



ONE CITY. ONE JACKSONVILLE.


City of Jacksonville, Florida

Lenny Curry, Mayor

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MEMORANDUM

TO: The Honorable Aaron Bowman
Chair, CRA Agency Boards

FROM: Kirk Wendland 
Executive Director, Office of Economic Development

SUBJECT: CRA Annual Reports

DATE: March 29, 2019

Pursuant to Florida Statute 163.461, Community Redevelopment Areas that receive funds following this Act are required to submit an annual report to the State of Florida, Department of Community Affairs. Attached please find the Annual Reports that were filed on behalf of the JIA CRA Agency Board, the KingSoutel Crossing Agency Board and the Renew Arlington Agency Board.

We are happy to address any questions you may have regarding its content. Please do not hesitate to contact me (255-5455) or Karen Nasrallah (255-5449).

cc: Community Redevelopment Area Agency Board Members
Susan Grandin, Office of General Counsel
Cheryl Brown, Office of the City Council
Jordan Elsbury, Office of the Mayor
Council Auditors

COMMUNITY REDEVELOPMENT AGENCY ANNUAL REPORT 2017-2018

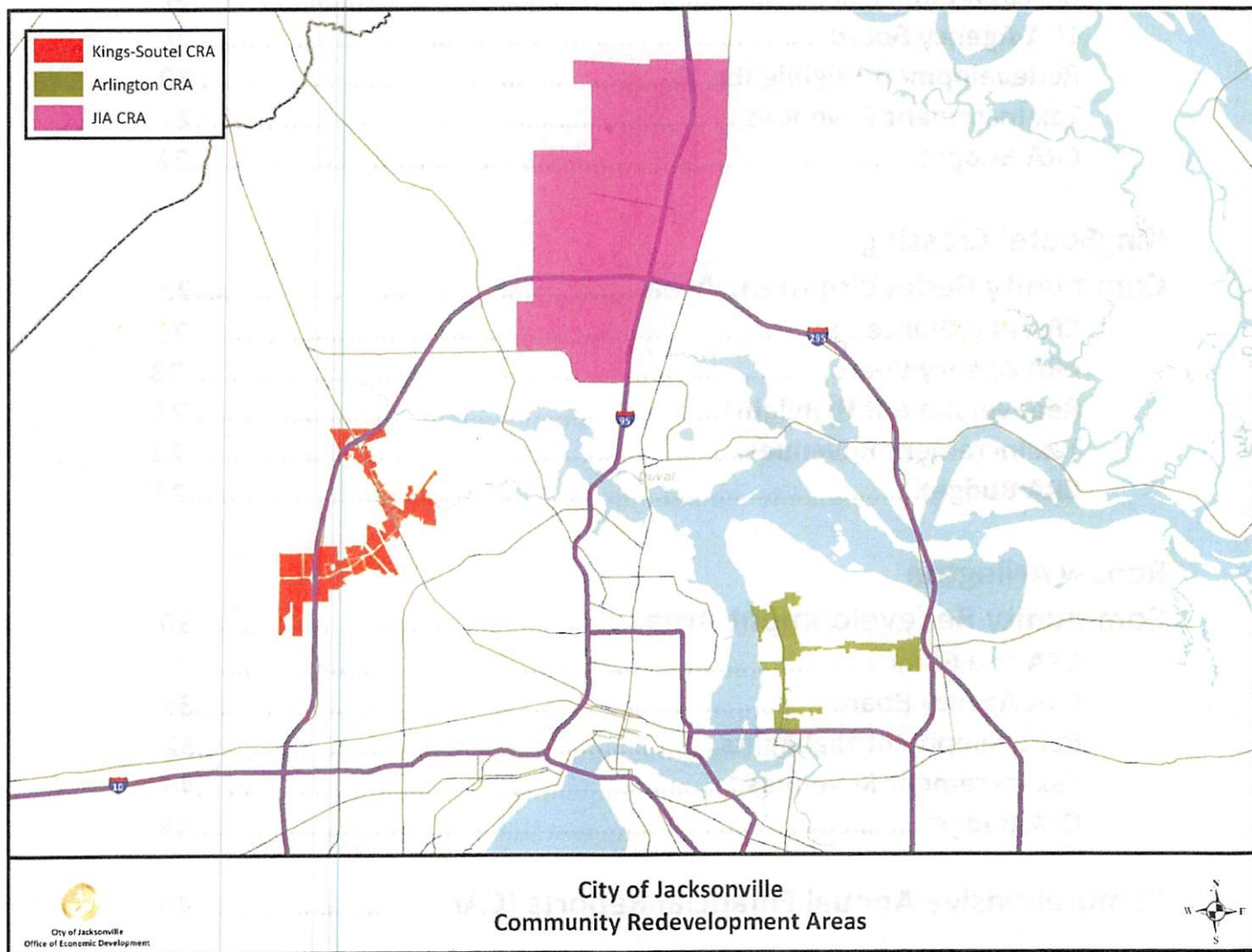


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**City of Jacksonville
Community Redevelopment Agency
Annual Report
Fiscal Year 2017-2018**

Required Report and Records

Pursuant to Chapter 163 of the Florida Statutes, the Community Redevelopment Agency (CRA) of the City of Jacksonville must file with the governing body on or before March 31st of each year, a report of its activity for the preceding fiscal year and the report shall include a complete financial statement setting forth its assets, liabilities, income, and operating expenses as of the end of such fiscal year. Once completed, a notice will be published in a newspaper of general circulation which states that the FY 2016 CRA Annual Report has been filed and is available for review in the Office of Economic Development. The notice of publication will be placed in the Florida Times Union newspaper as a legal notice. In addition, the report will be available for review on the City's website (www.coj.net) Government/Community Redevelopment Area Board.

CRA Process

The City of Jacksonville follows the process of creating Community Redevelopment Areas (CRA) pursuant to Florida Statute 163, Part III. The process for creating a CRA is well defined. It must detail the deficiencies in the area meeting the statutory definition of blight, provide a Community Redevelopment Plan for eliminating the blight and establish a Tax Increment Financing District (TIF) as an ongoing revenue source supporting the projects described in the Plan. Tax increment financing is a unique tool available to cities and counties for redevelopment activities. It is used to leverage public funds to promote private sector activity in the targeted area. A broad overview of the process is outlined below:

1. **Finding of Necessity** – Blight is measured by meeting at least two criteria of 14 as stated in the statute supported with government statistics.
2. **Community Redevelopment Plan** – A master plan must be developed as the blueprint for solving the boundary area deficiencies. The CRA Plan will provide the guidelines for land acquisition, investment, development, redevelopment, improvements, and rehabilitation as may be proposed to be carried out in the CRA; zoning and planning changes, if any; land uses; maximum densities; building requirements, elementary schools in the area, housing, newly created office and retail, improved traffic, public transportation, public utilities, recreational and community facilities.

Examples of traditional projects include streetscapes and roadway improvements, building renovations, new building construction, flood control initiatives, water and sewer improvements, parking lots and garages, neighborhood parks, sidewalks and

street tree plantings. The plan can also include redevelopment incentives such as grants and loans for such things as façade improvements, sprinkler system upgrades, signs, and structural improvements. The redevelopment plan is a living document that can be updated to meet the changing needs within the Community Redevelopment Area; however, the boundaries of the area cannot be changed without starting the process from the beginning.

3. **Tax Increment Financing District (TIF)** -- A CRA is a dependent special district in which any future increases in property values are set aside to support economic development projects within that district. They are commonly used to focus economic development in a particular community in decline where funding sources for revitalization are challenged. This is accomplished by establishing a Tax Increment Financing (TIF) district. If it is listed in the Community Redevelopment Plan, TIF dollars can be used as a revenue source to a project if the project meets community criteria.

Background

Pursuant to the provisions of Chapter 163, Part III, Florida Statutes, on June 28, 2012, the City Council declared itself the Community Redevelopment Agency (CRA) when it approved Ordinance 2012-212-E. The Ordinance codified the determination that the City Council would be the redevelopment agency to implement the revitalization of the Community Redevelopment Area Plans for three active CRAs located in Duval County.

This action transfers the rights, powers, duties, privileges and immunities invested in the City Council acting as the CRA. Although the City Council members and the CRA members are the same, the CRA is a legal entity, separate, distinct and independent from the City Council. The CRA as an agency exists until dissolved by action of the City Council. The redevelopment efforts are guided by the CRA agency which is comprised of the 19 City Council members determined to revitalize the JIA, KingSoutel and Arlington neighborhoods. The CRA has direct oversight of redevelopment activities in all three redevelopment areas. The JIA CRA and the Renew Arlington CRAs also have seated Advisory Boards.

Further, on August 23, 2016, the City Council formed three separate CRA Agency Boards consisting of all City Council Members as its Board of Directors to provide oversight for the implementation of the Community Redevelopment Plans. The action taken is as follows:

- **Jacksonville International Airport Community Redevelopment Agency**
Resolution JIA/CRA-2016-01 approved the recommendation to the City Council as the governing body that the Council President serve as the Chair of the JIA/CRA and the district Council Member of the district encompassing the JIA/CRA Redevelopment Area serve as the Vice Chair. **Resolution JIA/CRA-2016-02** approved the bylaws for the JIA CRA Agency. **Resolution JIA/CRA-2016-03** adopted the FY2015-2016 reinstated budget pursuant to Section 163.387 F.S. **Resolution JIA/CRA-2016-04** adopted a FY2016-2017 proposed budget.

- KingSoutel Crossing Community Redevelopment Agency**
Resolution KSC/CRA-2016-01 approved the recommendation to the City Council as the governing body that the Council President serve as the Chair of the KSC/CRA and the district Council Member of the district encompassing the KSC/CRA Redevelopment Area serve as the Vice Chair. **Resolution KSC/CRA-2016-02** approved the bylaws for the KSC/CRA Agency. **Resolution KSC/CRA-2016-03** adopted the FY2015-2016 budget pursuant to Section 163.387 F.S. **Resolution KSC/CRA-2016-04** adopted a FY2016-2017 proposed budget.
- Renew Arlington Community Redevelopment Agency**
Resolution RA/CRA-2016-01 approved the recommendation to the City Council as the governing body that the Council President serve as the Chair of the RA/CRA and the district Council Member of the district encompassing the RA/CRA Redevelopment Area serve as the Vice Chair. **Resolution RA/CRA-2016-02** approved the bylaws for the RA/CRA Agency. **Resolution RA/CRA-2016-03** adopted the FY2015-2016 budget pursuant to Section 163.387 F.S. **Resolution RA/CRA-2016-04** adopted a FY2016-2017 proposed budget.

Staffing and Administrative Procedures

The Community Redevelopment Agency and City of Jacksonville annually approve a budget for Administrative Services to provide the staffing and administrative relationship between the City and the CRA for general office operations and implementation of the redevelopment plans for the three redevelopment areas. The Community Redevelopment Agency Bylaws establish the CRA's board composition, purpose and powers, meetings and notice requirements and administrative procedures. The CRA Board meets as required by Florida Statutes 163, Part III and 189.

This bill amends Chapter 55, Part 1, Section 55.108 *Ordinance Code* in reference to the powers and duties of the Downtown Investment Authority (DIA). Section 55.108 is amended to reflect that the Northbank Downtown CRA Trust Fund will maintain two separate accounting records for the Downtown East CRA and the Northside West CRA.

Chapter 106, Part 2, Subpart A, Section 106.204 *Ordinance Code* is amended to distinguish a distinct process by which CRA Boards propose their budgets. With this amendment, CRA Boards will submit a proposed budget by July 1 of each fiscal year which will include line items for operating expense and debt services, a plan authorized expenditure line item. Each CRA will submit to Council a budget schedule, containing all programs and capital projects, debt service reserves, carried over planned authorized expenditure accounts, all fund transfers, encumbered funds and unencumbered funds.

The newly created Chapter 106, Part 3, Subpart D *Ordinance Code* addresses appropriations for Community Redevelopment Agency Plan Authorized Expenditures.

