



CELEBRATING THE RIVER: A PLAN FOR DOWNTOWN JACKSONVILLE







In early 1977, citizens and city leaders took up the challenge of restoring downtown Jacksonville to a vibrant district with many options for living, working and playing. Public input has played an important role in meeting that challenge, and substantial citizen involvement in committees, public meetings and community forums culminated in the development of this master plan for revitalizing Jacksonville's downtown.

Celebrating the River: A Plan for Downtown Jacksonville is a road map that provides the basis for all future downtown development. It directs and recommends where development should take place and what type of development it will be. It includes projects that can be implemented quickly and others that will take much longer to complete. It focuses on the natural asset of the scenic St. Johns River which flows through the heart of the city and anchors both banks of the river to the downtown core. It also capitalizes on our climate, creating green space, pedestrian right-of-ways and scenic vistas. It is our vision and blueprint for future development opportunities, and something of which we can all be proud.

Downtown Jacksonville is the heart of the city. It can and should reflect the beauty, diversity and vitality of our entire region, and this master plan provides the guidance needed to make that vision a reality.

Mayor John Peyton
City of Jacksonville



VISION STATEMENT

Jacksonville aspires to be one of the world's great cities. Downtown is the heart of Jacksonville and its vitality is critical to the city's future as a world-renowned livable place.

The community and its leaders believe downtown Jacksonville continues to be the regional capital for commerce, government, culture and entertainment. It will feature pedestrian development in new and historic neighborhoods. It will have ample green space accessible to an intensive urban park along the St. Johns River. It will have a strong, progressive transportation system.

DESIGN THEME

We have refined the vision for Downtown Jacksonville by creating a comprehensive design theme that sustains the principles and policies contained in this master plan.

Jacksonville is the celebration of a great, international river and extensive public green space, where city parks and attractive water features are essential components of busy, sustainable urban neighborhoods.



FOUR IMAGES OF DOWNTOWN JACKSONVILLE

Public participation was an essential component of this Plan. We held public workshops to help us better understand the aspirations that Jacksonville's citizens have for their downtown. Participants were encouraged to dream a little. Four images of Downtown Jacksonville were created; they represent a long-term vision of Jacksonville's future.

THE RIVER CITY



Photo taken by: Robert H. Linger

Imagine Jacksonville being known throughout the world as one of the great 'river' cities, a place synonymous with life on the water. The river has become a natural meeting and gathering place towards which residents and out-of-towners are naturally drawn. 'On the River Downtown' has become the best address in Jacksonville, whether you and your family have moved to the region from some other part of the world or whether your business has sought out the most prestigious location in north-east Florida.

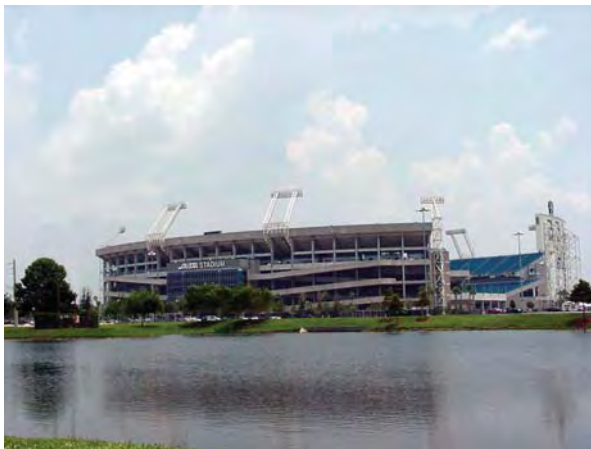
CIVIC OPEN SPACE



Night at the Jax Landing †

Imagine downtown on a cool spring afternoon. Your lasting impression is of green, tree-lined avenues and the sound of water, either from the city's numerous fountains, or from its pocket parks. In the evening, these well-lit open spaces become the venues for all sorts of events, drawing crowds from the suburbs as well as those lucky enough to live downtown. As you enjoy the festivities, you agree wholeheartedly with the sentiment that Jacksonville really is a livable city.

SPORTS AND RECREATION



You've heard about Jacksonville but this is your first visit to the City. Your team has made it to the Superbowl and it will be the first time that this prestigious game has been hosted by one of the NFL's newest franchise cities. This is a once-in-a-lifetime trip for you, so you intend to enjoy everything about the extended weekend — even if your team loses.

CULTURE CENTER



Times-Union Center for the Performing Arts †

You live outside Downtown Jacksonville, but for you it's the cultural hub where you spend a good deal of your leisure hours. Since Jacksonville has emerged as a city of arts and culture, expensive trips to New York or Washington, D.C. have fallen by the wayside. You have out-of-town visitors more frequently and they always insist that part of their trip be spent downtown. They're even encouraging you to 'make the move' to one of the smarter streets in downtown.



THE PLANNING PROCESS



Model of Downtown Jacksonville
(Source: Pappas & Associates Architects)

When the Downtown Development Authority first determined the need for a master plan to guide Jacksonville to the new millennium, we knew that any plan to revitalize downtown needed to reach out to the broader community, the citizens and business people that live and work downtown, as well as those from the wider region.

The importance of this new undertaking was portrayed to the broader public and became an important component of former Mayor Delaney's Growth Management Task Force Recommendations in 1997.

We also acknowledged that for it to be successful, the plan had to be one that every Jacksonville citizen could call their own. Therefore, the first step in developing the downtown master plan was the creation of an inclusive, public-driven planning process.

An Executive Steering Committee was appointed

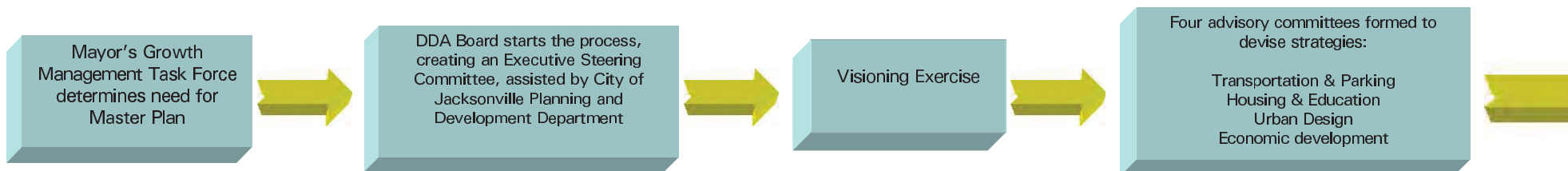
The DDA appointed ten representatives of the local business community and city government to an **Executive Steering Committee** in March 1997 to oversee the development of the master plan. One of the first steps of this new steering committee was to develop a Vision Statement that would state the long-term vision for downtown. Once the vision was agreed upon by all parties involved, more detailed recommendations had to be developed.

Four Advisory Committees were formed

The Advisory Committees assisted the Executive Steering Committee by examining four major issues critical to the success of downtown:

- Transportation and Parking
- Housing and Education
- Urban Design
- Economic Development

Over **100 business leaders, residents and interested citizens** served on these committees and created the framework for the master plan you now have before you.



We identified issues that stood in the way of our vision

The Executive Steering Committee and its Advisory Committees identified a number of issues that stood in the way of fulfilling the vision, including:

- A lack of diverse activities essential to a dynamic downtown
- Poor pedestrian connections
- Concern that downtown was not a safe place for its citizens
- An absence of downtown residents
- No sense of identity

We recommended solutions

After identifying the issues, the Advisory Committees recommended **solutions** on how to turn the dream into reality. The recommendations included:

- Creating a mixture of diverse civic, social, cultural and entertainment activities dispersed throughout downtown
- Supporting local employers currently located downtown and recruiting new businesses to downtown

- Defining distinct areas or neighborhoods within downtown
- Concentrating activity within the neighborhoods to build a critical mass of people

We carried out a series of workshops, reaching hundreds of citizens and community leaders

As part of the planning process, a series of **public workshops** were held to solicit reactions to the work done by the Advisory Committees and to refine the proposed recommendations into a master plan.

In addition to the workshops, a public website was launched to solicit feedback from a broader audience using modern technology.

In addition to the work being done by the committees, the City retained a professional consulting team to carry out three tasks. The consulting team assisted the Executive Committee by completing a transportation study and a market study and synthesized all this activity in the form of this master plan.



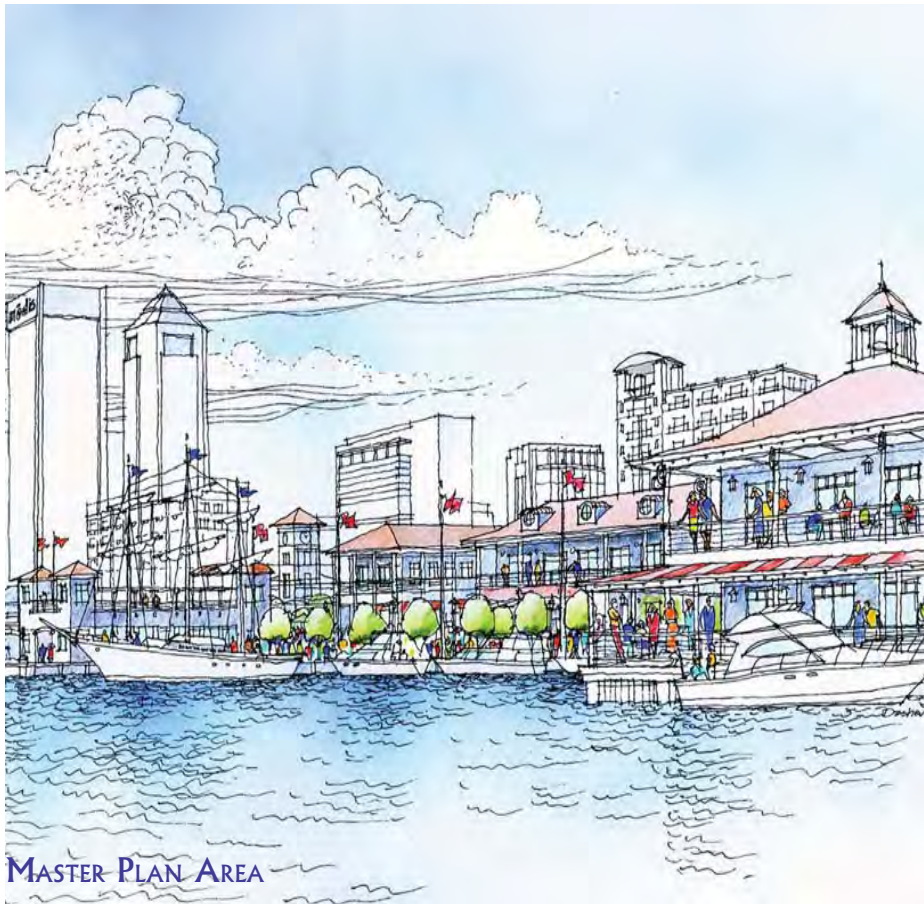
1999 Jacksonville Public Workshop; One of a series of workshops. ±



P L A N A R E A



- | | | | |
|---|-----------------------------|---|------------------------|
|  | Brooklyn District |  | Riverfront District |
|  | La Villa District |  | Institutional District |
|  | Church District |  | Stadium District |
|  | Central Civic Core District |  | River Park District |
|  | Cathedral District |  | Southbank District |



The Downtown Master Plan includes all areas contained within the official boundaries of the Downtown Development Authority. The **plan area** is generally bounded by State Street on the north, Interstate 95 on the south and west, and the St. Johns River on the east.

Surrounding neighborhoods are important to this plan. They are centers of economic and social activity that help provide Jacksonville with its unique character and they represent important nodes from which downtown can build strength. In some cases, surrounding neighborhoods can benefit from enhanced links with downtown, drawing on the economic activity that this plan aims to generate.

THE PLAN

THE FRAMEWORK FOR OUR IDEAS

Page 9

Principles of the plan

OPEN SPACES AND PEDESTRIAN PLACES

Page 11

The River and emerald necklace, of open spaces connected by pedestrian links to form an integrated network.

POLICIES AND DESIGN GUIDELINES

Page 12

Setting the standard of excellence in Jacksonville

THE DISTRICTS

Page 20

Opportunities for downtown districts

OUR LEGACY PROJECTS

Page 36

Strategic plans

TRANSPORTATION NETWORK

Page 45

Improved transportation plans for downtown

THE MARKET

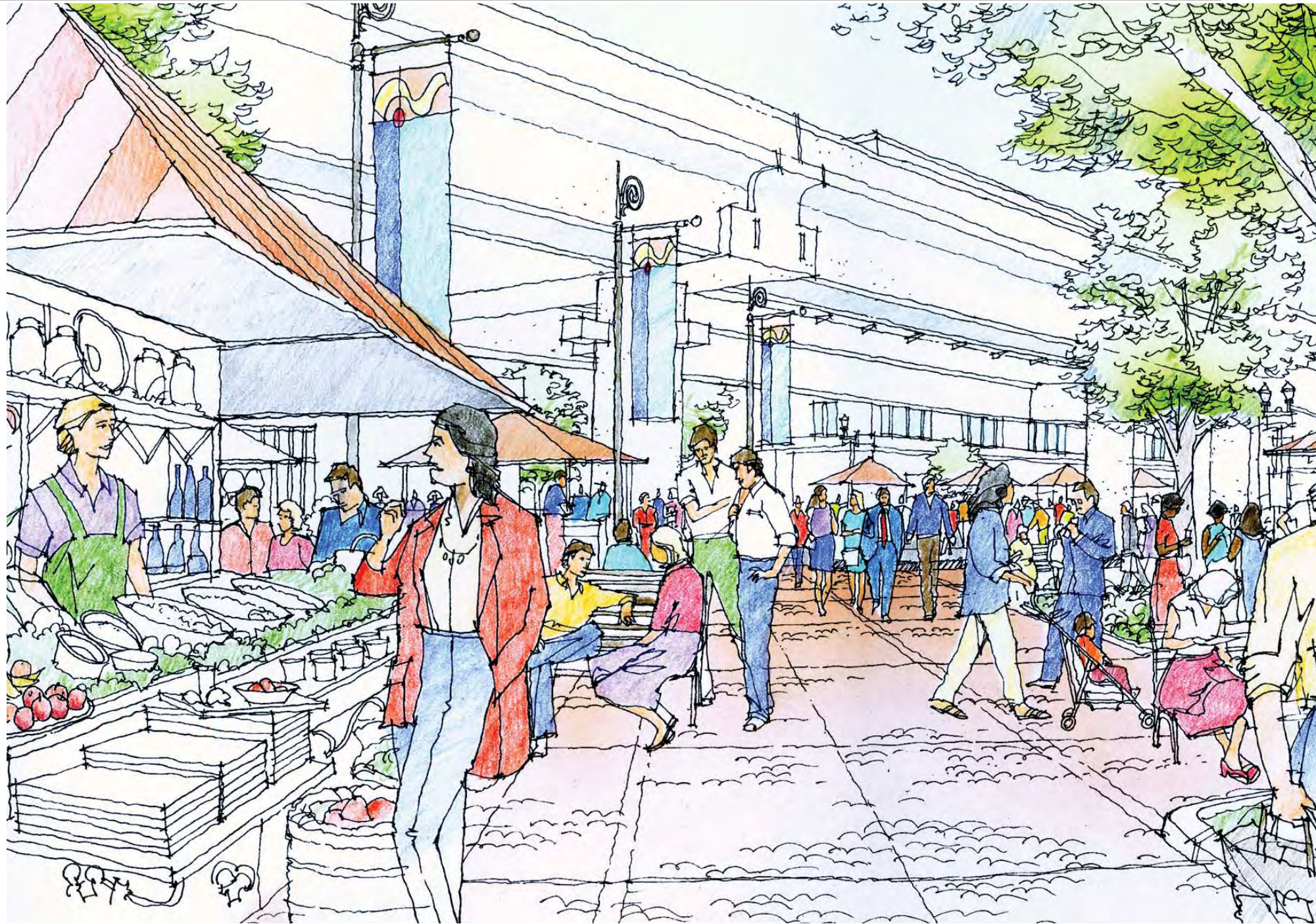
Page 50

Market analysis to support the plan

ACTION PLAN AND TIMELINE

Page 52

Implementation strategies



A farmers market under the shade of the ASE tracks creates a vibrant downtown street life on weekends. Textured paving and comfortable seating areas form a place for people of all ages to relax and interact.



