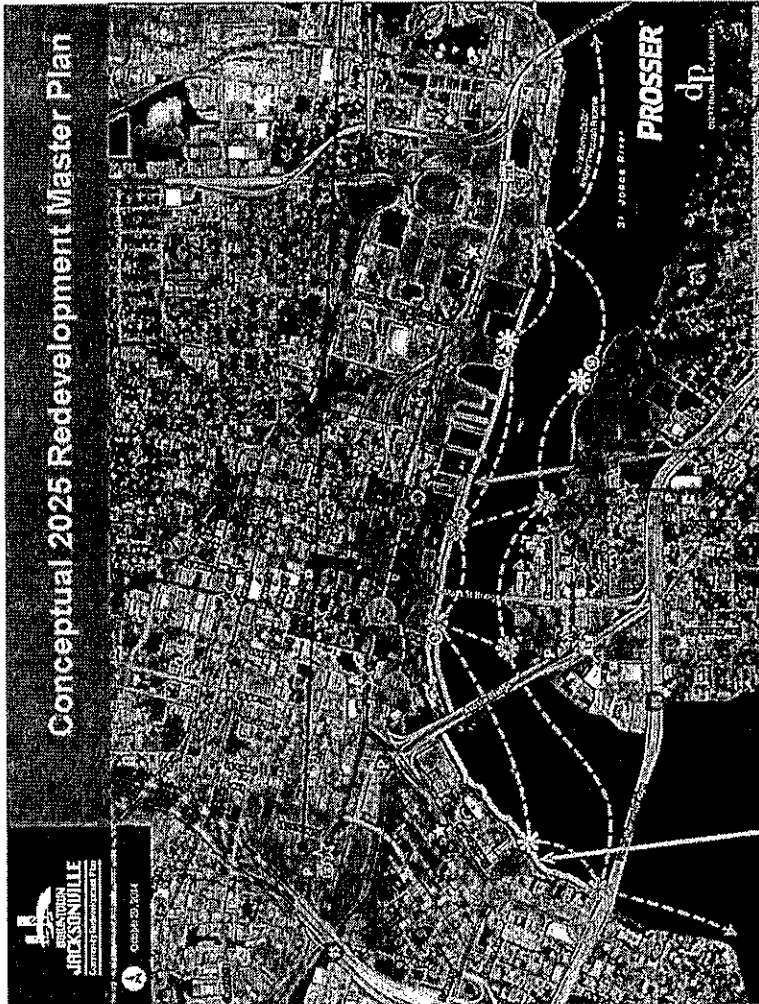
 NORTHSIDE WEST TIF

 SOUTHSIDE TIF

DOWNTOWN TIF BOUNDARIES



U.S. To South
December 2014



- RETAIL**
- Retail Enhancement Grant Program
 - Park / Open Space Target
 - Overplace Blvd. Road Diet
 - Jackson's Landing Catalyst Site
 - City Hall Annex Catalyst Site
 - Turner County Courthouse Catalyst Site
 - Shipyard's Catalyst Site
 - Southbank Catalyst Site
 - Lavilla Catalyst Site
- TRANSPORTATION**
- Possible Circulator Stop
 - Existing Skyway Station
 - Potential Skyway Station
 - Existing Water Taxi Landing
 - Potential Water Taxi Landing
 - Downtown Connector Route
 - Existing Skyway Route
 - Possible Skyway Route
 - Possible Water Taxi Route
 - Peripheral Parking

Lavilla

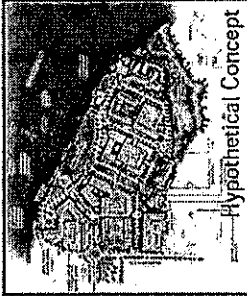
- Urban and Dense Transit-oriented Neighborhood
- Mixed-income Residential
- Loft Apartments and Walk-ups
- Retail and Office
- Connections to Regional Transportation Hub
- Celebrate Area's African-American Heritage
- Festivals Celebrating Rich Musical History
- Cultural and Arts Facilities
- Higher Education Institutions

