



Downtown
Epicenter



Urban
Living



Strategic
Partnerships



Pedestrian
Access



River
Access



24-7
Downtown



Healthy
Design

Business Investment and Development Strategy

August 2019

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Executive Summary

According to its mission state, the Downtown Investment Authority serves “as a clearinghouse to establish an identity for the region.” Using strategic partnerships, capital investments, planning, advocacy, marketing, and policy, the DIA is intended to attract investment, facilitate job creation and increase Downtown housing. Its four economic development Core Values focus on Downtown Jacksonville’s resurgence: business **retention**, business **attraction**, business **expansion**, residential **increase** and public **infrastructure**.

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

The BID Strategy is a tool that supports the CRA Plan. The timeframe for the CRA Plan is governed by Florida Statutes, allowing for its three (3) Tax Increment Finance (TIF) Redevelopment Trust Funds to reach completion in 2040, 2041, and 2044. However, the BID is not governed by Florida Statutes and has a projected timeframe of 2014 through 2025. The BID Strategy manages the allocation of DIA funding resources and the implementation of projects, programs, and initiatives. These projects, programs, and initiatives are identified in greater detail in the CRA Plan’s near, mid, and long-Term projects and umbrellas. **It is important to note that while the BID supports the CRA Plan and the allocation of TIF Redevelopment Trust Fund dollars, the BID’s range of funding exceeds the CRA Plan’s TIF dollars.** The BID identifies an array of local, state, and federal incentives and funding programs; and outlines decision-making criteria by which projects, programs, and initiatives are selected and measured. The TIF Redevelopment Trust Fund projections are located in the CRA Plan, reflecting each TIF Redevelopment Trust Funds’ annual projections based upon the frozen value of the privately owned properties in each of the three (3) TIF Areas and their ad valorem taxes based upon the current millage rate. As the millage rate fluctuates, the TIF Projections must be recalibrated.

The implementation phasing for proposed projects is outlined in the section referred to as the “**Years Tables.**” In addition, there are specific sites with unique character that are identified in the “**Active Catalytic Sites with Undetermined Timeframes**” list and the “**Active Projects with Undetermined Timeframes**” list whose timeframes for development will be market-driven. The grouping of projects has been organized by their recommended timeframes to establish order and prioritization. The funding for each project is listed as funds become available and/or are projected in order to activate the project. Each project also has its responsible parties identified; the page for which you can find the reference of it in the CRA Plan; and the goals that it is anticipated to support. **The Years Tables are not static tools.** These tables are not only used to program funding and plan for execution, but also serve as the first phase of the BID’s “ranking” method specified by Tier One (1) further explained in the **Implementation of the BID** section. They are to be closely monitored in conjunction with assessments of development activity, the development market, and the City of Jacksonville’s Capital Improvement Plan (CIP). The DIA has the ability to update the tables as needed, whether that means moving projects from one timeframe to another, eliminating them, or adding new projects. Fundamentally, the Years Tables are active project tracking tools to manage the allocation of the DIA resources.

Introduction

Stimulating the local economy, expanding the tax base, creating quality jobs, and maintaining a positive balance between growth and social equity creates a thriving economy and generates revenues for public services. The need to direct private investment toward projects, programs, and initiatives that results in generating new wealth within Downtown Jacksonville is the focal point of this Business Investment and Development (BID) Strategy. This document serves as a **market-driven** guide for the Downtown Investment Authority (DIA) Governing Board policy considerations in shaping Downtown Jacksonville's economic growth from 2014 - 2025. The BID emphasizes economic vitality as the DIA proactively focuses on supporting the local economy's ability to adapt to changing conditions in order to thrive. The BID Strategy contains specific goals and performance measures that link the recommendations of the Downtown Jacksonville Community Redevelopment Plan (the "Plan") with the DIA's mission and sets forth an action plan for continuous community renewal that also prevents the deterioration of Downtown Jacksonville.

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

The DIA has three overarching functions:

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

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

Mission, Core Values, and Goals

Mission

The Downtown Investment Authority serves as a clearinghouse to establish an identity for the region that capitalizes on partnerships to guide the revitalization of the core of the City of Jacksonville. To attract investment, facilitate job creation and residential density, while assuring a unified effort is strategically focused to implement action through capital investments, planning, advocacy, marketing and the establishment of policy for the general community and Downtown stakeholders.

Core Values

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

- Business **retention** is the process of supporting and retaining established businesses in order to achieve a reliable and diverse revenue stream that continually improves Downtown's fiscal health.
- Business **attraction** includes actively pursuing private investment and new business aimed at stimulating the Downtown local economy and generating employment opportunities.

- Business **expansion** capitalizes on both established and emerging companies that are prepared to grow and invest in their operations.
- Residential **increase** includes a focus on programs that incentivize multi-family rental and ownership programs for millennial to active adults.
- Lastly, improvements to public **infrastructure** strengthen the DIA's ability to create an environment that results in retaining, attracting, and expanding business.

Goals

Goals are integral parts to any business investment strategy. Goals state the specific outcomes the Downtown Investment Authority (DIA) expects to accomplish in support of its mission. All strategies and action items comprising the output of the DIA are aimed at achieving the following seven goals. These goals provide the framework and direction for the DIA to connect with key stakeholders, assess and evaluate situations and circumstances related to local and regional economic development, address the needs of the community in caring for and expanding the physical environment for commerce, and putting it all together to ensure the vibrancy of Downtown Jacksonville's economy. In addition, each goal has strategic objectives and benchmarks. Strategic objectives support the goal and provide further action-oriented tasks by which the goal may be carried out. Then there are benchmarks that allow for each goal to be measured, evaluated, and reported. These are critical in the DIA's ability to implement a systematic and consistent plan and to communicate DIA successes to stakeholders, constituents, and elected officials. NOTE: There are external and internal benchmarking methods. The external benchmarking methods are to measure, evaluate, and report outcomes from the various projects, programs, and initiatives. The internal benchmarking methods are for the DIA to monitor its administrative efforts for effectiveness, accountability, and direction, as well as, to provide information and data to report to City Council and the State of Florida.



Redevelopment Goal No. 1

Reinforce Downtown as the City's unique epicenter for business, history, culture, education, and entertainment.

Strategic Objectives

- Increase the opportunities for Downtown employment.
- Protect and revitalize historic assets.
- Support expansion of entertainment and restaurant facilities.
- Increase venues, workspaces and residential opportunities with a focus on the Target Area.
- Create a consistent theme and image that conveys a sense of the excitement and activity Downtown.
- Focus efforts on drawing many diverse attractions, rather than a small number of large ones.
- Improve transit connections between the various districts and destinations of Downtown.
- Coordinate parking, pedestrian, and transit systems to encourage strategically-placed parking that can accommodate multiple downtown destinations ("park once").
- Encourage green building practices, where feasible, in order to maximize sustainability and minimize resource consumption/cost.
- Expand upon the ability for national conventions.

Benchmarks

- Number of Residents
- Number of Jobs
- Number of Business Establishments
- Class A Office Space Vacancy Rate
- Class B Office Space Vacancy Rate
- Class C Office Space Vacancy Rate
- Percent of Retail Space Vacancy
- Tax Value and Impact to TIF and Future Projections
- Number of Outdoor Seating Establishments
- Number and Variety of Downtown Events
- Attendance at Downtown Events
- Number of Art in Public Places
- Number of Downtown Visitors
- Hotel Occupancy Rates
- Annual Private Capital Investments

DIA Tasks

- Compare to Current Market Feasibility Study
- Review Current BID “Years Tables” and Revise per Priority and Funding
- Track for DIA Internal Target Reporting



Redevelopment Goal No. 2

Increase rental and owner-occupied housing downtown, targeting key demographic groups seeking a more urban lifestyle.

Strategic Objectives

- Actively pursue a minimum of 3,850 built and occupied multi-family dwelling units by 2025; and strive to induce construction of 350 multi-family dwelling units per year.
- Leverage land contributions, infrastructure investments, incentive grants, and low interest loans.
- Promote and attract neighborhood retail to support downtown residents.
- Coordinate marketing efforts for downtown housing opportunities to achieve blanket coverage on a local, regional, state and national level.
- Evaluate new multi-family residential development with Downtown design guidelines, overall compatibility, financial feasibility, and existing Downtown residential developments.
- Reconcile city plan policies and regulations to insure policy consistency and uniform application.
- Establish a clear, efficient and maximally predictable process for reviewing development permits, including development and use of model forms and agreements where appropriate.

Benchmarks

- Number of Residents
- Number of Residential Units
- Number of Jobs
- Number of Business Establishments
- Retail Space Vacancy Rate
- Tax Value and Impact to TIF and Future Projections
- Private Capital Investments
- Number of Multi-Family Units Constructed
- Number of Building Permits Issued

DIA Tasks

- Compare to Current Market Feasibility Study
- Review Current BID “Years Tables” and Revised per Priority and Funding
- Annually assess with public input the efficiency and effectiveness of the City process for reviewing development permits
- Housing Incentive Programs’ Thresholds
- Track for Internal DIA Target Reporting



Redevelopment Goal No. 3

Simplify the approval process for downtown development and improve departmental and agency coordination.

Strategic Objectives

- Provide publicly-owned land and building space for public and private development which will support and strengthen Downtown’s commercial and residential base and comply with the other Redevelopment Goals.
- Initiate public/private partnerships.
- Identify cooperative property owners/developers and develop key pilot initiatives.
- Promote clean-up and redevelopment of brownfields.
- Increase recreation, entertainment, cultural heritage, and other programming opportunities.
- Foster alliances and build relationships with legislators, other governmental officials and their staff through regular briefings, tours and events.
- Provide spaces for residents to conduct community business and spaces for social events and educational programs.
- Simplify application and permitting processes, including the assignment of a project facilitator.

Benchmarks

- Tax Value and Impact to TIF and Future Projections
- Duration of Development Agreement Process
- Dollar Value of Tax Credits

- Annual Private Capital Investments
- Duration of Permitting Process

DIA Tasks

- Regularly Coordinate with City Departments, Supporting Authorities, and Business Leaders (see DIA Organizational Chart, Section 4.1)
- Track Project Utilization of State and Federal Grant Applications, Including Tax Credits
- Compare to Current Market Feasibility Study
- Review Current BID “Years Tables” and Revise per Priority and Funding
- Track for DIA Internal Target Reporting
- Track Duration of Development Agreement Process
- Track Duration of Permitting Process



Redevelopment Goal No. 4

Improve walkability/bikeability and connectivity to adjacent neighborhoods and the St. Johns River while creating highly walkable nodes.

Strategic Objectives

- Improve access to and from the St. Johns River and enhance the Downtown experience for all Jacksonville citizens and visitors through variety of spaces, signage, lighting, and technology.
- Optimize the design and flow of downtown streets for pedestrian and other street level activity; return to two-way streets where appropriate.
- Improve existing public parks and plazas and create new open spaces with a mix of pedestrian-oriented amenities and activities.
- Protect, enhance, and increase public perpendicular access to the Riverwalk in line with street grid.
- Provide for proper management and maintenance of public spaces.
- Use signage and lighting to connect districts and banners signifying districts.
- Develop interconnected, attractive and safe pedestrian links between the Northbank and Southbank, among neighborhoods, activities, greenways and open spaces.
- Encourage development of the Hogan’s Creek and McCoy’s Creek Greenways and similar projects that restore natural beauty, clean up the environment, and re-establish neighborhood pride.
- Create a mixture of uses so that housing, activities, retail and other businesses are within useful walking distance.
- Require sidewalks of sufficient width and make sure a continuous pedestrian path is available.
- Plant street trees, using varieties that will provide shade.
- Shape the sidewalks and streets through the sense of enclosure provided by buildings.
- Identify potential neighborhood nodes where housing can be built in close proximity to residential amenities such as groceries and neighborhood services; focus on improvements that will foster walkability in these areas.
- Throughout Downtown and particularly in neighborhood nodes, require all buildings to have active facades at street level. Encourage active street life through a mixture of

restaurants (including cafes with outdoor seating), retail, services and connection to the street. Minimize blank walls and surface parking.

- Connect neighborhood nodes to the central business district, and to each other, with public transit.
- Enhance bikeable linkages, including the creation of wide, visible dedicated bike lanes on certain streets, creating a useful network of bike lanes.

Benchmarks

- Number and Variety of Special Events
- Attendance at Special Events
- Number of Public River Access Points
- Walk Score greater than 90 in neighborhood nodes. Walk Score greater than 80 in all other parts of Downtown other than EverBank Field.
- Increased real estate value in neighborhood nodes
- Increased Private Capital Investments in neighborhood nodes
- Increase in observed number of pedestrians and bicyclists
- Increase in desirable street activity outside of business hours
- Decrease in pedestrian and bicyclist deaths and injuries

DIA Tasks

- Coordinate with City Departments and Supporting Authorities (see DIA Management and Structure, Section 4.1)
- Coordinate with District 1, 3, and 5 CPACs
- Compare to Current Market Feasibility Study
- Review Current BID “Years Tables” and Revise per Priority and Funding
- Track for DIA internal target reporting
- Track walkability scores for Downtown Nodes (<http://www.walkscore.com/methodology.html>)



Redevelopment Goal No. 5

Establish a waterfront design framework to ensure a unique experience and sense of place.

Strategic Objectives

- Ensure that the riverfront is both physically and visually accessible for locals and tourists of all ages and income.
- Enforce the 50-foot (minimum) building setback from the St. Johns River’s water edge.
- Work to obtain perpetual easements from private property owners along the St. Johns River.
- Formalize guidelines for the design and orientation of buildings and improvements that take into account surrounding buildings, structures, viewscapes, public access, and waterways; design and orientation shall actively engage with the River, the Riverwalk, and riverfront.

- Prioritize beautification and greening of the Riverwalk using Florida-Friendly landscaping practices and plant material that is indigenous to the region.
- Ensure that development and improvements along the riverfront avoid and minimize adverse impacts to the health of the St. Johns River.
- Maintain, enhance, expand, and encourage public river access for motorized and non-motorized watercraft points.
- Periodically, enhance, develop, and update design criteria and performance standards along the riverfront.
- Encourage active public use of the River.
- Comprehensively program, promote, and activate the Riverwalk with public festivals, events, and activities.
- Promote active and passive educational tools that provide information about the River and all that it offers historically, environmentally, and recreationally.
- Ensure that the riverfront includes a variety of immersive environments, ranging from passive enjoyment of the River to active entertainment areas with restaurants, shops, and attractions, all linked by the Riverwalk.
- Promote a landmark public park on the riverfront central to Downtown.
- Promote the creation of a greenway network linking the terminal ends of both the Northbank and Southbank CRA Districts' riverfronts.

Benchmarks

- Number of Public River Access Points
- Number/Acreage of Riverfront Public Space/Parks
- Number/Length of floating docks and access thereof
- Increase in the number of bike racks at access points
- Number of symbiotic uses such as outdoor seating, kayak rentals, etc.
- Increase in observed number of pedestrians and bicyclists
- Increase in desirable street activity outside of business hours

DIA Tasks

- DIA and City Department Pre-Application Meeting (see DIA Organizational Chart, Section 4.1)
- Downtown design guidelines
- Zoning Code
- Downtown Zoning Overlay
- Downtown Zoning Overlay
- Continuous DIA and City Department Project Coordination
- Track for DIA internal target reporting



Redevelopment Goal No. 6

Maintain a clean and safe 24-7 Downtown for residents, workers, and visitors.

Strategic Objectives

- Coordinate, support, and enforce continuous cleaning of Downtown.
- Coordinate with the City and JEA for new installation, maintenance and repair of lighting.
- Enhance the presence of Downtown security and coordinate with JSO for increased public safety officers within Downtown.
- Promote a larger residential presence through development opportunities of all types of price ranges, including mixed-income and mixed-use structures.
- Provide increased walkability through:
 - Support and attract additional commercial, service, residential, transportation, recreation, and open space uses.
 - Redevelop the major road corridors with pedestrian-scale neighborhood retail and services.
 - Enhance the connection with neighborhoods immediately adjacent to Downtown through attractive, walkable/bikeable linkages.

Benchmarks

- Number of Residents
- Number of Residential Units
- Number of Jobs
- Tax Value and Impact to TIF and Future Projections
- Number of Multi-Family Units Constructed
- Number of Building Permits Issued

DIA Tasks

- Public Safety Reporting
- Public Works and JEA Lighting Maintenance Schedules, Continuum of Care/Emergency Services & Homeless Coalition Reporting (CoC/ESCH)
- Review Current BID "Years Tables" and Revise per Priority and Funding
- Track for DIA Internal Target Reporting



Redevelopment Goal No. 7

Use planning and economic development policies to promote design for healthy living.

Strategic Objectives

- Put people first: Consider health upfront; integrate health into planning processes; and consider health impacts.
- Recognize the economic value: Encourage Downtown development to be compact and walkable as it provides economic benefits to developers through higher residential sale prices, enhanced marketability, and faster sales or leases creating an economic multiplier effect.
- Empower champions for health: Communicate the benefits; encourage grassroots action; broaden the base; build a brand; and forge unconventional partnerships.
- Energize shared spaces: Map community assets; take back the street; rethink public places; program early and often; explore fail-fast initiatives; and encourage public/private cooperation.
- Make healthy choices SAFE: safe, accessible, fun, and easy.
- Promote equitable access: Improve access to services, amenities, and opportunities by designing for all ages and abilities; integrate land use and transit; and focus on schools.
- Mix it up: Entice mixes of uses and densities; remove regulatory barriers; rethink parking; and optimize uses.
- Embrace unique character: unearth underutilized assets and integrate natural systems to promote physical activity.
- Promote access to healthy food: Utilize land use, development decisions, and economic policy to create access to healthy food.
- Make it all active: Co-locate activities; begin every trip with a walk; implement active-living guidelines; and design for flexibility.