- CRA Board shall have the authority to expend funds from any budget line item in an Approved CRA Budget, including the Plan Authorized Expenditures Budget Line Item, without further Council approval
- Council appropriations to a CRA Board shall be held in the applicable CRA Trust Fund, which trust fund shall be an all-years fund
- Prior to expenditures, the CRA Board Administrator will complete and sign a CRA Budget Transfer Form, which shall include the amount and description of the expenditure request. If the expenditure is a Plan Capital Project, the CRA Board Administrator must also complete a CRA Capital Project Information Sheet
- A CRA Board may transfer funds between Board approved Plan Authorized Expenditures via a written board resolution in the same manner as required in Section 106.344 of this Subpart D without further Council approval
- Any CRA Board approved funds for a specific Plan Authorized Expenditure or Future Years Debt Reduction expenditures shall carryover from fiscal year to fiscal year
- Any additional revenues in excess of \$100,000 and received by each CRA Trust Fund during a fiscal year shall require further Council approval

Ordinance 2018-555-E

On August 24, 2018, City Council approved Ordinance 2018-555-E. It amended Chapter 111, Part 6, Section 111.645 in reference to the Renew Arlington CRA Trust Fund, for which funds deposited into the Trust Fund shall be placed and accounted for in a separate interest bearing account and all accrued interest shall remain in the Trust Fund.

This bill created a new Chapter 111, Part 6, Section 111.641 *Ordinance Code* which referred to the Jacksonville International Airport CRA Trust Fund and a new Chapter 111, Part 6, Section 111.642 for the KingSoutel Crossing CRA Trust Fund. The City shall annually appropriate to these Trust Funds by January 1 of each year, commits and sets over for payment into the Fund a sum equal to the increment from the income, proceeds, revenues and funds of the City derived from, or held in connection with the CRA, and the City's undertaking and carrying out of any community redevelopment project therein. Such increment shall be determined and appropriated annually and shall be an amount equal to 95 percent of the difference between the amount of ad valorem taxes levied each year by the City on taxable real property and the amount of ad valorem taxes which would have been produced by the rate upon which the tax is levied each year by or for the City upon the total of the assessed value of the taxable real property in the CRA as shown upon the most recent tax assessment roll.

Chapter 500, Section 500.108, Section 500.112 and Section 500.114 *Ordinance Code*, were amended to clarify definitions and articulate agency powers and the expenditure of trust funds. Community Redevelopment Agency powers are subject to availability of funds in each Trust Fund and, as applicable, the approval of the City Council. A new Chapter 500, Section 500.116, *Ordinance Code* was created to adopt the "CRA Budget Transfer Form" and the "CRA Capital Project Information Sheet".

Further, this legislation created new chapters and amends exiting chapters of the Ordinance Code to streamline the budget and appropriation processes for CRAs for better efficiency.

Typically, when needed, meetings are held immediately preceding the City Council's meeting on the second or fourth Tuesday of the month. The budgets are provided for each of the three CRAs in the appropriate section of this report.

Community Redevelopment Plan Implementation

Each redevelopment area has its own Community Redevelopment Plan unique to each area with its specific needs and deficiencies that has been adopted by the City Council through the legislative process. The purpose of the Plans are to identify policies, strategies and goals that will remedy the conditions of blight that have been determined to exist within the Community Redevelopment Area and clearly stated in the Finding of Necessity. The strategies in all plans include short-term and long-term capital improvements, economic development and planning projects aimed at stimulating growth, creating jobs, and expanding the tax base through the redevelopment of the Community Redevelopment Areas.

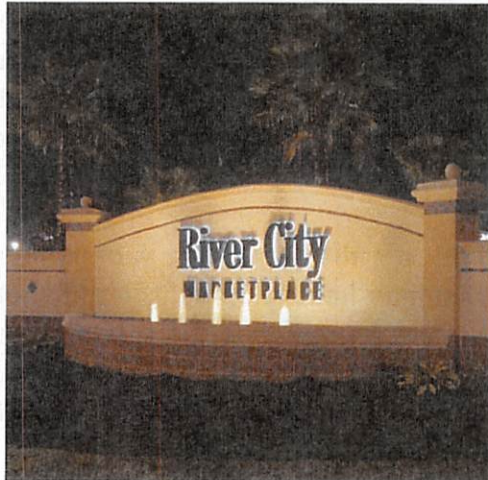
Two of the CRAs have Advisory Boards in place and meet on a regular basis. All Advisory Board Members are confirmed through City Council and are required to attend ethics training, which includes instruction and Florida Sunshine Laws. Advisory Board meetings are publicly noticed and open to the public.

Tax Increment Finance (TIF) districts were established at the time the Community Redevelopment Plans were adopted, pursuant to the Community Redevelopment Act (Florida Statutes 163.387). No TIF revenues may be expended unless those funds are expended in accordance with an adopted Community Redevelopment Plan for the specific redevelopment area and approved by the CRA Board. The following Community Redevelopment Plans with TIF accounts are currently in effect:

- 1993 Jacksonville International Airport Community Redevelopment Area
- 2008 KingSoutel Crossing Community Redevelopment Area
- 2015 Renew Arlington Community Redevelopment Area

Jacksonville International Airport

CRA Agency



JIA CRA at a Glance

| | |
|-------------------------------------|------------------------|
| CRA Area (Acres) | 14,245 |
| CRA Base Year | 1993 |
| Base Year Taxable Assessment | \$189,200,262 |
| Current Taxable Assessment | \$1,264,062,061 |
| Incremental Increase | \$1,074,861,799 |
| Fiscal 2017/2018 TIF Revenue | \$9,841,964 |

Jacksonville International Airport CRA Agency Board

| | | | | | | | |
|---|---------------------------------|--|------------------------|---|-------------------------|---|-----------------------|
|  | Hon. Aaron Bowman, Chair |  | Hon. Lori Boyer |  | Hon. Danny Becton |  | Hon. John Crescimbeni |
|  | Hon. Reggie Gaffney, Vice Chair |  | Hon. Matt Schellenberg |  | Hon. Randy White |  | Hon. Tommy Hazouri |
|  | Hon. Joyce Morgan |  | Hon. Ju'Coby Pittman |  | Hon. Bill Gulliford |  | Hon. Greg Anderson |
|  | Hon. Al Ferraro |  | Hon. Garrett Dennis |  | Hon. Jim Love |  | Hon. Samuel Newby |
|  | Hon. Scott Willson |  | Hon. Terrance Freeman |  | Hon. Anna Lopez Brosche | | |

JIA CRA Highlights for 2017-2018

Redevelopment Projects

Safariland (Project Safety)

The Safariland Group, which currently has approximately 350 employees in Jacksonville, is a premier manufacturer of protective equipment for law enforcement, military and public safety end-users. Safariland, which has over 50 years of experience in the protective equipment marketplace, distributes its products both domestically and internationally.

Since the divestiture from BAE Systems in July 2012, Safariland has implemented a strategy of expanding its portfolio of brands and pursuing acquisitions. Safariland and its affiliates currently operate numerous production facilities and R&D locations throughout North America. As part of the company's consolidation process, they will soon be closing an existing facility in another state and transferring those operations to Jacksonville. The new operation includes the need to hire an additional 152 employees (52 jobs at an average wage of \$44,065 and 100 jobs at an average wage of \$33,000), and an estimated investment of \$2.5 million in manufacturing equipment and furniture, by the end of 2018.

Safariland is a high-impact target industry business (manufacturing), and has stated that the combination of the State of Florida and City of Jacksonville incentives is a material factor in its consideration to expand its operation in Jacksonville, Florida.

| # of Jobs To Be Created | Capital Investment | Intangibles |
|---|--|--|
| 152 new jobs (52 jobs at average wage of \$44,065 and 100 jobs at an average wage of \$33,000) no later than Dec. 31, 2018. | Estimated investment of \$2.5 million in building upfit, manufacturing equipment, IT infrastructure and equipment, furniture, etc. | Adds to Jacksonville's manufacturing job base. Preserves 350 existing jobs. Will increase import and export activity at Jaxport. |

JIA CRA Objectives:

The proposed project furthers the following Community Redevelopment Plan Objectives, included in the JIA CRA Plan:

- **3.c.** Increase the opportunities for both temporary and full-time employment of Jacksonville residents;
- **3.f.** Strengthen the tax base of Jacksonville through new development in the Community Redevelopment Area; and
- **3.g.** Increase Jacksonville's penetration of the economic activity generated by the growth of the JIA area of Jacksonville by developing additional commercial, residential, transportation and open space uses in the redevelopment area.

Project Rationale & Benefits:

Supporting Safariland's expansion will grow Jacksonville's higher wage job opportunities and tax base. It will also further secure the company and their existing 350 jobs, locally. The 152 new jobs to be created are primarily for the manufacturing of apparel and equipment for law enforcement, military and public safety personnel, which will be utilized by entities in those respective fields, throughout the world. Additional annual payroll to the Jacksonville area will be over \$5.5 million (excluding benefits).

Project Incentives:

- City QTI 20% Match \$52,000
- City Local Training Grant \$200,000
- City TID Infrastructure Grant \$180,000

City Total: **\$432,000**

- State QTI 80% Match \$208,000
- Florida Flex Training Grant \$36,400
- State Veterans Training Grant \$200,000

State Total: **\$444,400**

Overall Incentives: \$876,400

Project Annual Survey 2017

- Capital Investment -- \$1, 526,037
- New Jobs Created -- 78

Amazon (Project Rex)

Amazon was approved for a large state-of-the-art fulfillment center facility in North Jacksonville, just south of the Jacksonville International Airport. The Company plans to create at least 1,500 jobs by the end of 2019, and 500 of the proposed jobs will have an average annual salary of \$50,000. Amazon has more than 20 years of experience in the retail and ecommerce markets and currently employs more than 200,000 people worldwide.

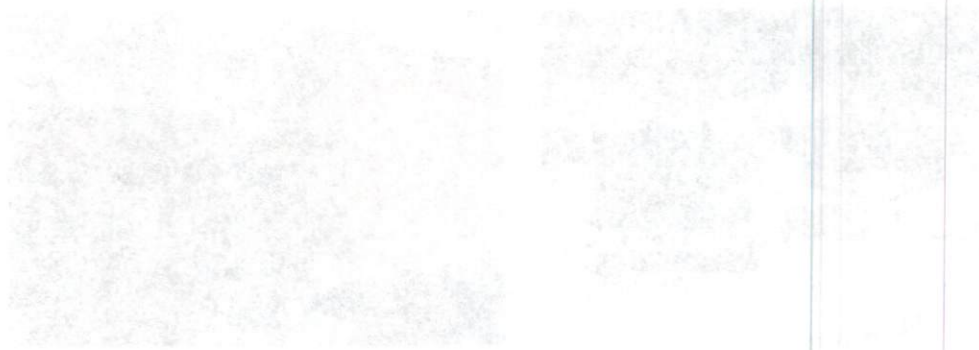
The facility now completed is located within the boundaries of the Jacksonville International Airport (JIA) Community Redevelopment Area (CRA). The project will provide the opportunity to address the issue of high unemployment in and around the JIA CRA area. The unemployment rate in certain areas near the proposed project site exceeds 15 percent. All 1,500 of the proposed full-time company jobs will have access to medical benefits upon hire, and the opportunity to participate in numerous other company fringe benefits after being employed for one year, including tuition assistance and company stock awards.

| # of Jobs To Be Created | Capital Investment | Intangibles |
|---|---|--|
| 500 jobs @ \$50,000 average wage, and 1,000 additional jobs, no later than December 31, 2019. | Estimated capital investment of approximately \$200 million in equipment, furniture, land and real estate improvements. | Establishment of a state-of-the-art fulfillment center, which will provide an abundant amount of job opportunities for residents in an economically distressed area of Jacksonville. |

Project Rationale & Benefits:

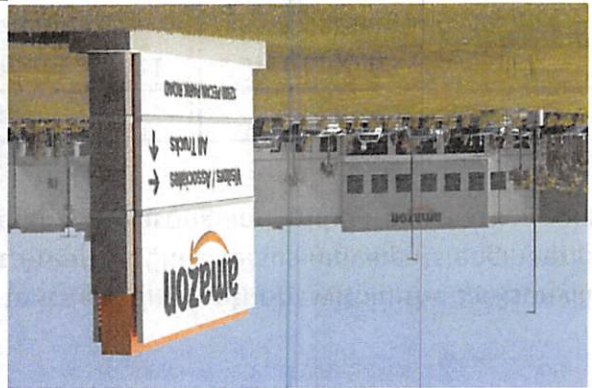
Amazon will expand job opportunities in Jacksonville at various wage levels. Additional annual payroll to the Jacksonville area is anticipated to be more than \$51 million annually (excluding benefits). Residents of Jacksonville's high unemployment areas have had an opportunity to apply for many of these jobs. Project Rex has made a significant capital investment, adding to the City's commercial tax base. Project Rex will also add to the growing list of large distribution companies establishing a facility in Jacksonville.