Shipyards to Metro Park

- Landmark Buildings and Festive Spaces
- Large-scale Mixed-use Development
- Distinctive Entertainment-oriented Destinations (e.g. Aquarium, Museum, Water Park)
- Waterfront Residential Community and Marina
- Support Retail and Restaurants
- Sports-related Interactive Entertainment
- Unique Dining and Drinking Establishments
- Public Access to the Waterfront
- Pedestrian Link to Jacksonville Landing and Metro Park

Southbank

- Multi-family Residential
- Fine Dining Restaurants
- Office and Community-oriented Retail
- Active Uses Along Waterfront
- Pedestrian Link to Riverplex Boulevard and Southbank Riverwalk
- Public Access to the Waterfront



Acosta Bridge to Shipyards

- Gateway That Captivates Visitors
- Mixed-use
- Small-scale Retail
- Hotel and Residential
- Markets and Boutiques
- Distinct Water Taxi Terminal
- Public Access to the Waterfront

Fuller Warren to Acosta

- Connect Residents to the River
- Neighborhood Amenities
- Riverwalk
- Interactive Water Features
- Multi-generational Communal Spaces
- Parks and Plazas
- Connections to Trails and Bike Paths
- Public Access to the Waterfront

Project Name	Project Description	Grantor Award	COJ Match	Total Award	Status
FIND FY2011 Grants					
Trout River Bridge	Renovation of fishing bridge (Construction)	\$323,000	\$323,000	\$646,000	Project complete.
Ortega River Mooring Field	Design/permit of channel markers and mooring buoys	\$100,000	\$100,000	\$200,000	Project complete.
FIND FY2012 Grants					
Mayport Docks	Construction of additional docks	\$401,675	\$401,675	\$803,530	Project complete.
Pottsburg Creek	Design and permitting of dredge	\$125,000	\$125,000	\$250,000	Design complete. Waiting on permit.
FIND FY2013 Grants					
Exchange Island	Design/permit of small boat dock, shoreline kayak area, hiking trail, pavilions with tables and grills	\$52,380	\$63,380	\$115,760	Project complete
Sisters ICW Dock Redesign	Design/permit for relocating pilings and docks	\$33,380	\$37,380	\$70,760	Design complete. Waiting on permit.
Ortega Channel Markings	Install channel markers	\$14,300	\$19,300	\$33,600	Project complete.
County Road Boat Ramp	Design/permit new boat ramp for hand launch boats; remove pilings	\$41,760	\$50,760	\$92,520	Design complete. Waiting on permit.
Northbank Riverwalk Bridge	Design/permit to remove bridge and reroute Riverwalk; add kayak launch	\$36,000	\$44,000	\$80,000	Design complete. Waiting on permit.
Northshore kayak launch	Design/permit kayak launch area with ADA access	\$26,100	\$32,600	\$58,700	Design at 60%. Waiting on permits.
continuation of Blue Cypress boardwalk	Design/permit boardwalk extension to connect to Arlington Lions Club	\$36,420	\$44,420	\$80,840	Project complete

Florida Inland Navigation District 2015
1st Quarter Update

Project	Grantor Award	COJ Match	Total Award	Status
Lighting at ICW Boat Ramp	\$67,750	\$74,250	\$142,000	Design complete. Contractor awarded.
Lighting at Sisters Creek Boat Ramp	\$69,680	\$76,180	\$145,860	Design complete. Going out to bid.
Charles Reese BR - Dock	\$40,500	\$48,000	\$88,500	Design at 60%. Waiting for permits.
Half Moon Island Boat Ramp	\$22,475	\$27,725	\$50,200	Design at 60%. Waiting for permits.
Half Moon Island Boat Ramp	\$42,475	\$47,725	\$90,200	Design at 60%. Waiting for permits.
Fishing Creek Dredging	\$209,250	\$240,750	\$450,000	Contractor awarded. To begin April/May 2015.
Exchange Club Island	\$113,250	\$135,900	\$249,150	Grant awarded. Executing agreement.
Northbank Riverwalk	\$71,400	\$85,680	\$157,080	Grant awarded. Executing agreement.
Blue Cypress boardwalk extension	\$105,750	\$126,900	\$232,650	Grant awarded. Executing agreement.