Benchmarks

- Number/Acreage of Parks
- Miles of Bike Paths/Lanes
- Number/Frequency of Farmers Markets
- Air Quality Index
- Walk Score

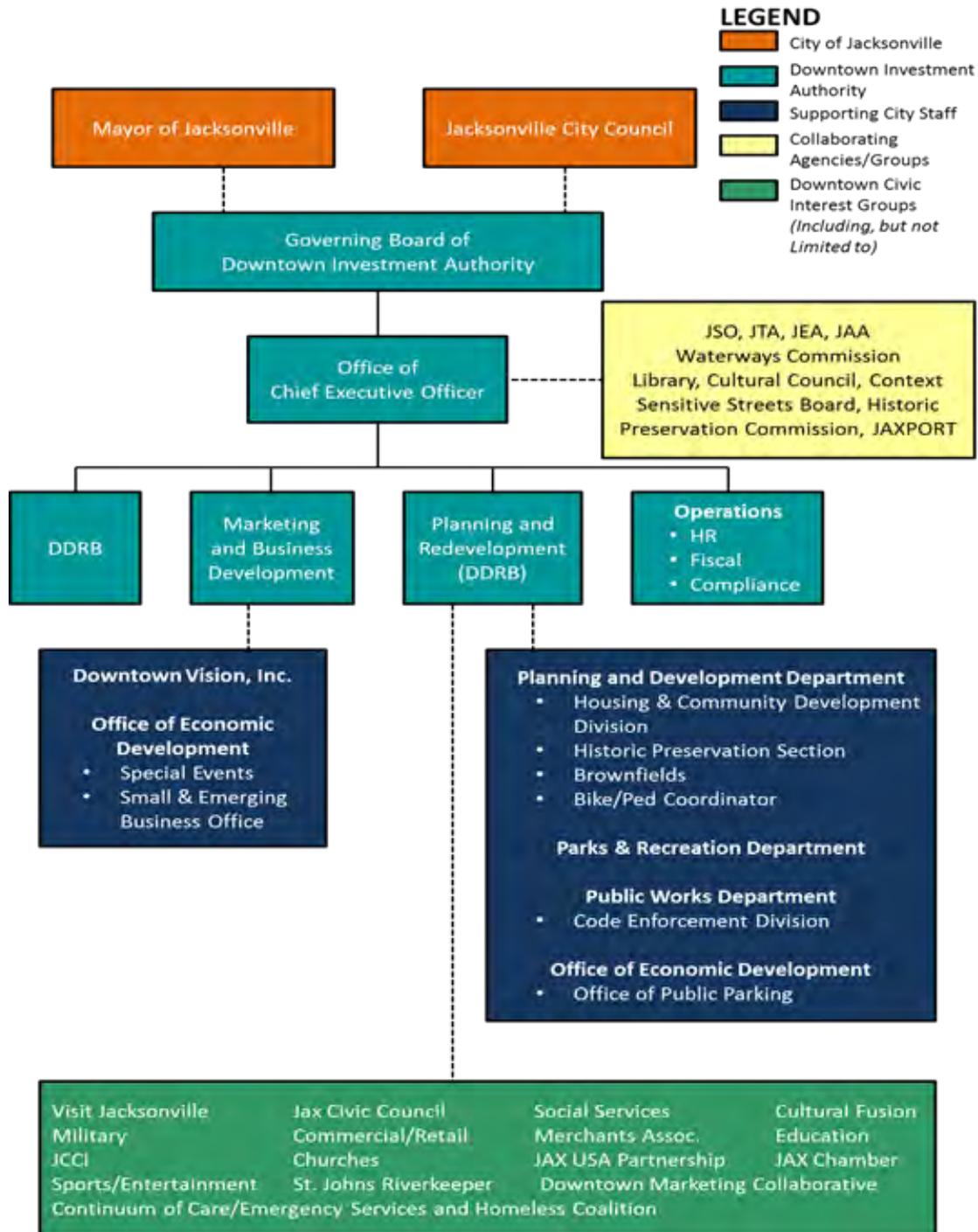
DIA Tasks

- Monitor, Apply, and Incorporate the above mentioned Strategic Objectives into the Downtown design guidelines, Zoning Code, and Downtown Zoning Overlay
- Monitor against professional organizations' continuing Policies and Methods of Healthy Project Implementation
- Coordinate with the Duval County Public Health Department, the Health Planning Council of Northeast Florida, the Jacksonville Regional Health Collaborative, and other supporting health organizations
- Coordinate with JTA for Improved Public Transit
- Perform Walkability Audits
- Review BID "Years Tables" and Revise per Priority and Funding
- Track for DIA Internal Target Reporting

DIA Management and Structure

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

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



Downtown Snapshot Profile

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

- The Downtown Feasibility Study Summary consists of a market analysis of the Northbank and Southbank CRA Districts, focusing on residential, commercial/retail/office, hospitality, and entertainment markets and how they interconnect with the St. Johns River, open space, multi-mobility transportation. The Downtown Feasibility Study in its entirety is located in Appendix B of this BID Strategy.
- A SWOT Analysis, consisting of Strengths, Weaknesses, Opportunities, and Threats, is outlined for a quick insight into Downtown Jacksonville.
- A Demographic Profile is provided using the 2010 U.S. Census which includes all five (5) of the Census Tracts that make up the Downtown Northbank and Southbank CRAs. It is important to note that while Census Tracts 8, 10, 171, 172, and 174 contribute to the Downtown Northbank and Southbank CRAs, they are not entirely encapsulated within the two District boundaries. Therefore, some of the data may reside outside of the CRA boundary lines and does not contribute entirely to the Demographic Profile.
- The Downtown Overlay Zone was created to give special consideration to certain uses and design elements due to the unique characteristics of Downtown Jacksonville. This was necessary because certain types of development may not be permitted in or meet all of the requirements of a conventional zoning district.
- The Downtown Development of Regional Impact (DRI) was originally adopted in 1986, correlating with the three original Downtown Community Redevelopment Areas (Downtown East, Northside West, and Southside) being one in the same with the CRA boundaries. On June 9, 1992 (Ordinance 92-392-489), the City combined the three Downtown DRI Development Orders into one Consolidated Downtown DRI Development Order, while the three areas are still being tracked on their individual DRI uses.
- Downtown Neighborhood Identities provide a glimpse into the neighborhoods that make up the Northbank and Southside CRAs.

Downtown Feasibility Study Summary

Downtown Jacksonville has a diverse array of existing strengths and assets that need to be promoted better, preserved, enhanced and developed to their full potential. This begins by focusing on features that cannot be replicated. Competitive advantages that only Downtown can offer with its majestic American Heritage St. Johns River, which binds the Northbank and Southbank together, beautiful historic architecture, entertainment and sport venues that represent all of Northeast Florida, the opportunity to create population density, and existing neighborhoods with great history and character.

There are an average of 288,500 vehicles per day that drive into, out of, and around Downtown every day, crossing over the Mathews, Hart, Main Street/John T. Alsop, Jr., Acosta, and Fuller T. Warren Bridges and along the bordering I-95 and I-10 Interstates. By better capturing the attention of the present population that frequents Downtown on a daily basis, immediate improvement can propel further activity in a timely and effective manner.

Jacksonville must have a world-class riverfront to extend beyond attracting the local and regional population in order to attract, promote, and welcome a larger national and international compilation of visitors. Downtown has roughly 4.8 miles along the St. Johns River. The Northbank Riverfront includes EverBank Field and sports complex, Metro Park, Times Union Center for the Performing Arts, and the Riverside Arts Market.

The Southbank has had relative success in securing Downtown's higher-end retail, hospitality, office and residential spaces. The Northbank has not had the same level of success. Riverfront activation is an essential component of spring boarding growth and activity Downtown. Riverfront development should be set back off the riverfront to allow for the continuation of the use and activation of the water's edge.

The Jacksonville Landing is the Gateway into the Civic Core District of the City. A key to improving the draw to the Landing will be securing a national retailer as an anchor for the development, and building a retail environment that is of a scale that can initiate service for the development. Additional retail space could be programmed for the future, but initially occupancy may need to be other creative ground floor uses such as attractions, galleries, non-profits, etc. A focus on quick service restaurants, services related retailers and fast casual restaurants will yield the most immediate success. The larger anchor retailer needs to be of the caliber capable of drawing from the entire Study Area. This anchor will need to be heavily incentivized to enter the market at the Landing, receiving tenant improvement incentives as high as \$150 per square foot on 10,000 to 20,000 square feet.

Downtown Jacksonville's household population is approximately 0.26 percent of the metro area population. Downtown resident populations in a number of peer cities studied average nearly 1.1 percent of their metro populations. Goals recommended for Downtown Jacksonville are for 0.50 percent of the metro population living Downtown by 2025 and 0.75 percent by 2035. The Downtown household population would increase by 10,000 new residents over the next 20 years, requiring 7,000 new housing units by 2035, for an average of 350 new units per year. These goals are considered achievable, but are not supported by past experience. Only 1,500 new units were added Downtown from 2000 to 2013, averaging 115 per year. However, Downtown Jacksonville appears to have a good head start in achieving goals for 2025 and 2035, with four projects under construction or proposed totaling nearly 900 units.

Downtown households have a median household income under \$20,000, but the median income for the census block group in the Northbank is \$60,000. Southbank households are likely as high or higher. The average annual wages of Downtown workers are generally higher; however, the vast majority of Downtown workers do not live Downtown.

Private sector wages of workers employed in Zip Code 32202, which covers much of the Northbank, average over \$78,000. These wage levels make an estimated 48,000 Downtown workers a prime market for living Downtown. The three most recently announced in Brooklyn and LaVilla are all rental apartments. The rental market is considered the most viable opportunity for new Downtown housing at present because of steep drops in pricing of for-sale housing in recent years. Resale prices in recent years are as much as 50 percent or more below original prices paid, which limits near term investor and buyer interest in new for-sale housing Downtown.

Over the past 13 years, Downtown has seen nominal residential growth of less than 2,000 units. In the past 2 years, Downtown has seen almost 1,200 new or proposed residential units for construction. This is an extremely optimistic sign that trends well for retail feasibility. With the proposed development of Ambassador Lofts (50), Barnett Bank Building (80) and the Jacksonville Landing (300), an additional 430 units should be in the pipeline for Downtown core. Combine this new residential development with positive absorption in the Downtown office market and the development momentum coming from the viability of new retail on the Northbank is greatly improved.

While achievable, the addition of 7,000 new units over the next 20 years, averaging 350 per year, will require the City do the following:

- Attract and leverage private investments in rental and for-sale housing targeting a range of demographic and income groups with various incentive
- Make Downtown public safety and security a high and on-going priority in order to alleviate the perception that Downtown is unsafe.
- Promote and attract the types of retail and service establishments, attractions, and events that make Downtown an attractive and compelling place to live.
- Aggressively market Downtown living to key demographic groups, including young urban professionals, Downtown workers, and empty nesters and retirees seeking a more urban lifestyle and environment. An important segment is the 25-34 age-group, the millennial population, the most rapidly growing group of city dwellers in the U.S.

With regards to residential dwelling units programmed for the Landing, mid-rise and moderate-density development is a less risky scenario, with emphasis for the present on-market-rate rental product. The Downtown rental market has shown the ability to support rents in the range of \$1.25-\$1.50 per square foot and higher, which will be attractive to investors and developers. Apartment units also can be designed for later conversion to condominiums when market prices and buyer interest return to levels more favorable to the for-sale market. The integration of the Main Street Bridge and Laura, Hogan, and Julia Streets is also very important.

To the west of the Landing is the LaVilla District, which could be activated with water amenities, residential, and educational opportunities that provide the much needed “bridge” with the strong residential communities of Brooklyn, Riverside, and Five Points. The LaVilla District is home to the historical Ritz Theater, African-American Jazz heritage, LaVilla Elementary School for the Arts, the historical Clara White Mission and Economic Development Training Center, and many city-owned parcels of land.

To the east of the Landing, it is envisioned that a convention and entertainment center will be developed in the Riverfront District to further support the Stadium District, which is home to Everbank Field and the sports and entertainment complex. Development of a hotel and/or convention center, in any location, will almost certainly require heavy public support and subsidy. This ultimately culminates in attracting and retaining the interest of both regional and national visitors interested in partaking of best-in-class attractions and venues. The River Park, Riverfront, and Stadium Districts should one day be the home to some of the Country’s most prestigious and exciting mixed-use developments.

In Conclusion

The Northbank's focus has to be on lowering the overall 37% vacancy in the Downtown storefronts, while creating a special destination retail environment at the Jacksonville Landing. Downtown has several buildings that can accommodate an over 100,000 SF tenant. This is a big selling point. Our market is relatively small and so one deal can make a huge impact on vacancy rates in general.

The City will need to address the public perception that there is a deficiency of parking more effectively. Strategies to address this perception include the promotion of existing parking proximities to amenities, pedestrian connectivity, signage, expense, and options for parking one-time versus moving the vehicle with the user. With further exploration, these issues will be better understood and utilized by the public.

Reactivating trophy assets is critical to generating new residential presence and worker traffic. Improving Downtown's architectural and aesthetic vibrancy is necessary for promoting further investment into the Downtown core. Redeveloping Downtown trophy assets will improve the image of the City and create the opportunity to tie the City's core to the riverfront from the Jacksonville Landing to Metro Park. A successful Adams Street/Laura Street redevelopment would tie into a successful Landing redevelopment, which would perfectly complement the successful development activities that are already underway on the Brooklyn & Riverside District.

To the extent that a well-connected transportation system makes Downtown a more attractive option to suburban congestion you create a competitive advantage to other areas. Activating the riverfront and connecting it through creative and strategic transportation elements, one begins to create an opportunity that cannot be matched in suburban environments. Transportation strategies should be considered, including ride share programs, bicycle and pedestrian paths, and transit. Transit should take into account existing and future Downtown residents, as well as, surrounding neighborhoods, and be rerouted or expanded accordingly.

Critical Recommendations

- Approach the task of redeveloping Downtown in steps.
- Prioritize redevelopment of the Jacksonville Landing and riverfront activation.
- Build off of Strengths. Promote your centerpiece, the St. Johns River. Cater to those within the region that seek an in-town style, historic architecture, want to attend major activities in the region's best attractions and venues.
- Embrace neighborhoods. Build the momentum of Downtown one neighborhood at a time. Do not spread your efforts too thin. Focus on what is working (Brooklyn & Riverside, Five Points, Southbank and San Marco). Use their success to carry over development and excitement into Downtown.
- Focus on the branding of Downtown, not just the neighborhoods, i.e. Downtown's Northbank, Downtown's Southbank, Brooklyn & Riverside. Embrace and support the newly developing Spark District and the Elbow.

- Focus on developing housing and activating existing retail. Keys to retail growth are better marketing and more residential development.
- Develop a transportation strategy for the future. A well planned transportation strategy is one of the key elements to keeping Downtown accessible.
- Attract and leverage private investments in rental and for-sale housing developments. Target a range of demographic and income groups. Utilize land infrastructure investments, grants, and low interest loans as incentives.

With limited capital resources to be applied to so many needy projects and opportunity areas, a level of prioritization and focus is critical for success.

An attempt to do too many things, in too many places, will not yield the desired results. The Target Area further expanded upon in this Business Investment and Development Strategy realize this and concentrate these much needed efforts in the Civic Core District and Riverfront District for initial impact that will create a ripple effect to the other Downtown districts.

SWOT Analysis

Strengths

- Strong ties between the City and the military
- Resourceful and passionate community who can get things done
- Stakeholders, nonprofits and residents with a passion for the success of the City and Downtown
- Great natural assets, including the St. Johns River, port access, good weather, tourism and outdoor recreation
- Growth industries, including financial services, healthcare and logistics
- City-owned land and properties with tremendous development potential
- Rich film and music heritage, such as Southern rock and jazz
- Large inventory of historic buildings

Opportunities

- Create momentum for change with a single, coherent, strategic BID
- Large-scale development on Catalysts Sites to attract new residents and businesses
- Strong support from community stakeholders for the integrated strategy and Plan Update
- More events and programs to attract visitors to a focused area
- Establishing university high-tech and medical campuses to increase economic activities
- Create strategy for underutilized historic properties

Weaknesses

- Lack of a single, efficient strategy for Downtown
- Inconsistent branding and messaging to residents, non-residents and global market
- City organizations and departments with aligned interests but different approaches and decision makers
- Inefficient public transportation
- Lack of affordable housing attractive to young professionals, teachers, and community workers
- Perceived lack of safety
- Inconsistent code enforcement for building beautification
- Lack of attractive urban parks in Downtown core
- Near absence of public schools
- Bus station, homeless facilities, and jail release center contributes to the transient populations, creating a barrier to attracting activity
- High concentration of homeless and transient services

Threats

- Continued fear of the transient population
- Competition for funds and authority among various organizations
- Sluggish uncertainty of economy
- Fierce competition from suburbs and surrounding counties
- Disappointed business owners and loss of support for Downtown investment
- New construction costs and redevelopment costs of old and/or historic buildings exceed resulting values based on present rents

Demographic Profile

Population

Census Tract ⁽¹⁾	Total Population	Male	Female	Median Age	Age 18 & under	Age 65 and Older
3	834	459	375	42	77	62
10	4,794 ⁽²⁾	4,037	763	42	198	51
171	66	25	38	43	14	13
172	1,704	1,028	678	46	155	209
174	47	27	20	36	6	5

Source: Profile of General Population and Housing Characteristics, U.S. Census Bureau's 2010 Demographic Profile

- (1) Census Tracts include only Block Groups that are located in the CRA
- (2) Total Population for CT 10 includes the Duval County Jail Population
- (3) Southside CRA located entirely within Census Tract 8

Population by Race and Ethnicity

Census Tract ⁽¹⁾	Total Population	White	Black	American Indian	Asian	Pacific Islander	Hispanic
3	834	669	97	1	44	0	49
10	4,800	1,831	2,909	8	11	5	116
171	63	14	48	0	0	0	2
172	1,706	865	717	10	58	3	105
174	47	11	33	0	0	0	0

Source: Profile of General Population and Housing Characteristics, U.S. Census Bureau's 2010 Demographic Profile

- (1) Census Tracts include only Block Groups that are located in the CRA
- (2) Total Population for CT 10 includes the Duval County Jail Population
- (3) Southside CRA resides entirely within Census Tract 8

Household Composition

Census Tract ⁽¹⁾	Total Households	Family Households	Percentage of Total Households	Average Household Size	Average Family Size
3	501	197	39.3%	1.80	2.10
10	48	10	21%	3.33	3.18
171	34	12	35.3%	2.08	3.11
172	777	145	18.7	1.28	2.03
174	18	11	61.1%	1.05	3.05

Source: Profile of General Population and Housing Characteristics, U.S. Census Bureau's 2010 Demographic Profile

- (1) Census Tracts include only Block Groups that are located in the CRA
- (2) Total Population for CT 10 includes the Duval County Jail Population
- (3) Southside CRA resides entirely within Census Tract 8

Census Tract	Median HH income	Median Income White HH	Median Income Black HH	Median Income Senior HH	Married Couple Families
8	39,518	42,533	22,022	26,314	78,203
10	11,449	14,154	9,728	13,718	28,281
171	36,137	41,080	21,361	25,121	97,813
172	27,574	50,313	12,589	11,864	110,238
174	20,462	11,979	21,615	16,500	34,821

Source: Median Income in the Past Twelve Months (In 2012 Inflation-Adjusted Dollars), U.S. Census, American Community Survey (ACS), 5 Year Estimates (NOTE: ACS Median Income Data not available by Block Group)