Project Annual Survey 2017

- Capital Investment -- \$273,036,971
- New Jobs Created -- 5,801



Mercedes Benz (Project Grace)

Mercedes Benz USA committed to an expansion to its existing footprint within the Jacksonville International Airport Community Redevelopment Area (JIA CRA) versus moving its engineering services team to Atlanta. Mercedes agreed to retain 30 existing and add 54 engineering jobs, over two years; at an average wage of \$66,098.

| # of Jobs To Be Created | Capital Investment | Intangibles |
|--|---|---|
| 54 new jobs @ \$66,098 average wage no later than Dec. 31, 2018. | Estimated minimum of \$2.1 million in IT equipment, furniture, real estate improvements, etc. | Adds to Jacksonville's engineering services job base. |

Project Rationale & Benefits:

Mercedes Benz will expand Jacksonville's higher wage job opportunities and tax base. It will also further secure the company and their existing 30 jobs, locally. The 54 new jobs to be created are primarily engineering services jobs for the manufacturing industry. Additional annual payroll to the Jacksonville area will be over \$3.5 million annually (excluding benefits). Mercedes's expansion project supports the manufacturing businesses that have established operations in Jacksonville.



Project Annual Survey 2017

- Capital Investment -- \$3.3 million
- New Jobs Created -- 110

River City Crossing

The project includes the following: a Retirement/Nursing Home, Office Medical, Office, Restaurant Class II, a Bank, Warehouse/Flex Space, Multi-Family/Senior Living and a Convenience Store/Gas Station utilizing 162.56 acres with 581,880 square feet of new development. It will be constructed in two phases. The developer projects to create approximately 350 new jobs for the total project area with 160 jobs meeting the Targeted Industry requirement.

In addition to project private capital investment, there is an estimated \$4,828,434 of supporting infrastructure that will be realized during the build-out of this project. Of the total project, the following uses qualify for city assistance and represent a total private capital investment of \$33,868,980.

| PROPERTY USE | EMPLOYMENT | DESIGN SQUARE FOOTAGE | PRIVATE CAPITAL INVESTMENT |
|-----------------------|------------|-----------------------|----------------------------|
| Office Medical | 100 | 100,380 | \$27,457,950 |
| Office | 30 | 7,500 | \$600,000 |
| Bank | 10 | 7,500 | \$2,829,375 |
| Warehouse, Flex Space | 20 | 86,500 | \$2,981,655 |
| Total | 160 | 201,880 | \$33,868,980 |

Project Rationale & Benefits:

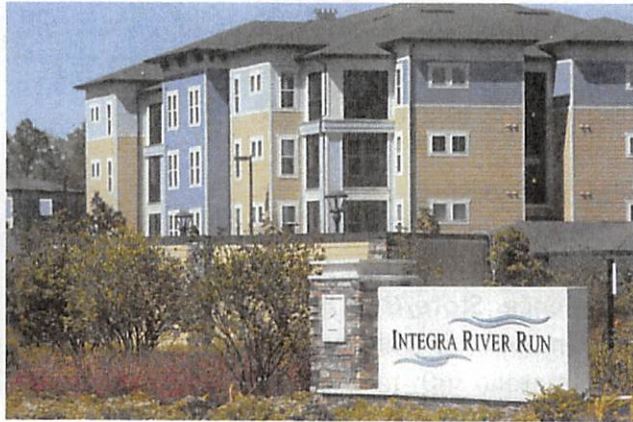
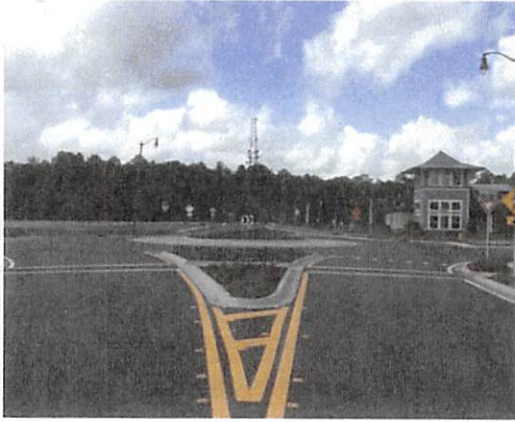
Supporting this project will expand job opportunities in Jacksonville at various wage levels within the boundary of the JIA CRA. The project location will make jobs accessible to residents in some of Jacksonville's high unemployment areas. The River City Crossing development project will make a significant capital investment and reduce the amount of vacant land within the CRA, adding to the City's commercial tax base for years to come.

Project Incentives:

- 50% REV Grant @ 10 years: \$1,843,265
- TID Infrastructure Grant: \$200,000
- City Total: \$2,043,265

Project Annual Survey 2017

- Not Available



Public Works Projects

North Access Road

The North Access Road Improvement Project consists of three segments within the existing JIA CRA: construction of the North Access Road; improvements to the Interstate 95 and Pecan Park Road interchange; and Pecan Park Road improvements. The total project cost for construction and inspection to complete these three roadway improvements is \$30.5 million. The funds will not be leveraged by the issuance of bonds.

The funding for the project is proposed to be provided from three sources:

- The North Florida TPO allocation of approximately \$10-\$11 million to be provided in the FDOT's Fiscal Year 2015/2016.
- Funding from the JIA CRA Trust Fund in the amount of approximately \$3.4 million per year for a total amount of \$10 million to be provided in Fiscal Years 2014/2015, 2015/2016, and 2016/2017.
- The Florida Department of Transportation will provide \$6 million to be provided in Fiscal Year 2015/2016; and \$4 million to be provided in Fiscal Year 2016/2017.

Construction = \$26.5 million

Construction Engineering Inspection = \$4 million

Total Cost for construction and inspection = \$30.5 million

Final payment was issued for \$3,400,000 out of the 2016/2017 TIF budget. Project was completed on schedule in late 2017. See **Exhibit A** for a project illustration and picture.

I-95 Airport Road Project

The JIA CRA Agency Board approved the utilization of JIA CRA funds for the construction of the I-95/Airport Road project, which is identified in the Redevelopment Plan and beneficial to the City. The required outlay was \$7 million. Project fund distribution would require that the \$7 million be allocated between two budget years. The allocation would include \$2.5 million in the FY16/17 current year budget and \$4.5 in the FY 17/18 budget. The capacity exists within the JIA/CRA budget.

This project complies with the existing JIA Community Redevelopment Plan as follows:

- Increase Jacksonville's penetration of economic activity generated by the growth of the JIA area of Jacksonville by developing additional commercial, residential, transportation and open space uses in the redevelopment area;
- Provide the additional public services including roadways necessary to serve new development;
- Enhance the image of the JIA area, the Northside and the Jacksonville area in general through the redevelopment of the area.

Additionally, this project is expressly identified on pages 26-28 of the plan as follows:

- "The Plan specifies alterations to the circulation system for the JIA area in Exhibit A-CRP-4, Proposed Circulation Plan. This proposal is designed to achieve four major changes in the area:
 - a) Improvements to dangerous intersections such as the one at Airport Road and I-95, and provision of alternative routes to lessen traffic congestion...

Specifically, the following street improvements are required to fully and adequately implement the Plan:

1. Airport Road, from the JIA property line to east of I-95...
8. Airport Road/Duval Road and I-95 Interchange Modifications

See **Exhibit B** for a project illustration and picture.

Armsdale Road Sidewalk and Lighting Project

The JIA CRA Agency Board approved \$1,800,573 in the 2016/2017 JIA CRA budget that allowed for the construction of the Armsdale Road/Duval Road Improvements, specifically the Armsdale Road/Duval Road Intersection Improvements, the Armsdale Road Curve Improvements and the Duval Road Sidewalk Project Phases I and II, as shown in **Exhibit C**. The JIA CRA Agency Board also approved \$3,300,000 in program funds to be allocated in the JIA CRA budget for the

2017/2018 fiscal year so that the remaining subprojects within the Armsdale Road/Duval Road Improvements: Armsdale Road Sidewalk Phases I, II, and III, can be completed within the next three years.

The Board approved the project improvements and noted that they are consistent with the JIA CRA, and construction of said improvements are in compliance with, and furthers the purposes and objectives of, the JIA CRA Community Redevelopment Plan as follows:

1. Paragraph 3 - Community Redevelopment Plan Objectives

- (h) Provide pedestrian linkages within the project area;
- (k) Provide public improvements to complement and service new development, including needed utilities, including: electric, water, sewer and gas line extensions, street closings and changes, streetscape improvements, open space landscaping, pedestrian linkages, and parking; and
- (m) Enhance the image of the JIA area, the Northside and the Jacksonville area in general through the redevelopment of the area.

2. Paragraph 4 – Conformance to Community Objectives, through the Comprehensive Plan:

- Traffic Circulation Element Goals 4-7;
- Capital Improvements Element Goal 1

Duval Road Planning and Development Study

This proposed project for consideration consists of engineering design and all other professional services necessary for pavement widening and pedestrian improvements on Duval Road from Dunn Avenue to I-295. The purpose of this project is to study the need and feasibility of widening Duval Road from its current two lane rural cross section to a four lane or five lane urban cross section with improved drainage and traffic signals. Funding has not been allocated to this project, but is proposed as follows:

A. All design recommendations shall, as may be applicable, be consistent with:

- The City's Master Storm Water Management Plan
- The City's Land Development Procedures Manual.
- Manual on Uniform Traffic Control Devices
- FDOT Minimum Standards for Design, Construction and Maintenance of Streets and Highways
- Florida's Design Criteria for Resurfacing, Restoration and Rehabilitation (RRR) of Streets and Highways
- FDOT Design Standard Index

B. Consultant's services on this project may be in three phases: Study Phase, Final Design and Professional Services and during Construction (PSDC), with separate negotiated fees for each phase. The original agreement for Consultant's services will be for the Study Phase. At the City's option, upon successful completion of the Study Phase, the Consultant's services may be terminated or extended to include

Harts Road Bridge

A RFQ has been advertised to hire a Design Build contractor to build a replacement of the Harts Road Bridge. The project will include 110 linear feet of bridge over the Cedar Creek north of Dunn Avenue. The bridge is functionally obsolete and subject to scour. The intent is to fully fund the Bridge Development Report and Design that will prepare for future construction. Funding allocated to this project during this fiscal year was \$3,000,000.

The Board approved the project improvements and noted that they are consistent with the JIA CRA, and construction of said improvements are in compliance with, and furthers the purposes and objectives of, the JIA CRA Community Redevelopment Plan stated on page 27 as follows:

- c. Improvements to the local circulation system by vacating and/or improving various streets within the area; and
- d. Emphasis of major thoroughfares and intersections to improve vehicular movement within the area.

Final Design. Again, at the City option, upon successful completion of the Final Design, the consultant's services may be terminated or extended to include PSDC.

C. It is intended that Consultant's services will result in all studies, designs, drawings, specifications, permits and other documents needed for the City to determine the improvements needed (including utility adjustments), acquire necessary rights of way and easements, obtain required permits, seek bids, and contract for construction of the project.

D. A detailed Scope of Services defining the exact performance requirements and schedules for completion of each phase will be developed during negotiations with the selected Consultant to establish terms of the agreement for professional services and consultant's fee.