PRINCIPLES OF THE PLAN

This master plan is the culmination of a partnership between the City of Jacksonville and its citizens. It sets out to fulfill an exciting vision that we realize will take many years to attain. We intend to immediately implement a series of short-term projects that, as a whole, will change the face of our downtown. The following **principles** are the foundation of our new downtown master plan. The design themes, plan framework and policies of the plan stem from these principles.

- 1 We will improve access to our river banks, creating a greenway of substantial amenity to our citizens.
- 2 We will develop clearly defined downtown districts with distinct identities and a mix of uses and identify which district would be an appropriate location for major public capital investment projects.
- 3 We will develop interconnected, attractive and safe pedestrian links among neighborhoods, activities and open space.
- 4 We will encourage adequate, well-designed and strategically placed parking throughout downtown.
- 5 We will recognize open space as a valuable development asset.
- 6 We will provide a sustainable system of connected public open spaces that encourages variety, both in terms of size and function. Water and natural features will be important elements.
- 7 We will establish downtown as a 24-hour city and as a new location for residential development, a regional destination for tourists, conventioners, and local residents.
- 8 We will enhance the perception of downtown as a safe place.
- 9 We will pursue short-term actions that help us achieve our long-term vision.



Our plan will build on the strengths of the existing river walk and the Jacksonville Landing. ±








An active Hemming Plaza on a sunny afternoon. ‡

T H E O P E N S P A C E A N D P E D E S T R I A N P L A N



The Emerald Necklace connects neighborhoods to the river through a variety of pocket parks, boardwalks, creek-side trails, and streetscape inviting pedestrians and bicyclists to explore downtown through a series of green spaces.

-  Pedestrian Links
-  Proposed Park
-  Existing Park
-  Water Body
-  Views

THE OPEN SPACE AND PEDESTRIAN PLAN CREATES THE PHYSICAL FRAMEWORK OF THE MASTER PLAN.

The Open Space Plan is the starting point for making Jacksonville a more livable city. It organizes public spaces and pedestrian places so that they link neighborhoods, individual buildings and the St. Johns River.

Our Plan Components

- The river
- The emerald necklace
- Parks
- Pedestrian connections
- Views
- A sustainable plan for storm water management

The river is Jacksonville's unique international asset

One of the main goals of the open space and pedestrian plan is to recognize the important role the river plays in attracting people to downtown and to preserve and enhance public accessibility to the river and its recreational opportunities.

Currently the impact of the river is felt mainly by adjacent properties. To maximize the influence of the river throughout the city, connections to the St. Johns River must be forged. These connections will be created through the implementation of the other parts of the open space and pedestrian plan.

The emerald necklace links the river to other parts of downtown

The second component of the open space and pedestrian plan is the creation of an 'emerald necklace'—a ring of parks and open space connecting the downtown neighborhoods to the river. The emerald necklace will function as the seam binding individual neighborhoods together.

To emphasize the connection to the river, Hogan's Creek will form the first part of the necklace and McCoy's creek the second.

Parks are legacy projects adding value to surrounding land parcels

Our vision for Downtown Jacksonville includes the creation of parks in the center of downtown, our legacy to future residents.

The parks will provide the links to the river as well as raise property values in adjacent neighborhoods. Parks will serve as catalysts for the redevelopment of adjacent blocks with a mixture of residential and neighborhood serving uses. The economic impact of the parks will be felt not only by adjacent properties, but by the entire downtown.

Pedestrian connections link centers of downtown activity

The open space and pedestrian plan identifies a series of pedestrian links. These links are intended to maximize the potential of the overall park system by providing connections between small pocket parks, the emerald necklace and the river.

The importance of the pedestrian system—identified by the continuous red line on the open space plan—can not be over stated. The creation of the emerald necklace is a long-term project. The pedestrian system offers both short and long-term solutions in the creation of the overall open space systems. Main pedestrian links include:

- Riverfront
- Hogan's Creek
- McCoy's Creek
- Main/Ocean Street Corridor

Views encourage people to linger downtown

Physical connections are not the only way to link the river to downtown neighborhoods. One of the most important methods we can employ to bring the river into surrounding neighborhoods and entice people to come down to the river's edge is to establish view corridors.

The yellow arrows on the plan indicate views of the river to either be created, preserved, and enhanced. These views of the river do not start at water's edge, but are located at the inland culmination of corridors, such as streets or parks that terminate at the river.

Sustainable stormwater management encourages dual-use of facilities

The open space plan proposes a network of storm water ponds that complement the landscape and function as visual amenities—ponds will be designed with shallow slopes and landscaped edges to take on the appearance of small lakes.

Possible locations for storm water ponds include:

- Open space network/emerald necklace
- Under interstate overpasses
- A network of ponds along the edge of Interstate 95



The St. Johns River and the city skyline gives Jacksonville a strong sense of place.



Future residential development in the Riverfront District - Berkman Plaza (Source: Andrew King)

PLAN POLICIES

At the beginning of this plan, we stated nine principles to guide the redevelopment of downtown. The following policies are intended to implement our principles.

We will improve access to our river banks by....

- Extending the river walk wherever and whenever possible
- Creating strong visual and pedestrian links from downtown streets
- Encouraging the continued implementation of strategies to reduce pollution and restore the aquatic habitat of the St. Johns River identified in the *River Agenda*, the City and State's commitment to preserving Jacksonville's greatest natural resource

We will develop clearly defined districts that have a distinct identity and include a mix of uses by....

- Recognizing that major public capital investment projects can significantly enhance district development and character
- Building on the existing district character and uses
- Concentrating activity, as much as possible, around catalyst projects within districts

We will develop an attractive, comfortable and safe pedestrian environment that provides connections between commercial and residential activities and open space by....

- Providing an interesting sidewalk environment for pedestrians
- Encouraging a mix of uses in buildings, with publicly accessible uses on the ground floor
- Extending commercial activity into the public realm; encouraging sidewalk cafes, street vendors, street performing on sidewalks and in public open spaces

We will take a new approach to downtown parking by....

- Encouraging retail use of the ground floor of parking structures adjacent to public right-of-way
- Prohibit new surface parking lots in the Central Civic Core District requiring all new parking to be provided in structures
- Lowering required parking ratios as the market allows, as well as encouraging the use of transit
- Counting on-street parking towards meeting parking requirements
- Locating parking at the rear or side of buildings
- Requiring no additional parking for structures that are being renovated for new uses in any zoning district
- Allowing parking to be shared in mixed-use projects

We will recognize open space as a valuable asset to surrounding development by providing a sustainable system of connected public open spaces that vary in size and function by...

- Framing open space with buildings
- Orienting building entries, plazas, courtyards, terraces and balconies to open spaces
- Providing urban plazas, civic open space and parks for active recreation, neighborhood community parks and shady green places for quiet contemplation
- Using green space to link activities
- Providing each district with a common green open space and pedestrian links to it
- Creating a master plan for storm water retention systems that can be incorporated into open space amenities
- Allowing grading and slopes around storm water retention areas to facilitate the removal of fences and, where appropriate, create hard scape environments
- Using pavers and special surfaces to connect public open spaces

We will enhance downtown as a 24-hour city, a regional destination for tourists, conventioners, and local residents by...

- Encouraging a diversity of activities downtown
- Encouraging a mix of uses within districts, blocks and buildings wherever possible
- Promoting downtown as a place to live
- Promoting the rehabilitation of existing buildings to provide housing, office, institutional, commercial and visitor destinations
- Encouraging entertainment and nighttime uses on the streets between the Performing Arts Center and the Florida Theatre

We will enhance the perception of downtown as a safe place to be at night by...

- Clustering cafes and entertainment venues that are open at night, locating them on the ground floor of buildings
- Improving streetscape and pedestrian lighting
- Encouraging the development of housing downtown
- Providing evening activities in public spaces



Our plan calls for more water front gathering places, like this one at the Landing.



An attractive, shaded sidewalk always encourages pedestrians to linger. Laura Street, Jacksonville ±



Creating a clearly defined gateway. Monroe Street, Jacksonville ±



The Northbank Riverwalk is an important River front connection that is also a gateway. This presence is enhanced by the display of banners and creative landscaping features. ±

URBAN DESIGN GUIDELINES

The policies of our plan lead naturally to a set of **guidelines**; for those responsible for improving downtown and for developers interested in implementing new projects in Jacksonville. The following guidelines, therefore, address three important urban elements:

- The broad downtown urban environment that is so important to Jacksonville's sense of place
- The streetscape; that part of the public realm that is most important to the pedestrian; the sidewalks and their environs
- Development sites; where Downtown Jacksonville's future is created in the form of new buildings

The following urban design guidelines will help us implement our vision for downtown. They promote flexible design of public and private spaces and encourage quality development.

Guidelines for Public Spaces

The following guidelines encompass the development of public spaces, including parks, open spaces and public right-of-way's, particularly the gateways to Jacksonville, views throughout downtown, and pedestrian orientation.

These guidelines apply to **all districts**.

Intent: To clearly define gateways into downtown.

- Identify gateways with landscaping and special features
- Support public investment in Jacksonville's gateways by identifying and promoting commercial uses nearby

Intent: To encourage enticing views of the river from as many places in downtown as possible.

- Create views to the river down the following streets:
 - In the Central Core and beyond...Main, Ocean, Newnan, Market, Liberty, Laura, Hogan, and Points along Gator Bowl Boulevard
 - In Brooklyn...Jackson, Dora, Forest, Roselle
 - In Southbank...Hendricks, Miami, Montana
- Encourage the creation of views from buildings to the river, through buildings, and across the river to buildings

Guidelines for Connections

Downtown

The following guidelines are intended to create a new network of improved pedestrian connections between the various districts and the proposed open spaces. The pedestrian connections identified in the Open Space and Pedestrian Plan will be implemented through the addition of off street pathways in public sidewalk system

with the trees, pedestrian scale lighting, signs and other features that enhance the pedestrian environment.. The main focus is on creating pedestrian and bicycle links that encourage visitors and the residents of Jacksonville to enjoy the different amenities downtown has to offer.

These design guidelines apply to **all districts**.

Intent: To maintain traditional block patterns with a grid of streets. To eliminate vacant streets and minimize the creation of super blocks, wherever practically possible.

- Encourage new large development proposals to respect the existing Jacksonville downtown street pattern

Intent: To provide connections that maximize the asset of the St. Johns River.

- Provide a continuous public walkway along the north bank of the St. Johns River from Metro Park to Memorial Park
- Reunite the city with its river by protecting existing connections to the river and creating new connections wherever possible
- Improve river walk connections to the Southbank at the Main Street and Acosta Bridges; make smoother and more pleasant transitions from bridges to sidewalks

Intent: To create a series of downtown connections to open space.

- Provide connections to McCoy's Creek along Stonewall, Jackson, and Dora Streets

- Provide connections to Hogan's Creek along Ashley, Church, Liberty, Main and Ocean Streets

Intent: To provide connections between major anchors and activities.

- To the Performing Arts Center down Hogan and Water Streets
- To the Convention Center along Water and Bay Streets
- To the Landing along Hogan, Laura and Main Streets
- To the Florida Theatre down Forsyth and the alleys in between
- To Adam's Mark Hotel along Bay Street and Coastline Drive
- To the Stadium along Bay street and Gator Bowl Boulevard
- To the Government Center up Hogan and Laura and along Bay Street
- Encourage ground floor uses that link activities and relate to the theme of the area

Intent: To provide connections within and beyond districts.

- Provide links to open space within the district and to other districts through landscaped connections

Intent: To provide connections from downtown to the adjacent neighborhoods.

- To San Marco along Hendricks Avenue and San Marco Boulevard
- To Springfield along Main, Pearl, Broad and Jefferson Streets
- To Riverside and Brooklyn along Park Street and Riverside Avenue



Streetscape design with landscape signage and pavers improves the pedestrian experience



Our plan proposes more parks, like this one opposite the Florida Theatre. ±



Broad sidewalks encourage pedestrians. †



Hemming Plaza offers shade, security, and a nice place to rest or eat lunch during a busy day. †

Streetscape Design Guidelines

The beauty and livability of a city depends greatly on the design of its streets. The character and quality of the space between the curb and the face of a building has a lot to do with the way people walking in the city feel about it. Creating comfort for the pedestrian is an important way to generate positive economic activity on the streets.

Streetscape is composed of two elements: the clear walking area - the pedestrian zone - and the area between the curb and the sidewalk - the amenity zone. These zones are typically distinguished by a change in materials, from hard materials to greenery, though in areas of high pedestrian traffic the amenity zone may include less planting and more paving. Elements that should be located in the amenity zone include: street trees, ground cover or paving stones, street furniture, trash cans, kiosks, lights, utility poles, and parking meters.

The following design guidelines apply to **all districts**.

Intent: To make sidewalks interesting, safe and comfortable places to walk. To unify the sidewalk and provide a clear, direct and safe path for pedestrians.

- Require developers of new projects to build sidewalks and install the streetscape that is designated for the area and to provide ongoing maintenance

- Remove all utility poles, lights, meters from the pedestrian zone and relocate them in the amenity zone; install underground utilities whenever possible
- Use consistent, continuous widths of concrete for sidewalks
- Comply with ADA (Americans with Disabilities Act)
- Widen sidewalks along all intra-district streets to have a minimum of 8' wide clear walking area, and amenity zones between 5' and 8' wide, at minimum
- Widen sidewalks along all inter-district streets to have a minimum of 10' wide clear walking area, and amenity zones a minimum of 8' wide
- Build sidewalks in selected places in the core and commercial areas that are wide enough to accommodate sidewalk cafes, clear walking zones and amenity zones, 22' minimum from building face to the curb
- Build sidewalks in residential areas that are a minimum of 5' width; provide landscaped walking areas under the ASE
- Provide ADA standard curb ramps in the direction of sidewalk travel at every intersection
- Use historic interlocking paving, or replicas, in those residential districts where they originated
- Change the paving material at crosswalks in areas where pedestrian traffic is high and vehicular traffic needs calming

Intent: To create a unified sense of place throughout Downtown Jacksonville.

- Plant regularly spaced trees in straight rows; the number and spacing of trees should be based on the need to allow adequate room for root and branch growth while still providing a continuous canopy; trees should be centered in the width of the amenity zone
- Use the same type of tree on each side of the street
- Put trees in lawns or ground cover wherever possible
- Use paving in the amenity zone where lawns are not practical, and provide grates and guards to protect trees
- Locate trees a sufficient distance from street intersections to provide clear viewing distances for cars
- Provide an irrigation system in commercial areas
- Require that the owner of the property that abuts the right-of-way assume the maintenance of the trees and other amenities
- Provide continuous green and seasonal color in the amenity zone along the ground plane wherever possible
- Plant the amenity zone with grass, perennial ground covers or seasonal color as appropriate or provide pavers in areas of high pedestrian traffic or amenity zones less than 5' wide

Intent: To create a sense of security and safety for pedestrians.

- Street light fixtures should be no more than 14' tall to provide adequate lighting at a pedestrian scale
- Continue use of city's historic standard light fixture
- Fixtures should have sufficient detail to create scale for the pedestrian
- Lights should be spaced 60'- 80' apart to minimize glare and allow for street trees and traffic lights

Intent: To encourage pedestrians to linger and take pride in the downtown and its districts.