Housing Tenure

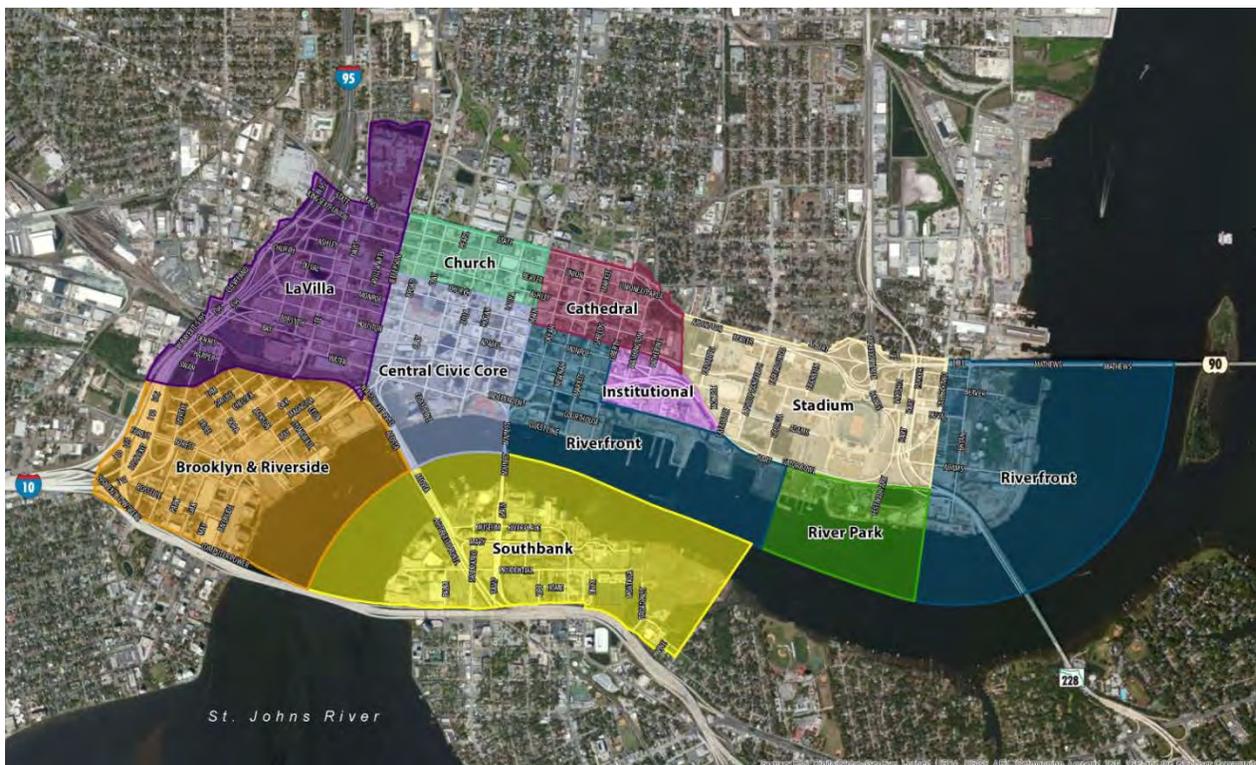
Census Tract ⁽¹⁾	Total Units	Total Occupied Units	Percentage of Total Units	Owner Occupied	Renter-Occupied Units	Total Vacant Units	Percentage of Total Units
8	701	501	71%	102	399	200	28.5%
10	84	48	57%	5	43	36	42.9%
171	47	34	72%	11	23	13	27.7%
172	1,043	777	75%	143	584	266	25.5%
174	23	18	78%	9	9	5	21.7%

Source: Profile of General Population and Housing Characteristics, U.S. Census Bureau's 2010 Demographic Profile

- (1) Census Tracts include only Block Groups that are located in the CRA
- (2) Total Population for CT 10 includes the Duval County Jail Population
- (3) Southside CRA resides entirely within Census Tract 8

Downtown Overlay Zone

In order to promote mixed-use development in Downtown Jacksonville, the Downtown Overlay Zone was created to give special consideration to certain uses and design elements due to the unique characteristics of the Downtown community redevelopment areas. This was necessary because certain types of development may not be permitted in or meet all of the requirements of a conventional zoning district. The Downtown Overlay Zone and Downtown District Regulations are contained within [Chapter 656, Part 3, Subpart H, Ordinance Code](#). Its specific intent is to promote and encourage the revitalization and growth of Downtown Jacksonville as a desirable high density, mixed-use area. It does this by maximizing the use of all available resources, ensuring a high degree of compatibility between new and existing uses, promoting mixed use development, streamlining the review and approval process for projects, and ensuring quality development that is in keeping with the traditional Downtown urban fabric. As depicted in the map below, the Downtown Zoning Overlay divides Downtown Jacksonville into ten (10) Districts.



Consolidated Downtown Development of Regional Impact (DRI)

The Downtown DRI was originally adopted in 1986, correlating with the three Downtown community redevelopment areas (Downtown East, Northside West, and Southside). On June 9, 1992 (Ordinance 92-392-489) the City combined the three Downtown DRI Development Orders into one consolidated Downtown DRI Development Order; although, while the three areas are still being tracked on their individual DRI uses. The Downtown DRI is arranged into three phases:

- Phase I will expire December 31, 2017;
- Phase II will expire on December 31, 2022; and
- Phase III will expire on December 31, 2027.

Land Use	Approved (Prior to & Including DRI)	Net Total (Built/Permitted)	Remaining (Potential)
Office	37,452,798	6,146,001	31,044,247
Retail	7,204,134	685,047	6,519,087
Industrial	1,577,955	(145,137)	1,723,092
Government/Institutional	6,184,632	1,344,609	4,691,353
Comm. Utilities	97,470	0	97,470
Residential	15,564	3,430*	12,044
Attractions (seats)	120,000	0	120,000
Recreational	166	0	166
Streams and waterways	531	0	531
Hotel rooms	4,040	2,471	1,569
Marina slips	689	877	-603
Hospital beds	735	180	555

Source: Table A-1 Summary of Land Uses (1,2); 2010-2011 Annual Monitoring Report (3). "Remaining" column created from Current Approved Values less Net Total Values.

*Residential: approximately 3,430 of total 6,400 total residential units established in Phase One have been built and/or entitled. There are 2,970 residential units that are programmed to be built and/or entitled as part of Phase One, 2017.

Downtown Neighborhood Identities

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

Central Civic Core

The Central Civic Core is where most of the DIA's new **Northbank Core Retail Enhancement Area** ("Target Area" outlined in red) is located. The Core is bound by Church Street to the north; Main Street to the east; Jefferson Street to the west; and the St. Johns River to the south. Located in the core are cultural and services such as: Hemming Plaza, the Museum of Contemporary Art, the Main Library, the Jacksonville Landing, the Florida Theatre, the Times-Union Performing Arts Center, and the Omni and Hyatt Hotel. The Elbow (E Town Zone), contains numerous restaurants, live music, bars shops, festivals, and the Northbank Riverwalk. This is the most concentrated area of focus for economic development on the Northbank.



Northbank Retail Enhancement Program Boundary. Amended August 7, 2019

Riverfront

The St. Johns River is a spectacular front door to Downtown Jacksonville. The Northbank and Southbank CRAs, while independent of each other, have strong ties that support and enhance the viability of one another. While the River may divide them physically, it binds them together developmentally, culturally, socially, and environmentally. The Northbank Riverwalk provides the connection experience, allowing for a magnificent public open space to link the residential and commercial development. The Riverfront District is a collection of shipyards, existing and former government uses and properties, and new development and redevelopment. Most significantly, there is an infectious entrepreneurial scene developing on Bay, Ocean, Forsyth, and Adams Streets. The availability of publicly owned lands provides for significant future development opportunities in working with the private sector.

The Elbow

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

Brooklyn & Riverside

The exciting, new multi-family residential development, 220 Riverside Avenue, broke ground for construction in 2012. The Brooklyn & Riverside District is ideal for a newly designed mixed-use, walkable neighborhood with multi-family apartments, condominiums, and retail neighborhood services. Unity Plaza, a full service programmed park, is located across from the Riverside YMCA, and has access to the Northbank Riverwalk which is also across Riverside Avenue to the south of the developing new District.

Cathedral District

The Cathedral District has the potential to become a revitalized residential neighborhood adjacent to the Central Civic Core, which serves as the main employment district of Downtown. The traditional street pattern with their mixture of churches and residences, such as Parks at the Cathedral provide a unique neighborhood that is walkable and bikeable to employment centers and neighborhood services.

LaVilla

LaVilla bridges the gap between the Urban Core and Brooklyn. Restoration and reconstruction of a few historic structures such as the Ritz Theater has occurred; however, many of the historical structures were dilapidated and subsequently destroyed. While the Great Fire of 1901 destroyed most of Downtown Jacksonville, it largely spared the LaVilla neighborhood. Subsequently the neighborhood grew as an important center of African-American culture. LaVilla will continue to be designated and remembered for its historic African-American Heritage and historic place in Downtown. A vibrant music and entertainment scene emerged, with many nationally renowned artists coming to play at the local clubs on and off Ashley Street, catering to black audiences. In 1929, the Ritz Theatre opened, becoming an important stop on the Chitlin' Circuit and LaVilla's primary performance venue. At the time, the area on Ashley Street west of Broad Street, including Davis Street, was known as the "Harlem of the South." There was a large focus in the early 1990's to further develop LaVilla, but it failed to launch.

Church

The Church District is dominated by the presence of the First Baptist Church. The church fills many blocks with its buildings, Main to Broad Streets, State to Church Streets, but to the west of the district, empty or underused blocks represent a different character. These blocks are often bordered by poorly maintained sidewalks and streets blighted by fast-moving through traffic. Educational and religious establishments bring life and vitality to urban neighborhoods, offering opportunities for retailers and improving public safety. The Church District is transition between the mixture of urban uses that form that form the character of the LaVilla District, supported by the Performing School for the Arts, the predominantly residential character of the Cathedral and Hogan's Creek Districts, the FSCJ Downtown Campus, and the Central Civic Core District. The Church District is envisioned to support the student population and religious uses.

Institutional

The Institutional District includes a correctional facility and former courthouse, the JSO headquarters, and the Maxwell House coffee processing plant. The uses in this district are necessities, longtime anchor business, and city owned riverfront property. It will be critical to be cognizant of the relationships between these use and properties and their surrounding neighborhoods and districts (Cathedral, Stadium, and Riverfront).

Stadium

The Sports Complex is home to Everbank Field, where the NFL Jacksonville Jaguars play; Bragan Field at the Baseball Ground of Jacksonville, where the Jacksonville Suns, the Double-A affiliate of the Miami Marlins, play; Jacksonville Veterans Memorial Arena, where music, comedy, sports and family entertainment events are held year-round; and the Jacksonville Fair and Expo Center, which hosts the annual Greater Jacksonville Agricultural Fair, the Gate River Run, Whale of a Sale, Pet Adoption Fair and many more family-friendly, non-profit, and specialty retail events year-round.

River Park

Metropolitan Park is the centerpiece of this district. At present, the Park represents the eastern extremity of Downtown Jacksonville, isolated from the Northbank Riverwalk and the civic core by other intervening development sites. Although it has wonderful views of the St. Johns River, the Park's sense of isolation is heightened by the sea of off-street parking for the stadium to the north. Improving connections between Metropolitan Park, the Northbank Riverwalk, and the Stadium District, will better integrate the Park into Downtown. The Park Marina provides direct access to the St. Johns River, allowing for the public to access the Park from privately owned water crafts and the River Taxi. The Northbank Riverwalk has potential to link the Park to Hogan's Creek, which in turn creates a connection to the potential Emerald Necklace, or pedestrian and cyclist "green loop,"

Southbank

The Southbank District consists of a mixture of uses along the St. Johns River that range from high-rise condominium buildings, the Crowne Plaza and Wyndham Hotels, the magnificent Treaty Oak, local and regional headquarters for multiple industries, the award winning Baptist Medical Center, the Museum of Science and History, Duval County School Board, fine dining, a City marina and boat ramp, and Friendship Park. This District is on the southern end of the Main Street Bridge and is adjacent to the historic San Marco District located only a few blocks to the south. This district has potential to provide not only the connection to the Northbank, but also to bridge the gap between the St. Johns River and San Marco neighborhood.



Southside Retail Enhancement Program Boundary, Created August 7, 2019

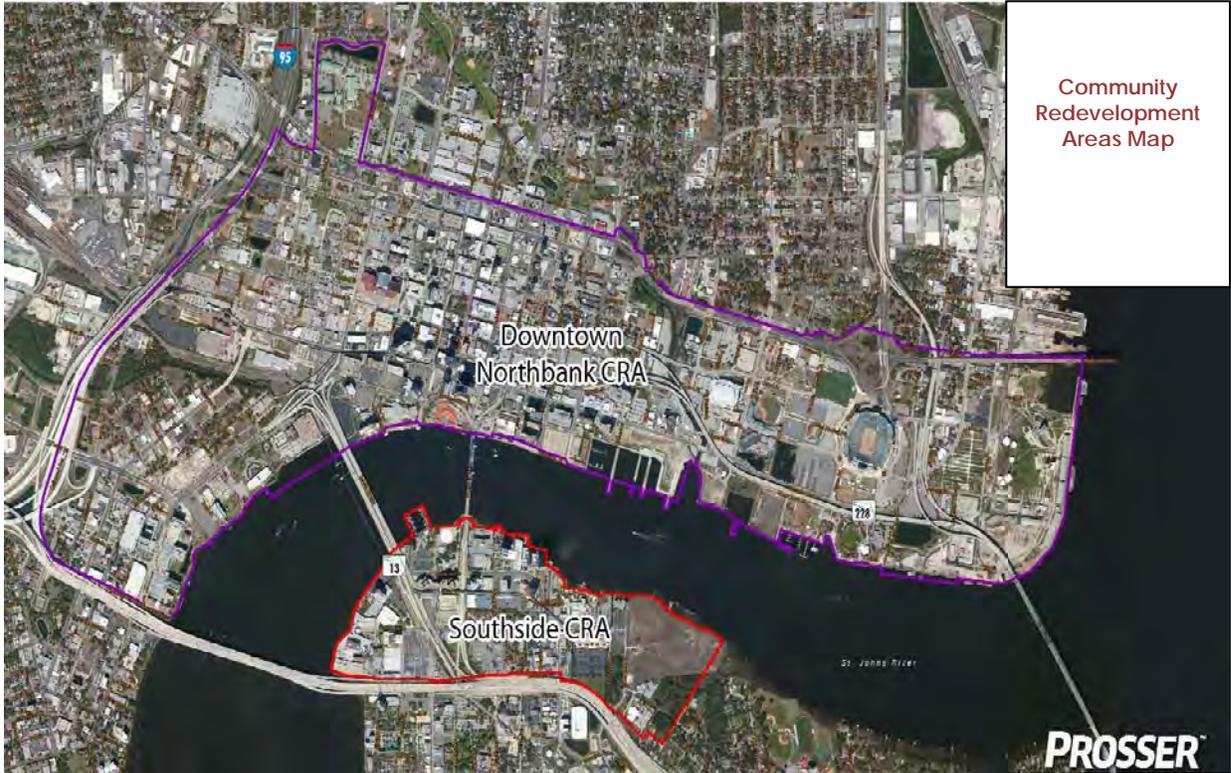
What is the BID Strategy and How Does It Work?

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

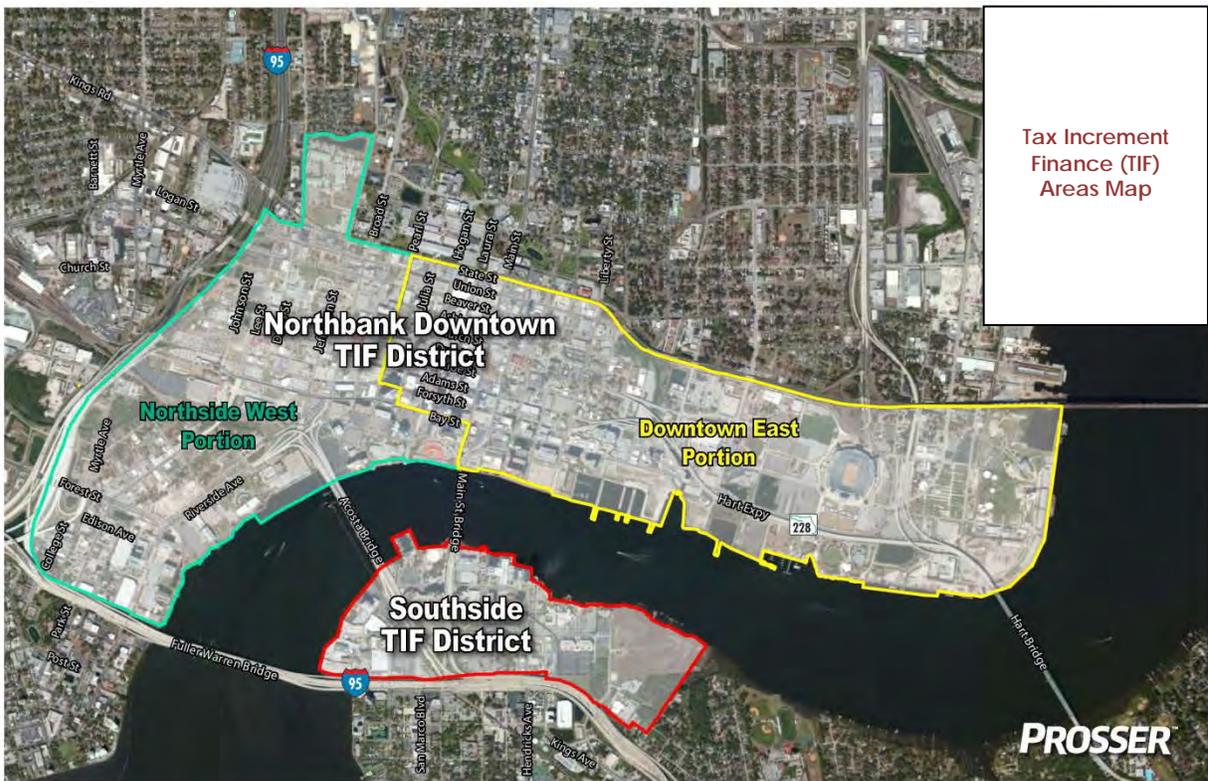
The Plan is the governing document for the Downtown Northbank and Southside CRAs and their three (3) corresponding TIF Trust Funds, two on the north that were associated with the originally designated CRAs – now merged into one Northbank, and the other for the Southbank. The respective boundaries of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

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

While the Plan serves a longer timeframe based upon Florida Statutes, the BID seeks to drive economic growth by targeting projects which are defined by a much shorter strategic timeframe. Starting implementation in 2014, the BID timeframes have the following timelines: the near-term period of one, two, and three years (2014 – 2017); the mid-term period of four to eight years (2017 – 2021); and the long-term period from year eight to eleven (2021 – 2025). Further defined in this BID Strategy, located within the "Implementation of the BID Strategy" section, there are tables referred to as the "YEARS TABLES", which detail each project, program, and initiative recommended by the DIA Board and Staff for funding in part or in whole. These tables also point out where the expanded project description is located in the Plan, and the Goals that each of them meets. These tables are not only used as a manner by which to program funding and execution, but to use as the Tier 1 "ranking" method. This is further explained in that section. Moving forward, a combination of market forces and public policies will shape investment and development patterns in Downtown Jacksonville.