Marsh Hen Road Improvements

The primary goal of the project is to reconstruct a roughly 500 linear foot portion of Marsh Hen Drive at the Pickett Branch drainage crossing, while raising the road elevation in order to minimize future flooding of the road. In addition, the drainage crossing will be analyzed and upgraded, as necessary, to maintain pre-existing drainage flows. The project is located on the north side of Jacksonville along Marsh Hen Drive approximately 0.75 miles west of I-95 and 1.25 miles north of SR 104 (Dunn Avenue). Funding allocated to this project during this fiscal year was \$300,000.

The Board approved the project improvements and noted that they are consistent with the JIA CRA, and construction of said improvements are in compliance with, and furthers the purposes and objectives of, the JIA CRA Community Redevelopment Plan stated on page 27 as follows:

- c. Improvements to the local circulation system by vacating and/or improving various streets within the area; and
- d. Emphasis of major thoroughfares and intersections to improve vehicular movement within the area.

Dunn/Armsdale Intersection Improvements

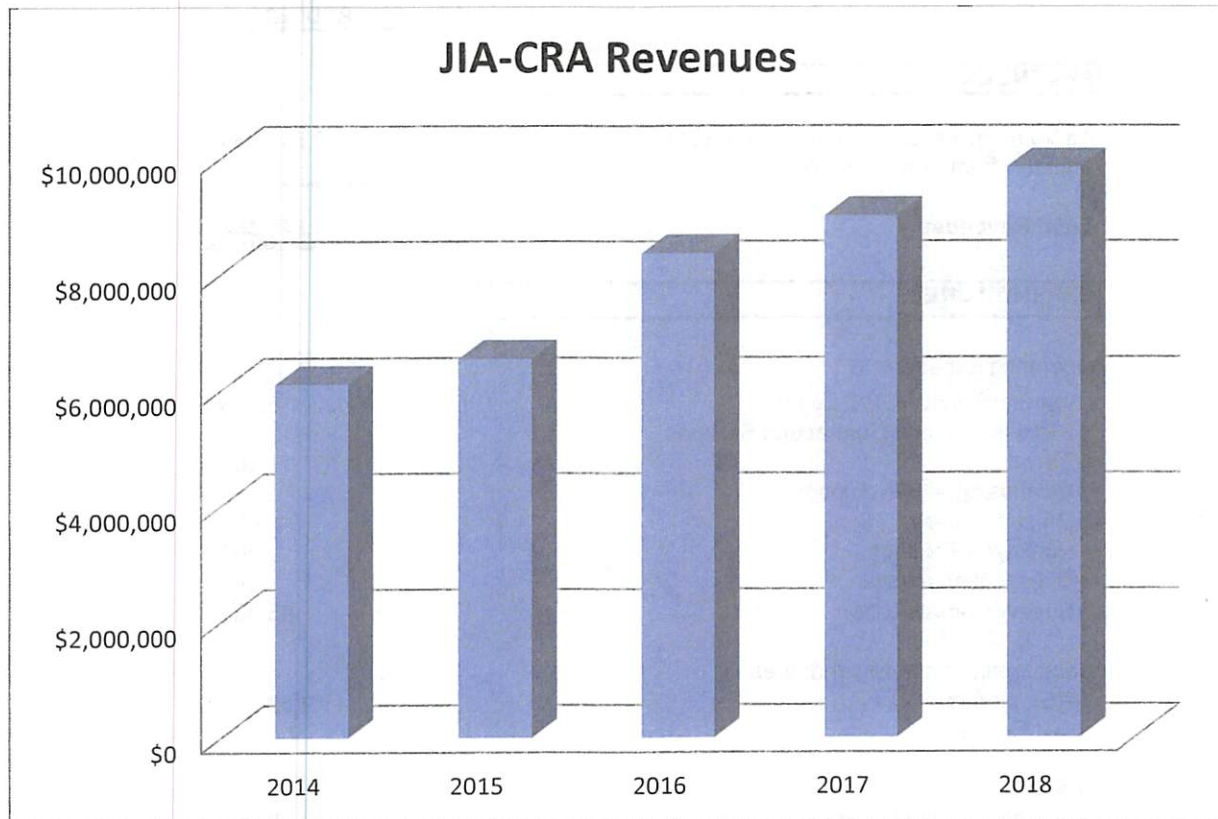
This project consists of full design and construction of Traffic Signal with full pedestrian crosswalk and pedestrian signals. It will completely realign the south leg of the intersection and convert the south leg to two-way traffic (currently one way). Funding allocated to this project during this fiscal year was \$370,631.

The Board approved the project improvements and noted that they are consistent with the JIA CRA, and construction of said improvements are in compliance with, and furthers the purposes and objectives of, the JIA CRA Community Redevelopment Plan stated on page 27 as follows:

- c. Improvements to the local circulation system by vacating and/or improving various streets within the area; and
- d. Emphasis of major thoroughfares and intersections to improve vehicular movement within the area.

JIA CRA Tax Increment Revenues

| Year | 2014 | 2015 | 2016 | 2017 | 2018 |
|------------------|-------------|-------------|-------------|-------------|-------------|
| Ad Valorem Taxes | \$6,114,494 | \$6,550,133 | \$8,361,067 | \$9,006,395 | \$9,841,964 |



JIA CRA Budget**JIA TAX INCREMENT DISTRICT GSK (SUB-FUND 185)
2017/18 AMENDED BUDGET**

| | 2017/18 AMENDED BUDGET | |
|---|------------------------------|-----|
| REVENUES | | |
| Ad Valorem Taxes - General Fund/GSD | 9,841,964 | |
| Transfer from Fund Balance | - | |
| Total Revenues | 9,841,964 | |
| EXPENDITURES | | |
| Operating Expenses | | |
| Internal Service/OGC Legal | 18,798 | |
| Professional and Contractual Services | - | |
| Travel | 500 | |
| Advertising and Promotion | - | |
| Office Supplies | 667 | |
| Employee Training | 300 | |
| Dues, subscriptions | 342 | |
| Supervision Allocation | 65,881 | |
| Non-Departmental Expenditures | | |
| REV Grants | 658,607 | |
| QTI Grants | - | |
| Grants | | |
| I-95/Airport Road Interchange Project | 4,500,000 | |
| Debt Service | | |
| 2014 Special Revenue, RAMCO | 342,381 | |
| Transfers to Other Funds | | |
| Transfers Out to TID Capital Projects SF32T | 3,300,000 | (1) |
| Transfers Out to TID Capital Projects SF32T | 350,000 | (2) |
| Transfers Out to TID Capital Projects SF32T | 301,988 | (3) |
| Transfers Out to TID Capital Projects SF32T | 300,000 | (4) |
| Transfers Out to General Fund | 2,500 | (5) |
| Plan Authorized Projects | - | |
| Plan Authorized Expenditures | - | |
| Total Expenditures | 9,841,964 | |

- (1) Armsdale Road/Duval Road Improvements
- (2) Duval Road PD&E Study
- (3) Dunn Ave/Armsdale Rd Intersection Improvements
- (4) Marsh Hen Drive Road Improvements
- (5) Annual Independent Audit

KINGSOUTEL CROSSING

CRA Agency



KingSoutel Crossing CRA at a Glance

| | |
|------------------------------|---------------|
| CRA Area (Acres) | 2,300 |
| CRA Base Year | 2008 |
| Base Year Taxable Assessment | \$71,064,917 |
| Current Taxable Assessment | \$136,057,552 |
| Incremental Increase | \$64,992,635 |
| Fiscal 2017/2018 TIF Revenue | \$612,758 |

KingSoutel Crossing CRA Agency Board



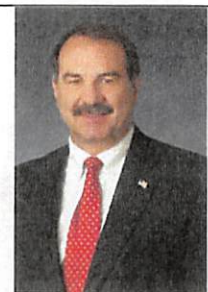
Hon. Aaron Bowman, Chair



Hon. Lori Boyer



Hon. Danny Becton



Hon. John Crescimbeni



Hon. Terrance Freeman, V. Chair



Hon. Matt Schellenberg



Hon. Randy White



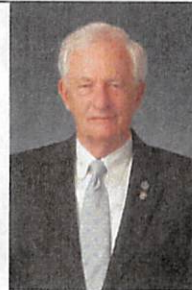
Hon. Tommy Hazouri



Hon. Joyce Morgan



Hon. Reggie Gaffney



Hon. Bill Gulliford



Hon. Greg Anderson



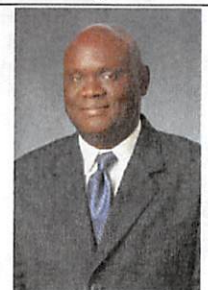
Hon. Al Ferraro



Hon. Ju'Coby Pittman



Hon. Jim Love



Hon. Samuel Newby



Hon. Scott Wilson



Hon. Garrett Dennis



Hon. Anna Lopez Brosche

KingSoutel Crossing Community Redevelopment Area

The KingSoutel Crossing Community Redevelopment Area (CRA) was created to jumpstart housing, retail and commercial development in an underserved area in Northwest Jacksonville. There is significant market demand if the blighted conditions can be remedied and mitigated. The plan was themed to create new town centers at key locations with access to transit, establish minimum standards for services, strengthen existing neighborhoods and create attractive gateways that establish quality of character and identify communities. The plan was organized into four districts for redevelopment. Strategies for the four districts include:

- Creation of gateways, wayfinding signs and streetscape improvements
- Development of large catalyst projects to attract clients
- Creation of mixed-use and pedestrian oriented "placemaking projects"
- Develop Kings Road District as a major gateway into downtown Jacksonville from the North.

Need for a Community Redevelopment Plan Update

The KingSoutel Crossing Agency Board agreed that the existing redevelopment plan was only satisfactory in its approach to solving blighted issues within the boundary area because it was dated and market conditions and policies had evolved. It was decided that a Redevelopment Plan update was necessary to better target blighted conditions resulting in future redevelopment in the area.

Therefore, the KingSoutel Crossing Community Redevelopment Agency authorized the Office of Economic Development to procure professional services not to exceed \$125,000 to fulfill the contract to Update/Revise the Redevelopment Plan pursuant to Resolution KSC/CRA-2016-03 adopting a revised FY 2015-2016 restated budget pursuant to Section 163.387. The subject area comprised approximately 2,300 acres. Based on current market analysis and an evaluation of the existing conditions within the boundary, the consultant was charged with recommending if a specific element should be updated, deleted or added to more effectively implement the Plan and further, the consultant would reference statutorily how all new strategies will eliminate blight and add to the tax base within the CRA.

An excerpt from the Plan is as follows:

"The Plan Update presents a "Renewed Vision" for the CRA that was developed with consideration of the inventory and analysis of existing conditions within the community redevelopment area. In order to provide consistency and continuity, portions of this Plan Update include components previously identified as part of the Finding of Necessity Reports that led to the creation of the CRA. The Plan Update identifies assets and challenges within the CRA and seeks to provide quality environments and places for businesses, residents, and visitors alike. Many of the challenges identified will not be solved overnight or event in the short-term, but will instead lead to the action plan for implementation purposes which is derived by the prioritization of the needs and objectives. This Plan Update was also developed

through an extensive engagement process, onsite-field inspections, market and economic analysis, and review of other plans and initiatives."

There were three community meetings, which were held on July 13, 2017, November 2, 2017 and November 30, 2017. All meetings were thoroughly advertised and posted on the OED webpage. Additionally, flyers were circulated throughout the community via the Northwest Citizens Advisory Committee (CPAC) and other community organizations to advertise all meetings and gatherings. The KingSoutel Crossing Plan Update can be located in its entirety by visiting: www.jaxdevelopment.org, and selecting from the menu: "Community Redevelopment Agency (CRA)," then "KingSoutel Crossing CRA," and then "Plan Update."

On February 13, 2018, the Plan Update was approved by City Council with Ordinance 2018-12-E, reaffirming the need to create a living document that modified the existing plan to meet the current day challenges and obstacles.