- Provide a unified system of seating, trash receptacles, bicycle racks, kiosks and bus shelters
- Incorporate elements that are unique to Jacksonville's history and culture by using historic photo references
- Encourage the use of awnings on the first level of buildings to provide shade and protection for pedestrians
- Encourage the use of signs that project from buildings and are oriented toward pedestrians
- Provide public art at strategic locations
- Require private developers to set aside a percentage of site development costs for public art
- Encourage the participation of local artists
- Enhance the Main Street and Acosta Bridges as a recreational loop



Jacksonville's Treaty Oak Park is a tranquil open space, set in the busy Southbank District.



Landscaping enhances the sidewalk along Riverside Avenue, Jacksonville.



City Hall at St. James ±



Jacksonville has preserved some of its buildings very well. The Florida Theatre, Forsyth Street ±

Site Design and Building Form Guidelines

The following guidelines are intended to insure that the design of buildings supports and enhances the pedestrian experience.

The site design and building form guidelines apply to the following districts: Brooklyn, LaVilla, Central Civic Core, Church District, Riverfront, Cathedral, Stadium, and Southbank.

Intent: That the design of individual sites will add to the quality of downtown.

- Provide clear and separate access for vehicles and pedestrians
- Define the street and sidewalk space
- Provide outdoor space that will be used by the public or the occupiers of the building
- Provide visual interest to the pedestrian, along the sidewalk fronting the building
- Screen and buffer service access and docks from the public right-of-way
- Encourage the service function of the alleys

Intent: To reuse and protect designated historic structures as well as structures eligible for designation.

- Rehabilitate the buildings in ways that are sensitive to their original historic character
- For new buildings adjacent to historic or eligible buildings, provide massing, windows and a range of materials that are compatible with the historic building
- Where rehabilitation of the entire structure is not feasible, encourage the retention and incorporation of the exterior facade into the new building form
- Require the review and approval of replacement designs before allowing any building to be demolished

Intent: To minimize the impact of parking and service areas in downtown.

- Locate parking lots and garages away from sidewalks and pedestrian connections; locate them within projects or off of service alleys
- Locate loading and service docks away from sidewalks and pedestrian connections
- Ensure that the design of parking lots minimally affect the pedestrian environment
- Provide active uses such as shops and restaurants on the ground floor of garages to engage pedestrians

- Require landscape and architectural treatments to soften the appearance of surface lots and structures
- Promote development of structured parking, particularly within the Central Civic Core, and discourage surface parking throughout downtown
- Discourage the demolition of existing buildings to create parking

Intent: To encourage the construction of buildings to provide continuous frontage along sidewalks.

- Construct buildings to the property line
- Provide pedestrian-oriented buildings with pedestrian-scaled elements along their adjacent sidewalks

Intent: To encourage building forms and massing that respect the context of their surroundings and the pedestrian environment.

- Step buildings up from the river and define height zones
- Break up the building form to allow views through the architecture, particularly down public right-of-ways
- Discourage large undifferentiated building masses and encourage building breaks
- Respect the scale of the context in which the development occurs
- Encourage variety in roof forms, entry forms, bays, room modules and step-backs

- Orient buildings perpendicular to the St. Johns River to allow views from interior blocks

Intent: To encourage development that is designed to improve the pedestrian's experience of Downtown Jacksonville.

- Respect the existing development patterns
- Provide frequent pedestrian entries along the street
- Provide balconies from upper floors of residential units

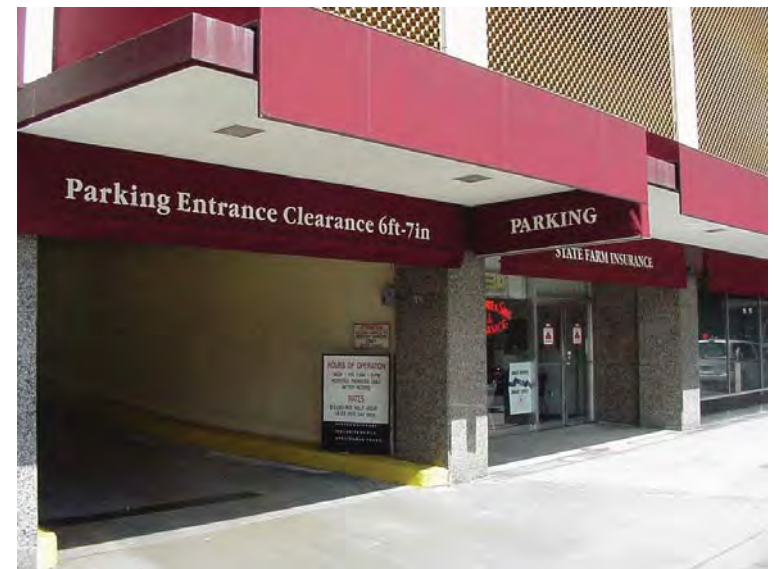
Intent: To encourage developments with building facades that involve the pedestrian on the street.

- Avoid undifferentiated building walls
- Create open and inviting facades
- Provide human/pedestrian scale
- Create an active and interesting sidewalk presence
- Provide a variety of detail and form by addressing variation in wall planes, horizontal and vertical articulation, glazing, materials, finishes and color

It is recommended that a **Downtown Design Review Board** be appointed by the Mayor and approved by the City Council to administer the design guidelines and monitor the realization of the intents of this master plan. The Board will review all public work projects, partnerships with the City that require funding and all projects that require permitting.



Unique architecture adorns the top of the New City Hall at St. James. ±



Parking above retail and office space. Forsyth Street, Jacksonville. ±

B R O O K L Y N A N D R I V E R S I D E A V E N U E



Brooklyn and Riverside Avenue are contrasting halves of the same neighborhood. Brooklyn was once an important in-town community with family homes and thriving businesses. Riverside Avenue is a busy traffic corridor and entry to downtown. It is lined with some of Jacksonville's leading office-based businesses, but has little relationship to the neighborhood to its north.

Opportunities

Our vision for Brooklyn is to regenerate it as a vibrant mixed use neighborhood and to link it to the river via as many routes as possible. A key redevelopment strategy will be to attract creative businesses and individuals, such as graphic artists, architects, sculptors and designers, to this area. The key activity generators are:

McCoy's Creek

- A primary public open space on the emerald necklace
- A means of creating valuable amenity for nearby residential development opportunities
- A significant pedestrian and bike connection to the St. Johns River and LaVilla

Park Street

- Brooklyn’s central spine
- An important primary connection to the neighboring district of LaVilla
- The prime opportunity for creating a pedestrian-oriented mixed use street anchored at its eastern end by the activity generated at McCoy’s Creek

St. Johns River Bank

- A superb setting for new office space
- Provides access to the St. Johns River from Brooklyn by using the existing street network and terminating it with public open spaces at the river

Riverside Avenue

- An important gateway to the central civic core of Jacksonville
- A link between Brooklyn and communities to the south of the new Fuller Warren Bridge

Automated Skyway Express (ASE)

- Could be routed alongside Riverside Ave. to the Central Civic Core, LaVilla, Church and Southbank Districts
- Provides a prime opportunity for promoting transit-oriented development as Brooklyn develops and the market grows
- Potential for shaded public gathering spaces and uses under track

Policies & Design Guidelines

The following policies and design guidelines will apply to the Brooklyn District:

McCoy’s Creek will become a significant public open space and a neighborhood amenity, as well as a development catalyst for single and multifamily residences along its edges.

- Residential structures will be oriented to creek-side pedestrian and bicycle paths through the extension of Elm Street along the creek edge
- The McCoy’s Creek path will have safe attractive links to the adjacent residential developments

Access from the neighborhood to the river will be maximized by extending the street grid toward the river, terminating the following streets as close to the river as possible.

- Rosalie Street, Edison Avenue, Forest Avenue/Price Street, Jackson Street and Dora Street

Brooklyn will be redeveloped as a transit-oriented, mixed-use neighborhood with the ASE extension serving as the primary means of connecting Brooklyn with other districts and neighborhoods.

- Mid-rise and high-rise residential structures will be encouraged along a landscaped setback next to the ASE alignment between Magnolia Street and Oak Street



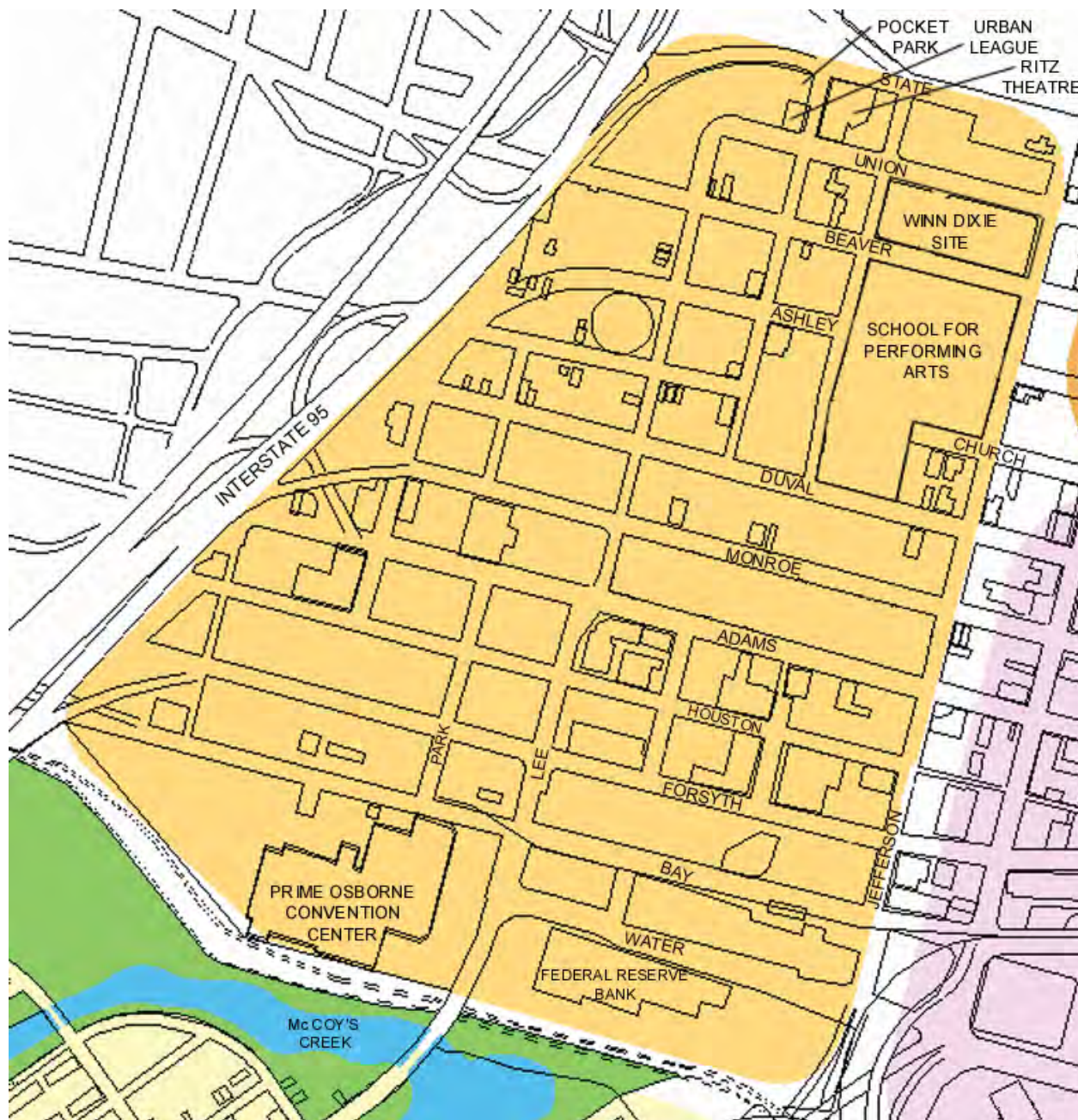
- Corporate office buildings will be encouraged on the riverfront; these buildings will be located between the parks that serve as an extension of the north-south streets noted above
- The Public School (Riverside 4) is a significant historic building and is a key adaptive reuse opportunity

Park Street will be redeveloped to encourage pedestrian activity and will serve as the neighborhood center for services that support residential development.

- The development of Park Street’s existing buildings to provide a mix of uses will be encouraged; this could comprise office and residential uses

- above ground floor commercial uses
- Sidewalks along Park Street will be widened to enhance the pedestrian nature of the street
- Streetscape will be enhanced along Park Street to encourage pedestrian activity while maintaining the visibility of adjacent buildings and shops from the travel lanes; streetscape will comply with the guidelines presented elsewhere
- The site design and building form guidelines will apply to all properties on Park Street

L A V I L L A D I S T R I C T



LaVilla is one of Jacksonville's most historic neighborhoods and it is in transition. It has been a slow process of Revitalization started previously by the River City Renaissance Bond Initiative. It has several landmark buildings, including the restored train station—now the Prime Osborn Convention Center—and the reopened Ritz Theater, and some of Jacksonville's newest streetscaping.

Opportunities

The City of Jacksonville has actively marketed its land holdings in LaVilla, attracting several commercial proposals and locating various public-funded projects, such as the School for Performing Arts, in the neighborhood. This activity has set a strong urban-edged tone for LaVilla. The new Winn Dixie, the Ritz Theater and the Urban League project have reinforced this sense of a developing in-town neighborhood.

We envision LaVilla to be a vibrant, mixed-use urban district where commercial, cultural, entertainment, light industrial uses and urban housing such as loft apartments and walk-ups coexist side by side and create the synergy needed to sustain a neighborhood. The key activity generators are:

New Cultural Facilities for LaVilla

- The School for the Performing Arts, the Ritz Theater renovation and the Urban League Project have potential to form an important synergistic pocket of activity within the neighborhood
- Stronger, secure pedestrian links to the Central Civic Core and Church Districts along Duval Street and Monroe Street will reinforce this synergy

New Commercial and Industrial Developments

- The new Winn Dixie grocery store
- Elkins Constructors, Inc.
- Sally Industries
- Lee and Cates Glass
- Existing commercial structures that can either be renovated for light industrial use or loft apartments
- Opportunities for new urban in-fill developments

The Prime Osborne Convention Center

- Currently the largest activity generator in LaVilla
- Serves as an important Landmark Building for Jacksonville for all outsiders who pass by Jacksonville on nearby Interstate 95
- A Historic Building and Vital Rail Hub which helped fuel the early development of Jacksonville and the rest of Florida

Open Space Network

- Smaller parks in the emerald necklace between Duval Street and Monroe Street
- Pedestrian pathways and sidewalks linking McCoy's Creek and Hogan's Creek along Lee Street and Jefferson Street
- A means of bringing substantial public amenity to LaVilla
- A way of creating an attractive buffer between the Interstate and the heart of LaVilla
- The location for a progressive means of addressing surface water drainage through the creation of wetlands and ponds along the interstate

Policies & Design Guidelines

Public investment in LaVilla will be strengthened and sustained.

- The Ritz Theatre district and the Urban League project will form the cultural center of LaVilla
- Pedestrian connections along Duval Street, Monroe Street, Lee Street and Jefferson Street will be enhanced, consistent with the streetscape standards
- The LaVilla neighborhood will be buffered from the visual and noise impacts of Interstate 95 by green open space

LaVilla will include a mixture of commercial, industrial and residential uses, deliberately designed to be in close proximity to each other and to appear to maximize lot coverage.