Community
 Redevelopment
 Areas Map



Tax Increment
 Finance (TIF)
 Areas Map

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

To assess the BID's effectiveness on the economic health of Downtown Jacksonville, it is recommended that the DIA focus on tracking outcome measures. Successful outcomes concentrate on changes in the lives of clients. While it is difficult to directly connect the success of the BID Strategy to certain economic statistics at the local level (e.g., median household income), tracking such indicators does provide a general understanding of the relative economic vitality of Jacksonville. Implementation Tables per the timeframe (2014-2025) for which this BID is to be implemented and the Performance Measurements by which they are to be evaluated, will allow the DIA to measure the progress of Jacksonville's overall economic vitality.

The BID will be reviewed annually to monitor progress, ensuring alignment with other planning efforts within the City of Jacksonville. This approach enables efficient and effective local government services to be provided to Downtown Jacksonville's business, residential, cultural, social, and development communities. Efforts to improve local economic vitality will be measured by the quantitative and qualitative performance measures contained within this document.

Incentives and Funding Programs

A great deal of interest has been generated regarding development and the Downtown Investment Authority (DIA). The topic of the judicious use of incentives by the DIA follows with a flexible path for competitive development of projects. **It is critical to note that in any given year any local, state, and federal program may be underfunded or discontinued. The BID Strategy has a timeframe for implementation of 2014-2025. It is the responsibility of the DIA Governing Board, DIA Staff, and Downtown developers and residential and retail applicants to be mindful of the health of any such program for which funds are being sought.**

Administrative - Ease the Path to Development

The DIA will assign a Development Ombudsman to address developers' concerns and questions within a short time period. That staff person should have basic packets of information for developers. Information included should address marketing analytical information, ease of development in Downtown, etc. Specific incentives for all potential development should be negotiated on an individual basis. In this way, the DIA will enjoy a higher level of rapport with prospective developers; this enhances the reputation of Jacksonville being an effective and efficient city to conduct business with.

For projects seeking City incentives, DIA will require applicants to compile specific information related to each project in order to custom build a plan for each development. A Project Profile Assessment (included as **Appendix A**) is a sort of "pre-application" for funding consideration. It is recommended that the DIA Staff further develop their in-house applications, processes, and procedures by which each applicant will submit their project, program, and/or initiative.

The DIA will review the DDRB application and review process to ensure for simplification and efficiency. In addition, the DIA will review the Downtown design guidelines, in cooperation with the Planning and Development Department and design experts, to improve the expectations of how the Downtown aesthetic will progress.

Incentives - Create the Tools That Allow Sustainable Growth

Development incentives are a set of policies that address circumstances that encourage economic development. These incentives take many forms such as: Tax Refunds, Tax Increment Financing, Enterprise Zones, Foreign Trade Zones, Historic Grants and Tax Credits, Interest write down, New Market Tax Credits, the use of Private/Public Partnerships, Predevelopment Loans, Grants, insurance programs, Non Ad-Valorem Loan Guarantees, enhanced public amenities, Brownfield funding and other Municipal Finance Strategies.

The following 27 existing incentives provide the City of Jacksonville the tools necessary to continue to attract quality development project. Following the 27 existing incentives are 8 new incentives created by the DIA to assist with the implementation of the BID Strategy:

1. Retail Enhancement Grant Program
2. Sale-Leaseback Incentive
3. Commercial Revitalization Program (CRP)
4. DIA Strategic Housing Area Designation
5. DIA – Downtown Residential Rental Incentive Program – “Live, Work, & Play Downtown”
6. DIA Multi-Family Housing REV Grant
7. DIA Market Rate Multi-Family Housing REV Grant
8. DIA Downtown Down-Payment Assistance Program (DPA)

1. Economic Development Transportation Fund (EDFT)

A State of Florida program designed to alleviate transportation problems that adversely impact a specific company's location or expansion decision. Up to \$3 million may be provided to a local government to implement the improvements. The actual amount funded is based on the cost of the necessary improvements and is limited to \$7,000 per job created and/or retained. A waiver of the per-job limit may be granted if the project is located in an area experiencing severe economic distress.

Eligible projects are those that facilitate economic development by eradicating location-specific transportation problems (e.g., access roads, signalization, road widening, etc.) on behalf of a specific eligible company (e.g. manufacturing, corporate/regional headquarters, and certain other multi-state business services.) An application must be made by the City of Jacksonville on behalf of the company. The elimination of the problem must serve as an inducement for a specific company's location, retention, or expansion project in FL and create to retain job opportunities for Floridians.

2. Capital Investment Tax Credit (CITC)

CITC Used to spur capital investment in Florida's High Impact Sectors. It is an annual credit, provided for up to 20 years, against the corporate income tax. The amount of the annual credit is based on the eligible capital costs associated with a qualifying project. Eligible capital costs include all expenses incurred in the acquisition, construction, installation, and equipping of a project from the beginning of construction to the commencement of operations.

Companies must apply prior to commencement of operations, operate within designated high impact portions of the following sectors: Life Sciences, Financial Services, Information Technology, Transportation Equipment Manufacturing, and Semiconductors; create at least 100 new jobs in FL in connection with the project; and make a cumulative capital investment of at least \$25 million in connection with the project during the period from the beginning of construction to the commencement of operations.

3. High Impact Performance Incentive Grant (HIPI)

Negotiated grant used to attract and grow major high impact facilities in Florida. Grants are provided to pre-approved applicants in certain high-impact sectors designated by the Florida Department of Economic Opportunity (DEO).

Project must operate within designated high-impact portions of the following sectors-- clean energy, corporate headquarters, financial services, life sciences, semiconductors, and transportation equipment manufacturing; create at least 50 new full-time equivalent jobs (if a R&D facility, create at least 25 new full-time equivalent jobs) in Florida in a 3-year period; and make a cumulative investment in the state of at least \$50 million (if a R&D facility, make a cumulative investment of at least \$25 million) in a 3-year period. Once recommended by Enterprise Florida, Inc. (EFI) and approved by DEO, the high impact business is awarded 50 percent of the eligible grant upon commencement of operations and the balance of the awarded grant once full employment and capital investment goals are met.

4. Qualified Target Industry Tax Refund (QTI)

Available for companies that create high wage jobs in targeted high value-added industries. \$3,000 tax refund per new job created and jobs must be more than 115% of the county's average annual wage. This includes refunds on corporate income, sales, ad valorem, intangible personal property, insurance premium, and certain other taxes. For businesses paying 150 percent of the average annual wage, add \$1,000 per job. For businesses paying 200 percent of the average annual salary, add \$2,000 per job.

Wage Guidelines:

115% - \$47,581 (statewide); \$51,362 (City of Jacksonville)
150% - \$62,063 (statewide); \$66,995 (City of Jacksonville)
200% - \$82,750 (statewide); \$89,326 (City of Jacksonville)

New or expanding businesses in selected targeted industries or corporate headquarters are eligible. There is a cap of \$5 million per single qualified applicant in all years, and no more than 25 percent of the total refund approved may be taken in any single fiscal year. In order to participate, a company must apply to Enterprise Florida (EFI) prior to making a decision to locate or expand in FL. In order to qualify for consideration under the program, an applicant must among other items: be in a target industry; create at least 10 net new full-time equivalent FL jobs and, if an expansion project, increase employment by at least 10 percent (whichever is greater).

5. Local Government Distressed Area Matching Grant

Stimulate investment in Florida's economy by assisting Local Governments in attracting and retaining targeted businesses. The amount awarded by the State of Florida will equal \$50,000 or 50% of the local government's assistance amount, whichever is less, and be provided following the commitment and payment of that assistance.

Applications are accepted from local governments/municipalities that plan on offering financial assistance to a specific business in the area. These targeted businesses are required to create at least 15 full-time jobs and the project must either be new to Florida; expanding operations in Florida; or leaving Florida unless it receives local and state government assistance.

6. Innovation Incentive Program

Attract major innovation businesses to spur development of key clusters. This allows the state to compete effectively for high-value research and development, innovation business, and alternative and renewable energy projects. Long-term investments made by the state in industry clusters critical to Florida's future of economic diversification.

To be eligible for consideration for an innovation incentive award, an innovation business, a research and development entity, or an alternative and renewable energy company must submit a written application to the department before making a decision to locate new operations in this state or expand an existing operation in this state. The jobs created by the project must pay an estimated annual average wage equaling at least 130 percent of the average private sector wage. A research and development project must: Serve as a catalyst for an emerging or evolving technology cluster; demonstrate a plan for significant higher education collaboration; provide the state, at a minimum, a break-even return on investment within a 20-year period; be provided with a one-to-one match from the local community. The match requirement may be reduced or waived in rural areas of critical economic concern or reduced in rural areas, brownfield areas, and enterprise zones.

An innovation business project in this state, other than a research and development project, must: Result in the creation of at least 1,000 direct, new jobs at the business; or Result in the creation of at least 500 direct, new jobs if the project is located in a rural area, a brownfield area, or an enterprise zone; Have an activity or product that is within an industry that is designated as a target industry business under s. 288.106 or a designated sector under s. 288.108; Have a cumulative investment of at least \$500 million within a 5-year period; or Have a cumulative investment that exceeds \$250 million within a 10-year period if the project is located in a rural area, brownfield area, or an enterprise zone. Be provided with a one-to-one match from the local community. The match requirement may be reduced or waived in rural areas of critical economic concern or reduced in rural areas, brownfield areas, and enterprise zones.

For an alternative and renewable energy project in this state, the project must: Demonstrate a plan for significant collaboration with an institution of higher education; provide the state, at a minimum, a break-even return on investment within a 20-year period; include matching funds provided by the applicant or other available sources. The match requirement may be reduced or waived in rural areas of critical economic concern or reduced in rural areas, brownfield areas, and enterprise zones; Be located in this state; and Provide at least 35 direct, new jobs that pay an estimated annual average wage that equals at least 130 percent of the average private sector wage.

7. Qualified Defense & Space Contractor Tax Refund (QDSC)

Pre-approved QDSC projects receive tax refunds of up to \$5,000 per job created or saved in FL. There is a cap of \$7.5 million per single qualified applicant in all years and no more than \$2.5 million in tax refunds may be received in any given fiscal year.

Businesses must pay 115 percent of the state average wage and secure a resolution for City of Jacksonville 20 percent matching financial support.

8. Quick Action Closing Fund (QACF)

This is an up-front discretionary grant incentive that can be accessed by Florida's Governor, after consultation with the President of the Senate and the Speaker of the House of Representatives and review by the Joint Legislative Budget Commission, to respond to unique requirements of wealth-creating projects. When Florida is vying for intensely competitive projects, Closing Funds may be utilized to overcome a distinct, quantifiable disadvantage after other available resources have been exhausted.

Project shall be in an industry as reference in S. 288.106. Average wages must equal or exceed 125% of the state private sector average wage and the project must demonstrate a 5 to 1 return on state dollars Investment Ratio. QACF must be an inducement to the project's location or expansion in the state and must be supported by the local community in which the project is to be located.

9. Sales and Tax Use Exemptions on Machinery and Equipment

This exemption is for sales and use taxes paid on the purchase of new machinery and equipment used (directly related) to produce a product for sale. This program is administered through the Florida Department of Revenue. Program is for manufacturing and printing businesses or businesses which use a portion of a manufacturing process that are relocating to the area, opening a new facility or expanding.

New and relocating companies get total exemption to purchase machinery and equipment use in the manufacturing process (defined as material going through a process which changes it into a new or modified product). Expanding companies qualify for the exemption after they have paid an initial \$50,000 in sales tax and meet certain other criteria.

10. Sales Tax Exemption on Electricity Used in Manufacturing Process

There is an exemption on the 7% sales tax for electricity used in the manufacturing process (if 75% or more of electricity is used in manufacturing). The program is coordinated through JEA. Exemption is managed through the Florida Dept. of Revenue.

11. COJ Recapture Enhanced Value Grant (REV)

This REV Grant is designed to bring private capital investment and redevelopment into a nonresidential project site. Utilizing a "base year" assessed taxable property value (from the Property Appraiser's database) for the project, a certain percentage of the city's incremental increase in ad valorem taxes on real and/or tangible personal property paid by the project above the base year amount is available as a REV grant to the developer. If a project's proposed private capital investment exceeds \$100 Million, it need only meet the minimum eligibility criteria discussed in the City's Public Investment Policy. This is paid annually to the developer **AFTER** construction of the project that creates the "increment." There are typically no restrictions on the use of funds.

12. COJ Business Infrastructure Grant/Loan (BIG)

BIG is designed to attract economic development to targeted areas by providing access to capital for infrastructure improvements to commercial businesses that increase the tax base. The maximum amount of public investment is \$250,000 (grant and/or loan). This incentive could be utilized as part of the Due Diligence for a project, helping the developer to qualify for conventional or other financing.

If applicable, grants are limited to the lesser of \$100,000 or 40 percent of the total proposed private capital investment. Loan requests will not be considered for amounts less than \$25,000 and will not exceed \$250,000. OED/DIA approved loans are available to provide “gap” financing only after the project applicant has received conventional financing for the project. The loan shall not exceed 20 percent of the total private capital investment for the project or 50 percent of the primary lender’s loan. May be used for infrastructure improvements including but not limited to road construction, water and sewer lines, fencing, sidewalks, entryways, lighting and handicap accessibility to the project site.

13. COJ Large Scale Economic Development Fund

Targets commercial projects that add to the tax base, project new employment in excess of 100 persons or makes a significant economic impact within a targeted area.

Project must create at least 100 new jobs. The maximum amount of investment (grant and/or loan) allowed under the Large Scale Economic Development program is the lesser of \$15,000 per new job created or 30 percent of the proposed private capital investment and must not exceed \$3,000,000. Grants are limited to the lesser of \$600,000 or 20 percent of the total proposed private capital investment. Loan requests will not be considered for amounts less than \$25,000 and will not exceed \$3,000,000. OED/DIA approved loans are available to provide “gap” financing only after the project applicant has received conventional financing for the project. This incentive could be utilized as part of the Due Diligence for a project, helping the developer to qualify for conventional or other financing. The loan shall not exceed 20 percent of the total private capital investment for the project or 50 percent of the primary lender’s loan. May be used for acquisition of land or buildings, infrastructure related costs, new construction and renovation of commercial buildings (“hard” costs only).

14. COJ Small Business Development Initiative (SBDI)

Established to stimulate small business investment within targeted areas of the city, increase the tax base in those areas and create access to jobs for area residents.

The maximum amount of investment (grant and/or loan) allowed under the SBDI program is the lesser of \$250,000 or 30 percent of the total proposed private capital investment. Grants are limited to the lesser of \$50,000 or 20 percent of total proposed private capital investment and amount is determined by the number of jobs to be created. Loan requests will not exceed \$250,000. OED/DIA approved loans are available to provide “gap” financing only after the project applicant has received conventional financing this incentive could be utilized as part of the Due Diligence for a project, helping the developer to qualify for conventional or other financing for the project. The loan shall not exceed 20 percent of the total private capital investment for the project or 50 percent of the primary lender’s loan. Funds provided through this program may be used for acquisition of land or buildings, infrastructure related costs, new construction, and renovation of commercial buildings. Funds may **NOT** be used for working capital, furniture and fixtures, office equipment and other non-capital related expenses.

15. Commercial Development Area Program

Designed to retain and attract business development in designated Commercial corridors located in Neighborhood Action Plan Areas, Downtown and Town Center (“Commercial Development Areas”) areas by providing loans to finance the purchase of machinery and equipment and/or leasehold improvements.

Maximum amount of investment allowed under the Commercial Development Area program is the lesser of \$100,000 or 20 percent of the proposed private capital investment. All assistance will be in the form of low interest loans. Funds may be used for leasehold improvements (including professional fees associated with the design and permitting of the proposed construction activities), purchasing machinery and equipment, purchasing furniture and fixtures (for retail buildings located on the first floor of commercial buildings providing a needed product/service), and professional fees and soft costs associated with closings and documentation of small business loans.

16. COJ Tax Increment District Infrastructure Development (TID Infrastructure Development)

TID Infrastructure Development is designed to attract economic development to targeted areas of the city by providing access to capital for infrastructure improvements to commercial businesses that increase the tax base. This is available for projects that are located within the Tax Increment Districts of Duval County.

Project must create at least 100 new full-time jobs with wages at or above the county average wage or average wage for the census tract. Maximum amount of investment allowed under the TID Infrastructure Development program is \$250,000 (grant and/or loan). Grants are limited to the lesser of \$100,000 or 40 percent of the total proposed private capital investment. Loan requests will not be considered for amounts less than \$25,000 and will not exceed \$250,000. OED/DIA approved loans are available to provide “gap” financing only after the project applicant has received conventional financing for the project. This incentive could be utilized as part of the Due Diligence for a project, helping the developer to qualify for conventional or other financing. The loan shall not exceed 20 percent of the total private capital investment for the project or 50 percent of the primary lender’s loan.

17. COJ Industrial Revenue Bonds

The City Council is the sole industrial development authority for the City of Jacksonville. In this capacity, City Council is authorized to issue tax-exempt bonds to finance the expansion or relocation of industrial development.

Industrial Revenue Bonds are conduit financing instruments and although the bonds are issued by the City Council and the City, there is no recourse against the issuing body.

18. COJ Quick Response Training Grant (QRT)

The QRT application process is designed as a collaborative effort between the business requesting training, its chosen fiscal agent – a community college, area technical center or state university – and the local economic development organization. The QRT program is a state-funded grant program that provides funding to selected businesses to train their new, full-time employees. Funding is provided in the form of performance base reimbursable grant, 24-month maximum term. A business pays for pre-approved, direct training-related costs, and is reimbursed by the State of Florida upon submission and approval of required documentation.