Gateway Soutel Norfolk Project

The Soutel Place District was once a thriving area with successful retailers serving the surrounding neighborhoods and community. With its premier location within the CRA boundary, it has the potential to become a pedestrian-oriented shopping corridor with a mix of shops and commercial opportunities. The KingSoutel Crossing CRA Agency Board approved a Scope of Services for the Gateway Soutel Norfolk project. The Agency Board confirmed that it was in compliance with, and furthers the purposes and objectives of the KingSoutel Crossing CRA Community Redevelopment Plan as follows:

1. KingSoutel Crossing Community Redevelopment Plan Page 25:
 - The Soutel Place District once served as a more vibrant commercial area for the surrounding neighborhoods. It is the only district along the corridor that has potential to become a more pedestrian-oriented shopping street providing a mix of shops, entertainment, civic and recreational uses, and housing. The development and placemaking projects should be pursued to serve as catalyst for other investments.
2. KingSoutel Crossing Community Redevelopment Plan Pages 33 and 34:
 - The Soutel and Norfolk intersection is another opportunity to create a gateway from the neighborhoods.

The City of Jacksonville Public Works Office is overseeing the project and has consulted with Eisman & Russo (E&R). They have met with the City's Project Manager and identified the proposed scope of services for this project. The requested design services will include a Conceptual Alternatives Analysis and preparation of a Design-Build Criteria Package based on the preferred alternative which the City of Jacksonville (COJ) will use to solicit Design-Build bids for the roadway and intersection improvements along Norfolk Boulevard at Soutel Drive.

The project is located along Norfolk Boulevard on the northwest side of Jacksonville, just south of the Trout River between New Kings Road (SR 15) and Lem Turner Road (SR 115). The site is further illustrated in the Location Map in Exhibit E. The project limits will extend along Norfolk

Boulevard from Fredricksburg Avenue to Rochdale Road, approximately 0.3 miles, and will include the Soutel Drive intersection. This section of Norfolk Boulevard is part of the Jean A. Lewis Parkway, as designated by the Jacksonville City Council.

This Design-Build project let at the end of the fiscal year and is intended to enhance the Soutel Place neighborhood as part of the City's "KingSoutel Crossing Community Redevelopment Plan". Raised grass medians will be constructed along Norfolk Boulevard, along with the addition of streetscaping, on-street parking, and new community signage to create a "gateway" into the Soutel Place District. The goal is to enhance the current neighborhood and attract new businesses.

Project Goal

The current scope will consist of performing an initial concept alternatives analysis and then using the selected concept to prepare a Design-Build Criteria Package for the COJ's use in soliciting bids for the desired project. This Criteria Package will contain the following items:

- Proposed typical sections along Norfolk Boulevard
- Conceptual roadway and intersection improvement plans
- Estimated material quantities

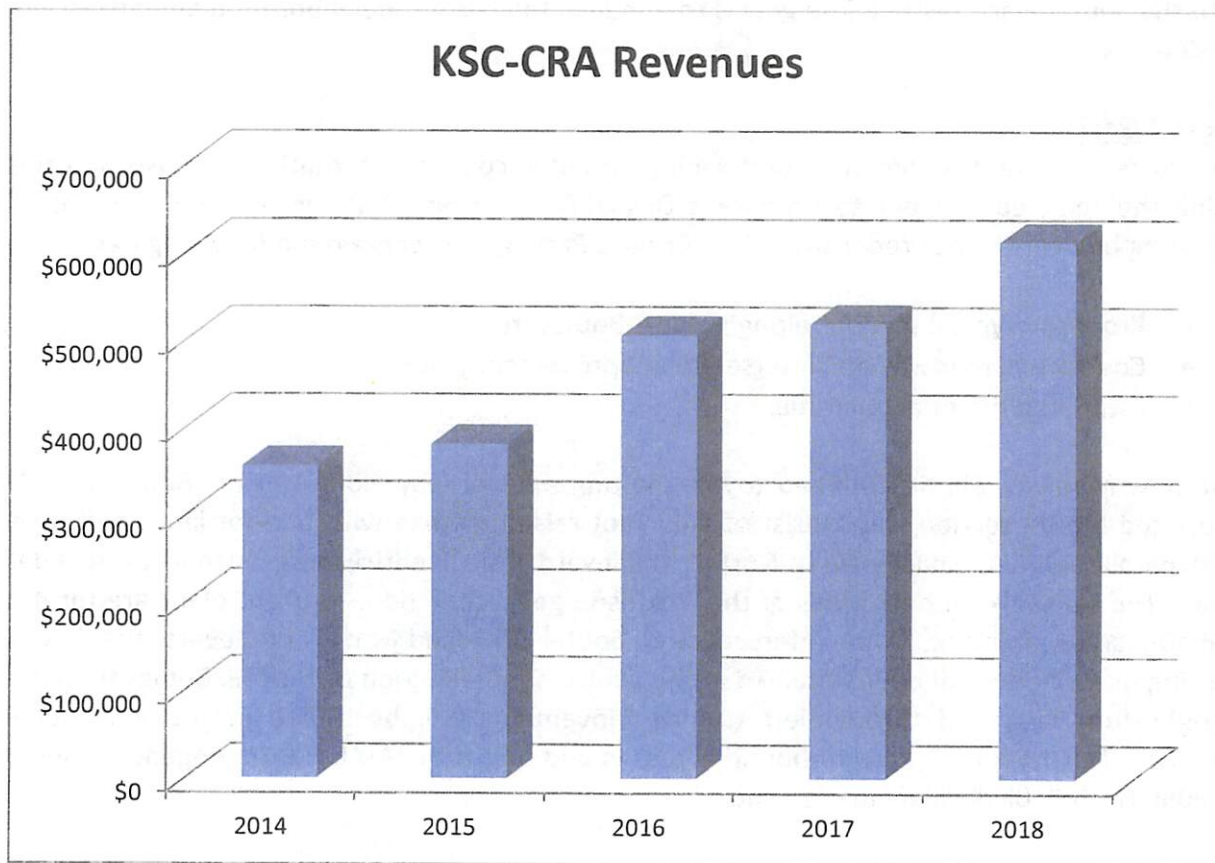
The new roadway will be confined to the existing right of way along Norfolk Boulevard. The proposed typical section will consist of a 12 foot raised median with 11 foot lanes and seven foot parallel parking spaces along Norfolk Boulevard from Fredricksburg Avenue to Rochdale Road. The sidewalk on both sides of the road is in good condition. Current plans are for it to remain, largely, in place. At the intersection of Soutel Drive and Norfolk Boulevard, the existing turning movements will be maintained in the southbound direction of Norfolk Boulevard, while a right turn lane and through-left turning movements will be added in the northbound direction. Northbound and southbound access in and out of the AME Housing Agency property at 9050 Norfolk Blvd will be maintained.

The existing strain poles will be replaced with signal mast arms that will be chosen based on the Community Redevelopment Plan's "Wayfinding Program". Signal and mast arm design and placement will not be included in the current scope of work. Brick paver crosswalks will be constructed as well as new ADA compliant curb ramps. The goal is to enhance and improve the intersection for safety but also to make it aesthetically pleasing and create a pedestrian oriented area. Parallel parking will be added along both sides of Norfolk Boulevard to serve Ebenezer United Methodist Church, as well as a new pedestrian crossing at Williamsburg Avenue for church visitors. E&R will coordinate with JTA regarding improvements to the three existing bus stops within the project limits. In previous fiscal years \$839,724 was allocated to this project. In fiscal year 2017/2018 an additional \$572,478 was allocated for a total of \$1,412,202.

See **Exhibit D** for a project Illustration and current intersection pictures.

KingSoutel Crossing CRA Tax Increment Revenues

| Year | 2014 | 2015 | 2016 | 2017 | 2018 |
|--------------------------|------------------|------------------|------------------|------------------|------------------|
| Ad Valorem Taxes | \$356,929 | \$382,010 | \$506,351 | \$516,632 | \$612,758 |
| Investment Pool Earnings | \$ - | \$ - | \$ - | \$3,995 | \$625 |
| Total | \$356,929 | \$382,010 | \$506,351 | \$520,027 | \$613,383 |



KingSoutel Crossing CRA Budget

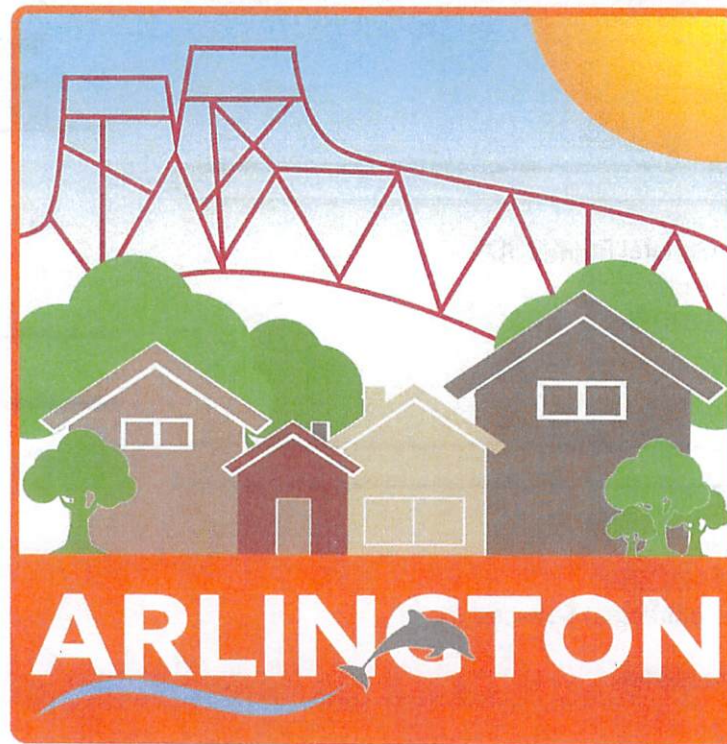
**KING SOUTEL TAX INCREMENT DISTRICT GSK (SUB-FUND 186)
2017/18 AMENDED BUDGET**

| | 2017/18 AMENDED BUDGET | |
|---|------------------------------|-----|
| REVENUES | | |
| Ad Valorem Taxes - General Fund/GSD | 612,758 | |
| Investment Pool Earnings | 625 | |
| Transfer from Fund Balance | - | |
| Total Revenues | 613,383 | |
| EXPENDITURES | | |
| Operating Expenses | | |
| Internal Service/OGC Legal | 9,873 | |
| Professional and Contractual Services | - | |
| Travel | 500 | |
| Advertising and Promotion | 300 | |
| Office Supplies | - | |
| Employee Training | 300 | |
| Dues, subscriptions | - | |
| Supervision Allocation | 52,795 | |
| Transfers to Other Funds | | |
| Transfers Out to TID Capital Projects SF32V | 547,115 | (1) |
| Transfers Out to General Fund | 2,500 | (2) |
| Plan Authorized Expenditures | - | |
| Total Expenditures | 613,383 | |

- (1) Gateway Soutel Norfolk Project
(2) Annual Independent Audit

RENEW ARLINGTON

CRA Agency



Renew Arlington CRA at a Glance

| | |
|-------------------------------------|----------------------|
| CRA Area (Acres) | 1,239 |
| CRA Base Year | 2015 |
| Base Year Taxable Assessment | \$210,342,375 |
| Current Taxable Assessment | \$279,723,130 |
| Incremental Increase | \$69,380,755 |
| Fiscal 2017/2018 TIF Revenue | \$554,676 |

Renew Arlington CRA Agency Board



Hon. Aaron Bowman, Chair



Hon. Matt Schellenberg



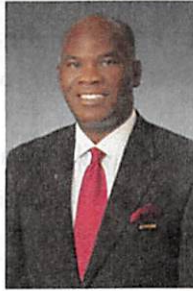
Hon. Danny Becton



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Hon. Joyce Morgan, Vice Chair



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Hon. Al Ferraro



Hon. Ju'Coby Pittman



Hon. Bill Gulliford



Hon. Greg Anderson



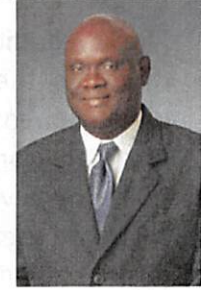
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The Creation of the Renew Arlington Community Redevelopment Area

Background

The City of Jacksonville, through the Office of Economic Development, created a working group to develop a strategy to revitalize the Arlington area to create an environment that is welcoming, attractive, safe and walkable for students and residents in this traditional community. This working group grew into the Renew Arlington initiative that entails a comprehensive review of transportation, public utilities, housing, lighting, land use and zoning issues, public safety, neighborhood retail, and infrastructure including the development of a near-term to long-term plan for transforming the community. Renew Arlington represents the commitment of the City of Jacksonville, Jacksonville University, community organizations, citizens and other interested stakeholders to work collectively for the betterment of Arlington.