- Commercial and Industrial uses will be encouraged throughout LaVilla
- Neighborhood-serving retail and incubator business opportunities will be encouraged throughout LaVilla
- Urban housing types such as warehouse lofts and walk-up apartments above ground floor commercial will be encouraged between Broad Street and Jefferson Street
- The urban street pattern of LaVilla will be respected by maximizing lot coverage, by avoiding low density development and by bringing uses close to the sidewalk
- Transit-oriented development will be encouraged adjacent to the existing skyway stations

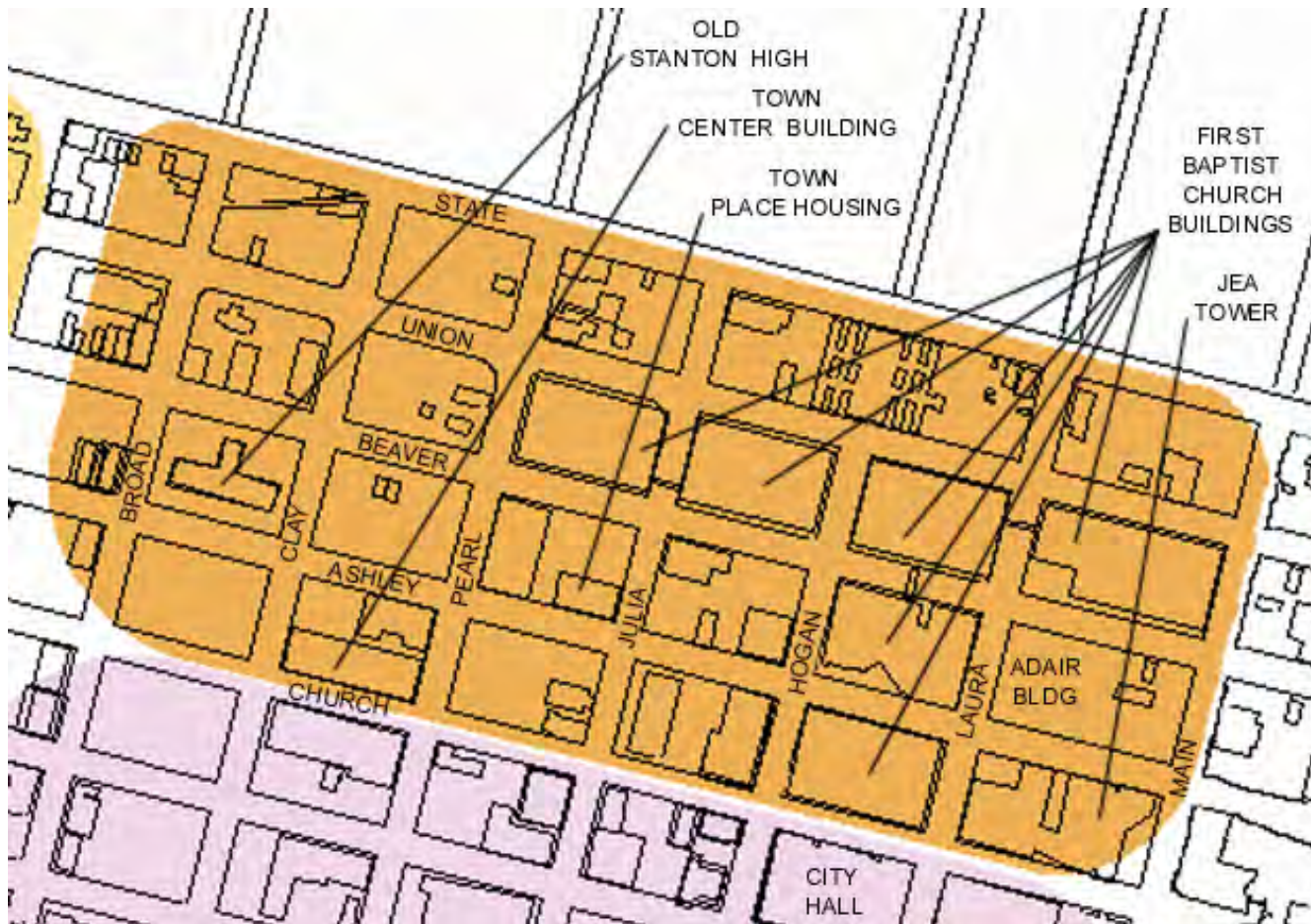


Quality multi-family housing with ground floor development would help revitalize LaVilla. Addison Community, Dallas, Texas



Investment in LaVilla is already underway. The Ritz Theatre and Urban League

C H U R C H D I S T R I C T



The Church District is dominated by the presence of the First Baptist Church. The church fills many blocks with its activity, but to the west of the neighborhood, empty or underused blocks present a different character. These blocks are often bordered by poorly maintained sidewalks and streets blighted by fast-moving through-traffic.

Opportunities

Educational and religious establishments bring life and vitality to urban neighborhoods, offering opportunities for retailers, improving public safety and often enabling the reuse of commercially non-viable buildings. The Church District is a transition between the mixture of urban uses that form the character of the LaVilla neighborhood (supported by the School for Performing Arts), the predominantly residential character of the Cathedral and Hogan's Creek District, the campus of the Florida Community College to the north and Central Civic Core District to the south. We envision the Church District as a locale where businesses support the local student population and religious uses.

The key activity generators are:

Florida Community College of Jacksonville (FCCJ)

- Jacksonville's premier downtown educational institution
- Close proximity to Central Civic Core allows for educational and professional interaction
- Proximity to nearby School for Performing Arts encourages synergy
- Future growth and development could be accommodated on nearby vacant land parcels

Churches

- Predominant land owners
- Owners of large surface parking lots that could, in time, bear different more attractive, uses
- Potential to provide retail services
- Potential to be a catalyst by improving their property and the adjacent pedestrian linkages
- A champion project for promoting the design guidelines leading through example, prototype projects

Policies & Design Guidelines

Education, civic and religious activities will be the focal point of this district. Wherever possible, development will be encouraged to support and enhance the educational and religious character of the district.

- Development will be encouraged to capitalize on the educational theme by enhancing connections to LaVilla and the School for the Performing Arts

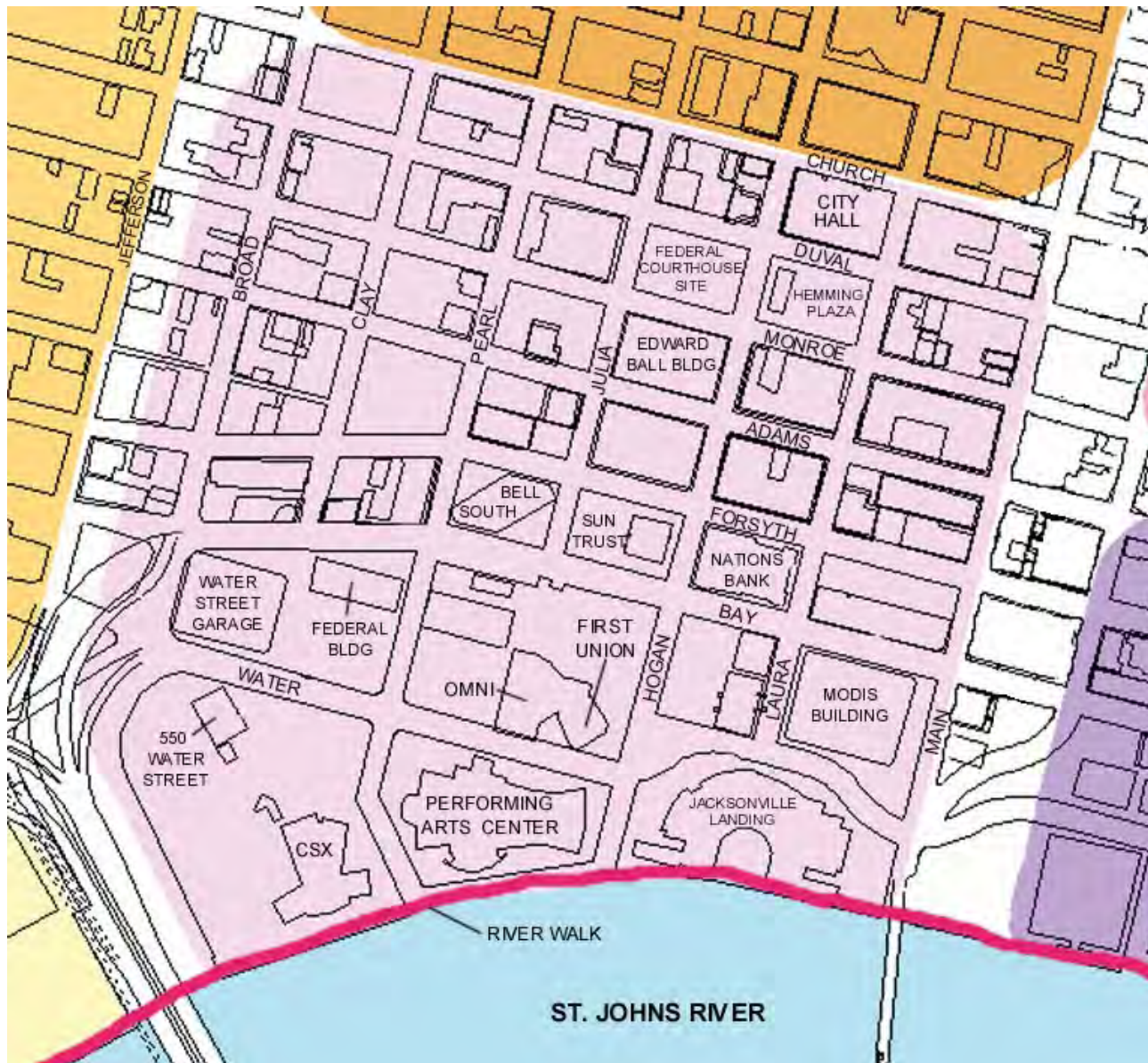
New development and redevelopment of existing properties should encourage a mixture of uses and pedestrian oriented design.

- Strong north/south pedestrian connections will be created across State Street and Union Street
- Large surface parking lots are considered a poor use of land and should be minimized or eliminated where possible
- New development or redevelopment of existing properties will be consistent with the site development guidelines contained in this master plan
- Improved streetscapes will be consistent with the guidelines contained in this master plan



A view of the river from above the Church District

THE CENTRAL CIVIC CORE DISTRICT



The Jacksonville Landing and the Performing Arts Center are the only centers of activity open in the downtown after 5 o'clock. There is ample opportunity for extending activities to a wider area of the Civic Core.

Opportunities

The Civic Core has a workforce that represents an important potential market. It also has a strong visual image, with its skyline reflecting in the surface of the St. Johns River. Several older landmark buildings are vacant and have potential for redevelopment with ground floor retail. The revitalization enhancement of Hemming Plaza shows the potential for bringing more life to downtown. In addition, the creation of a Business Improvement District (BID) will make downtown 'clean and safe' by providing up to \$1 million dollars per year to upgrade city services and implement security, marketing and beautification programs. The key activity generators are:

The St. Johns River

- The natural destination for visitors and a special place for those working downtown
- The Performing Arts Center and the Jacksonville Landing provide places for the pedestrian to linger and enjoy the river
- The Riverwalk provides unique pedestrian access
- Main Street and Acosta Bridge provide pedestrian and recreation opportunities with views of the River and the skyline

Hemming Plaza

- Jacksonville's best public square
- Provides an important anchor, with considerable potential for further development, on the northern end of the Laura Street/Landing axis

The Laura / Main / Ocean Corridor

- Vital gateways and connections to the river, these streets will set a new tone for downtown
- Main and Ocean are the primary links to the Riverwalk and the main street bridge
- Laura Street, with its terminus at the Landing, is an ideal pedestrian link to other major downtown landmarks, such as the City Hall at St. James, Hemming Plaza, the proposed Jacksonville Museum of Modern Art, First Baptist Church, the Bank of America Tower and the Modis Building
- Activity along these streets will serve as a catalyst for the revitalization of the streets that run east to west through the core

Location of New Public Facilities

- Construction of a new County Courthouse in the vicinity of the government cluster created by the recently relocated City Hall at St. James and the new Federal Courthouse
- Construction of a new downtown main library in the vicinity of Hemming Plaza and the Laura/Main/Ocean Corridor complementing the recent investment by the Museum of Modern Art, the St. Johns River City Band and the City

Restoration and Adaptive Reuse of vacant and/or Historic Buildings

- Renovation of the May-Cohen's Department Store into the new City Hall at St. James, the center of City Government
- Restoration of the Seminole Club, the Galleria Building into the proposed Jacksonville Museum of Modern Art, the Elks Building, and the Snyder Memorial Church into the St. Johns River City Band facility
- Several other vacant or underutilized buildings are available to complement the development already underway

Improved Pedestrian Links through and out of the civic core

- From Jacksonville Landing to Hemming Plaza
- From the Adam's Mark Hotel to The Performing Arts Center
- From the Adam's Mark Hotel and the Florida Theater to Hemming Plaza

Policies & Design Guidelines

The Civic Core will develop further as the premier cultural and entertainment district within downtown.

- A place for live entertainment and museums and evening activity generators
- Ground floor spaces on interconnecting streets and alleyways will be promoted as potential restaurants, bars and coffee shops

Provide additional parking facilities in the Civic Core which promote strong pedestrian and urban design features for downtown visitors and workers

- Prohibit new surface parking lots in the Central Civic Core District requiring all new parking to be provided in structures
- Discourage the demolition of historic buildings for the construction of parking facilities, at a minimum require the retention and incorporation of the historic facade within the new building form
- Consider policies which retrofit existing surface lots to meet the standards of the landscaping requirements of the zoning code
- Require newly constructed parking garages to have commercial and/or office uses on the ground floor
- Encourage the construction of new parking spaces in the civic core for downtown workers and visitors



New Federal Courthouse adjacent to Hemming Plaza.
(Source: KBJ Architects)



Laura Street has a strong sense of place, but lacks pedestrian activity.

T H E C A T H E D R A L D I S T R I C T



The Cathedral District contains many of Jacksonville's landmark churches and a large number of at-grade parking lots. Several of Jacksonville's fastest downtown roads run through this area and, together with the parking lots, they undermine the serenity and architectural appeal of the churches. Hogan's Creek forms an eastern boundary, between the traditional street pattern of the neighborhood and the super blocks of the Stadium District.

Opportunities

The Cathedral District has the potential to become a revitalized residential neighborhood adjacent to the main employment center in the Civic Core District. The traditional street pattern with its mixture of churches and residences, bounded by the Civic Core and Hogan's Creek, create a neighborhood with significant potential.

The key activity generators are:

Hogan's Creek

- On the emerald necklace, it forms the northern and eastern perimeter of district
- It provides a major amenity for the land parcels that form its border
- It is a prime recreation opportunity for residents
- It creates a strong connection to the river front
- It is close to the planned residential development

The Churches

- A fine collection of historic buildings that set the tone for the neighborhood
- They provide important landmarks between which pleasant pedestrian environments will be created

Policies & Design Guidelines

The Cathedral District will be promoted as a residential neighborhood.

- Residential development adjacent to Hogan's creek will be oriented to maximize the amenity of the Creek improvements
- The Hogan's Creek trail and open space system will be extended into the neighborhood wherever possible

- Development of in-fill housing will be consistent with the site design and building form guidelines contained in this master plan

Residential development will be supported by neighborhood serving commercial uses.

- Liberty Street and the east side of Ocean Street will be recognized as important links into and through the neighborhood; commercial uses will be encouraged along these streets

Churches will be recognized as important to the success of the neighborhood.

