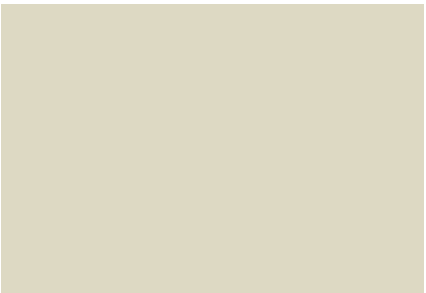
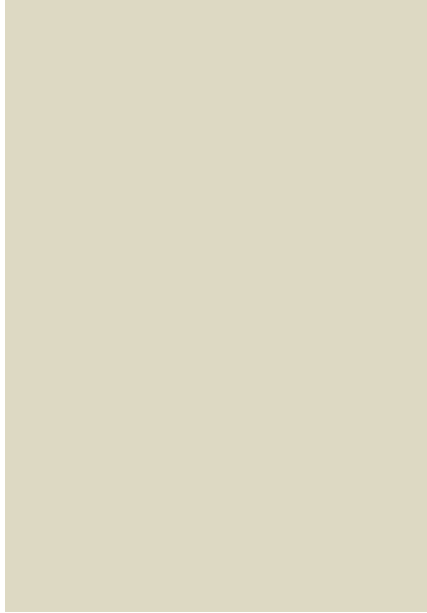
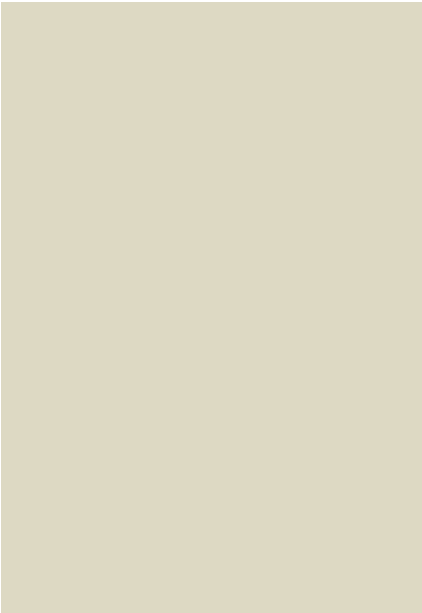
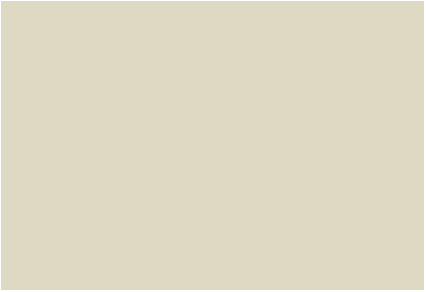


KingSoutel Crossing

Community
Redevelopment Plan
2017 Update



Vision & Redevelopment Strategy

This document has been prepared under the direction of the City of Jacksonville Office of Economic Development in accordance with the provisions of the Community Redevelopment Act of 1969, Chapter 163, Part III, Florida Statutes, as amended. In addition to those listed below, we are grateful to the many citizens who contributed their time, energy, and passion toward this update of the 2008 KingSoutel Crossing Community Redevelopment Plan.

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The Honorable Reginald Brown, Vice-Chair