The community of Arlington is a historic area of Jacksonville that seeks to enhance its livability, business environment, and infrastructure but understands the need to create and follow a comprehensive plan to achieve its goal. The first element of this enhancement was to determine the current status of the area. A preliminary analysis of the University Blvd/Merrill/Arlington Road corridor indicated that in the subject corridors:

- The area needs a plan to avoid decay and declining property values.
- An attractive center or focal point is needed for the community.
- Tools need to be employed effectively to prevent economic and social degradation.
- Safety and ease of access needs to be improved for pedestrians in general, but especially for schoolchildren and seniors.
- Area blight must be addressed satisfactorily.

These conditions outlined above are reflective of the challenge of revitalizing Arlington. Although there have been multiple plans in the last decade that sought to create these enhancements, these plans did not significantly change conditions. To create a favorable long-term environment, the establishment of a Community Redevelopment Area will support Arlington revitalization, improve infrastructure, integrate Jacksonville University students with Arlington neighborhoods; reduce blight and crime; improve housing; support sustainable business, and create walkable, pedestrian friendly corridors.

Opportunities

Despite the challenges, long term success is promising due to the significant opportunities presented in the Arlington community:

- College/university community – Jacksonville University provides community entertainment and educational opportunities through Division I collegiate sports, fine art and theater, speakers and lectures.
- Proximity – the neighborhood is 10 minutes or less from the city center and 15-20 minutes from the beaches.

- Access to the river – Arlington has miles of St. Johns riverfront and includes boat ramps, sailing, marine commerce, community parks and national monuments.
- Architecturally distinct – the neighborhood boasts the largest post-modern bungalow architecture in the City.
- Natural beauty – the area in the City with rolling hills and headlands, the oak-canopied riverfront neighborhood is recognized for its natural beauty and topography.

Current Status

In accordance with the Community Redevelopment Act, Section 163.360, Florida Statutes (2012), the Renew Arlington Community Redevelopment Agency was created by the approval of Ordinance 2015-738-E on December 15, 2015. The vision for the Community Redevelopment Area (CRA) focuses on creating a sustainable mixed-use commercial corridor with walkable streets that offer visitors and residents a high quality local destination with a safe transportation network, pedestrian connections and public space. The CRA is envisioned to include a mix of retail stores, restaurants, art galleries, professional offices and service businesses with residential or offices above the commercial uses.

PLAN OF ACTION

Highlights of Primary Objectives

Primary Objective 1: Improve transportation facilities within the CRA including sidewalks, crosswalks, and bike paths/multi-use trails, as well as enhancing regional connections. These strategies will correct the blighted conditions of defective or inadequate street layout and unsafe conditions of the Finding of Necessity.

Primary Objective 2: Identify and promote a workable means to fund, finance and deliver utility and infrastructure improvements needed to promote the redevelopment effort of the CRA. These strategies will correct the blighted conditions of unsanitary or unsafe conditions and deterioration of site or other improvements.

Primary Objective 3: Deliver an overall urban design and infrastructure initiative, which enhance basic utilities and creates a positive identity in design elements such as gateways, streetscapes, signage and furnishings. These strategies will correct the blighted conditions of unsanitary or unsafe conditions and deterioration of site or other improvements.

Primary Objective 4: Ensure land development regulations do not inhibit the redevelopment of attractive, safe, viable and sustainable commercial corridors along University Blvd./Merrill/Arlington Roads. These strategies will correct the blighted conditions of unsanitary or unsafe conditions and deterioration of site or other improvements.

Primary Objective 5: Create attractive, safe, viable and sustainable commercial corridors along University Blvd./Merrill/Arlington Roads. These strategies will correct the blighted conditions of defective or inadequate street layout and unsafe conditions of the Finding of Necessity.

Primary Objective 6: Ensure regulatory measures are in place to promote the redevelopment of vibrant urban mixed-use corridors consisting of retail stores, such as markets, antique shops, restaurants, art galleries, professional offices and service businesses with residential or office above these commercial uses. These strategies will correct the blighted conditions of faulty lot layout and unsafe conditions and deterioration of site or other improvements.

Primary Objective 7: Create a vibrant quaint urban “Commercial Corridor” area with mixed-use developments. These strategies will correct the blighted conditions of faulty lot layout, unsafe conditions and deterioration of site or other improvements.

Primary Objective 8: Explore land acquisition and parcel assembly programs to facilitate development of the CRA and the primary commercial corridor along the University/Merrill/Arlington Corridors only for Public purposes. These strategies will correct the blighted conditions of faulty lot layout in relation to size, adequacy, accessibility or usefulness as well as stormwater management.

Primary Objective 9: Establish one or more public/private partnerships to encourage and use expertise of private enterprise to implement the redevelopment vision. These strategies will correct the blighted conditions of faulty lot layout, unsafe conditions and deterioration of site or other improvements.

Primary Objective 10: Incorporate housing revitalization through housing maintenance programs and rehabilitation services. These strategies will correct the blighted conditions of unsanitary or unsafe conditions and deterioration of site or other improvements.

Primary Objective 11: Establish a creative, equitable, efficient and practical funding and financing mechanism to properly implement this Plan. These strategies will correct the blighted conditions of defective or inadequate street layout, roadways and public transportation facilities, faulty lot layout, unsanitary or unsafe conditions and deterioration of site or other improvements.

Renew Arlington Advisory Board

Ordinance 2015-738-E established the Renew Arlington Advisory Board to act as an Advisory Board to the Agency Board. The Advisory Board consists of seven members appointed into the following categories:

- Category 1: One member shall be a representative of the planning, landscape architecture or architecture fields.
- Category 2: One member shall be a business owner within the CRA boundary.
- Category 3: One member shall be in the banking, insurance, or finance profession.
- Category 4: One member shall be from the marketing, public relations, or advertising profession.
- Category 5: Two members shall be citizens representing the general public that live within a 1 mile radius of the CRA boundary, and east and south of the river.

- Category 6: One member shall be in the public policy/economic development profession, but shall not be a registered lobbyist with the City of Jacksonville.

Renew Arlington Advisory Board Members serving for FY 2017/2018, are as follows:

Captain Matthew Tuohy, Chair
 Mr. Randy Goodwin Vice Chair
 Raj Adhikari, Member
 Mr. Steven Berry, Member
 Ms. Ann Burt, Member
 Ms. Danyeuil Newkirk, Member
 Dr. Ronald Salem, Member

Renew Arlington Zoning Overlay

As a newly created CRA with limited financial resources, the Renew Arlington Advisory Board's primary focus during its first year was to establish good planning practices and lay the framework for guiding future development. As one of their first initiatives to reverse and remove existing trends contributing to blight, they decided to implement strategies within the plan that would not require TIF, but would greatly impact the conditions within the boundary.

Following the Plan, Primary Objective 6 states: Ensure Regulatory measures are in place to promote the redevelopment of vibrant urban mixed use corridors consisting of retail stores, such as markets, antique shops, restaurants, art galleries, professional offices and service businesses with residential or office above these commercial uses. This strategy will correct the blighted conditions of faulty lot layout (Pg. 29 of the Finding of Necessity); and deterioration of site or other improvements (Pg. 30 of the Finding of Necessity).

Also stated in the Plan is the Strategy to "Prepare and adopt a zoning ordinance to include urban design/development standards for the land use relationships of the corridors. The standards will address the incorporation of human-scale aesthetics into street and building design. Building design and location shall reinforce a pedestrian-oriented character including linkages between land uses through a functional bicycle-pedestrian system."

The purpose of these standards is to protect and enhance the Arlington CRA boundary's unique aesthetic character and reduce unnecessary visual distractions, promote vehicular and pedestrian safety, minimize traffic congestion and promote roadside aesthetics and high quality redevelopment that meets Crime Prevention through Environmental Design (CPTED) principles and neighborhood urban design values.

Working with the Planning Department as the lead Agency, OED staff and the Renew Arlington Advisory Board worked together to establish the CRA Overlay District. The Planning Department implemented the following Zoning Overlay timeline and process:

Formation of Ad-hoc Workgroup

- Workgroup met three times (5/2/17, 5/16/17, 6/6/17)
- Members included Arlington area neighborhood and civic organizations
- Responsibilities included:
 - Helped to guide the process of public participation.
 - Assisted with the dissemination of information.
 - Helped with the recruitment of participants for public engagement meetings.
 - Provided input on the process, content, presentation format and locations.

Public Engagement

- Developed public engagement plan – when, where, who, how
 - Held topic specific public meetings, where citizen input was gathered.
 - Meetings included brief presentations on specific topics, and included a workshop element for direct public input, depending on the topic.
 - Meetings were based on specific parts of the CRA area.
 - Meetings conducted on 10/7/17, 10/26/17, 11/16/17

Overlay drafted by the Planning and Development Department

Comment period on draft ordinance and presentations as necessary to the following:

- CRA Board
- CPAC
- AD Hoc Work Group
- Other City Departments
- City Council
- Draft Overlay will be available on City website for review by the general public

The Planning Department attended and provided the Advisory Board with Zoning Overlay updates (4/12/17, 5/10/17, 6/14/17, 7/12/17, 9/13/17, 11/8/17, 12/13/17, 2/14/18, 3/14/18, 4/11/18, 5/9/18, 6/13/18).

The Planning and Development Department provided four presentations on project status to the Advisory Board (1/11/17, 3/12/17, 7/12/17, 8/8/18).

Legislation is being drafted for consideration and approval by the Agency Board, The Planning Commission and City Council. It is anticipated to be considered and approved in the spring/summer of 2019.

Applications for Zoning Exceptions

Given the focus on the Zoning Overlay effort and its future impact on the CRA boundary area, the Renew Arlington Advisory Board requested that the Planning Department include them as part of the review process for all applications pertaining to zoning exceptions within the CRA

boundary area. The Renew Arlington Advisory Board has reviewed and opined on the following Zoning Exception Applications.

- E-19-97-Final Report and Application for Zoning Exception (Auto Laundry). The application was approved with a unanimous vote provided that the condition of the landscape meets or exceeds ten foot requirement, and landscape is consistent with site plan depicted on December 12, 2017.
- E-18-04-Final Report and Application for Zoning Exception (Package Liquor Store). This application was denied because the Advisory Board stated that this project did not fit the characteristics for this newly created CRA area.
- E-18-28-(HopesNDreams Acadamy LLC). This application was approved with a unanimous vote.
- AD-18-28-(McDonald's). The Zoning Exemption application was approved with the condition of the same number of trees removed must be replaced in somewhere on the property.
- E-18-521-Rezoning Application (Lennar Homes). The application was reviewed and approved with a unanimous vote.

Public Safety Update – Chief Mitchell Jacksonville Sheriff's Office

On April 11, 2018, Chief Mitchell, JSO, provided an update to the Renew Arlington Advisory Board on crime within the Renew Arlington CRA boundary. Crime within the CRA boundary since June 1, 2011 to present totaled 1,125 incidents.

Some of the top incidents include:

- 139 simple assault and battery
- 82 petty thefts, non-business
- 62 aggravated battery
- 59 auto burglary

Common addresses include:

- 3500 University Blvd – Tree House Apt. – 65 major incidents
✓ 401 incidents - Average yearly responses over five years
- 5959 Ft. Caroline Rd - Carolina Square Apt. – 61 major incidents
✓ 387 incidents - Average yearly responses over five years
- 7920 Merrill Rd. – Merrill Pines Condos – 36 major incidents
- 8011 Merrill Rd – 36 major incidents
- 2929 Justina Rd. – Caroline Village Apt. – 25 major incidents

Chief Mitchell stated JSO is currently working with Jacksonville City Council to pull together statistics from each City Council district versus each JSO zone to more accurately reflect crime in the area. Chief Mitchell advised that JSO and the Neighborhoods Department will begin offering a city wide, voluntary, land lord training program in June 2018.