- In-fill housing will be sensitive to the architecture and building scale of existing churches
- The Cathedral will serve as a focal point for the residential neighborhood on the west side
- Development of new churches or expansion/redevelopment of existing churches will be no greater than the scale of the surrounding residential uses
- Large surface parking lots will be discouraged or, where absolutely essential, landscaped to create a pleasant, pedestrian-friendly streetscape

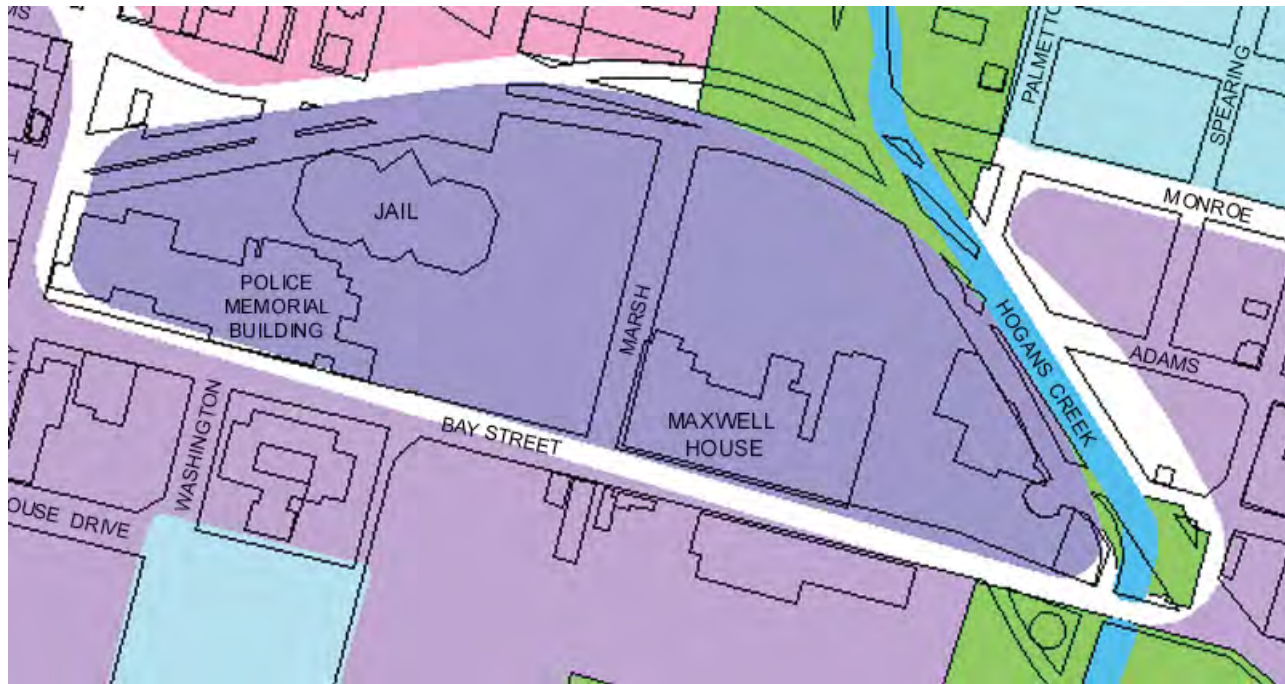


Immaculate Conception Catholic Church, a national historic landmark, is typical of the architectural standard for which the district is named. ±



Future housing in the Cathedral District - The Parks at Cathedral. (Source: Rink, Reynolds, Diamond, & Fisher Architects)

I N S T I T U T I O N A L D I S T R I C T



The Institutional District includes a modern correctional facility and courthouse, the police headquarters, and the Maxwell House coffee processing plant.

Opportunities

Our goal for the Institutional District is not to try to change the existing character of the district by imposing strict design guidelines, but rather to recognize that the uses in this district are a necessity. Therefore, our focus is on the relationship between this district and adjacent districts (Cathedral, Stadium and Riverfront).

Policies and Design Guidelines

Positive pedestrian connections will be promoted between the Institutional District and Stadium/Riverfront Districts through the use of streetscape on Adams Street, Bay Street and Liberty Street.

- Streetscape will comply with the guidelines established in this plan

Any development/redevelopment in the Institutional District will recognize the importance of protecting the residential character of the Cathedral District to the north.

- Pedestrian connections between the Institutional District and the Cathedral District will be limited
- The physical barrier between the two districts formed by the viaducts will be maintained as a buffer between the more intense institutional uses and the lower-scale residential uses



The view east along Bay Street, an important link through the Institutional District to the Stadium District.

The Stadium District includes the Alltel Stadium, the Coliseum, the Wolfson Ballpark and the State Fairgrounds. On specific occasions, these sporting and entertainment venues attract Downtown Jacksonville's largest crowds. The events require substantial car parking, rapid road access and temporary supporting facilities and services. The district is currently a 'bookend' for Downtown Jacksonville, providing it with a clearly defined character at its eastern edge.

Opportunities

The Stadium District offers an entertainment opportunity distinct from the remainder of downtown. The special parking needs of sports and entertainment venues in this district provides a foundation for park-and-ride facilities during the normal work week. Existing industrial structures to the west and east of the district offer the opportunity for additional redevelopment projects. The key activity generators are:

Alltel Stadium

- Home to the Jacksonville Jaguars NFL team and venue for other football games, like the Toyota Gator Bowl
- A highly visible national icon for Jacksonville
- Potential future location for the Superbowl
- Major activity generator for several days a year

Coliseum

- Downtown Jacksonville's main indoor entertainment venue
- Primarily an evening activity generator, throughout the year
- A new coliseum/arena is needed and should be built in the district west of Memorial Coliseum near Hogan's Creek maximizing its opportunity as an open space and pedestrian resource

S T A D I U M D I S T R I C T



Wolfson Park

- Home to Jacksonville's Minor League Baseball Team - the Jacksonville Suns
- Activity generator during the summer months
- The ballpark should be enlarged and improved on its current site to accommodate Triple A baseball sometime in the future

Automated Skyway Express (ASE)

- Provides future possibilities for linking the Stadium District to the Central Civic Core and beyond
- Provides a prime opportunity for developing park and ride, should a simpler bus-based system prove successful

- The special parking needs of sports and entertainment venues in this district provides a foundation for park and ride facilities during the normal working week

Policies & Design Guidelines

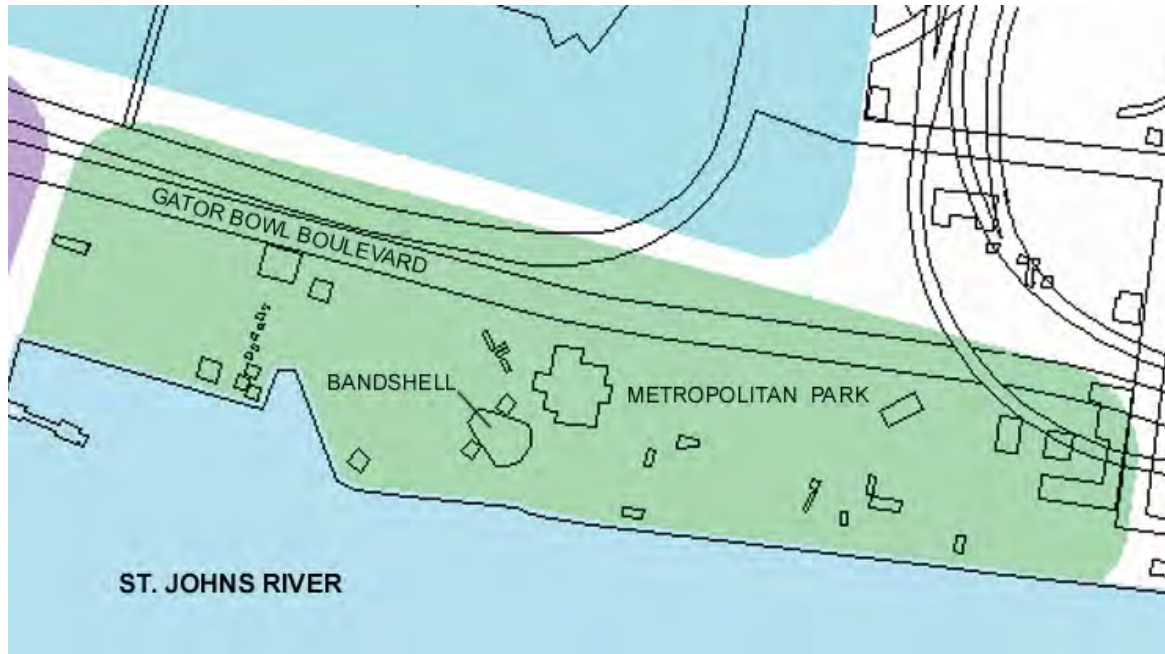
The Stadium District will be promoted as Jacksonville's premier sports and entertainment district.

- Existing industrial structures in the district should be retained and redeveloped for entertainment use
- An increase in the number of events will be encouraged
- Links to downtown will be enhanced
- Parking improvements will be promoted



The Alltel Stadium dominates its surroundings. Increased use of the Stadium District, throughout the year, should be an objective.

R I V E R P A R K D I S T R I C T



Metropolitan Park is the centerpiece of this district. At present the Park represents the eastern extremity of Downtown Jacksonville, isolated from the river walk 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 stadium at-grade car parking to the north. Improving connections between Metropolitan Park, the Riverwalk, Kids Kampus, and the Stadium District will better integrate the park into downtown

Opportunities

We envision an expansion of Metropolitan Park to connect with the Riverwalk. The key activity generators are:

St. Johns River

- The southern edge of Metropolitan Park
- A slipway and further mooring for small craft will allow more interaction between the river and the park
- An exciting way to arrive at the park, whether by water or along the riverwalk
- An important link to Kids Kampus, a 2.3 million dollar interactive playground and park including the Catherine Street Fire Station Museum

Riverwalk

- River Park is the eastern gateway to the Riverwalk
- The Riverwalk provides links to Hogan's Creek allowing visitors to join the emerald necklace at River Park

Policies & Design Guidelines

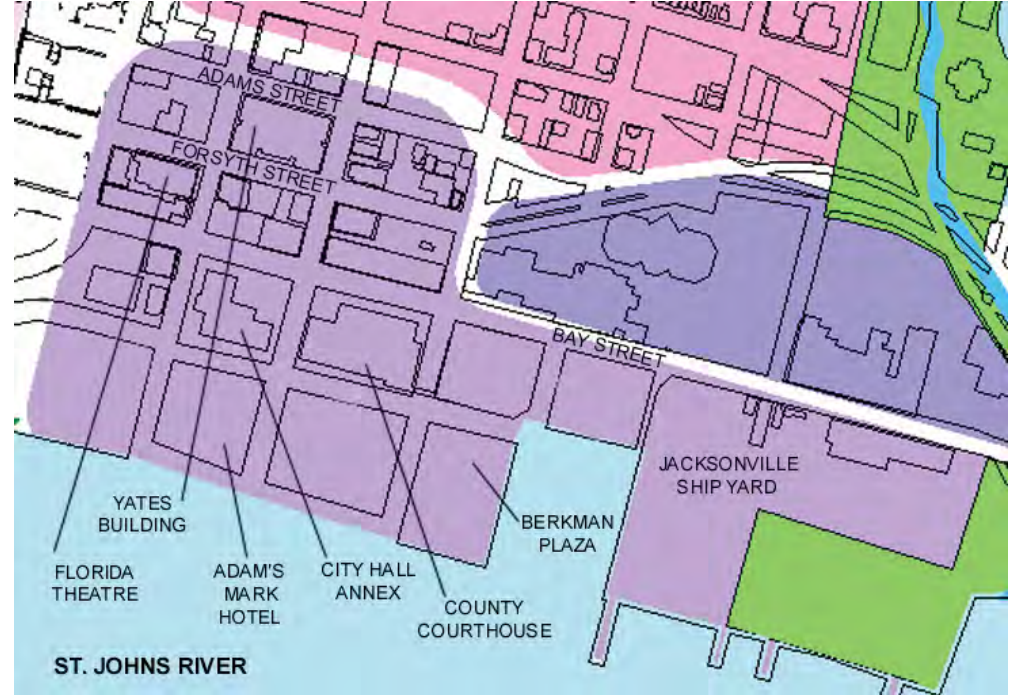
River Park will be known as the eastern gateway to the Riverwalk. To maximize its potential, the following will be included in its redevelopment:

- Metropolitan Park could be renamed River Park to emphasize the importance of the St. Johns River and capitalize on the park's location on the riverbank
- The Riverwalk will be expanded to the west to connect to the Riverfront District
- Direct access to River Park and visibility of River Park from other districts will be improved through better vehicular, pedestrian and bicycle connections
- A major redevelopment site will be created through the relocation of the County Courthouse to the Central Civic Core District



A concert at Metropolitan Park. The extension of the river walk will help increase the use of the park. (Source: Judy Jacobson)

R I V E R F R O N T D I S T R I C T



The Adam's Mark hotel will be a catalyst for more development in the Riverfront District (Source: HBE Corporation)

Riverfront District is a collection of redundant shipyards, government uses and new development. The removal of activity further down the St. Johns River has left the shipyard site abandoned. The site includes the mouth of Hogan's Creek.

Opportunities

The Riverfront District offers Downtown Jacksonville a prime development opportunity and a means of creating a prestigious regional destination. The district will be characterized by commercial development with a maritime influence. Hotels, restaurants, nightclubs, shops and high-rise residential development will step back from the water which will include a marina. The walkway that connects the district to the western terminus of the Hart Bridge will be a public open space, with particular emphasis on the mouth of Hogan's Creek. The key activity generators are:

Policies & Design Guidelines
 Development should seek to maximize the unique location of the district, incorporating maritime themes within a genuine urban setting.

- The district already is an ideal location for hotel, specialty retail and up-market residential development. Additional development will be encouraged
- The district lends itself to a high density of development, stepping back from the river and maximizing views of the water

Pedestrian and transit links to other districts and to the open space and pedestrian network will be emphasized.

- A variety of smaller public spaces will be provided at the waterfront as part of the Riverwalk
- Pedestrian routes to other districts and Hogan's Creek will be emphasized
- Development will accommodate the proposed surface tram line running along Bay Street

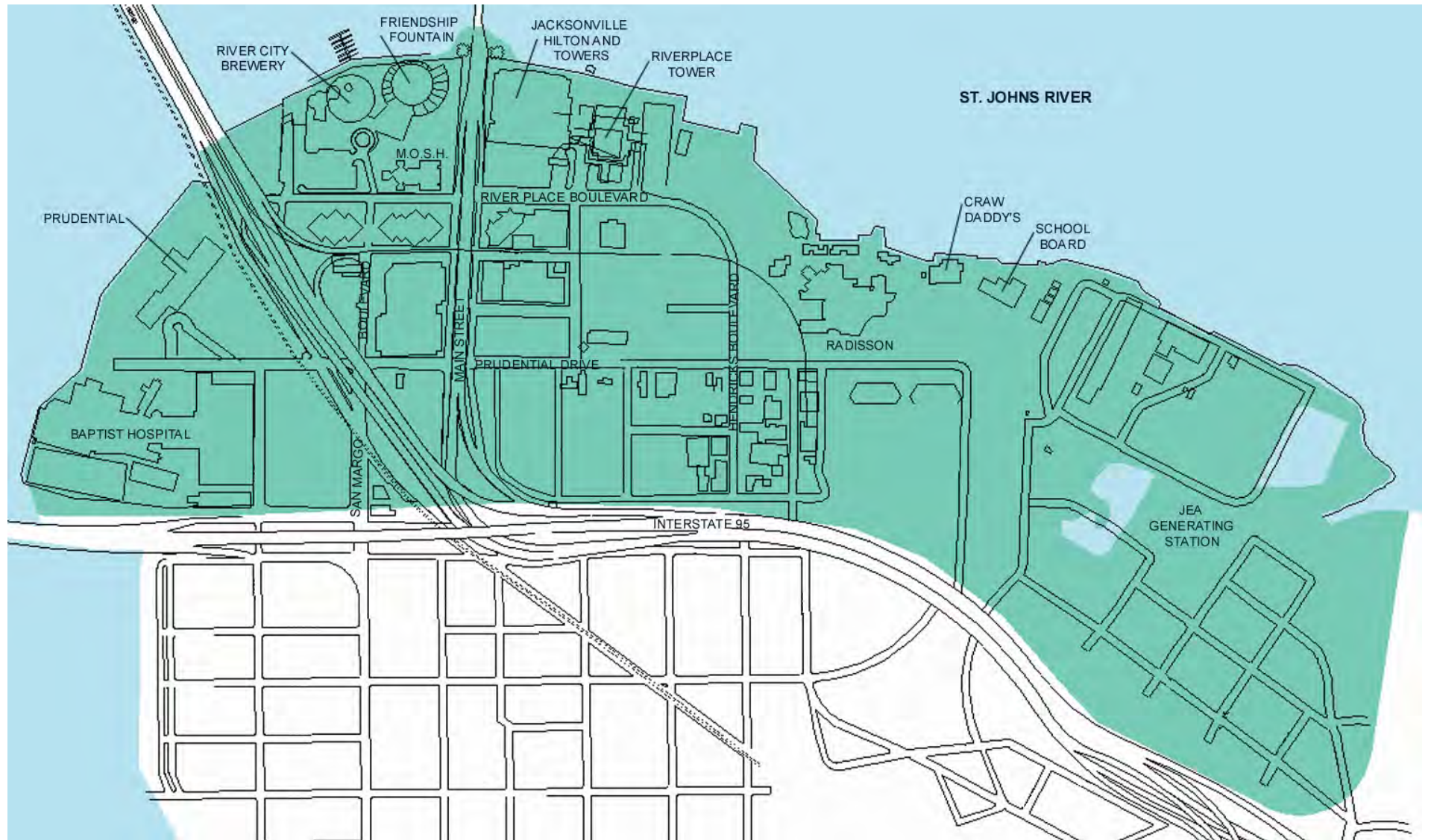
St. Johns River

- The river is the spectacular front door to the district

The Riverwalk

- Provides a significant public open space between the river and the commercial and residential development
- Is a visitor draw that brings activity to the district

S O U T H B A N K D I S T R I C T



Southbank comprises several substantial modern office buildings occupied by some of Jacksonville's leading employers, hotels, museums, restaurants and a hospital. The district has been developed with wide fast roads that discourage pedestrians. The exception is the riverwalk that links the various museums, restaurants and hotels that line the south bank of the St. Johns River.