The QRT program is designed to increase the competitiveness of FL businesses in the global economy. All applications for new and expanding businesses creating new high-quality jobs will be given equal consideration and are processed on a first-come, first-served basis. New, existing or expanding FL businesses applying for a QRT grant must: Produce an exportable good or service; create new, full-time, permanent, high quality jobs in qualified targeted industries; require customized entry-level skills training of 24 months or less that is not available at the local level; and meet ES202 wage requirements.

19. Work Opportunity Tax Credit (WOTC)

The WOTC is a federal income tax credit that provides incentives to private for-profit employers to encourage the hiring of individuals from certain targeted groups of jobseekers who traditionally have difficulty finding employment.

Employers can reduce their federal income tax liability up to \$9,600 during the first year of employment of a member of targeted group, depending on the target group. There is no limit to the number of qualified employers for which an employer receives this tax credit.

WOTC Targeted Groups:

- Qualified Temporary Assistance to Needy Families Recipients
- Qualified Veterans/Disabled Veterans
- Qualified Unemployed Veterans
- Qualified Ex-felons
- Qualified Designated Community Residents (residing in an Empowerment Zone)

- Qualified Vocational Rehabilitation Referrals
- Qualified Summer Youth (residing in an Empowerment Zone)
- Qualified Food Stamp Recipients
- Qualified Supplemental Security Income Recipients
- Qualified Long-term Family Assistance Recipients

For job applicants who appear eligible, employers must submit a physical (mail) or electronic (online) application, a Pre-Screening Notice and Certification Request for the Work Opportunity Credit within 28 days of the employee's employment start date.

20. The Downtown Historic Preservation and Revitalization Trust Fund

The intent of the DHPTF is to foster the preservation and reuse of unoccupied, underutilized, and deteriorating historic buildings located in Downtown Jacksonville. The DHPTF is a permanent trust fund containing all donations and contributions of money, including gifts and grants received by the City for use in furthering the goals of this fund, as well as all funds as may be appropriated from time to time by Council and all fees, fines, and civil penalties as may be designated for deposit into the fund from time to time by Council. The DIA and the Historic Preservation Section of the Jacksonville Planning and Development Department (the "Historic Preservation Section") review all applications for grants and loans to be paid out of the fund; provided, however, that all grants or loans over \$50,000 require City Council approval. Grant funds for exterior rehabilitation and restoration shall not exceed 50% of the total costs.

To receive assistance from the fund, the owner of a historic building, or his or her agent, shall submit a design application to the Historic Preservation Section for approval. The Historic Preservation Section shall review the application for eligibility. Only historic buildings located within the Downtown area as depicted in the Downtown Historic Preservation and Revitalization Trust Fund Guidelines and which meet one of the following criteria shall be eligible to make application for assistance from the fund:

1. The building is a local landmark, designated by the City pursuant to Chapter 307, *Ordinance Code*; or
2. The building is a contributing structure to a local historic district, designated by the City pursuant to Chapter 307, *Ordinance Code*; or
3. The building has been declared a potential local landmark, as defined in Chapter 307, *Ordinance Code*, however final local landmark designation must be obtained from the Council prior to final approval of the application.

21. New Markets Tax Credits

The New Markets Tax Credit (NMTC) Program was established to spur new or increased investments into operating businesses and real estate projects located in low-income communities. The NMTC Program attracts investment capital to low-income communities by permitting individual and corporate investors to receive a tax credit against their Federal income tax return in exchange for making equity investments in specialized financial institutions called Community Development Entities (CDEs). The credit totals 39% of the original investment amount and is claimed over a period of seven years (5% for each of the first three years, and 6% for each of the remaining four years). The investment in the CDE cannot be redeemed before the end of the seven-year period.

22. Historic Rehabilitation Tax Credit

The Federal government encourages the preservation of historic buildings through various means, one of which is the program of Federal tax incentives to support the rehabilitation of historic and older buildings. The National Park Service administers the program with the Internal Revenue Service in partnership with the Florida Division of Historic Preservation. The tax incentives promote the rehabilitation of historic structures of every period, size, style, and type. The tax incentives for preservation attract private investment to the historic cores of cities and towns. They also generate jobs, enhance property values, and augment revenues for state and local governments through increased property, business, and income taxes.

The Preservation Tax Incentives also help create moderate and low-income housing in historic buildings. Through this program, abandoned and underused schools, warehouses, factories, churches, retail stores, apartments, hotels, houses, and offices throughout the country have been restored to life in a manner that maintains their historic character.

23. Housing Credit (HC) Program

The Housing Credit (HC) Program is governed by the U.S. Department of the Treasury and Florida's allocation is administered by the Florida Housing Finance Corporation. Under the HC Program, successful applicants are provided with a dollar-for-dollar reduction in federal tax liability in exchange for the development or rehabilitation of units to be occupied by very low- and low-income households. Developers who cannot use the tax reduction may sell credits in exchange for equity to the development. On a project basis, the amount of credits available is approximately equal to 9% of the cost of building each very low-income unit, including a reasonable developer fee but excluding land cost. For certain federally assisted projects (Mortgage Revenue Bonds and Rural Housing) this translates into 4% of building costs. Syndication of the credits to investors can raise equity to pay for 40% or more of a project's costs.

Eligible Activities/Beneficiaries: The HC Program targets the new construction or acquisition and substantial rehabilitation of housing for families at or below 60% of area median income. Rent, including utilities, for all tax credit assisted-units may not exceed 30 percent of the applicable income limitation for the surrounding area. Set aside Requirements: 20% of units available to persons earning 50% of area median income OR 40% of units available to persons earning 60% or less of area median income. Set aside units must remain affordable for a minimum period of 15 years; but in practice, all tax credit units are set aside for 50 years to be competitive in scoring.

Eligible Applicants/Application Process: For-profit and nonprofit organizations and public agencies may apply for tax credits on a competitive basis through a cycle that includes MRBs and SAIL. Application cycles are held annually and are reviewed, scored and ranked according to such items as funding, ability to proceed, leveraging and experience of development team. (www.floridhousing.org)

24. Pre-Development Loan Program (PLP)

The Pre-development Loan Program (PLP) provides below market interest rate financing and technical advisory services to nonprofit organizations and public entities for preliminary development activities necessary to obtain the requisite financing to construct home ownership or rental housing developments.

Eligible Activities: Funds are provided as a line of credit of up to \$500,000 for pre-development activities including but not limited to: market and feasibility analyses, credit underwriting fees, consulting fees, biological and environmental assessments, appraisals, professional fees, and site acquisition. Funding may not exceed the lesser of estimated pre-development costs or \$500,000.

Eligible Beneficiaries and Set-Aside Requirements: PLP gives priority to developments that include farmworkers as a target population. For rental developments, a minimum of 60% of the units must be rented to persons whose income is 60% or less of the area median income. For home ownership, units must be sold to persons whose income is 80% or less of the area median income. A minimum affordability period of 15 years is required for rental developments. Home buyers must be income eligible at time of purchase.

Loan Terms: The loan is set at 3% interest and is non-amortizing with repayment of principal and interest deferred until maturity. A loan may be forgiven if applicant is unable to obtain construction or permanent financing for the development. The loan matures on the earlier of (i) the date of closing of the permanent/construction loan for the development or (ii) 3 years from the date of execution of loan documents. Loan terms can be extended. With respect to home ownership developments, lots can be released from the mortgage lien with partial payment of the loan.

Eligible Applicants/Application Process: Applicants must submit Form PLP 2000, which is accepted on an ongoing basis as funds remain available. Application packages are available for \$30 from the Florida Housing Finance Corporation. The application fee is \$100. The application is open to nonprofit organizations, Community Development Corporations (CDCs), local governments, and public housing authorities. A loan committee reviews applications and successful applicants are then invited to create a development plan. A PLP loan is issued once the Florida Housing Finance Corporation approves a development plan. Technical Assistance is provided to each applicant. To remain informed of current and

upcoming notices of funding availability, contact the program administrator to place your name on the mailing list. (www.floridahousing.org)

25. Mortgage Revenue Bonds for Rental Housing (MRB)

The Multifamily Bond Program utilizes funds generated from the sale of both taxable and tax-exempt bonds to make below-market interest rate loans to non-profit and for-profit developers of rental housing. Developments that receive tax exempt financing also receive automatic 4% Housing Credits directly from the federal government.

Eligible Activities/Beneficiaries: Low-interest rate loans, not to exceed 95% of the total development costs, are available for the new construction or acquisition and rehabilitation of rental housing units.

Set aside Requirements: For Tax Exempt bonds, developers must agree to minimally set aside 20% of the development's units for very low-income persons with incomes at or below 50% of the area median, or 40% of the development's units for persons with incomes at or below 60% of the area median. (If loan funds are combined with another rental program, i.e. HOME, HC, or SAIL, the more stringent requirements regarding income, set-asides and affordability periods apply). For taxable bonds, developers must agree to set aside 20% of the units for low income persons with incomes 80% of the area median. In practice, almost every development sets aside 100% of the units for income eligible families.

Terms of the Loan: Maximum Loan term is 45 years. Interest rate is determined at the time bonds are sold. Loans are limited to the lesser of 95% of total development cost or amount economically feasible and supported by project cash flow.

Eligible Applicants/Application Process: For-profit and nonprofit organizations and public agencies may apply for MRB's on a competitive basis through a cycle that includes HC and SAIL. Application cycles are held annually and are reviewed, scored and ranked according to such items as funding, ability to proceed, leveraging and experience of development team.

26. STATE HOUSING INITIATIVES PARTNERSHIP (SHIP)

Created in 1992 as part of the William E. Sadowski Affordable Housing Act, the State Housing Initiatives Partnership (SHIP) Program's mission is threefold: (1) provide funding to eligible local governments for the implementation of programs that create and preserve affordable housing; (2) foster public-private partnerships to create and preserve affordable housing; and, (3) encourage local governments to implement regulatory reforms and promote the development of affordable housing in their communities by using funds as an incentive for private development. Funds are allocated to every Florida County as well as municipalities which receive CDBG funds.

Eligible Activities: SHIP funds may be used for emergency repairs, new construction, rehabilitation, down payment and closing cost assistance, construction and gap financing, mortgage buy-downs, acquisition of property for affordable housing, special needs housing, home ownership counseling and match for federal housing loans and grants. A minimum of 65 percent of a local government's total annual distribution of SHIP funds must be used for home ownership. A minimum of 75 percent of a local government's total annual distribution of SHIP funds must be used for construction-related activities, including rehabilitation, new construction, emergency repairs, or financing for a newly constructed or rehabilitated unit.

Eligible Beneficiaries: At least 30 percent of a local government's total annual distribution of SHIP funds must be reserved for awards to very low income persons (50% AMI), and an additional 30 percent of funds must be awarded to low income persons (80% AMI). The remainder may serve any combination of very-low, low or moderate income persons (120% AMI).

Eligible Applicants/Application Process: Individuals, nonprofit organizations, and for-profit developers must apply to local government for funding. Each local government receives an annual allocation which is appropriated by the Florida Legislature. To participate, a local government must establish a Local Housing Assistance Program; submit and receive approval of a Local Housing Assistance Plan to the Florida Housing Finance Corporation; adopt and incorporate Local Housing Incentive Strategies; establish or amend local

land development regulations, policies, and procedures in order to implement incentive strategies; submit an annual report of the housing program's accomplishments; and encourage public and private sector involvement in the form of a partnership to further program goals and reduce housing costs. Each locally administered SHIP Program determines the process of awarding and distributing funds within its community and is required to establish selection criteria to identify eligible applicants and the application process in their local Housing Assistance Plan. (www.floridahousing.org)

27. STATE APARTMENT INCENTIVE LOAN PROGRAM (SAIL)

The State Apartment Incentive Loan (SAIL) Program provides low -interest rate mortgage loans to developers who build or substantially rehabilitate rental developments, made affordable to very low (50% or less of area median) income households. The SAIL loan bridges the gap between a development's primary financing and total development costs.

Eligible Activities/Beneficiaries: The SAIL Program targets the new construction or rehabilitation of very-low income housing in the following categories: farm worker or commercial fishing worker, elderly housing, family housing, and homeless developments. The program targets very low income persons but allows a mixed income development in conjunction with private financing.

Terms: Loans are typically issued for a maximum of 15 years but can go longer. Loans generally are limited to 25% of the project costs but may go higher to certain non-profit developments. Interest rates are set each year, and are currently 3% interest only, cash flow loans (1% on farmworker developments).

Set-aside Requirements: 20% of the units must be available to persons earning 50% or less of the area or state median income. For developments using Housing Credits a minimum of 40% of the units must be available to persons earning 60% or less of the area or state median income. Both are adjusted for family size. The minimum affordability term is 15 years though almost every applicant commits to 50 years. Among the top scoring applications in 2000, the average development's proposed set aside for family housing was 6.5% of units at 35% of area median income and 83% of units at 60% or less of area median income.

Eligible Applicants/Application Process: For-profit and nonprofit organizations and public agencies may apply for SAIL on a competitive basis through a cycle that includes HC and MRBs. Application cycles are held annually and are reviewed, scored and ranked according to such items as funding, ability to proceed, leveraging and experience of development team. (www.floridahousing.org)

New DIA Incentive **Retail Enhancement Grant Program**

The DIA will annually evaluate the Program to refine these guidelines.

I. Program Purpose and Benefit

The Downtown Investment Authority (DIA) is a community redevelopment agency for the Downtown Community Redevelopment Areas established by the City of Jacksonville ("City"). The DIA was formed to revitalize and preserve downtown property values and prevent deterioration in the downtown business district. The DIA supports the City's downtown revitalization objectives and through community workshops and input from numerous stakeholders, has determined that retail and restaurant recruitment and creative office (such as business incubation, education/academia, information technology offices, art galleries and entertainment themed businesses) space is a priority within the area shown on the map attached hereto (the "Northbank Core Retail Enhancement Area"). The Northbank Core Retail Enhancement Area is located within the Northbank Special Taxing District of the DIA.

The Downtown Retail Enhancement Grant Program (the "Program") is designed to create momentum in the critical task of recruiting and retaining restaurant and retail businesses and creative office space in the Northbank Core Retail Enhancement Area. The project must be consistent with the Downtown Master Plan and the Downtown Overlay Zone. In the first phase of the Program, the DIA will allocate \$750,000.00 in recoverable grants to any property or business owner with qualified projects to assist with paying some of the costs associated with renovating or preparing commercial space for retail, salon, restaurant, gallery or

other similar use for occupancy as identified above. Funds may be used to retain existing businesses or to recruit new businesses to the Northbank Core Retail Enhancement Area. The following identifies specific goals for the Program:

- Expand the local property tax base by stimulating new investment in older, Downtown properties;
- Expand state and local sales tax base by increasing sales for new or existing shops; and
- Attract new and retain existing business to/in Downtown by decreasing renovation costs incurred for modernizing retail space in older, commercial properties in the Northbank Core Retail Enhancement Area.

To advance recruitment and marketability, the recoverable grant (“Grant”) provides an incentive to improve the interior appearance and utility of street level storefronts, which will in theory attract retail and restaurant owners and draw more customers to the Downtown area.

II. Desired Retail Businesses

The following is a list of desired retail and other businesses. The list below is not all inclusive but serves as a guide only:

- Business incubators
- Education/academia
- Information technology offices
- Apparel stores including accessories (purses, scarves, hats)
- Shoe stores
- Toy stores
- Hobby stores, craft store and supplies
- Art supplies, framing stores
- Pet stores and supplies
- Specialty food stores/delicatessens
- Restaurants
- Coffee/Tea shops
- Gift Stores
- Book stores
- Stationery stores
- Kitchen/home accessories
- Small appliances
- Electronics
- Sporting goods
- Entertainment venues
- Jewelry stores
- Florists
- Specialty retail apparel such as bridal, formal gown, tuxedo, costume. (does not include rental)
- Art Galleries
- Office supply stores
- Pharmacies

III. General Program Requirements

The DIA has set aside \$750,000.00 for the Program. The DIA will award Grant funds on a first-come, first-served basis. All rehabilitation work and design features must comply with all applicable city codes, ordinances, the established Downtown Design Review Board Guidelines, the Downtown Master Plan and the Downtown Overlay Zone. Work must follow plans and specifications as approved by the DIA and must be completed within six (6) months from the date of permitting. All applicable licenses and permits must be obtained, including all permits required by the City of Jacksonville’s Planning Department, Development Services Division.

Applicants will be required to execute a grant agreement and other security documents, including but not limited to, a forgivable promissory note and subordinate mortgage (as to a property owner applicant or property owner/tenant applicant) and a forgivable promissory note and personal guarantee (as to a

tenant applicant). If a property owner applicant does not have a prospective tenant at the time of the Grant award, at the discretion of the DIA, the property owner applicant may be required to execute a non-forgivable promissory note, subordinate mortgage and personal guaranty (the specific loan terms to be determined by the DIA). All loan closing costs (e.g., recording fees and documentary stamp taxes) shall be included in the Grant amount awarded.

The Grants shall be recoverable and amortized over a period of five (5) years. The principal amount of the Grant will diminish 20 percent each year for a period of five (5) years. If the grantee does not default on the Grant terms during the required five (5) year period, the Grant will be closed.

In addition to the requirements above, applicant projects will be subject to the following Program requirements:

- Projects must be located within the Northbank Core Retail Enhancement Area (the area designated in the attached map).
- Remodeling, renovation, rehabilitation, installation, and additions to the interior and exterior of the commercial building are eligible for Grant funds. Grant funds shall be used to modify and improve buildings and shall not be used for normal maintenance or repair.
- Mixed-use projects improving multiple floors can qualify for funds; provided the ground floor will be used for retail and renovations to the ground floor are part of the project renovation scope.
- Generally, renovation projects must exceed \$10,000 before DIA will consider the project for grant funding.
- Maximum Grant award shall be \$20 for every square foot leased or occupied by the proposed tenant or business. The amount of incentive dollars awarded shall not exceed 50% of the total construction costs.
- Grantee must remain in the location for five (5) years and must create or retain for five (5) years during the term of the agreement two (2) or more full time equivalent jobs.
- Existing retailers who need to modernize the location or business owners at the end of their lease term who are considering moving from Downtown can qualify for grant funds.
- Applicants proposing to use Grant funds to help relocate from one Downtown building to another are not eligible to receive Grant funds unless the proposed move is necessary for business expansion that includes job creation, involuntary displacement from current space that is unrelated to financial or operating disputes, or similar circumstances.
- Applicants proposing to construct new buildings are not eligible to receive Grant funds. Other non-eligible projects include adult entertainment venues, single-serving package stores, business-to-business companies, non-profit and government agencies.
- Eligible Grant expenditures include:
 - Interior demolition or site preparation costs as part of a comprehensive renovation project.
 - Permanent building improvements, which are likely to have universal functionality. Items including but not necessarily limited to demising walls, exterior lighting, code compliant restrooms, electrical wiring to the panel, HVAC systems.
 - Improvements to meet Fire and Life Safety codes and/or Americans with Disabilities Act requirements.