The Honorable Joyce Morgan

The Honorable Al Ferraro

The Honorable Aaron Bowman

The Honorable Scott Wilson

The Honorable Lori Boyer

The Honorable Matt Schellenberg

The Honorable Reggie Gaffney

The Honorable Katrina Brown

The Honorable Garrett Dennis

The Honorable Danny Becton

The Honorable Doyle Carter

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Executive Summary

The KingSoutel Crossing Community Redevelopment Area (“CRA”) serves as a tool for the City to stimulate economic recovery and to improve local conditions by private-sector reinvestment along New Kings Road and Soutel Drive and their supporting commercial, residential, and industrial areas. The 2008 Community Redevelopment Plan represents both a vision and a “blueprint” for revitalizing the redevelopment area. Approving the 2008 Redevelopment Plan was a critical milestone at the start of what has the potential to become a grand journey. The 2017 Plan Update makes the necessary adjustments to the redevelopment program dictated by events and accomplishments since the original plan was adopted. By following this Plan Update, the City will be able to capitalize on its strong assets to renew a deteriorating tax base, increase employment opportunities, and aesthetically enhance two highly trafficked and visible commercial corridors off of I-295 in northwest Jacksonville. This Plan Update aims to create destinations for businesses, residents, and visitors. In this way, KingSoutel Crossing can indeed become a “TO PLACE” rather than just a “THROUGH PLACE”.

The CRA encompasses approximately 2,300 acres. The majority of indicators presented within the Findings of Necessity reveal a predominance or incidence of slum and blight within these areas as compared to the City as a whole. While the primary focus of the Plan Update are the non-residential properties along the commercial corridors extending throughout the CRA, there are supporting residential neighborhoods adjacent to these key economic areas that would directly benefit from redevelopment programs.

**STAKEHOLDER
INPUT**

**INVENTORY &
ANALYSIS**

**ECONOMIC
ANALYSIS**

CONCEPT PLAN

ACTION PLAN

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

This Plan Update was also developed through an extensive engagement process, on-site field inspections, market and economic analysis, and review of other plans and initiatives. The on-site investigations included the transportation and pedestrian network, stormwater infrastructure, parking and circulation, building conditions, landscaping, and aesthetics. Three community forums were conducted throughout the planning process to keep the community informed about the basis of the recommendations and to seek their opinions. This Plan Update is based upon interviews with residents, business owners, civic leaders, realtors, and developers, as well as citizen input and comments received throughout the public engagement process.

The Plan Update is intended to be a guide for local government decisions and implemented over the course of the CRA's lifespan. This Plan Update includes analysis of current and projected funding through Tax Increment Financing, alternative funding opportunities, identification of targeted Opportunity Sites, redevelopment initiatives and programs including an Action Plan with strategies for improvements within the CRA. The Opportunity Sites identified on the Redevelopment Concept Plan in Section IV are intended to be dynamic and may change throughout the life of the KingSoutel Crossing CRA. The intent of these Opportunity Sites and the respective program is to provide and recognize strategic incentives, partnerships and facilitation that are key to realizing their highest and best use.

The Action Plan's recommendations include project summaries as well as a targeted timeframe for project implementation. These projects include a wide range of targeted commercial and industrial uses, pedestrian safety enhancements, utility improvements, and property rehabilitation/remediation. In addition to tax increment revenues, state and federal grant programs that could provide additional financial resources for community and economic development initiatives within the CRA are identified. The Plan Update maintains the original Plan's 30-year lifespan with the CRA set to expire on December 31, 2038.

The Plan Update is the primary vehicle for providing direction to interest and investment in the CRA. However, this vehicle does not run itself; it must be guided by the KingSoutel Crossing Community Redevelopment Agency, but actuated by the private sector. The most important factors are achieving community support and participation, private interest and investment, and successful marketing of the City's Redevelopment Program both within and beyond the Jacksonville metropolitan area.

July 13, 2017 Community Forum



November 2, 2017 Community Forum



November 30, 2017 Community Forum





I. Introduction to Redevelopment

The State of Florida's Community Redevelopment Act of 1969 provides local governments with utensils necessary to revitalize distressed and deteriorated segments of their communities. These utensils include the establishment of community redevelopment agencies to administer community redevelopment plans and delegate certain powers to this agency such as the power to designate certain areas as slum or blighted areas, propose modifications to community redevelopment plans, issue revenue bonds, and approve the acquisition, demolition, removal, or disposal of property. The Florida Statutes further dictates that the municipality, "to the greatest extent it determines to be feasible...shall afford maximum opportunity, consistent with the sound needs of the county or municipality as a whole, to the rehabilitation or redevelopment of the community redevelopment area by private enterprise." (Section 163.345, F.S.)