Opportunities

The Southbank District is predominantly an in-town office park that fails to capitalize on a river frontage in which significant amounts of money have been invested. Various river front development opportunities are expected to arise over the coming years and each should be used to open up the river more effectively. Southbank can also be described as a midtown neighborhood, providing a vibrant commercial transition between San Marco, one of the city's finest in-town neighborhoods, and the civic core. The key activity generators are:

St. Johns River

- The river forms the northern and western boundary of the district
- It offers the chance to provide unique visual and physical links that would enhance the district

The Southbank Riverwalk

- Extends from the Acosta Bridge to beyond the Radisson Hotel
- Is a well known public amenity, particularly for those working nearby
- Will form the southern part of a loop that crosses the Acosta Bridge extends along the north bank to the Main Street Bridge and back to the south bank

San Marco Boulevard and Hendricks Avenue

- Link vibrant San Marco to the civic core of downtown
- Include an interesting variety of older small industrial buildings
- Form the east and west edges of a traditional neighborhood that could become a catalyst for further residential development

The JEA Site

- Will be an important catalyst in the Southbank District
- Should comprise transit oriented mixed-use development

Policies & Design Guidelines

The unique character of the river will be maximized and extended throughout the district.

- Development will encourage and permit public access to the river wherever possible

- New road systems arising from further development of the Southbank will be constructed closer to the river to facilitate public access
- Vistas to the river will be created from internal sites and enhanced by stepping back the heights of buildings from the river
- A new riverfront park will be developed to connect with neighborhoods south of I-95

Southbank will be developed with a mixture of uses while maintaining an urban form that supports the extension of river views throughout the district and builds on the activity along San Marco Boulevard and Hendricks Avenue

- Waterfront entertainment and hotels will continue to be encouraged along the river to echo the activity on the north bank of the river
- A new mixed-use neighborhood will be developed on the JEA station site
- Treaty Oak Park will be framed by differing building masses with a mix of uses
- Office use will be encouraged south of Prudential Drive
- Investment is needed to maintain the Southbank Riverwalk and Friendship Park
- Transit-related development adjacent to ASE station will be emphasized



The closure of the JEA power station will create a major development opportunity in Southbank.



Southbank has several large public spaces that help enliven its suburban character. ‡



Our Legacy Projects

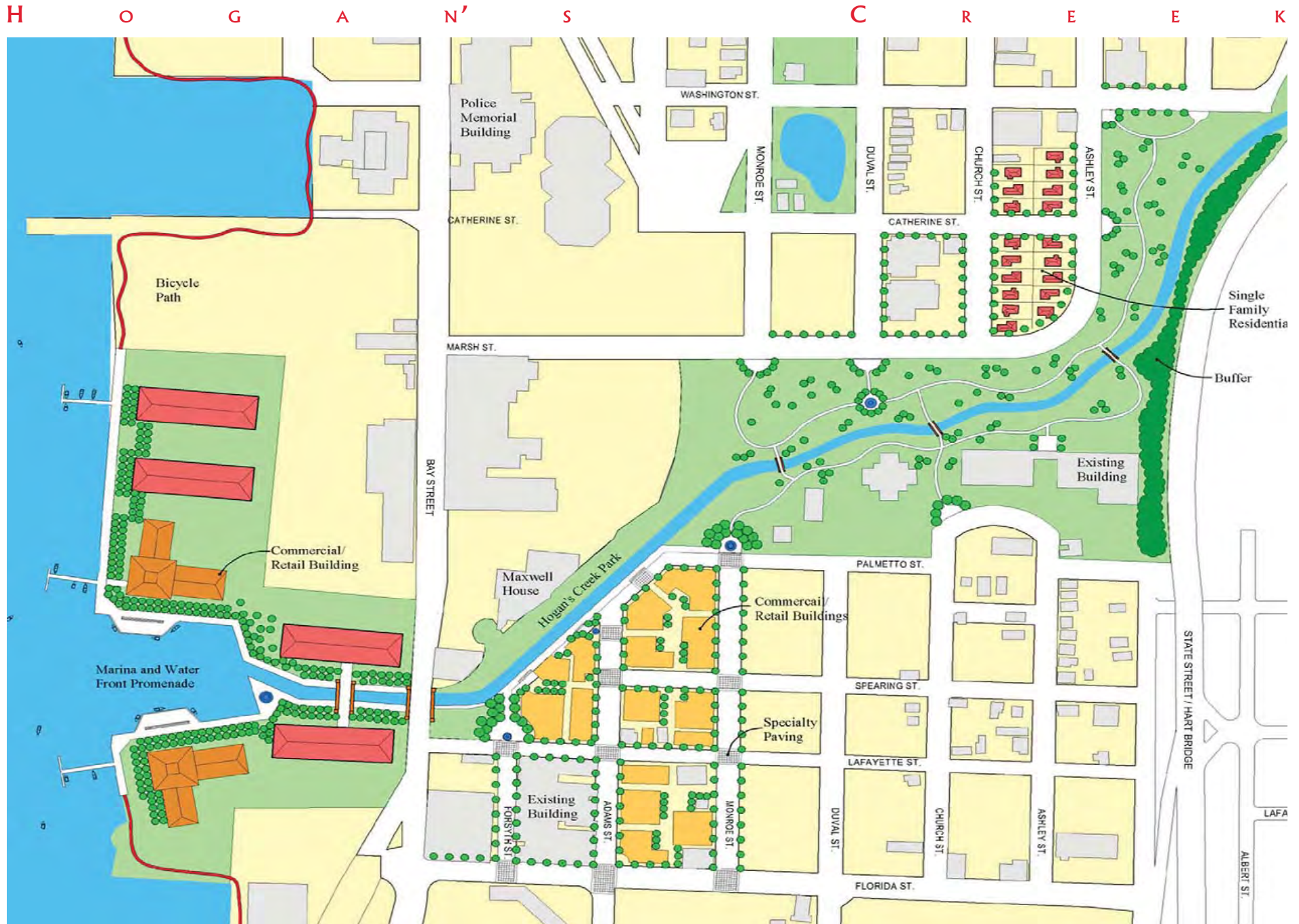
A major component of our master plan is the creation of a strong and accessible open space and recreation system. The four most vital links in that system are our **legacy** to our children and grandchildren: **Hogan's Creek, McCoy's Creek, Riverwalk and Hemming Plaza**. The extension of the Riverwalk and revitalization of the Hemming Plaza area can be accomplished in the near future, whereas Hogan's and McCoy's Creek will require a long-term effort to see them through to completion. Along with the principles and policies identified earlier in this plan, these projects constitute the foundation on which the downtown vision will be built.

Opening our existing creeks through the development of new parks and trails bordered by residences will revitalize our neighborhoods and draw more people downtown.



Hogan's Creek is an essential link in the Emerald Necklace with the development of an informal park along its banks, connecting the Cathedral District neighborhood to the river with meandering trails and pedestrian bridges. New neighborhoods and multi-family residences will frame the creek. Connections to the creek from these neighborhoods will be emphasized with gateway features such as a clock tower.

Our Legacy Projects



The Hogan's Creek legacy project will provide an unobstructed pedestrian and bicycle path along the creek through an informal park, linking Union Street and the riverwalk. The creek will be bounded by new residential development and an entertainment venue that builds on the activity of the Stadium District between Monroe Street and Forsyth Street.

HOGAN'S CREEK

A key piece of the emerald necklace, Hogan's Creek can be one of downtown's primary recreational amenities and links to the St. Johns River. The redevelopment of Hogan's Creek celebrates the diversity of the neighborhoods it travels through by linking the new infill residential development in the Cathedral District to a new entertainment venue in the Riverfront District and a new Coliseum located near its eastern bank. It is also compatible with the River Agenda, set by our citizens in 1997.

As the creek makes its way to the river, the character of surrounding development will change from natural meadow park bounded by single family homes and townhomes, to a creekside trail leading to Jacksonville's newest dining and entertainment district with an urban character, and eventually to the river. Accessibility to Hogan's Creek and surrounding parklands will add value to the adjacent neighborhoods and inland properties.

Key elements of the concept plan for Hogan's Creek include:

- Development of an open meadow park winding along the creek edge from Beaver Street to Monroe Street
- Pedestrian and bicycle trails and bike paths meandering along the creek edge, crossing the creek at intervals, eventually leading to the St. Johns River; access to the park and trails will occur at the terminus of streets adjacent to the creek
- Development of new single family and townhouse residential blocks on the west side of the creek between Ashley Street and Duval Street along an extension of Marsh Street that follows the boundary of the creek
- Creation of the Hogan's Creek Promenade between Forsyth Street and Monroe Street on the east side of the Creek beneath the ramp; the Hogan's Creek Promenade will be the focal point of a new warehouse dining and entertainment complex, the Promenade could be characterized by a maritime history theme and will incorporate a series of interacting pedestrian spaces internal to the new architecture in addition to a festive streetscape that will line its streets; building construction would use brick, timber, wrought iron and other materials that reflect period design.



The new park and creek-side pathways will attract visitors and encourage social interaction among residents of infill housing located in adjacent neighborhoods.

Our Legacy Projects

M C C O Y ' S C R E E K



The McCoy's Creek legacy project focuses on connecting the Brooklyn and Riverside Avenue and La Villa districts to the St. Johns River by realigning and widening McCoy's Creek. Park Street is the major connection to La Villa and the rest of the Emerald Necklace with tree-lined and lighted sidewalks. McCoy's Creek will be framed with new parks, a youth sports complex, residential development and neighborhood serving retail development along Park Street.

McCoy's CREEK

McCoy's Creek is another key piece of the emerald necklace, and its redevelopment will create one of the jewels of Downtown Jacksonville. It will support the River Agenda, set by our citizens in 1997. The concept for McCoy's Creek is to establish the creek as an amenity that can stimulate the creation of a new residential neighborhood along its banks and increase the draw of commercial development along Park Street. Park Street will become the neighborhood center of the Brooklyn/Riverside Avenue District, a place that attracts both residents and visitors alike with its unique blend of shopping and entertainment.

Pedestrian scale commercial buildings, some with residential units above, will line a landscaped Park Street connecting Brooklyn to LaVilla over McCoy's Creek. New single-family and multifamily residential development along the creek banks will support the neighborhood center on Park Street as well as the new parks and recreation centers created to buffer the neighborhood from Interstate 95.

Key elements of the concept plan for McCoy's Creek include:

- Creation of a gateway into the Brooklyn/Riverside and LaVilla Districts at the Park Street Bridge. Formal pocket parks and a waterfront

promenade at the intersection of Park Street and Stonewall Street would be framed by small commercial buildings to create vistas of the creek and the adjacent park space. Buildings would be stepped-back from the park side.

- Development of Park Street as a boulevard with a landscaped median and neighborhood serving commercial infill development. Parking lots and decks would be located on the interior of blocks and screened by liner buildings.
- Establishing new street alignments and connections for Elm Street, Dora Street and Jackson Street to create opportunities for new residential development.
- Creation of a new single family neighborhood bounded by Dora Street, Chelsea Street and the Creek. The new alignment of Elm Street meanders along the bank of the creek to provide views for all residents.
- Development of a new multifamily residential block, youth sports complex and park to buffer the creek and adjacent neighborhoods from Interstate 95. Addition of a landscape buffer with naturalistic evergreen plantings to screen the creek and the western neighborhood from the railway.
- Development of high-density multifamily residential community between Park and May streets.



The improvements to the creek basin will serve as a catalyst for new residential development on adjacent properties that are currently undesirable.

Our Legacy Projects



The extension of the riverwalk on the north bank of the St. Johns River is underway.
 (Source for the three photos on this page: Akel, Logan, & Scaffer Architects)



RIVERWALK LEGACY PROJECT

As Jacksonville's most prized natural resource and amenity, the St. Johns River offers numerous opportunities for residents to experience the beauty and serenity missing from other downtowns. To further enable residents and visitors alike to enjoy all the amenities the river has to offer, an extension of the Northbank Riverwalk has been identified as a legacy project. Public access to the river has been emphasized throughout this plan, from the creation of corridors that will allow views from several blocks away to the identification of key pedestrian links along such streets as Main Street, Laura Street and Ocean Street. The proposed extension of the Northbank Riverwalk between Pearl Street and the Fuller Warren Bridge will give complete access to the river between the Brooklyn and Riverside Avenue District and the River Park District.

Key elements of the Riverwalk extension project include:

- Development of public restrooms
- Addition of covered pavilions
- Pedestrian lighting
- Enhanced landscaping along the waterfront
- Creation of a Saturday farmers and arts market underneath the Fuller Warren Bridge



Proposals for a landscaped pedestrian link that extends the riverwalk under the bridges.

HEMMING PLAZA LEGACY PROJECT

Today public parks and squares can serve as major catalysts for development along their edges. The same was true in the early days of Jacksonville. The center of downtown, Hemming Plaza is one of Jacksonville's oldest parks. Envisioned by town founder Isaiah Hart as a traditional town square, Hemming Plaza was deeded to the city in 1866 and named 'City Park.' The subsequent development of the St. James Hotel just north of the park resulted in a name change to St. James Park. The park's final and lasting name change occurred in 1898 with the donation of the plaza's monument by Charles Hemming, a Civil War veteran. Today, Hemming Plaza serves as a respite from the air-conditioned office environment for downtown employees. The renovation of the old vacant May-Cohen's Department Store into the new City Hall at St. James, the construction of a new federal courthouse at the intersection of Hogan Street and Monroe Street, the conversion of the Elks Building into office lofts with ground-floor restaurants and the renovation of the Galleria Building into the new home for the proposed Jacksonville Museum of Modern Art are just a few of the landmark projects being undertaken along the edges of Hemming Plaza. To continue the revitalization spurred by these projects, we will enhance Hemming Plaza and strengthen its role as a central gathering place.