- Exterior improvements including signs, painting, or other improvements to the outside of a building.
- Sanitary sewer improvements.
- Grease traps.
- Elevator Installation which services the retail.

- Ineligible Grant expenditures include:
 - Temporary or movable cubicles or partitions to subdivide space.
 - Office equipment including computers, telephones, copy machines, and other similar items.
 - Renovating space on a speculative basis to help attract new tenants. (Note: This provision can be waived pursuant to the recommendation of the Program review committee and approval by the DIA Governing Board).
 - Moving expenses.
 - Working capital.

IV. Funding Requirements

The Grant offers a maximum grant award of \$20 for every square foot leased or occupied by the proposed tenant or business (as recommended by DIA staff, the Retail Enhancement Review Committee (defined in Article VI below) and approved by the DIA Board). The amount of incentive dollars awarded shall not exceed 50% of the total project construction costs. The application may be made by the property owner, the tenant or jointly by the property owner and the tenant.

The applicant's verified expenditures for the improvements must at least match the amount of the Grant funding (a minimum of \$1 to \$1 ratio). The amount of the Grant shall not exceed the \$20 for every square foot leased or occupied by the proposed tenant or business.

The grant will be given on a reimbursement basis only. Prior to reimbursement, the applicant must hold a current occupational license to do business in the City. Acceptable proof of payments for materials, supplies, and labor shall be in the form of "paid" receipts and/or invoices. Reimbursement shall be disbursed per an established disbursement schedule approved by the DIA or via one-time lump sum payment at the time of completion and final inspection and acceptance by the DIA.

V. Application Requirements

A completed and signed application by the applicant will be presented to the Retail Enhancement Review Committee. With the application, each applicant must provide:

- A copy of the property tax bill or deed to confirm ownership of the property.
- A legally valid and binding new lease for a period of at least five years with use restricted to an allowable retail use. If the tenant is paying for the improvements, the lease must provide for a minimum of free rent, discounted rent, or equivalent thereof in lieu of the property owner having to share the cost of the improvements.
- A detailed written description and scaled elevation drawing depicting the size, dimension, and location of the improvements and modifications, with samples when applicable.
- A legally binding agreement with a licensed and qualified contractor.
- Unless the property owner is the applicant, a notarized statement from the property owner authorizing the construction and improvements.
- Evidence that the applicant is prepared to do business by including with the application the following required items:
 - Business Plan to include:

- Concept and target market
- Advertising/marketing plan
- Source of cash/capital and cash flow analysis
- Summary of management team’s skills and experience
- Number of job positions created
- Three-year projected operating pro-forma
- Design for the storefront and interior
- Plan for merchandising (inventory levels, brands)
- Minimum one-year corporate (as to a property owner applicant) and three year’s personal tax returns (as to a tenant applicant) (exceptions will be considered for start-ups to accept three year’s personal tax returns).

VI. Project Evaluation Criteria and Application Approval

All eligible applications, as presented by DIA staff, will be considered on a case-by-case basis by a review committee comprised of three members from the DIA Board (“Retail Enhancement Review Committee”) appointed by the DIA Chairman. The Retail Enhancement Review Committee will make recommendations based on the DIA staff’s evaluation of the project utilizing the Project Evaluation Criteria below. A minimum score of twenty-five (25) points must be obtained by the applicant in order to be eligible to receive a recommendation from the Retail Enhancement Review Committee. The DIA Chief Executive Officer (CEO) will present recommendations of the Retail Enhancement Review Committee to the DIA Board at a regularly scheduled monthly meeting for approval or denial of the application. Notification of Grant funding approval or denial will be sent to the applicant by the DIA staff promptly.

Applicants will be encouraged during the Grant review process to reuse, rehabilitate or restore historic architectural elements to retain the charm and character of older buildings and incorporate design principles sensitive to neighboring building structures.

The primary criteria for approval will be the feasibility of the business plan. A successful business plan will be the one that conveys the most promising combination of financial feasibility, product and market research, growth potential and job creation. Financial need or gap financing analysis must be included in the business plan.

The Project Evaluation Criteria and allocated points are listed below:

1. **Business Plan** (see point breakdown below) – (up to 30 points)
 - Plan shows good short-term profit potential and contains realistic financial projections (up to 5 points)
 - Plan shows how the business will target a clearly defined market and its competitive edge (up to 10 points)
 - Plan shows that the management team has the skills and experience to make the business successful (up to 5 points)
 - Plan shows that the entrepreneur has made or will make a personal (equity) investment in the business venture (up to 5 points)
 - Number of job positions created in excess of the required two (2) positions (up to 5 points)
2. **Expansion of the local property tax base by stimulating new investment in older, Downtown properties** (up to 5 points and an additional 5 points if the property is a historic property – maximum of 10 points)
3. **Expansion of the state and local sales tax base by increasing sales for new or existing shops** (up to 5 points)

Maximum of 45 points; Minimum score of 25 points needed to have the proposed project referred to the Retail Enhancement Review Committee for funding consideration.

VII. Review and Award Procedure

1. Applicant complete and submit application form with all required supporting documents to the DIA CEO. Processing of the application will not commence until the application is deemed complete.
2. Applicant schedules a meeting with DIA staff to review the project.
3. DIA staff will review the project and provide comments to the applicant relating to any application requirement deficiencies.
4. If the application requirements have been met, the DIA staff, including the DIA CEO, will evaluate the project utilizing the Project Evaluation Criteria and present the application, project budget, and recommended Grant amount to the Retail Enhancement Review Committee for review and approval.
5. If the application and Grant amount is approved by the Retail Enhancement Review Committee, the committee will recommend that the application move forward for consideration by the DIA Board at the next regularly scheduled Board meeting.
6. DIA Board approves, modifies, or rejects Retail Enhancement Review Committee's recommendation. If approved or modified, DIA staff is directed to work with the Office of General Counsel to prepare a grant agreement, utilizing the form approved by the DIA, and other applicable security documents for signature by the applicant. The agreement shall identify the approved scope of work and amount of the Grant.
7. Applicant or contractor(s) must secure a building permit and approval from the Downtown Design Review Board for the complete scope of work, and contractors must be registered with the City.
8. Upon completion of the project and final approvals of all required inspections, the applicant may request reimbursement of eligible expenses. Reimbursement for improvements will require proof of payment (lien waivers, contractor affidavit).
9. A request for reimbursement payment in accordance with the approved disbursement schedule or upon completion of the project and final inspection and acceptance by the DIA a one-time lump sum payment will be submitted to the DIA staff for approval. The payment request will be processed within thirty (30) business days from receipt.

New DIA Incentive Sale-Leaseback Incentive

The sale-leaseback incentive provides an alternative to a traditional arrangement whereby the DIA and its partners could pay for the development of a new build-to-suit facility or renovation of an existing building for a specific employer and charges a rental rate substantially below market rents. Under a sale-leaseback arrangement, the DIA would sell a build-to-suit facility to an investor-developer for an amount above construction cost. The DIA would receive a bonus cash payment from the investor who will own the building. In turn, the DIA would sign a long-term fixed lease (15-20 years) on the facility at a rate that would provide the investor-developer a market rate of return, which would then sub-lease to an employer for the same period at Downtown Jacksonville's rental rate.

The sale-leaseback investor will pay the community more than the brick and mortar cost of the building as the investor is paying for the building on the basis of the long-term lease commitment of the DIA. The DIA then has one of three options:

1. It takes the cash bonus from the investor-developer for itself;
2. It passes the bonus on to the company as a cash grant or forgivable loan; or
3. It reduces the rent to the company by the amount of the cash bonus.

By investing the cash bonus into an interest-bearing account, the DIA may further reduce rents by the amount of the interest generated. Because the DIA has master-leased the entire building, it may not be obligated to pay real estate taxes. This benefit can be passed on to the DIA's tenant as an additional inventive.

New DIA Incentive **Commercial Revitalization Program (CRP)**

The Commercial Revitalization Program provides for real estate tax recovery grant for the incremental improvements made for new, renewal, or expansion leases involving office or retail space in Downtown Jacksonville.

For leases of 3 or 4 years a 3-year real estate tax recovery grant equal in the first year to the lesser of:

- 75% of the actual tax liability, and
- \$2.50 PSF with a 2-year phase-out thereafter

For leases of 5 years or more, a 5-year real estate tax recovery grant equal in the first three years to the lesser of:

- 75% of the actual tax liability, and
- \$2.50 PSF with a 2-year phase-out thereafter

Leasehold expenditures for improvements must be at least (a) \$5 PSF for new and renewal leases of less than 10 years; (b) \$10 PSF for renewal leases of 10 years or more involving only previously occupied space; and (c) \$35 PSF for new leases of 10 years or more and renewal leases of 10 years or more involving expansion space. Lease must not be a sublet or license agreement. Lease must provide that (a) any recoveries of real estate taxes will be passed through to tenant and (b) required leasehold improvement expenditures will be made. Tenant must not have accessed CRP previously for any space, except that, if tenant expands into new space and continues to occupy space for with CRP was accessed, tenant can receive benefits on expansion space. Not available to businesses that relocate from one part of Downtown Jacksonville to another. This Program cannot be used for a space that has an outstanding Retail Enhancement Program recoverable grant.

Applications must be filed before lease is signed. For a new lease, evidence of leasehold improvement expenditures and number of new employees must be submitted to the DIA within 60 days of rent commencement. For a renewal lease, evidence must be submitted to DIA within 14 months of lease commencement and evidence of number of employees must be submitted to DIA within 60 days of rent commencement.

Example: A financial services firm with 300 employees signs a 10-year lease for 100,000 SF in Downtown Jacksonville at \$30 PSF. Without benefits, its annual real estate tax liability would be \$10 PSF, or \$1,000,000.

Year	CRP Recovery Percent*	CRP Property Tax recovery
1	75%	\$ 250,000
2	75%	\$ 250,000
3	75%	\$ 250,000
4	50%	\$ 166,667
5	25%	\$ 83,333
Total (Nominal) Tax Recovery		\$ 1,000,000

As shown above, CRP would result in an aggregate recovery of \$1,000,000 in real estate taxes over 5 years.

* CRP Recovery Percent is the percentage of the initial year's benefit that is available each year.

New DIA Incentive DIA Strategic Housing Area Designation

From time to time in an effort to maximize the effectiveness and efficiency with which the DIA incentive programs work, the Authority may designate select geographic areas as Strategic Housing Areas or SHAs.

Policy supporting the SHA designation process:

The ability to designate a limited area as an SHA, will allow the DIA to better manage and direct the development of housing within the two Downtown Community Redevelopment Areas (the Downtown Northbank CRA and the Southside CRA). The ability to direct and manage the development of housing in Downtown Jacksonville allows the DIA to best coordinate housing supply with the demand for housing in an area. The ability to designate an area as an SHA will also help the DIA foster housing development in areas where support from housing is essential for the continued improvement of the Downtown economic climate, such as retail focused on serving households (grocers, drug stores, restaurants, etc.).

Process for the designation of an SHA:

The DIA staff will determine the appropriate boundaries for the area to receive the designation. Staff will provide a street level and legal description for the area (along with a map depicting the area graphically). Staff will also prepare a memorandum to the Board detailing the reasoning behind each particular geographic designation of an SHA, and the expected benefits and costs to DIA of making the proposed SHA designation. The Board may approve, deny, or modify the proposed SHA.

Once the Board has approved the designation of a SHA, such an area may qualify for bonus or additional incentives when specified in applicable DIA incentive programs (such as the Down-payment Assistance Program, MF Rev Grant, and Rental Assistance Program, etc.).

The designation of a specific SHA shall continue until the need for additional housing incentives is no longer needed, and the DIA Staff requests or the DIA Board determines that an SHA area be cease to be designated.

New DIA Incentive DIA – Downtown Residential Rental Incentive Program - “Live, Work, & Play Downtown”

Program Subsidy:

- The Program will provide a monthly subsidy of \$200.00 per month.
- Towards the rental of a unit located in the Jacksonville Downtown area (Downtown Northbank or Southside CRA).
- The subsidy can be renewed annually for 2 additional years if the recipient remains qualified, for a maximum term of 3 years of subsidy.

Program operation:

- The program will act as a rental voucher.
- The tenant will provide the voucher to the rental owner/property manager.
- The Property Manager will request the payment on the voucher for the incentivized unit.
 - The payments will be made quarterly in arrears.
 - The Property Manager will receive 105% of the rental voucher amount reflecting the lost time value of the payment and as an incentive to accept the voucher program.

Program Eligibility:

Prospective tenants will need to apply to receive a “pre-approval” letter which they can take to Downtown rental properties demonstrating the subsidy commitment from the DIA and the time remaining on their subsidy clock. To qualify the recipient must document that they meet the following criteria:

- Have not have lived in the Jacksonville Downtown area in the past 2 years;
- Have a household income \leq 150% of the Jacksonville AMI (currently \$66,450 for a household size of 1 person in the Jacksonville MSA);
- Are employed in the Downtown Jacksonville area (Downtown Northbank or Southside CRA) if seeking the \$50.00 workforce housing bonus amount.
- **An additional \$50.00 bonus per month can be received if the rental unit is located in a DIA designated Strategic Housing Area (an “SHA”).**

The recipient will also need to meet the following requirements between “pre-approval” and the actual payment on the voucher incentive:

- Provide proof of an executed residential lease located in Downtown Jacksonville.
- Execute a funding agreement with the DIA, recognizing among other item: noncompliance with the program may result in the DIA taking action to recapture and recover any unqualified subsidy provided (including collections and attorney’s fees); and that termination of the recipients subsidy will not affect the requirements under the lease for the unit with the landlord that full market rent on the unit must be paid.

Funds will be provided on a first come first served basis until exhausted.

DIA will market the program to the development and apartment management community in an effort to create programmatic buy in, and to better estimate the appropriate size of the program.

The DIA will seek out employer matching funds from companies with a substantial workforce located in Downtown Jacksonville to help reduce the outlay of DIA funds.

New DIA Incentive DIA Multi-Family Housing REV Grant

The following has been modeled after the Office of Economic Development REV Grant Incentive Program:

- The program provides for a recovery of a portion of the incremental increase in ad-valorem taxes, on real and tangible personal property, which is produced as a result of the multi-family housing development.
- The amount of the grant is determined by the number of units developed, plus
 - the number of those units set aside for workforce housing specific to Downtown Jacksonville (the “Downtown Northbank and Southside CRA”), the amount of green- space and cultural amenities the development provides, and the amount of retail/commercial space included in a mixed use development.
- Program eligibility: To be eligible for the program the development must either (1) provide units for work force housing specific to Downtown Jacksonville, or (2) provide mixed income affordable housing.
 - To qualify a unit as workforce housing the unit must meet the following criteria:
 - Set aside for a resident earning < 150% AMI (currently \$66,450 for a household size of 1 person); and
 - The resident must work in Downtown Jacksonville; and

- The project must set aside a minimum of 5% of the units for workforce housing to qualify under the workforce housing option.
- To qualify as an affordable mixed income project the project must meet the following criteria:
 - Provide a minimum of 20% of the units as set aside for households with an income \leq 80% AMI; and
 - The project cannot have more than 40% of the units as set aside for households with an income $<$ 80% AMI.
 - The project must also leverage at least one (1) additional affordable housing financing method, e.g., LIHTCs, Tax Exempt Bonds, SHIP Funds, HOME funds, etc.
- The DIA will confirm compliance with the eligibility requirements and additional commitments made by the Developer with quarterly reviews of rent rolls and annual audits and additional monitoring as needed.

REV Grant Parameters: The grant will be for an amount no greater than 75% of the City/County portion of the incremental increase in taxes for a fifteen (15) year period. The precise REV Grant size will be determined by the following factors:

- 5% for every 20 units produced in Downtown Jacksonville (not to exceed a factor of 30%); plus
- The % of total units set aside for Downtown workforce housing times 2 (not to exceed a factor of 20%); plus
- The % of the total number of units set aside as affordable housing units (see definition above) times 0.5 (not to exceed a factor of 20%); plus
- 10% for a mixed use development with a minimum of 2,500 square feet of retail/office/commercial space; plus
- 10% for the development of green space and amenities for residents; plus
- 10% if the Developer documents they are working with an employer of Non-profit organization to provide other housing incentives for Downtown; plus
- 10% for a project located in a DIA designated Strategic Housing Area (an "SHA").

Grant Process:

For Grant amounts at or below the 75% and for 15 years or less

1. The DIA staff would take the application from the prospective grantee, and make a recommendation based upon the MF REV Grant Factors;
2. The DIA Board would evaluate the staff recommendation and pass a resolution approving a grant amount and time frame to be agreed to by the Applicant and the DIA as part of a Redevelopment and REV Grant Funding Agreement.

Or For Grant amounts above the 75% or for a time period longer than 15 years

1. The DIA staff would take the application from the prospective grantee, and make a recommendation based upon the MF REV Grant Factors;
2. The DIA Board would evaluate the staff recommendation and pass a resolution proposing the grant legislation be presented to the City Council;
3. City Council would hear the DIA Board proposed legislation and after debate pass an ordinance with a grant amount and time frame to be agreed to by the Applicant and the DIA as part of a Redevelopment and REV Grant Funding Agreement.

New DIA Incentive
DIA Market Rate Multi-Family Housing REV Grant

The following has been modeled after the Office of Economic Development REV Grant Incentive Program:

- The program provides for a recovery of a portion of the incremental increase in ad-valorem taxes, on real and tangible personal property, which is produced as a result of the multi-family housing development.
- The amount of the grant is determined by the number of units developed, plus
 - The amount of green- space and cultural amenities the development provides, and the amount of retail/commercial space included in a mixed use development.
- Program eligibility: To be eligible for the program the development must develop at least 25 new multi-family rental housing units in Downtown.
 - The DIA will confirm compliance with the eligibility requirements and additional commitments made by the Developer with quarterly reviews of rent rolls and annual audits and additional monitoring as needed.

REV Grant Parameters: The grant will be for an amount no greater than 75% of the City/County portion of the incremental increase in taxes for a fifteen (15) year period. The precise REV Grant size will be determined by the following factors:

- 5% for every 25 units produced in Downtown Jacksonville (not to exceed a factor of 30%); plus
- 15% for the development of City-owned lazy / underutilized assets; plus
- 10% for a mixed use development for each 2,500 square feet of retail/office/commercial space (not to exceed 20%); plus
- 10% if the Developer documents they are working with an employer or Non-profit organization to provide other housing incentives for Downtown; plus
- 15% for the development of green space and amenities for residents; plus
- 15% for a project located in a DIA designated Strategic Housing Area (an "SHA").