Exploration of Undergrounding Electric Utilities -- JEA Presentations

The Renew Arlington Advisory Board began the exploration of undergrounding electric utilities throughout the CRA boundary. During the process, JEA staff attended two meetings during the 2017/2018 fiscal year where they provided general scope of work that would need to occur as well as general cost analysis.

They provided clarification that the following was the area for review showing the expected improvement and growth in the Arlington corridors. These improvements currently include:

- Merrill Road from University Blvd. to I-295
- University Blvd. from Arlington Expressway to Ft. Caroline Rd.

The JEA facilities that currently run along the transportation corridors and the main roads were established in the late fifties to mid-sixties and consist of aging transmission and distribution lines. JEA standard has since evolved into a more aesthetic standard utilizing vertical construction. To improve roadway safety, the city and state regulators introduced a clear zone, which is a setback standard that affects the location of the pole lines.

Improvements that are currently in JEA plans for improvement include:

- Merrill Road – Replace the transmission structures as needed, rebuild the aging distribution system in accordance with the latest construction standards. The new distribution systems will be built at the back of the city right-of-way to meet the road clearance requirements.
- University Blvd – Proposal to replace distribution poles as needed between Arlington Expressway and Justina Terrace. This will consist of removing the cross arms and reframing poles to the new vertical construction.

Regarding underground utilities near Jacksonville University, consideration for the following:

- Roadway lighting
- Joint utilities – communication utilities that attach to JEA poles
- Easements
- Feeding existing overhead laterals and overhead services in the area

Mr. Ryan Heaton – JEA Distribution Projects Manager, gave a short presentation to review the status of ongoing designs and expectations. Current designs include placing transmission and distribution utility lines at the back edge of the right-of-way along Merrill Road and University Boulevard.

In areas along Merrill Road, there are currently double transmission and distribution lines. The goal in the new designs will be to reduce the footprint and incorporate both transmission and distribution lines onto one pole using an Underbuilt System on the north side of the roadway. An Underbuilt System places the transmission line at the top of the utility pole and the distribution line underneath the transmission line. On the south side of Merrill Road, a single line distribution would need to be implemented due to available right-of-way.

On University Boulevard, currently, around 85 percent of the existing utility poles have been updated, however, the wires are not up to current standards from Arlington Expressway to Justina Road. The design goal on University Boulevard would be to rebuild to single vertical lines at the back of the right-of-way.

Urban Land Institute North Florida, Technical Assistance Panel

The Urban Land Institute (ULI) conducted a Technical Assistance Panel (TAP), in which a one- to two-day panel convened by the local ULI District Council at the behest of a community, public entity or private enterprise (sponsor) facing real estate or land-use issues.

On August 8 and 9, 2018, ULI assembled a panel comprised of six to 10 senior-level members representing the specific land-use disciplines needed for each assignment with laser focus on the Renew Arlington CRA and west Arlington. Panel members included developers and owners, investors, designers, engineers, attorneys and executives from the greater North Florida region. Panelists toured the study area, interviewed stakeholders, and worked collaboratively to produce preliminary findings and recommendations which were presented after the TAP workshop in a private/public forum.

The Renew Arlington TAP focused on four main concepts and issues that are unique to Arlington, the neighborhood and surrounding area in which Jacksonville University established its campus in 1950. The focus areas included:

- Developing a program for identifying willing and responsible neighborhood and community organizations that have the capacity and expertise to take leadership and ownership roles in the Renew Arlington Community Redevelopment Area plan.
- Identifying the commercial sectors of Arlington that are most in need of redevelopment resources and formulating a plan to encourage property owners and similar stakeholders to take the first steps.
- Examining the depressed residential real estate sectors in Arlington and recommending a path forward that will benefit and improve those particular Arlington neighborhoods with a focus on blight, foreclosures and vacant homes.
- Coordinating the above factors with the Arlington Community Redevelopment Advisory Board and other Arlington stakeholders with an eye towards real, actual and cohesive neighborhood improvement.

A complete report followed the exercise with detailed recommendations and is available upon request.

Master Stormwater Plan

Primary Objective 2 on page 30 of this report, speaks to the delivery of utility and infrastructure improvements needed to promote redevelopment. Further, because the Renew Arlington CRA Redevelopment Plan calls for the redevelopment of approximately 1,200 acres in the Arlington

neighborhood, the Advisory Board and Agency Board approved the conceptual development of a stormwater masterplan that will provide a regional, community based water quality treatment and attenuation based on redevelopment plans.

This decision was based on the strategies stated in the plan on page 25 as follows:

- The Jacksonville City Council acting as the CRA shall prepare and implement a stormwater management plan taking into consideration the impact of the existing roadways and parcels which have no prior drainage and retention facilities.
- Design retention and stormwater management features as amenities to the Community Redevelopment Area to provide positive aesthetics and function to community open space.

Working with the Public Works Department, the OED created a scope of work and secured budget approval not to exceed \$125,000 to fulfill a contract to complete a stormwater master plan. Resolution RA/CRA-2017-02 designated the Department of Public Works with project oversight to complete the entire scope of services using the existing Services Contract between the City of Jacksonville and CDM Smith, Inc.

Complete Streets JTA Mobility Corridors Program

Renew Arlington Redevelopment Plan Primary Objective 1: Improve transportation facilities within the CRA including sidewalks, crosswalks, and bike paths/multi-use trails, as well as enhancing regional connections. These strategies will correct the blighted conditions of defective or inadequate street layout and unsafe conditions of the Finding of Necessity.

The Jacksonville Transportation Authority (JTA) Mobility Corridors program is intended to target safety, mobility and accessibility improvements along transit corridors through comprehensive planning and design. The University Blvd./Merrill Rd. intersection was recognized as an area of need due to crash data identifying the area as unsafe. The JTA approach to addressing this corridor is to provide Complete Streets that addresses all travel modes with the corridor and with potential redevelopment that is planned or envisioned.

A complete corridor assessment was performed on University Blvd. and Merrill Road. Observed issues and opportunities included:

- High motor vehicle speeds
- Excessive and unnecessary curb cuts
- Inadequate accommodations for persons with disabilities
- Sidewalk obstructions
- Limited transit waiting facilities
- Lack of pedestrian buffer
- Lack of crossing opportunities
- Lack of bicycle facilities

The JTA design team conducted a multi-day public charrette process to develop a vision and plan for the corridors. It was determined that a phased Complete Streets project starting at the intersection of University Blvd. and Merrill Road was warranted and necessary. The project phases are as follows:

- **Phase I – Turbo Roundabout project at the intersection of University Blvd. and Merrill Road**
Limits: Merrill Rd. from Justina Rd. to University Blvd. University Blvd. 200 yards north and south of the Merrill Rd. intersection. (Estimated Cost \$2.5 million)
- **Phase II – Merrill Rd. Complete Street to include reduced lane widths, possible road diet, on street parking, bike lanes, raised medians, and landscaping**
Limits: Justina Rd. to Rogero Rd. (Estimated Cost \$2.5 million)
- **Phase III – University Blvd/Merrill Rd. to Ft. Caroline to include a road diet, reduce lane widths, raised medians, multi-use path, two roundabouts and two mid-block crossings.**
Limits: North of University Blvd/Merrill Rd. improvements to Ft. Caroline Rd.
(Estimated Cost \$3-3.5 million)
- **Phase IV – Merrill Rd completion to include reduced lane widths, raised medians, three new mid-block crossings and bike lanes.**
Limits: Rogero Rd. west to Townsend Blvd. (Estimated Cost \$2.5 million)

The Phase I Turbo Roundabout project planning is complete. The project lead is JTA acting as the contractor for the Florida Department of Transportation (FDOT), owner of the road. Design is 100% complete and has been submitted to FDOT for review. Additionally, the right-of-way acquisition process has been completed with Jacksonville University, CVS Drugstore and the Church of God. The project schedule is being developed. Construction commencement is scheduled in Q2 2019.

Merrill Road Traffic Study

The Renew Arlington Agency Board approved \$15,000 to conduct a traffic study on Merrill Road. The purpose of the study is to determine the cause of a high concentration of vehicle crashes and road user fatalities and injuries. The study is a prerequisite when applying for grant funding using the Florida Department of Transportation System Highway Safety Improvement Program.

The Task Work Order for the proposed scope of work included engineering services by Metric Engineering, Inc. (MEI) to the City of Jacksonville. MEI performed a safety study to review the last 5-year crashes along Merrill Road from University Boulevard to Cesery Boulevard and identified the safety countermeasures that will help reduce the potential for additional collisions as well as determine the eligibility of Federal Highway Administration (FHWA) safety funds through the Florida Department of Transportation (FDOT) Highway Safety Improvement

Program (HSIP). The associated activities performed under this Task Work Order included the following services.

The application was completed by December 2018. A few findings so far include:

- Schedule – Due dates:
 - First draft 9/21/2018
 - Preliminary FDOT review 10/15/2018
 - Final Submittal 11/07/2018
- Crash data – Including 130 crashes between 2012-2016
- Field review notes – The design is no longer ADA compliant
- Next steps – Cost estimate, conceptual design, submission.

The data collected will be used in the prioritization process used to for the City Mobility Plan Project list for proposed changes to improve vehicular safety as well as bicycle and pedestrian safety. Exact crash locations were also included as part in the final report.

Status of Redevelopment Projects Started in 2016-2017

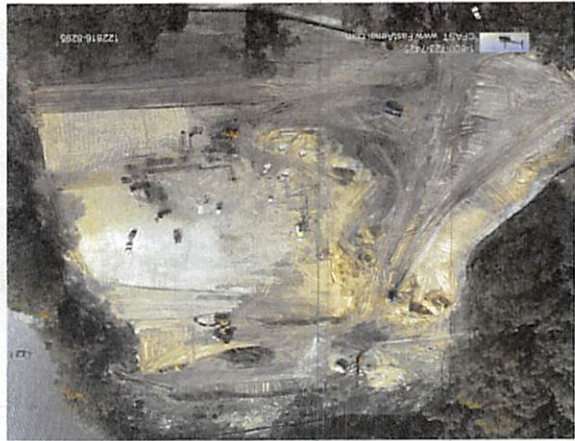
Jackson Commons -- A 66-unit townhome development at Fort Caroline Road and University Boulevard is now complete and serves as housing for the Jacksonville community, Jacksonville University staff and students, and will contribute to redevelopment of the Arlington community. Jackson Commons includes 17 four-bedroom/four-bathroom townhomes, one three-bedroom/three-bath townhome, 18 three-bedroom/three-bath flats and 30 two-bedroom/two-bath flats. Jackson Commons includes many amenities and a swimming pool for use by the residents.



Dolphin Pointe – Phase I of the proposed 120-bed skilled-nursing center is under construction at 3390 University Blvd. and will associate with the School of Nursing at JU. It was designed as a multi-generational product mixing JU students with seniors at the nursing center.