Key elements of the Hemming Plaza Legacy Project include:

- Fountain enhancements
- The addition of specialty paving such as medallions or 'picture framing' pavement areas
- Accessibility improvements to comply with the Americans with Disabilities Act



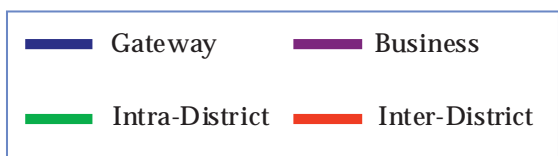
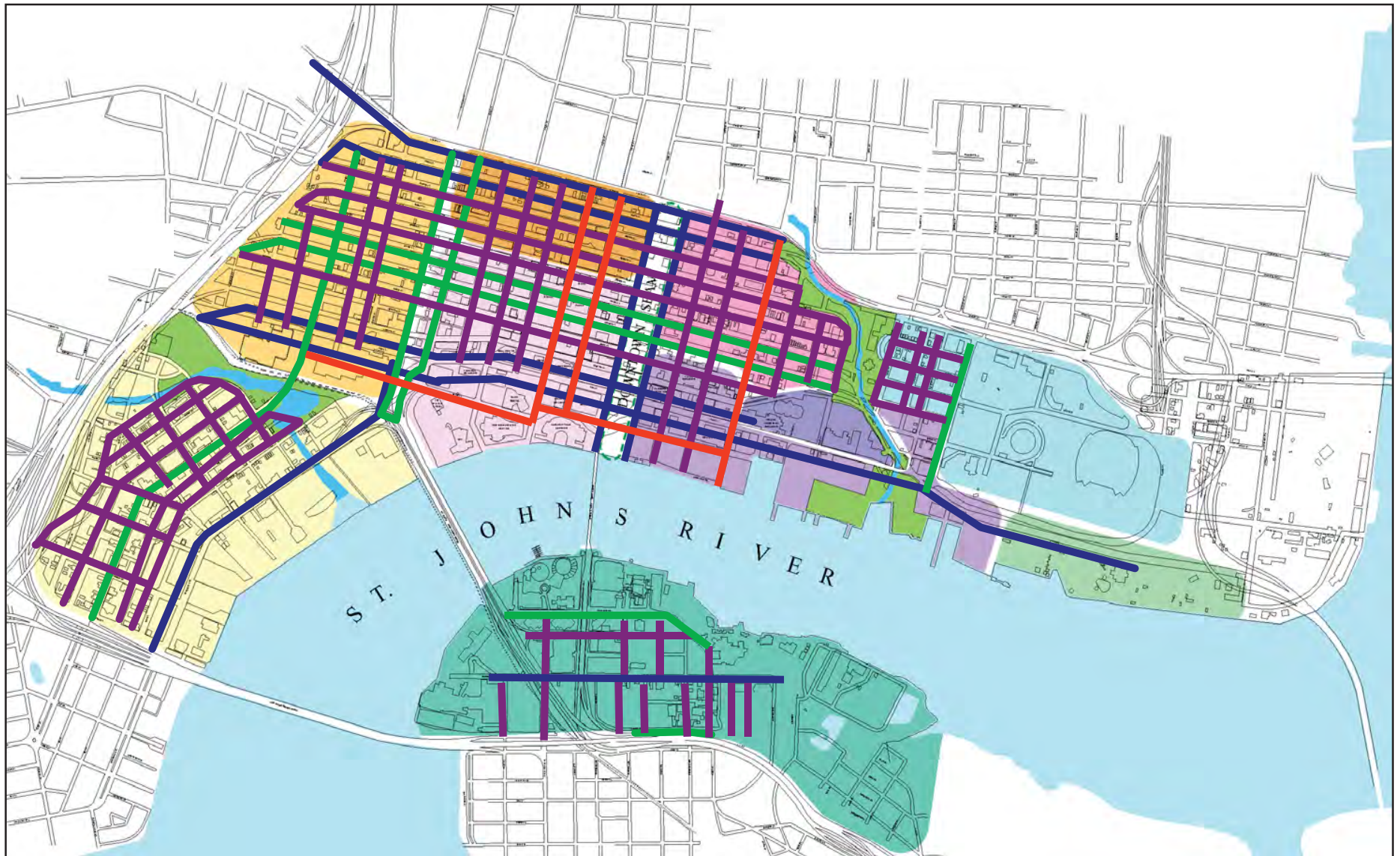
Old Hemming

- Site furnishing improvements—benches, urns, trash receptacles, etc.
- Additional historic pedestrian scale lighting and up-lighting for trees
- Wall improvements, through new stucco or other appropriate finish
- Historic interpretive plaques
- Additional landscaping
- Outdoor seating and booths with an international theme which provide food and retail opportunities for downtown workers and visitors



Proposed Jacksonville Museum of Modern Art (Source: KBJ Architects)

S T R E E T H I E R A R C H Y



The Transportation Network

This master plan includes a summary of the extensive work carried out by the City of Jacksonville's consultants on the downtown road network, public transport and parking. Their full report includes data and detailed recommendations. The following sections outline the consultants' main findings.

[The master plan must reconcile the needs of autos and pedestrians](#)

Downtown streets carry widely varying amounts of traffic and serve different types of activity and land use. Therefore they function differently from street to street. Most streets in downtown handle low traffic volumes with highly localized destinations and often include several travel lanes that are managed by the same traffic control strategy as the major arterial roadways.

While the downtown roadway system does move traffic efficiently, it is not pedestrian oriented and few sidewalks in downtown meet minimum standards for width and walking clearance. Sidewalks often are too narrow. The numerous roadway ramps that connect downtown to the regional highway system often encourage high speed travel onto local streets.

The current sign system is not oriented for visitors to Downtown Jacksonville. Outside the downtown on the

surrounding regional highway system, signs are not consistent in identifying the appropriate entranceways to access downtown.

Street Improvement Program

Downtown streets will be designated by a hierarchy of roadway classifications based on traffic circulation and pedestrian activity levels as determined by the downtown districts. Streets will be classified as business, gateway, inter-district, and intra-district.

Business streets would center around the areas of commercial and retail activity. Two-way traffic is encouraged to improve visitor access and promote on-street activity.

Gateway streets generally connect with the major downtown interstate highway and handle comparatively high volumes of traffic.

Inter-district streets are links and boundaries between the newly designated downtown districts, parks and large open spaces.

Intra-district streets. These streets should have comparatively narrow travel and parking lanes to slow traffic with wider sidewalks to support such amenities as tree plantings.

Several ramps leading to the major gateways to downtown will be eliminated. These include ramps with



Many of Jacksonville's streets are designed solely for the automobile.

access to I-95 from Church Street and Ashley Street. The city has requested to FDOT that these two ramps be dropped from plans to reconstruct I-95 (I-95 Master Plan). Additional consideration will be given to a new ramp for Duval that would provide a better aesthetic gateway to the downtown. Water Street and Independent Drive ramps to the Main Street bridge may also be considered for elimination. Closing these ramps could allow both streets to be redesigned as commercial roadways which would enhance the cultural district.

Uniform principles and standards for sidewalk layout and design, furniture placement, clearance zones and

handicap ramps will be developed and adopted.

Street gateways to downtown will be restricted to the several key locations including Forsyth Street and Bay Street, and the Main Street and the Acosta Bridges. Expressway sign will advertise 'downtown' in addition to providing direction to the peripheral transit park and ride facilities. Within the downtown, guidance signs should be located primarily on the arterial roadways directing motorists to the major visitor parking garages, commuter park and ride transfer facilities, and the districts. The wayfarer signs should be redesigned to improve their legibility.

P A R K I N G P L A N



THE PARKING STRATEGY

Downtown Jacksonville has followed a suburban model for parking, providing abundant and inexpensive parking with both garage and surface lot facilities that are publicly and privately owned.

As downtown grows there will be a demand for additional parking. Most jobs and new commercial development will continue to concentrate in the Central Civic Core where new parking guidelines, principles and policies are most critical.

The parking plan is based on better management of the type and supply of off-street parking in downtown, particularly in the Central Civic Core.

The Central Civic Core will encourage garage parking with multiple users including visitors and other non-commuters throughout the day and evening. Surface parking lots will be eliminated in the Civic Core District over the timeline of this plan.

Additional short-term parking will be provided in the Central Civic Core for visitors and other non-commuter purposes.

Parking principles will be adopted that combine recommendations for on-site parking, at locations peripheral to the downtown and throughout the metropolitan areas.

Urban design guidelines for both surface lot and garage parking include plantings, lighting, signage, and other pedestrian amenities. The

guidelines require the construction of multiple-use type garage parking that incorporates street level retail, especially in the Central Civic Core District.

Privatization of municipal facilities will be reconsidered, particularly if it results in additional visitor parking. The cost of downtown parking should be determined by the market place.

On-street parking will be encouraged in the downtown on the local, commercial and connector streets as identified in the street hierarchy.

High-capacity parking facilities will be located at several sites at the periphery of downtown. This will help to reduce the need to meet all parking 'on-site' and to reduce the large supply surface lots which exists in downtown. Parking should be provided in garage structures and integrated with the ASE. The potential sites for consideration include:

- The Transportation Center site at the Convention Center
- The ASE DuPont Station in Southbank
- A proposed ASE station in the vicinity of Interstate 95 and Union Street
- A proposed ASE station in the Stadium District east of downtown

The parking plan will provide parking at regional transit centers. High-speed, high-frequency transit service emanating from the suburbs can attract travelers and further reduce the demand for parking in downtown.



Public parking should be easy to find.
Orlando, Florida

T R A N S I T P L A N



- Existing/Programmed Skyway
- Proposed Skyway Extension
- Express Bus from Transit Centers
- Peripheral Parking

PUBLIC TRANSIT

The Jacksonville Transit Authority (JTA) is the transit provider in Jacksonville. While the JTA has performed well, like many cities, transit ridership is effected by the availability of inexpensive parking located in Downtown Jacksonville. Other issues impact the delivery of transit service as well.

Most major travel corridors to Downtown Jacksonville experience little congestion or significant travel time delay, except during the morning and evening peak periods. The lack of congestion is a good attribute of a community, however, it reduces the number of strategies available to make transit an attractive alternative to the automobile. Typical transit strategies such as separate rights-of-way or signal preemption attract auto users to transit when congestion allows such strategies to offer travel time savings for those using the transit service.

The ASE can serve as a important tool to integrating the downtown by encouraging higher density development and by helping to restructure parking in facilities away from the downtown.

Improving Public Transit:

A transit plan based on a series of land use strategies and linked closely with the proposed parking plan is described below.

The ASE should be expanded only as development occurs within each of the downtown planning districts as defined in the master plan.

Further planning should be undertaken to investigate other potential extensions of ASE to serve the adjacent urban neighborhoods. ASE would serve two important functions. It would promote transit oriented development by linking all of the downtown districts and surrounding urban residential neighborhoods. ASE also would serve as the main distributor of commuter trips to downtown by linking the major parking facilities located at peripheral ASE stations.

ASE should be included in all downtown commercial and residential development planning and be used to encourage transit oriented development in each downtown district.

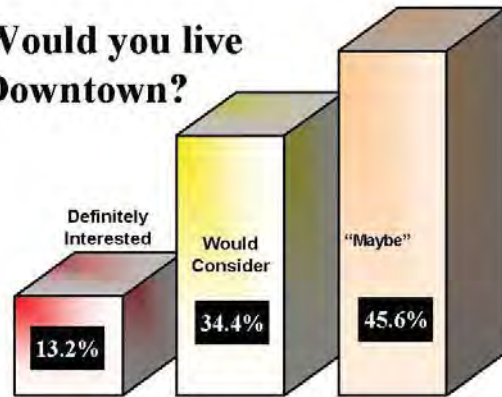


The existing ASE system provides an alternative to automobile travel. Jacksonville, Florida †



ASE Central Station in Downtown Jacksonville. †

Would you live Downtown?



The Market

Downtown Jacksonville is the business, government, cultural, and entertainment core of a metropolitan area with over one million residents. This region continues to grow at an impressive rate. Indeed, the metro area enjoys nearly full employment and a job growth rate twice the national average. Residential and commercial real estate development is in high gear, with expectations for continued growth far into the future.

There are 65,000 downtown workers and 90,000 visitors to downtown every working day. This is the equivalent of 15% of the population of Jacksonville. Landmark public projects on the north bank funded by the \$250 million River City Renaissance program, including Alltel Stadium, Times Union Center for the Performing Arts, the new City Hall, and expansion of the Baptist-Wolfson medical complex on the Southbank serve as catalysts for future private investment.

When coupled with a national reawakening of interest in downtowns as places to work, live, shop, and play, the first decades of the new millennium hold promise for the reemergence of Downtown Jacksonville as an attractive market for residential and commercial real estate development.

Residential Market

In December 1998, a survey of the 7,500 employees of six large downtown organizations indicated a strong interest in the concept of downtown living. Of the 1,600 employees who responded to the survey, 13.2 percent indicated a definite interest and a further 34.4 percent would consider living downtown. These "yes" and "maybe" responses are comparable to, if not higher than, responses to similar recent surveys in other U.S. cities.

If this level of positive response to downtown living were typical of all downtown employees, we would expect over 7,900 people to have a definite interest in downtown living and a further 20,000 people to consider such an option.

Downtown Jacksonville will offer unique opportunities for urban living that will differentiate it from its suburban residential edge. The challenge to developers will be to offer exciting in-town residential products at realistic prices.

Office Market

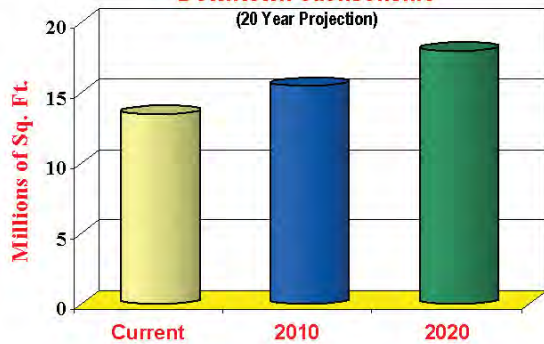
Downtown Jacksonville has about 10.3 million square feet of office space, or 45% of the total Metropolitan Area office total of 22.7 million square feet. Just over 20% of the total downtown office space is located on the Southbank. Almost half of the current private office inventory was completed or started in the 1980s. Downtown Jacksonville contains the largest concentration of office space in the Jacksonville metropolitan area.

In comparison, suburban competition representing 55% of the existing market (12.4 million square feet) is scattered throughout the Jacksonville metropolitan area. Nearly 5.7 million square feet of this suburban total is located in 5 southeastern office parks: Deerwood Park, Deerwood Park North, Freedom Commerce, Interstate Business Center, and Southpointe. As the table on the following page shows, even at full build out, the largest of these clusters, Deerwood Park North with 3.9 million square feet of office space would only represent 38% of the current office space downtown.

Downtown Jacksonville is the Florida headquarters for Bank of America and First Union Bank, and in recent years, has attracted firms in the health insurance and health care services industries.

Absorption of existing leased office space has averaged 200,000 square feet per year for the past three years and the vacancy rate has fallen to below 10 percent.

New Office Construction – Downtown Jacksonville (20 Year Projection)



Business consolidation continues, but the most active phase appears to be over. Current downtown rent levels, however, are similar to those found in the suburban office market without the range of amenities that can often be offered in these outer locations, making new private office investments difficult without the support of public funds.

Though projected new construction activity is modest compared to the heady 1980s, another 1.5-2.0 million square feet of office development is forecast for the decade 1999-2010, increasing to 2.0-2.5 million square between 2010 and 2020.

Retail Market

Retailing in downtown is intimately related to the future of other downtown activities, including office occupancy, downtown living, hotels and conventions, and sports and entertainment. As these other activities grow and bring more workers, residents, and visitors into downtown, retail development will service their growing needs.

Our strategy for attracting retailers to downtown will be based on promoting and facilitating growth of these other activities in locations and clusters. Our objective will be to create a critical mass of the type of demand essential to a series of sustainable retail centers. The street level frontage of future office and parking structures will, once again, be the preferred location for retailers, enlivening the pedestrian realm and making the sidewalks more secure.