Grant Process:

For Grant amounts at or below the 75% and for 15 years or less

1. The DIA staff would take the application from the prospective grantee, and make a recommendation based upon the MF REV Grant Factors;
2. The DIA Board would evaluate the staff recommendation and pass a resolution approving a grant amount and time frame to be agreed to by the Applicant and the DIA as part of a Redevelopment and REV Grant Funding Agreement.

Or For Grant amounts above the 75% or for a time period longer than 15 years

1. The DIA staff would take the application from the prospective grantee, and make a recommendation based upon the MF REV Grant Factors;
2. The DIA Board would evaluate the staff recommendation and pass a resolution proposing the grant legislation be presented to the City Council;

3. City Council would hear the DIA Board proposed legislation and after debate pass an ordinance with a grant amount and time frame to be agreed to by the Applicant and the DIA as part of a Redevelopment and REV Grant Funding Agreement.

New DIA Incentive

DIA Downtown Down-Payment Assistance Program (DPA)

- Provides Down Payment Assistance to potential home owners for purchasing a primary residence in Downtown Jacksonville (Within the Downtown Northbank or Southside CRA).
- To qualify for the DPA incentive program buyers would need to have household incomes \leq 150% AMI (currently \$66,450 for a household size of 1 for the Jacksonville MSA).
- Buyers would be eligible for up to \$20,000 in DPA.
 - The DPA will be in the form of a 0% interest rate, no payment, junior (2nd) lien mortgage.
 - The program will fund up to 10% of the purchase price
 - Borrower would be required to contribute a minimum of 2.5% of the purchase price.
 - Combined the owner would have 12.5% equity in the home.
 - The loan would be due on sale, transfer, refinance, or if additional debt is secured with the equity in the property.
 -
- Loan Repayment & Shared Equity DPA Component
 - Loan repayment on the DPA loan will begin after the affordability period ends.
 - The affordability period will match the term of the 1st Mortgage Loan, and be secured by a Junior (2nd) Mortgage.
 - At the end of the affordability period, the payments begin on the Junior Mortgage, as determined by a previously executed Promissory Note.
 - The Junior Mortgage can be forgiven when payments are scheduled to begin at the discretion of the DIA Board.
 - If the property is sold, refinanced, title to the property is transferred, or additional debt is secured by the equity in the property the Borrower would have to repay the principal amount of the Note (the DPA assistance) plus a percentage of any equity the homeowner has in the property.
 - The percentage of equity sharing is directly related to the percentage of 1st lien security (LTV) the DPA loan provided.
 - Any repayments of principal on a DPA loan, recoveries of DPA loan funds, and all Shared Equity payments shall be returned to the DPA Loan Fund for the purpose of making new DPA Loans.

- For example:
 - Household seeks to Purchase a \$150,000 owner occupied condo/townhome/single family detached unit in Downtown Jacksonville.
 - The Borrower contribution requirement of \$3,750 (2.5% of the purchase price).
 - The DIA provides \$15,000 of assistance through a Shared Equity DPA loan (**10% of the purchase price**)
 - The Mortgage (1st Lien) Lender Provides \$131,250 in Financing.
 - If homeowner sells the property in year 10 for \$75,000 gain, the Homeowner would owe the DIA \$21,000 from the sale proceeds as follows:
 - The original \$15,000 DPA Loan
 - **Plus 10% of the gain** of \$60,000 ($\$75,000 - \$15,000 = \$60,000$) on the sale = \$6,000

The DIA recommends funding an initial pool of DPA loans with a commitment of \$1,500,000 to assist an average loan size of \$15,000 on 100 units of owner occupied housing.

Development Strategies

Loans to private developers can become grants upon completion of a successful project. Loans should be based upon the type of improvements that would run with the land (infrastructure, lighting, signage, absorption of lazy assets, etc). What are some practical examples of DIA redevelopment strategies?

1. Providing Ombudsman Services for developers approaching the DIA, City Council and Mayor. This would include assistance with all permits and approvals of all Agencies.
2. Planning and implementing better lighting Downtown.
3. Providing improved safety and security features.
4. Completing or facilitating the purchases and assembly for future development.
5. Providing flexible terms for developers purchasing or leasing "Lazy" assets (non-income producing) from the City.
6. Encouraging the use of State and Federal funds in projects (e.g., provide matching funds).
7. Participating in development costs including "soft costs" (e.g. engineering).
8. Providing adequate services and amenities to the site itself and surrounding areas (e.g. storm water retention, access to public transportation, green space/parks, road improvements, etc.).
9. The sale or lease of "Air Rights" above properties.
10. Providing surface leases or structured parking for development.
11. Assistance in project financing.
12. Demolishing blighted areas.
13. Using Brownfields grants or loans for cleanup.
14. Helping developers "stack benefits" to take advantage of several programs.

Structuring the Deal - Timely Delivery of Incentives is a Key to Success

As a part of any public assistance, the developer will be required to provide a public benefit analysis. This analysis should discuss benefits to the City through DIA including such factors as TIF increases, jobs, placing public lands on the property tax roll, benefits to other businesses in the immediate area, improving the visual atmosphere and sense of place of Downtown through furthering the implementation of the Community Redevelopment Plan, etc. Benefits to other taxing bodies should be demonstrated. Property tax generated by the newly developed/revitalized property goes to the underlying taxing bodies providing a revenue increase for schools, parks, libraries and so forth without raising taxes.

Summary of Stackable Potential Incentives:

1. Land-lease terms, purchase terms, subordination on public properties;
2. Infrastructure-water, storm water, sewer, electrical, gas availability, etc.;
3. Brownfields assessment and proposed treatment;
4. Interest subsidy-writing down loans, especially in the first three (3) years;
5. Assist with Downtown Development Review Board regarding land use/ zoning changes and approvals;
6. Facilitate with approvals from St. Johns Water Management District, DEP and other agencies;
7. Facilitate with introductions and support from District Councilperson and City Council;
8. Facilitate with introductions and support of the Office of the Mayor, Office of Economic Development, etc.;
9. Facilitate with General Counsel's office;
10. Facilitate with development/construction calendar with timetable and assigned responsibilities;
11. Assistance with other pre-development costs such as : Architectural and site planning costs, Engineering costs, Phase 1, Phase 2 Environmental Audits, Variances, exceptions, street closures, surveys, market studies, appraisals, parking requirements, air rights, landscaping requirements, signage, lighting, roads, utilities;
12. Negotiate agreements subject to review of the Office of General Counsel;
13. Based forgivable loan/grants (previously discussed);
14. Recapture Enhanced Value (REV) Grants;
15. Loans/Loan Guarantee/credit enhancements;
16. Other grants;
17. Assist with Enterprise Zone rebates;
18. Equity partnerships/Public Private Partnerships;
19. Assist as intermediary with all City Agencies and State Agencies such as Historic Preservation Commission, JEA, JTA, OED, DCPS, Environmental Services Division, Public Works, DCA, etc.; and
20. Where possible, exchange Fixed Costs for Variable costs.

Best Practices for Program Effectiveness

The BID recommends several “best practices” for the DIA to maximize the potential effectiveness of incentives:

Align incentive use with a clearly articulated economic development strategy that defines specific goals and objectives.

Economic development strategies identify priorities and goals for the community’s future, and they can offer important guidance for the implementation of incentive programs. If the strategy calls for high-wage job creation, reducing unemployment and increasing environmental sustainability, the corresponding incentive program should prioritize businesses that pay relatively high wages for the occupation or background of the workers, businesses that will hire the local unemployed, and businesses that can generate environmental benefits.

Align incentive design with business needs.

Considering business needs and objectives in the design of incentives can help to ensure that incentive programs influence business decisions as intended. For example, businesses often make decisions based on short-term profit objectives, and as a result, up-front incentives may be more effective than back-loaded incentives. However, recovering these costs in case that a business fails to meet standards or comply with rules may not be possible, even if incentive agreements include provisions that require non-compliant businesses to refund the incentives (“claw backs”). Providing incentives in the form of infrastructure or employee training allows businesses to receive benefits up-front, while minimizing the extent to which the community suffers if the businesses leave, since the infrastructure will remain in place and the workers will still be trained.

Include clear performance standards, mechanisms for monitoring performance, and penalties for breach of contract in all agreements with incentive recipients.

Contract design can have a major impact on the extent to which an incentive program benefits the community. The BID Strategy recommends liquidated damages, in addition to “claw backs”, be incorporated in certain incentive contracts. These would require businesses to refund incentives to the DIA if they do not meet performance standards. However, strong incentive agreements also include clear performance standards, mechanisms for monitoring performance, and penalties for breach of contract.

The most typical performance data reported for incentive programs are job creation, investment, and cost data. At the same time, several types of incentive performance data that are not consistently reported, such as average salaries of jobs created or retained; whether past incentive recipients are still in the jurisdiction; whether the incentive was an attraction or retention project; and actions taken against incentive recipients that have not complied with program requirements or met performance targets.

Evaluate incentive programs regularly.

Concurrent and retrospective evaluations provide information regarding whether incentives are working in practice. In order for evaluations to be useful, there must be an ongoing schedule to review all incentive programs, evaluations must examine incentive programs in the context of the stated goals of the programs. Evaluations must be discussed during policy and budget deliberations.

Implementation of the BID

While the planning process has come to a close, the next phase – implementation – has just begun. The BID Strategy is intended to be a living document that details the next eleven years of economic growth Downtown.

This requires a high level of trust and cooperation between citizens, elected officials, DIA Staff, the Governing Board, businesses, community organizations, and other governmental agencies - all of whom need to move forward together. This section identifies phasing, priorities, and responsible parties. The following points represent some of the overarching elements of the implementation plan:

- **Start with Policy** – Establishing policy first also creates the necessary framework for future implementation activities.
- **Identify Plan Champions** – For overall plan implementation and each project to maximize the chance of success.
- **Think About the “In Common” Benefits** – Use a common vision to get the necessary work completed.
- **Align City Hall** – The vision of the BID Strategy is kept by everyone who contributed to the work, but they will need the support of City departments to coordinate efforts and be effective. It is critical that new projects from every department happen in conjunction with the BID.
- **Be Bold (but Prudent)** – Pursue bold evolutions of policy and new projects.
- **Keep Stakeholders Involved** – No one knows the issues as well as the collective group of stakeholders participating in formation of this BID Strategy. Those connections must be maintained and stakeholders must remain engaged. The stakeholders should be proactive about BID implementation and be empowered to champion the vision and projects.
- **Focus and Finish What We Have Started** – Stick to the game plan and complete projects in order. When undertaking a project or policy, finish before moving on to the next area.

DIA will provide the strategic guidance and oversight of the implementation process, while partners through various City departments, the private sector, and working groups will implement many of the recommendations. Businesses throughout the City will need to engage in the pieces of the BID Strategy that are most important to them.

The essential steps for successful implementation are:

- Clear ownership structure and chain of command;
- Concrete action steps;
- Articulation of funding needed and potential resources;
- Cooperation;
- A coordinated message about the necessity of the BID for economic growth; and
- Evaluation and benchmarking.

The Chief Executive Officer and DIA Staff will manage the day-to-day oversight of the implementation including:

Promotion

- Develop messaging on the BID’s objectives, strategies, and actions share messaging with all implementation partners.
- Celebrate and publicize quick wins, accomplishments, and successes.

Coordination

- With Governing Board leadership, align goals and actions with City priorities.
- Work with implementation partners to implement goals and actions.

Secure Resources

- Secure funds for staffing, marketing, and other program funding to ensure implementation.

Implementation will be measured on a consistent basis through annual report cards to accurately measure the outcomes. The BID Strategy is a living plan that will grow and adapt to market conditions, so there will be changes and adaptations as implementation moves forward.

Ownership

The BID Strategy requires champions. To be successful and realize the vision, it is imperative for the community to be a proactive partner and to remain engaged in implementation activities. Success also hinges on coordination of City activities. With cooperation and responsibility of all City agencies the DIA and the community must strive to move forward in unison toward common goals. Key elements of an implementation program include building strong, consistent leadership in support of the BID. Amendments and exceptions to the BID Strategy are anticipated because it is designed to be flexible and provide guidance should unforeseen conditions arise. However, as amendments and exceptions are made, care should be taken not to incrementally erode the overall vision. All proposed amendments and exceptions should be evaluated and weighed against the seven Goals prior to being considered by the Governing Board.

Decision-Making Criteria

A major role of the BID Strategy is to provide a basis for decision-making based upon the vision identified in the Community Redevelopment Plan. The decision-making criteria are intended to be used as a reference guide for the DIA Governing Board when reviewing development applications or other proposals within Downtown Jacksonville beyond retail and housing incentive programs. **Decision making tools, such as the Tiers, Years Tables, and Performance Measures, are for projects seeking funding outside of or beyond the scope of the standing incentive Programs (such as the Down-payment assistance program, MF REV Grant, Sale – Lease Back, etc.). Each DIA Standing Incentive Program has its own scoring criteria for projects seeking those funds.** Instead of a conventional scoring matrix, the DIA Governing Board will utilize three qualitative tiers for evaluating whether or not a project should potentially receive support and financial assistance by the Authority. Proposals that meet all three Tier criteria shall receive the highest priority from DIA.

Due to the unique nature of each individual project that comes before the DIA Staff and Board of Directors, the Tier System has been deliberately designed to be simplified for each project to have the potential to reach its final development agreement outcome based upon its own merits once it has scored through Tiers 1 through 3.

Tier 1

The project meets no fewer than two (2) of the seven (7) BID Goals.

Tier 2

The Applicant will submit to the DIA a complete Pro Forma and Project Profile Assessment Form (SEE ATTACHED IN APPENDIX A) for staff review and recommendation.

Tier 3

The project will positively affect no fewer than four (4) of the BID Performance Measures (SEE LIST OF MEASURES FOLLOWING THE YEARS TABLES).

“Years Tables” (Projects and Programs by Year)

The general phasing of implementing proposed projects is outlined in the following pages referred to as the “Years Tables.” In addition, there are catalytic sites and structures that are identified in the Active Catalytic Sites and Structures with Undetermined Timeframes List whose timeframes for development will be market-driven. The grouping of projects has been organized by their recommended timeframes to establish order and prioritization. The funding for each project is listed as funds become available and/or are projected in order to activate the project. Each project also has its responsible parties identified; the page for which you can find the reference of it in the CRA Plan; and the goals that it is anticipated to support.

The Years Tables are not a static tool. They are to be closely monitored in conjunction with assessments of development activity, the development market, and the City of Jacksonville’s Capital Improvement Plan (CIP). The DIA has the ability to update the tables as needed, whether that means moving projects from one timeframe to another, eliminating them, or adding new projects. The Years Tables are active project tracking tools to manage the allocation of the DIA resources. The list and tables are as follows:

- Active Catalytic Sites and Structures with Undetermined Timeframes
- Near Term: First Year (2014/2015), Second Year (2015/2016), Third Year (2016/2017)
- Mid Term: Fourth Year - Seventh Year (2017/2021)
- Long Term: Eighth Year – Eleventh Year (2021/2025)

The Years Tables take into account that, while some projects will be concluded in their programmed year, other projects will require more than a single year to complete. There have been repeated line items to anticipate this.

In addition to projects, there are also programs identified that, given their success and outcomes, may continue for the life of the BID Strategy. There are some initiatives that are fundamentally important to the success of the Downtown CRAs: Retail Enhancement Program, Creative Placemaking and Art in Public Places (AIPP), Cleaning Initiative, Continuum of Care/Emergency Services and Homeless Coalition (CoC/ESHC), and Cultural Fusion Arts, Education, and Economic Impact Programming.

The Years Tables detail each project, program, and initiative recommended by the DIA Governing Board and DIA Staff for funding in part or in whole. The tables identify the entities primarily responsible for implementation (not necessarily the project champion, just the entity most likely to carry out the project). These tables also point out which page number(s) in the Plan expand upon the project description.

IT IS IMPORTANT TO NOTE: The Years Tables also reflect the goals each project, program, or initiative supports. As mentioned above in Tier 1, these tables are not only used as a manner by which to program funding and organize execution, but to use as the Tier 1 “ranking” method. If a project, program or initiative does not meet a minimum of two (2) goals, then the consideration process discontinues. If the recommendation meets a minimum of two (2) goals, it continues on as outlined on the previous page in Tiers 2 and 3.

NOTE: At inception of the BID Strategy, up to \$1.9 million of the \$4.1 million placed in the Downtown Economic Development Fund, with the exception of Tax Increment Finance (TIF) funding, will be allocated towards the facilitation of one or more of the following Active Catalytic Sites or Active Projects, both with undetermined timeframes.

This is a representative list, not meant to be exclusionary.