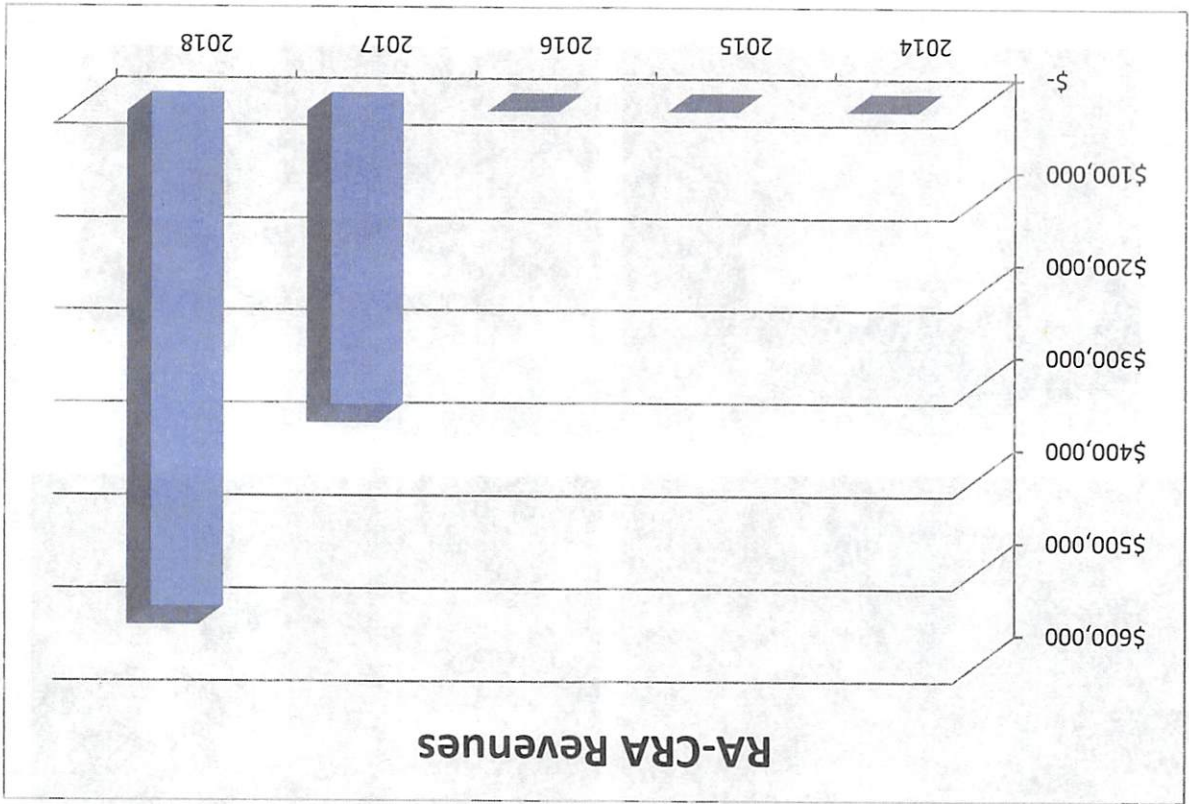
As the skilled nursing facility at Dolphin Pointe Health Care gets underway, it will be Jacksonville's premier all private suite facility overlooking the St. Johns River. The most redeeming quality is its resort style, innovative Savannah design and engaging features. Future

Phases II and III will include assisted living accommodations and independent living. Completion of Phase I is expected by the end of 2019.



Renew Arlington CRA Tax Incremental Revenues

| Year | 2014 | 2015 | 2016 | 2017 | 2018 |
|------------------|------|------|------|-----------|-----------|
| Ad Valorem Taxes | \$ - | \$ - | \$ - | \$336,758 | \$554,676 |



Renew Arlington CRA Budget

**RENEW ARLINGTON TAX INCREMENT DISTRICT GSK
(SUB-FUND 187)
2017/18 AMENDED BUDGET**

| | <u>2017/18 AMENDED BUDGET</u> | |
|---|--|-----|
| REVENUES | | |
| Ad Valorem Taxes - General Fund/GSD | 554,676 | |
| Transfer from Fund Balance | - | |
| Total Revenues | <u>554,676</u> | |
| EXPENDITURES | | |
| Operating Expenses | | |
| Internal Service/OGC Legal | 4,989 | |
| Professional and Contractual Services | 1,239 | |
| Travel | 900 | |
| Advertising and Promotion | 2,521 | |
| Office Supplies | - | |
| Employee Training | 700 | |
| Dues, subscriptions | 342 | |
| Supervision Allocation | 52,795 | |
| Transfers to Other Funds | | |
| Transfers Out to General Fund | 2,500 | (1) |
| Transfers Out to TID Capital Projects SF32X | 438,690 | (2) |
| Façade Grant Program | 50,000 | |
| Plan Authorized Expenditures | - | |
| Total Expenditures | <u>554,676</u> | |

(1) Annual Independent Audit

(2) Complete Streets Projects (additional phases)

City of Jacksonville
Comprehensive Annual Financial Reports (CAFR)

The City of Jacksonville is required to complete annual Comprehensive Annual Financial Reports by March 31 of each year. This report includes an audit of the Community Redevelopment Areas and can be located on the following link:

<http://www.coj.net/departments/finance/accounting/comprehensive-annual-financial-reports>

Reading these reports online requires Adobe Acrobat Reader. If you do not have Acrobat Reader, you may link to [Adobe](#) for a free download. Note: These are large files and may take several minutes to download.

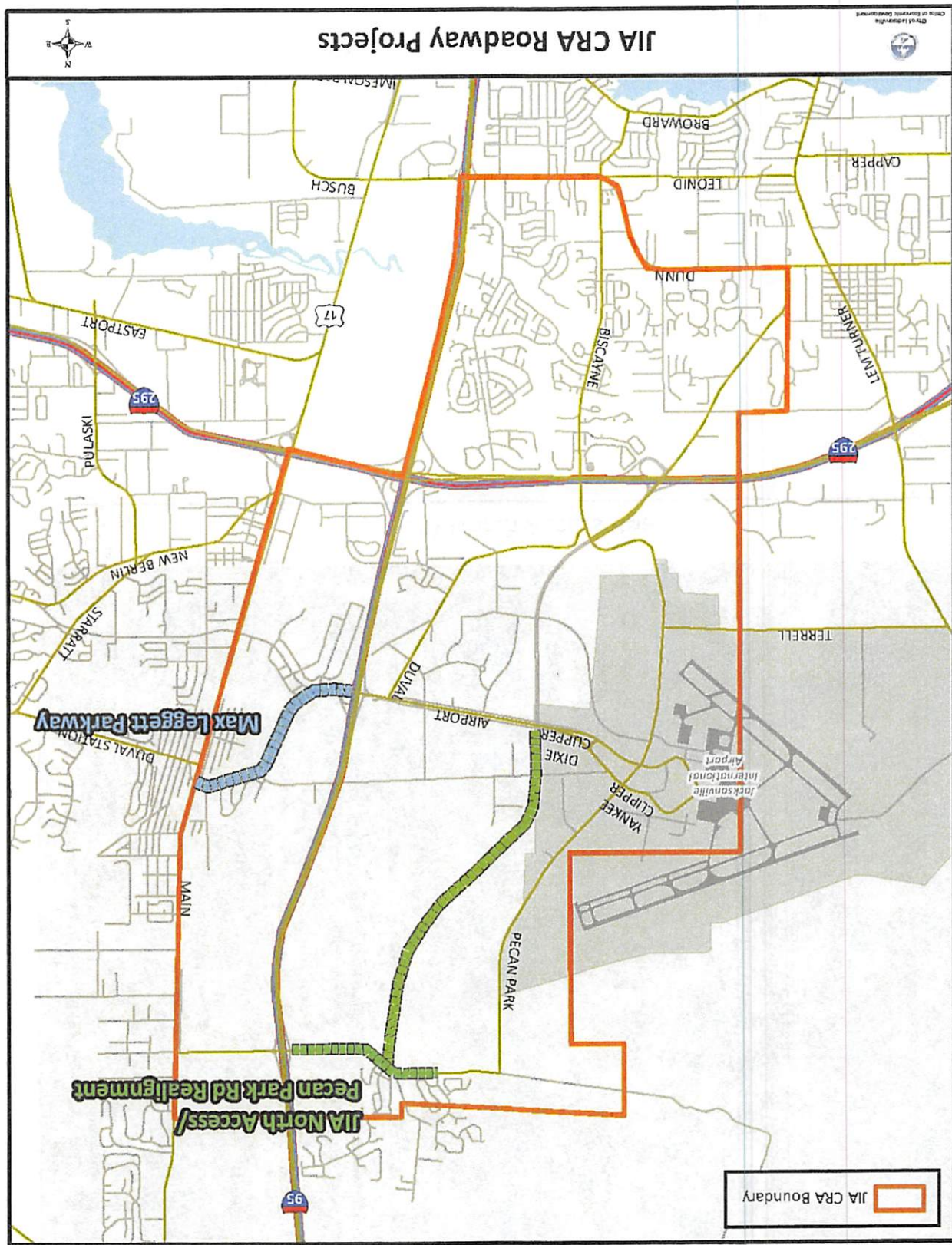


Exhibit A - JIA CRA North Access Road Project (Illustration)

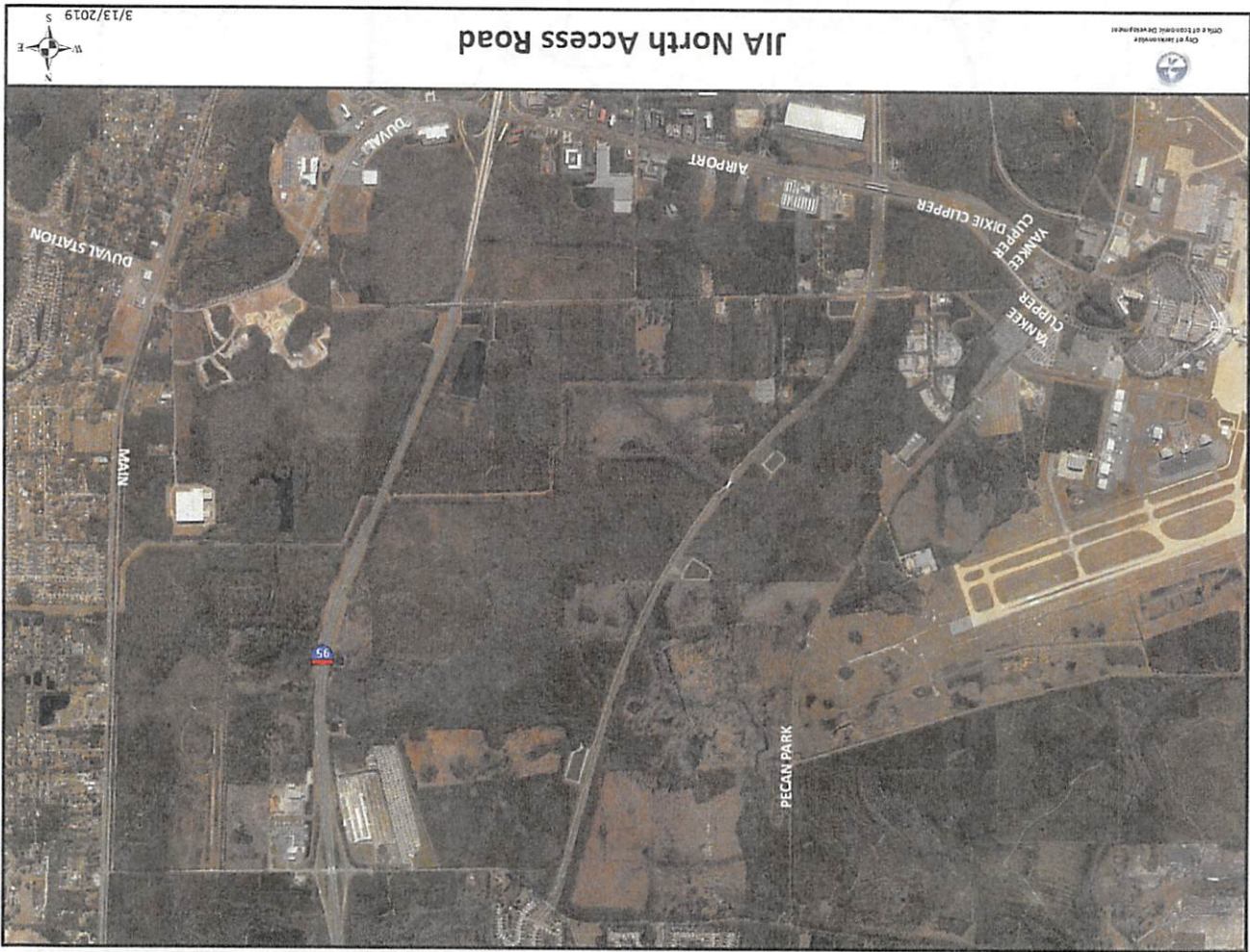


Exhibit A – JIA CRA North Access Road Project (Actual)