Future downtown retailing will also include community-oriented shopping facilities on the downtown fringe to serve adjacent neighborhoods. Durkeeville, Springfield, East Jacksonville, and Riverside all lack land for contemporary retail development and are somewhat distant from suburban shopping center locations. Downtown and its surrounding neighborhoods have an estimated 67,000 residents in 29,000 households with a potential purchasing power of \$240 million.

Hotel Market

Downtown Jacksonville will be a special destination that draws and retains its visitors from many sources and the current range of downtown hotels will benefit greatly from Jacksonville's revitalization.

There are currently five hotels in Downtown Jacksonville with approximately 1,200 rooms. The new Adam's Mark Hotel will add a further 950 rooms, bringing the total to some 2,150 rooms.

The most viable locations for new facilities continue to be in and adjacent to the north bank downtown core, near major office concentrations, entertainment facilities, and places of public assembly, as well as in the Southbank District.

Attractions and Public Assembly Facilities

Downtown Jacksonville contains a number of sports, cultural, and entertainment venues and other special event facilities. The list includes Alltel Stadium, Wolfson Park, Coliseum, Jacksonville Fairgrounds, Times Union Center for the Performing Arts, Florida and Ritz Theaters, all on the north bank, and the Museum of Science and History, on the south bank.

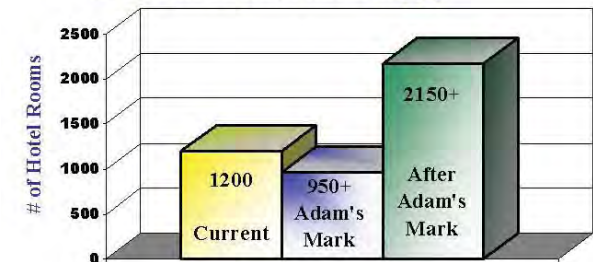
These public and institutional facilities act as important catalysts for commercial development. Their character, location, linkages, and utilization are key issues.

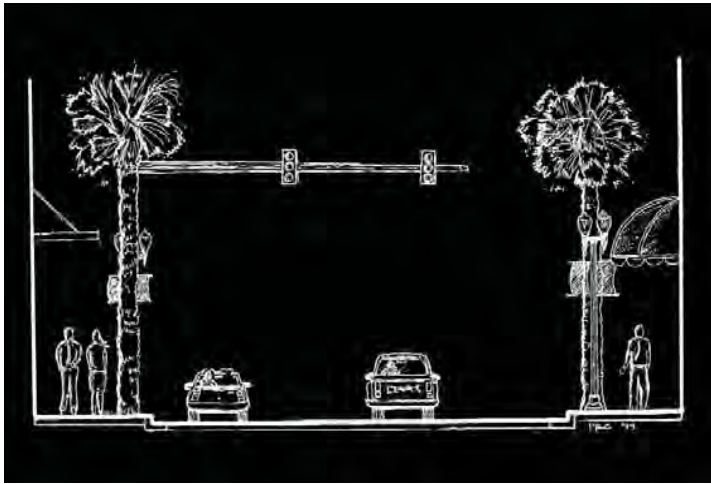
As this master plan falls into place, more cultural and entertainment projects will be proposed and existing ones will be upgraded and improved. It will be important not only to respond to the market's needs but also to reinforce the clusters of activity making cultural and entertainment facilities an essential component of the neighborhood mix of uses.

Office Development

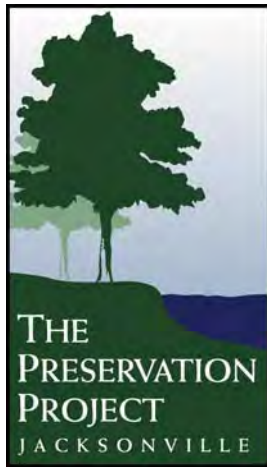
AREA	Acres	Existing (MIL./ SF)	Remaining Permitted (MIL./ SF)	Total Potential (MIL./ SF)
<i>Downtown</i>	1675	10.3	9.5	19.8
<i>Deerwood Park</i>	358	1.6	.8	2.4
<i>Deerwood Park North</i>	689	1.7	2.2	3.9
<i>Freedom Commerce</i>	655	.4	1.7	2.1
<i>Interstate Business Center</i>	136	.5	.6	1.1
<i>Southpoint</i>	220	1.5	1.1	2.6

Impact of the new Adam's Mark Hotel on Downtown Hotel Room Supply





Cross-section of roadway improvements. (Source: Paul R. Crawford)



The preservation and reclamation of property is key component of Mayor Peyton's Preservation Project.

Action Plan and Milestones

Our master plan has a long-term vision that will be achieved by an incremental series of short-term actions. Our plan recognizes that downtown neighborhoods will develop at different speeds and evolve in varying styles. Most importantly, this master plan is designed to be flexible in its approach and responsive to change.

The following element of the master plan—our action plan—acknowledges that there is a growing pent-up desire among the citizens of Jacksonville to find new ways of enjoying, living, working, and shopping downtown. It also acknowledges, however, that downtown must compete with other locations in the region by offering the resident a different style of living, the decision-maker a highly rational place to locate their business and the visitor a wider range of activities than they can find anywhere else in northeast Florida. Fundamentally, we understand that these competitive advantages must be underpinned by an improved urban experience and an overwhelming sense of personal safety, freedom and enjoyment.

To help achieve our vision for Downtown Jacksonville we have identified six major initiatives:

- Improving pedestrian connections
- Improving the environs of Hemming Plaza
- Extending the Riverwalk
- Revitalizing the Cathedral District
- Hogan's Creek Legacy Project
- McCoy's Creek Legacy Project

For each initiative, we have specified catalyst projects to be completed over the next ten years. Cost estimates are provided for each project based on past city experience.

The speed at which a neighborhood develops will depend on its catalyst projects. These projects, often attracting public investment, help highlight short-, medium- and long-term actions. Catalyst projects are activity nodes around which there is the potential to grow the critical mass of economic development required for long-term sustainability.

Some of our actions inevitably require further planning and design work, though this master plan helps define clearly the brief for that work.

Program Elements	Phase 1: Short Term 0-2 years	Phase 2: Medium Term 3-5 years	Phase 3: Long Term 6-10 years	Phase 1 Cost	Phase 2 Cost	Phase 3 Cost	Total Cost
Improving pedestrian connections				\$2,010,000	\$2,010,000		\$4,020,000
Laura Street (from Independent Drive to Duval Street)	1,400ft/5 blocks of streetscape improvements			\$1,080,000			
Laura Street (from Duval Street to Beaver Street)		800 ft/3 blocks of streetscape improvements			\$670,000		
Adams Mark to Hemming Plaza,(Courthouse Dr to Monroe St)	1,200 ft/4 blocks of streetscape improvements			\$930,000			
Adams Mark to Hemming Plaza,(Market St to Laura St)		1,600 ft/4 blocks of streetscape improvements			\$1,340,000		
Improving Hemming Plaza				\$90,000	\$180,000		\$270,000
Improvements to Landscaping	900 ft of improvements			\$90,000			
Improvements Beneath the ASE		800 ft of improved surfaces beneath the ASE			\$180,000		

Program Elements	Phase 1: Short Term 0-2 years	Phase 2: Medium Term 3-5 years	Phase 3: Long Term 6-10 years	Phase 1 Cost	Phase 2 Cost	Phase 3 Cost	Total Cost
Extending the River Walk				\$8,900,000	\$2,400,000	\$3,650,000	\$14,950,000
Fuller Warren Bridge to the Landing	4,035 ft, including viewing places, access			\$8,900,000			
Berkman Plaza to Hogan's Creek		2,400 ft, including viewing places, access			\$2,400,000		
Hogan's Creek to Metropolitan Park			3,100 ft, including viewing places, access			\$3,650,000	
The Cathedral District				\$925,000	\$1,350,000	\$1,320,000	\$3,595,000
Pedestrian connections from new residential to Hogan's creek	2400 ft/3 blocks of streetscape improvements			\$925,000			
Pedestrian connections to Hemming Plaza		3,200 ft/4 blocks of streetscape improvements			\$1,350,000		
Pedestrian connections to the River Walk			2,800 ft of streetscape improvements			\$1,320,000	

Program Elements	Phase 1: Short Term 0-2 years	Phase 2: Medium Term 3-5 years	Phase 3: Long Term 6-10 years	Phase 1 Cost	Phase 2 Cost	Phase 3 Cost	Total Cost
Hogan's Creek					\$1,630,000	\$2,330,000	\$3,960,000
Creek mouth		1,200 feet of improvements to the water front			\$650,000		
State Street to Duval Street		1,800 ft of bike paths and improved landscaping			\$980,000		
Duval Street to Bay Street			1,400 ft of bike paths and improved landscaping			\$860,000	
State Street, westward to Laura Street			2,400 ft of bike paths and improved landscaping			\$1,470,000	
McCoy's Creek					\$650,000	\$1,450,000	\$2,100,000
Magnolia Street to Spruce Street		1,200 ft of bike paths and improved landscaping			\$650,000		
Magnolia Street to the River Walk			1,200 ft of bike paths and improved landscaping			\$735,000	
Spruce Street to the Interstate			1,000 ft of bike paths and improved landscaping			\$615,000	

Program Elements	Phase 1: Short Term 0-2 years	Phase 2: Medium Term 3-5 years	Phase 3: Long Term 6-10 years	Phase 1 Cost	Phase 2 Cost	Phase 3 Cost	Total Cost
Pocket Parks and Other Public Spaces				\$300,000	\$340,000	\$385,000	\$1,025,000
	Provision for three parks/open space improvements	Provision for three parks/open space improvements	Provision for three parks/open space improvements	\$300,000	\$340,000	\$385,000	
Gateway Improvements					\$2,010,000	\$1,660,000	\$3,670,000
San Marco Boulevard		2600 ft of Gateway Improvements			\$1,005,000		
Hendricks Avenue		2600 ft of Gateway Improvements			\$1,005,000		
Main Street			4300 ft of Gateway Improvements			\$1,660,000	
Directional Changes To select roadways				\$200,000			\$5,300,000
Signalization and Traffic Circulation Study	Signalization and Traffic Circulation Study			\$200,000			
Julia Street and Ashley Street changed from 1-way to 2-way streets		Installing traffic signals, signs, pavement markings, & resurfacing			\$2,500,000		
Church Street and Pearl Street changed from 1-way to 2-way streets			Installing traffic signals, signs, pavement markings, & resurfacing			\$2,600,000	

Program Elements	Phase 1: Short Term 0-2 years	Phase 2: Medium Term 3-5 years	Phase 3: Long Term 6-10 years	Phase 1 Cost	Phase 2 Cost	Phase 3 Cost	Total Cost
Adaptive Reuse (Class B & C Office and Residential)				\$6,100,000 <i>(Direct investment or tax incentives)</i>	\$7,700,000 <i>(Direct investment or tax incentives)</i>	6,500,000 <i>(Direct investment or tax incentives)</i>	\$20,300,000 <i>Total Private capital investment of \$103,500,000 (Total of 900,000 sf renovated and converted to new use)</i>
	200,000 sf renovated and converted to new use	300,000 sf renovated and converted to new use	400,000 sf renovated and converted to new use	\$6,100,000 (in support of private capital investment of \$14,200,000)			
					\$7,700,00 (in support of private capital investment of \$30,800,000)		
						\$6,500,000 (in support of private capital investment of \$58,500,000)	

ACKNOWLEDGMENTS

Mayor of Jacksonville

John Peyton

Responsible Staff Members:

City of Jacksonville Planning and Development Department

Jeannie L. Fewell, Director
John Crofts, Deputy Director

Jacksonville Economic Development Commission

Kirk Wendland, Executive Director
Al Battle, Managing Director of Downtown Development
Eric Lindstrom

The Downtown Development Authority Board

Ronald M. Rhodes, Chairman
Denise Watson, Vice Chairman
David Auchter
Cynthia R. Griffin
Jay Jabour
Gerry Nichols
Penelope S. Thompson

† Photo taken by Dixi Carillo

± Photo taken by Jason Thiel

Photo taken by Robert H. Linger
Cover Photo by Robert H. Linger

Consultant Team

Urban Design

EDAW, Inc.
Rink, Reynolds, Diamond, & Fisher

Transportation

Cambridge Systematics

Market Analysis

Urbanomics, Inc.
Development Strategies

Executive Steering Committee & Advisory Committee Chairs

Ms. Audrey McKibbin Moran - *Chairperson*
The Honorable Elaine Brown - *Past Chairperson*
Mr. Jim Citrano
Ms. Jeannie Fewell
Mr. Mike Harrell
Mr. Warren Jones
Mr. Jordan Logue
Mr. Ron Weaver
Mr. Mike Weinstein

Economic Development Advisory Committee

Mr. Howard Serkin - *Chairperson*
Mr. John Welch - *Co-Chair*
Mr. Rick Catlett
Mr. Stuart Evans
Mr. Charles A. Clarkson
Mr. Paul Fickinger
Dr. Steven Wallace
Ms. Linda Storkerson
Mr. Bill Bishop
Ms. Patricia Hannon
Ms. Ann R. Shorestein
Mr. Lawrence J. Hamilton, II
Mr. N. Bruce Doueck
Mr. Tracy Danese
Mr. William G. Dresser
Mr. Donald C. Hooper
Mr. Larry Hazouri
Mr. Allen Jarboe
Mr. Marc Mayo
Ms. Margo Dundon
Mr. Howard Dale
The Honorable Lad Daniels
Mr. Paul Vance
Dr. Duane D. Dumbleton
Mr. David L. Fincannon
Ms. Kitty Ratcliffe
Mr. Paul C. Williams
Ms. Pam Caven
Mr. John Zona

Housing Advisory Committee

Mr. John Rood - *Chairman*
Mr. Dick Browdy
Mr. Michael Bryant
Mr. Jerry R. Cravey
Ms. Cheryl Donelan
Mr. Steve Franklin
Mr. Greg Gross
Mr. Warren Jones
Ms. Wanda Lanier
Mr. Doug Milne
Mr. Nick Nicholson
Ms. Linda Sherrer
Dr. Steven Wallace
Ms. Tracy Bolton
Mr. Trip Stanly

Transportation Advisory Committee

Mr. Joseph N. Debs - *Chairman*
Ms. Cindy Laquidara
Ms. Teala Milton
Mr. Dick Kravitz
Mr. John Gordon
Mr. Larry Ferris
Mr. Mark Rimmer
Mr. Mike Blaylock
Mr. Lorenzon Alexander
Mr. John Peyton
The Honorable Elaine Brown
Rev. Doug Pigg
Ms. Jeannie Fewell
Ms. Ann Thompson
Mr. Roger Sharp
Mr. David Kaufman
Mr. A. Travis Surratt
Mr. Fred Kyle
Mr. Jeremy Smith

Urban Design Advisory Committee

Mr. Ted Pappas - *Chairman*
Mr. Zim Boulos
Mr. J.F. Bryan, IV
Mr. Skip Cramer
Ms. Laura D'Alisera
Mr. John A. DeVault, III
Ms. Anna M. Dooley
Mr. David M. Foster
Mr. Dean Jay Wright
Mr. Tom Goldsbury
Ms. Melody Linger
Ms. Emily R. Lisska
Mr. Sam Mousa
The Honorable Jim Overton
Mr. James C. Rinaman, Jr.
Mr. Bill Scheu
Mr. Jerry Spinks
Ms. Martha Cesery Taylor
Mr. Walter Taylor
Mr. Jim Tullis
Mr. Robert D. Woolverton
Mr. Mark Pappas
Mr. Joseph Erhardt
Mr. Oliver Barakat

Special thanks for all of the participation from the vast number of citizens of Jacksonville who volunteered their thoughts and ideas and became an active part of this plan in many different ways.







EDAW