Active Catalytic Sites with Undetermined Timeframes

JEA Southside Generating Station

River City Brewing Company

Friendship Park (integration with MOSH Vision Plan)

Shipyards

Old Duval County Courthouse

Old City Hall Annex

LaVilla Catalyst Site

Active Projects with Undetermined Timeframes

Berkman Plaza II

Bostwick Building

Jacksonville Landing

Laura Street Trio

Southbank Riverwalk Western Link Extension

Florida Theatre Office Space

Ambassador Hotel

Landmark Public Park on the St. Johns River

Artists Live/Work Conversion Strategy

Sax Seafood Site

Near-Term 1st Year (2014/2015)

Project	Responsible Parties				Downtown Jacksonville Community Redevelopment Plan Reference	Goals Supported						
	Governmental Agency	Business Community	Stakeholder Group	Property Owner/Developer		GOAL ONE: History, culture, entertainment, and retail district	GOAL TWO : Increase rental and owner-occupied housing	GOAL THREE: Simplify permitting and coordination	GOAL FOUR: Improve Downtown walkability, bikeability, & connectivity	GOAL FIVE: Establish riverfront design framework to ensure unique sense of place	GOAL SIX: Maintain clean/safe 24/7 for residents, workers, visitors	GOAL SEVEN: Advocate healthy design thru economic policies
Urban Art Façade, bike racks, & Streetscape Program (\$406,000)	✓	✓	✓	✓	VI-36, 37	✓		✓	✓			✓
Riverplace Boulevard Road Diet Engineering and Costs (\$1,700,000 - Southbank TIF)	✓				VII-27	✓			✓	✓	✓	✓
Implement Retail Enhancement Program (\$750,000 may roll over)	✓	✓		✓	VI-35	✓	✓	✓			✓	✓
National Historic District Designation (\$50,000)	✓			✓	VI-47	✓	✓	✓		✓		✓
Hemming Plaza Redesign & Programming (\$800,000)	✓		✓		VI-38	✓	✓	✓	✓		✓	✓
Downtown Banners for Target Area (e.g. Elbow, Spark District, holidays, festivals) (\$44,000)	✓	✓			VI-44	✓		✓	✓			
N/S Riverwalk Project Interactive APP w/info, history, wildlife (\$98,350 Econ. Dev. Fund) (\$74,350 Southbank TIF)	✓	✓			VI-56	✓		✓	✓		✓	✓
Downtown Free Wi-Fi System (\$150,000)	✓				VI-55	✓	✓	✓	✓		✓	
Improved Wayfarer Signage	✓				VI-40	✓	✓	✓	✓	✓	✓	✓
Downtown Cleaning Strategy	✓				VI-30/VII-22	✓	✓	✓	✓	✓	✓	✓
Downtown/Riverfront Design Standards	✓				VI-30/VII-22	✓		✓	✓	✓	✓	✓
Reintroduce Two-Way Streets	✓				VI-45,46	✓			✓		✓	✓
Social Services Strategy	✓	✓	✓		VI-30/VII-22	✓	✓	✓			✓	✓
Hogan Street Plaza	✓			✓	VI-39			✓	✓	✓		✓
Lighting Improvements	✓				VI-62	✓			✓		✓	✓

Near-Term 2nd Year (2015/2016)

Project	Responsible Parties				Downtown Jacksonville Community Redevelopment Plan Reference	Goals Supported						
	Governmental Agency	Business Community	Stakeholder Group	Property Owner/Developer		GOAL ONE: History, culture, entertainment, and retail district	GOAL TWO : Increase rental and owner-occupied housing	GOAL THREE: Simplify permitting and coordination	GOAL FOUR: Improve Downtown walkability, bikeability, & connectivity	GOAL FIVE: Establish riverfront design framework to ensure unique sense of place	GOAL SIX: Maintain clean/safe 24/7 for residents, workers, visitors	GOAL SEVEN: Advocate healthy design thru economic policies
Benchmark All Incentive Programs	✓				N/A							
Approach to Downtown DRI Expiration of Phase I (2017)	✓			✓	N/A							
Snyder Memorial Church Reuse	✓		✓		VI-60	✓		✓	✓			✓
Hemming Plaza Programming	✓		✓		VI-38	✓	✓	✓	✓		✓	✓
Social Services Initiative	✓	✓	✓		VI-30/VII-22	✓	✓	✓			✓	✓
Retail Enhancement Program (possible roll over 2014)	✓	✓		✓	VI-35	✓	✓	✓			✓	✓
Creative Placemaking and Public Art	✓	✓	✓	✓	VI-30/VII-22	✓	✓	✓	✓	✓	✓	✓
Riverplace Boulevard Road Diet Construction	✓			✓	VII-27	✓			✓	✓	✓	✓
Implement Housing Incentive and Financing Programs	✓				VI-49/VII-30	✓	✓	✓	✓			✓
Park Once (parking) Promotion	✓	✓			VI-51	✓		✓	✓	✓	✓	✓
Culture, Arts, Education and Economic Impact Programming	✓		✓		VI-30/VII-22	✓	✓	✓		✓	✓	✓
Downtown Cleaning Initiative	✓				VI-30/VII-22	✓	✓	✓		✓	✓	✓
Downtown Free Wi-Fi	✓				VI-55	✓	✓	✓	✓		✓	
Reintroduce Two-Way Streets	✓				VI-45,46	✓			✓		✓	✓

Near-Term 3rd Year (2016/2017)

Project	Responsible Parties				Downtown Jacksonville Community Redevelopment Plan Reference	Goals Supported						
	Governmental Agency	Business Community	Stakeholder Group	Property Owner/Developer		GOAL ONE: History, culture, entertainment, and retail district	GOAL TWO : Increase rental and owner-occupied housing	GOAL THREE: Simplify permitting and coordination	GOAL FOUR: Improve Downtown walkability, bikeability, & connectivity	GOAL FIVE: Establish riverfront design framework to ensure unique sense of place	GOAL SIX: Maintain clean/safe 24/7 for residents, workers, visitors	GOAL SEVEN: Advocate healthy design thru economic policies
Benchmark All Incentive Programs	✓				N/A							
Northbank East-West Circulator	✓	✓			VI-52	✓	✓	✓	✓	✓	✓	✓
Coordinate with MOSH to integrate their Vision Plan Improvements & Friendship Park into the BID	✓			✓	VII-29	✓		✓	✓	✓	✓	✓
Social Services Initiative	✓	✓	✓		VI-30/VII-22	✓	✓	✓			✓	✓
Creative Placemaking and Public Art	✓	✓	✓	✓	VI-30/VII-22	✓	✓	✓	✓	✓	✓	✓
Retail Enhancement Program	✓	✓		✓	VI-35	✓	✓	✓			✓	✓
Housing Incentive and Financing Programs	✓				VI-49/VII-30	✓	✓	✓	✓			✓
Culture, Arts, Education and Economic Impact Programming	✓		✓		VI-30/VII-22	✓	✓	✓	✓	✓	✓	✓
K-12 in the Northbank CRAs	✓	✓	✓	✓	VI-30	✓	✓	✓				✓
Downtown Cleaning Initiative	✓				VI-30/VII-22	✓	✓	✓	✓	✓	✓	✓
Downtown Free Wi-Fi	✓				VI-55	✓	✓	✓	✓		✓	
Reintroduce Two-Way Streets	✓				VI-45,46	✓			✓		✓	✓

Mid-Term 4-7 Years (2017-2021)

Project	Responsible Parties				Downtown Jacksonville Community Redevelopment Plan Reference	Goals Supported						
	Governmental Agency	Business Community	Stakeholder Group	Property Owner/Developer		GOAL ONE: History, culture, entertainment, and retail district	GOAL TWO : Increase rental and owner-occupied housing	GOAL THREE: Simplify permitting and coordination	GOAL FOUR: Improve Downtown walkability, bikeability, & connectivity	GOAL FIVE: Establish riverfront design framework to ensure unique sense of place	GOAL SIX: Maintain clean/safe 24/7 for residents, workers, visitors	GOAL SEVEN: Advocate healthy design thru economic policies
Benchmark All Incentive Programs	✓				N/A							
Northbank East-West Circulator	✓				VI-52	✓	✓	✓	✓		✓	✓
Friendship Park Marina and Ramp	✓			✓	VII-29	✓	✓	✓	✓	✓		✓
MOSH Vision Plan	✓			✓	VII-29	✓		✓	✓	✓	✓	✓
Culture, Arts, Education and Economic Impact Programming	✓		✓		VI-30/VII-22	✓	✓	✓	✓	✓	✓	✓
Social Services Initiative	✓	✓	✓		VI-30/VII-22	✓	✓				✓	✓
Retail Enhancement Program	✓	✓		✓	VI-35	✓	✓	✓			✓	✓
Creative Placemaking and Public Art	✓	✓	✓	✓	VI-30/VII-22	✓	✓	✓	✓	✓	✓	✓
St. Johns River & Tributary Access	✓				VI-50/VII-28	✓		✓	✓	✓	✓	✓
Higher Education and Technology	✓	✓	✓	✓	VI-30/VII-22	✓	✓	✓	✓			✓
Downtown Cleaning Initiative	✓				VI-30/VII-22	✓	✓	✓	✓	✓	✓	✓
Downtown Free Wi-Fi	✓				VI-55	✓	✓	✓	✓		✓	
Housing Incentive and Financing Program	✓				VI-49/VII-30	✓	✓	✓	✓			✓
Pearl Street Improvements	✓				VI-43	✓		✓	✓		✓	✓
Bay Street Improvements	✓				VI-42	✓		✓	✓		✓	✓
Liberty Street Improvements	✓				VI-41	✓		✓	✓		✓	✓

Long-Term 8-11 Years (2021-2025)

Project	Responsible Parties				Downtown Jacksonville Community Redevelopment Plan Reference	Goals Supported						
	Governmental Agency	Business Community	Stakeholder Group	Property Owner/Developer		GOAL ONE: History, culture, entertainment, and retail district	GOAL TWO : Increase rental and owner-occupied housing	GOAL THREE: Simplify permitting and coordination	GOAL FOUR: Improve Downtown walkability, bikeability, & connectivity	GOAL FIVE: Establish riverfront design framework to ensure unique sense of place	GOAL SIX: Maintain clean/safe 24/7 for residents, workers, visitors	GOAL SEVEN: Advocate healthy design thru economic policies
Benchmark All Incentive Programs	✓				N/A							
Geographical Connectivity of the Emerald Necklace with the River	✓		✓		VI-54	✓	✓	✓	✓	✓	✓	✓
Culture, Arts, Education and Economic Impact Programming	✓		✓		VI-30/VII-22	✓	✓	✓	✓	✓	✓	✓
Creative Placemaking and Public Art	✓	✓	✓	✓	VI-30/VII-22	✓	✓	✓	✓	✓	✓	✓
Retail Enhancement Program	✓	✓		✓	VI-35	✓	✓	✓			✓	✓
Social Services Initiative	✓	✓	✓		VI-30/VII-22	✓	✓				✓	✓
Higher Education and Technology	✓	✓	✓	✓	VI-30/VII-22	✓	✓	✓	✓			✓
Downtown Cleaning Initiative	✓				VI-30/VII-22	✓	✓	✓	✓	✓	✓	✓
Downtown Free Wi-Fi	✓				VI-55	✓	✓	✓	✓		✓	
Housing Incentive and Financing Programs	✓				VI-49/VII-30	✓	✓	✓	✓			✓
Assemble Parcels/Land Acquisition for Emerald Necklace	✓		✓		VI-54	✓	✓	✓	✓	✓	✓	✓

Performance Measures

It is recommended that DIA focus on tracking outcomes, benefits and changes of Downtown in relation to the BID Strategy. Tracking such indicators provides a better understanding of the relative economic vitality of Downtown Jacksonville. The following Performance Measures will enable the DIA to assess the economic development conditions and improvements in Downtown, along with suggested targets per the Years Tables for overall improvement by 2025. NOTE: The Performance Measures are calculated at an estimated growth progression as listed below which ultimately coincides with the Market Feasibility Study outcomes projected for 2025. Annual targets may vary each year given the market.

Downtown Economic Indicator	Current Performance	2014-2015 (5%)	2015-2016 (5%)	2016-2017 (15%)	2017-2021 (30%)	2021-2025 (45%)
Employment	48,607	486	486	1,458	2,916	4,375
Residents	3,730	240	240	720	1,440	2,160
Residential Units	1,898	192	192	577	1,156	1,733
Business Establishments	1,100	11	11	33	66	99
Retail Space Vacancy	37%	-0.4%	-0.4%	-1.2%	-2.4%	-3.6%
Increase Tax Value	\$1,277,542,543	\$26,122,873	\$26,122,873	\$783,368,619	\$156,737,237	\$235,105,856
Outdoor Seating Establishments	17	2	2	2	2	2
Special Events	611	16	16	17	70	70
Attendance at Special Events	1,254,550	49,586	49,586	49,586	198,344	198,344
Annual Visitors	9,186,487	73,959	73,959	73,955	295,820	295,820
Hotel Occupancy	61%	+0.81%	+0.81%	+0.81%	+3.24%	+3.24%
Inactive COJ Assets by Acreage (as of 2014)	153	8	8	8	34	34

DIA Internal and Program Benchmarking

New investments and jobs are likely to occur in Jacksonville without the City's assistance. These successes should still be counted toward the targets as they contribute to Jacksonville's overall economic vitality. Finally, the DIA's ability to track, record, store, count and report this data will depend on its staffing and internal systems capacity.

Recommendation No. 1: To assess the scope, efficacy, and outcomes of the incentives, the DIA will develop and consistently calculate the realized results, and incorporate that analysis into its performance measures.

Recommendation No. 2: To assess the needs of Jacksonville companies and seek feedback on DIA and City services, the DIA will conduct a periodic survey of Jacksonville businesses.

Recommendation No. 3: To ensure that its performance measures remain meaningful, useful, and sustainable, the DIA will document the methodology for calculating each of its performance measures.

Recommendation No. 4: The DIA will assess—by core service—how performance data can be used by management and staff on an ongoing and frequent basis to help analyze past performance, to establish next performance objectives and targets, and to examine overall performance strategies.

Benchmarking DIA

Benchmarking is the process of measuring an organization's internal processes then identifying, understanding, and adapting outstanding practices from other organizations considered to be best-in-class. Most business processes are common throughout industries. For example; NASA has the same basic Human Resources requirements for hiring and developing employees as does American Express. British Telecom has the same Customer Satisfaction Survey process as Brooklyn Union Gas. These processes, albeit from different industries, are all common and can be benchmarked very effectively. It's called "getting out of the box". One of the biggest mistakes organizations make when first benchmarking is that they limit their benchmarking activity to their own industry. Benchmarking within your industry is essential. However, you already have a pretty good idea how your industry performs so it's imperative that you reach outside and above your own industry into other industries that perform a similar process but may have to perform this process extremely well in order to succeed (www.benchnet.com, 2013)

It is recommended that the DIA Staff annually benchmark internal practices and BID programs; recommends that the DIA have external audits performed; and that the DIA track the necessary reporting documents required for the Community Redevelopment Plan and Tax Increment Finance (TIF) Districts. NOTE: The first line item in the Years Tables from the 2nd Year on is to benchmark the locally managed DIA incentive programs for outcomes that will provide a track record as to the efficiency, effectiveness, and appropriateness of each program.

Appendix A

Project Profile Assessment

I. Overview

Please provide the following information to assist in the initial analysis. All requested data may be applicable or may not be applicable at this time. This information will be used to recommend a public/private deal structure and to project public benefit of the project.

II. General Project Information

Name of Business

Business Physical Address

Business Mailing Address

Business Telephone

Business Facsimile

Business Email

NAICS/SIC Code

Industry Group

Functional Classification (Service, Finance, Manufacturing, Distribution, etc.)

Street Address

Real Estate Parcel Number from Property Appraiser's Office

Current Property Appraisal Tax Valuation

Location in County

Site area (acres)

Please provide a list of other sites under consideration within Duval County, in Florida, and in other states by City.

Will the Project be developed in Phases? If so, describe each phase and estimated time frame.

Please provide information on corporate community activities/ involvement.

Does the company have any representation on any Enterprise Florida Boards?

III. Goals Met and Justification

_____ Reinforce Downtown as the City's unique epicenter showcasing its history, culture, and entertainment, with opportunities for retail, commercial, and educational industries to ensure a thriving business environment.

_____ Attract and leverage capital to develop rental and owner-occupied housing Downtown, targeting key demographic groups seeking a more urban lifestyle.

_____ Orchestrate necessary funding, community support and cross-administrative agency coordination to prioritize and implement initiatives.

- _____ improve, maintain, and program connectivity with the St. Johns River through interconnected network of streets, walk/bike-ability, public open spaces, adjacent neighborhoods, and promoted events.
- _____ Safeguard against development impacts to the St. Johns River and its tributaries through structural design, orientation, and use.
- _____ Maintain a clean and safe 24-7 Downtown for residents, workers, and visitors.
- _____ Facilitate and advocate for healthy design-oriented development through planning and economic development policies.

IV. Type of Facility

Will you *acquire an existing facility*?

Will you *expand/renovate an existing facility*? Or

Will you *construct a new facility*?

Will the facility *be leased or owner-occupied*?

What will be the *size (square feet) of new facility*? Please provide this information by Phases.

If facility will be leased

Term of lease

Average annual lease payments

Annual lease payment growth (%)

Project Costs Breakdown and Sources of Funds

USES

Acquire Land & Building	\$ _____
Construction of New Building	\$ _____
Renovations of Existing Building	\$ _____
Site Development Costs	\$ _____
Architects, permits, other soft costs	\$ _____
Machinery/ Equipment Costs	\$ _____
Furniture, Fixtures & Equipment	\$ _____
Other Costs (Describe)	\$ _____
TOTAL EST. PROJECT COSTS	\$ _____

SOURCES OF FUNDS

Conventional Financing	\$ _____
Owner's Equity Injection	\$ _____
TOTAL PRIVATE CAPITAL	\$ _____
Request for Public Capital	\$ _____
TOTAL SOURCES	\$ _____

RESIDENTIAL

Number of Units	Sale or Lease	Square Footage of Units	Cost per Unit

Market Value of Real Estate

Market value at completion

Market value of future expansions (including the year project expansion will be completed)

Market Value of Personal Property (FF&E)

Furniture and Fixtures

Please provide value of newly purchased furniture and fixtures each year including construction period and through a 10- and 20-year operating period.

Percent purchased within the county

Percent purchased within the State

Replacement value of purchased equipment each year through a 10- and 20-year operating period, if applicable.

Value of furniture and fixtures relocated to county each year

Describe type of furniture and fixtures to be purchased

Other Equipment

Value of newly purchased equipment each year including construction period and through a 10-and 20-year operating period.

Percent purchased within county

Replacement value of purchased equipment each year through a 10- and 20-year operating period, if applicable.

Describe type of equipment to be purchased.

Public Infrastructure Requirements

Provide a list of public infrastructure requirements (road improvements, utility services) for the project by phase.

Provide timing requirement by phase and estimated cost for public infrastructure requirements.

Other Site Improvements

Provide a list of other site improvement requirements.

V. Construction Information

Ground-breaking date

Date of construction completion

VI. Employee Information

Number of Current Full-Time Employees in Jacksonville: _____

Average Wage: _____ Benefit Package: Medical Dental 401K

Number of Current Part-Time Employees in Jacksonville: _____

Average Wage: _____ Benefit Package: Medical Dental 401K

Number of Full-Time Employees to be Retained: _____ Part-time (in FTE's): _____

New Full-Time Employment to be Created: _____ Part-time (in FTE's): _____

Estimated time period to Create Jobs: _____

List the major job categories and wages of jobs to be created (i.e. 5 management, 10 sales, 15 manufacturing):

Position	Number	Average Annual Wage	Benefit Package (circle)
			Medical Dental 401K

List other employee benefits (i.e. tuition reimbursement): _____

VII. Materials for Operation

Value of materials purchased for operation of facility for year 1 operation

Percent increase in materials purchased for years 2 – 10 operations

Percent of materials bought within the county

Purchase of utilities (average annual cost or annual consumption rate)

Electricity

Water

Sewer

Natural Gas

County Solid Waste Disposal

Other

VIII. Visitor Information

Estimated annual number visitors to facility

Average length of stay (nights)

Estimated percent of overnight visitors

Overnight visitors in the county

Appendix B

Downtown Feasibility Study