The Florida Statutes grant community redevelopment agencies the authority to undertake redevelopment projects following adoption of a community redevelopment plan as outlined in the Community Redevelopment Act (Section 163.360, F.S.). The Plan guides future development and expenditures from a Redevelopment Trust Fund to eliminate existing conditions of blight and to create a condition for continued private reinvestment in the CRA. The Plan provides a framework for coordinating and facilitating public and private redevelopment of the CRA. Development and implementation of the Plan involves the efforts of the agency, the private sector financial and business community, and other governmental agencies. Following the adoption of the initial Plan, subsequent modifications and amendments may be adopted pursuant to Section 163.361, F.S. The 2017 Plan Update is the modification to the 2008 Plan.

Purpose of Plan Update

The Jacksonville City Council has sought to prevent the spread of slum and urban blight by encouraging community rehabilitation in portions of northwest Jacksonville. The City Council has taken the necessary steps to utilize the redevelopment tools available under the Act. On November 10, 2008, the Jacksonville City Council approved a Community Redevelopment Plan for the KingSoutel Crossing Community Redevelopment Area (the “CRA”) via Ordinance 2008-919-E. This Community Redevelopment Plan identified specific community redevelopment projects to be funded from a Redevelopment Trust Fund. The Plan’s purpose is to:

- Illustrate a positive vision for the CRA crafted by residents and property owners.
- Define a strategic framework of relevant and appropriate goals and objectives for the future of the CRA.
- Identify potential long-term redevelopment capital improvement projects and other recommended redevelopment initiatives.
- Comply with State of Florida statutory requirements of the Community Redevelopment Act of 1969.

The CRA is located in the northwest planning district of the City of Jacksonville (refer to Map 1, Location Map on page I-6). The redevelopment area was created to jumpstart retail and commercial development in an underserved area consisting of parcels surrounding the New Kings Road/I-295 interchange and the Pritchard Road/I-295 interchange as well as those parcels in between these interchanges which front and surround New Kings Road, Soutel Drive, and Pritchard Road. Additionally, the CRA includes parcels surrounding Soutel Drive to the east of New Kings Road, extending east to Norfolk Boulevard.

The intent of the Community Redevelopment Plan is to serve as a framework for encouraging development and redevelopment in the CRA. Since the Redevelopment Plan’s approval in 2008, there have been no infrastructure or other physical improvement projects completed. The 2008/2009 economic crisis faced by communities across the nation, characterized by economic deceleration and increasing uncertainty, resulted in a significant reduction of potential investors and construction project start-ups. While the recovery from the impact of the constrained market conditions on KingSoutel Crossing implies a slower than usual growth rate and fewer private sector investment options in the near-term, it does not reduce the redevelopment potential and its abundant opportunities.

The City of Jacksonville commissioned Prosser, Inc. to prepare an update and implementation strategy for the KingSoutel Crossing CRA. The Prosser Team included land use planners, landscape architects, transportation engineers, and urban designers. In addition to the internal Prosser Team, Diettrich Planning, LLC and Hester Group, LLC contributed valuable community planning and public engagement aspects to the project. WTL+a Real Estate and Economic Advisors and Retail Development Strategies provided market and economic analysis and funding evaluations. This Plan Update is a realistic Action Plan based on sound economic principles and detailed market analysis designed to support desired future growth and development in order to stimulate private investment. This Plan Update identifies redevelopment objectives for programs and capital projects that are specifically designed to eliminate or reduce the six blight factors that have identified within the CRA.

The Plan Update includes the overall objectives of the original Plan, but they have been strengthened to narrow their focus and identify the types of projects that can to spur investment in the CRA. Streetscapes and roadway improvements, building renovations, new building construction, flood control initiatives, water and sewer improvements, neighborhood parks, sidewalks and street tree plantings are typical projects recommended in the original Plan. The City has been committed to directing redevelopment efforts within the CRA through the reuse of existing infrastructure, adapting and reusing buildings, “placemaking” initiatives, and more generally, engaging in urban infill to meet development needs. The focus of the Plan Update is on market-based programs and projects that positively affect the prosperity of properties contained within the CRA boundary. The Plan Update includes redevelopment incentives, such as grants and loans to private owners and businesses within the CRA. The Plan Update is a living document that can be modified to meet the changing needs within the CRA.

The work of redeveloping within the CRA is an ongoing effort. The goal is to translate the community’s “Renewed Vision” into an organized series of implementable action strategies that will help the Community Redevelopment Agency make informed decisions in revitalizing KingSoutel Crossing into a vibrant and economically sustainable urban community. These programs, projects, funding and financing strategies as well as the management and administration opportunities will continue to be refined as they are implemented. It is clearly intended that special assessments and other revenues may be used in conjunction with available increment revenues to achieve stated objectives. While based on the most accurate data available, the various strategies and costs identified in this Plan Update will require additional study as specific programs and projects are initiated, refined, and implemented.

The Plan Update has been developed following a thorough investigation of the CRA’s urban fabric and through extensive community input solicited during the community engagement process.

Authority for Redevelopment

The Community Redevelopment Act sets forth the legal process by which the City of Jacksonville established the KingSoutel Crossing Community Redevelopment Agency, and provided financing and regulatory tools to accomplish the goal of improving the CRA by either eliminating or reducing blight.

Two (2) Finding of Necessity (Blight Analysis) Reports provided the objective basis for adoption of Resolutions of Necessity memorializing the requisite conditions of slum and blight that exist as they relate to specific statutory criteria. Further, the rehabilitation, conservation, redevelopment, or combination thereof, of these areas is necessary and in the interest of public health, safety, morals, or welfare of the residents of the area.

The Jacksonville City Council established a “Finding of Necessity” for the **Soutel/Moncrief Retail Redevelopment Area**, Resolution 2006-357-A, on May 9, 2006. The City Council approved a Community Redevelopment Plan and established the Redevelopment Trust Fund via Ordinance 2006-591-E.

Subsequently, the City expanded the potential redevelopment area and established a “Finding of Necessity” for the **New Kings Road/Soutel/Pritchard Road Corridor Area**, Resolution 2007-726-A, on July 24, 2007. In pursuit of addressing compounding issues associated with the area, on November 10, 2008 the City Council adopted Ordinance 2008-919-E modifying the boundary of the Soutel/Moncrief Retail Redevelopment Area to include additional land area studied by Resolution 2007-726-A, thereby modifying the community redevelopment plan and effectuating the establishment of the trust fund for the consolidated area. The adopted modified plan was renamed the **KingSoutel Crossing Community Redevelopment Plan** with 2008 established as the base year for the increment. The Council amended Ordinance 2006-591-E on October 14, 2008 to establish 2008 as the base year for the increment affecting those lands as well. The Ordinance declared the City Council’s intent to act as both the Community Redevelopment Agency and governing body as those terms are defined and set forth in the Community Redevelopment Act. The recommended initial period for the sunset date for this Plan was proposed for 30 years and to expire on December 31, 2038.

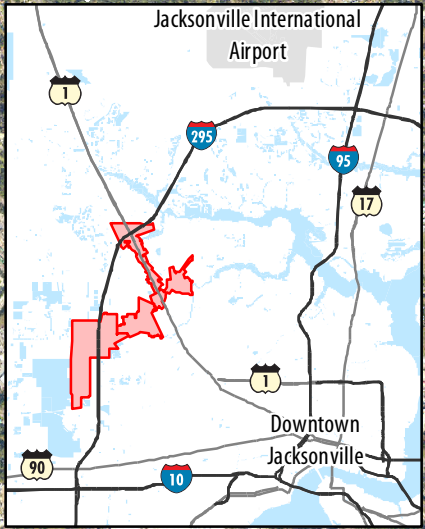
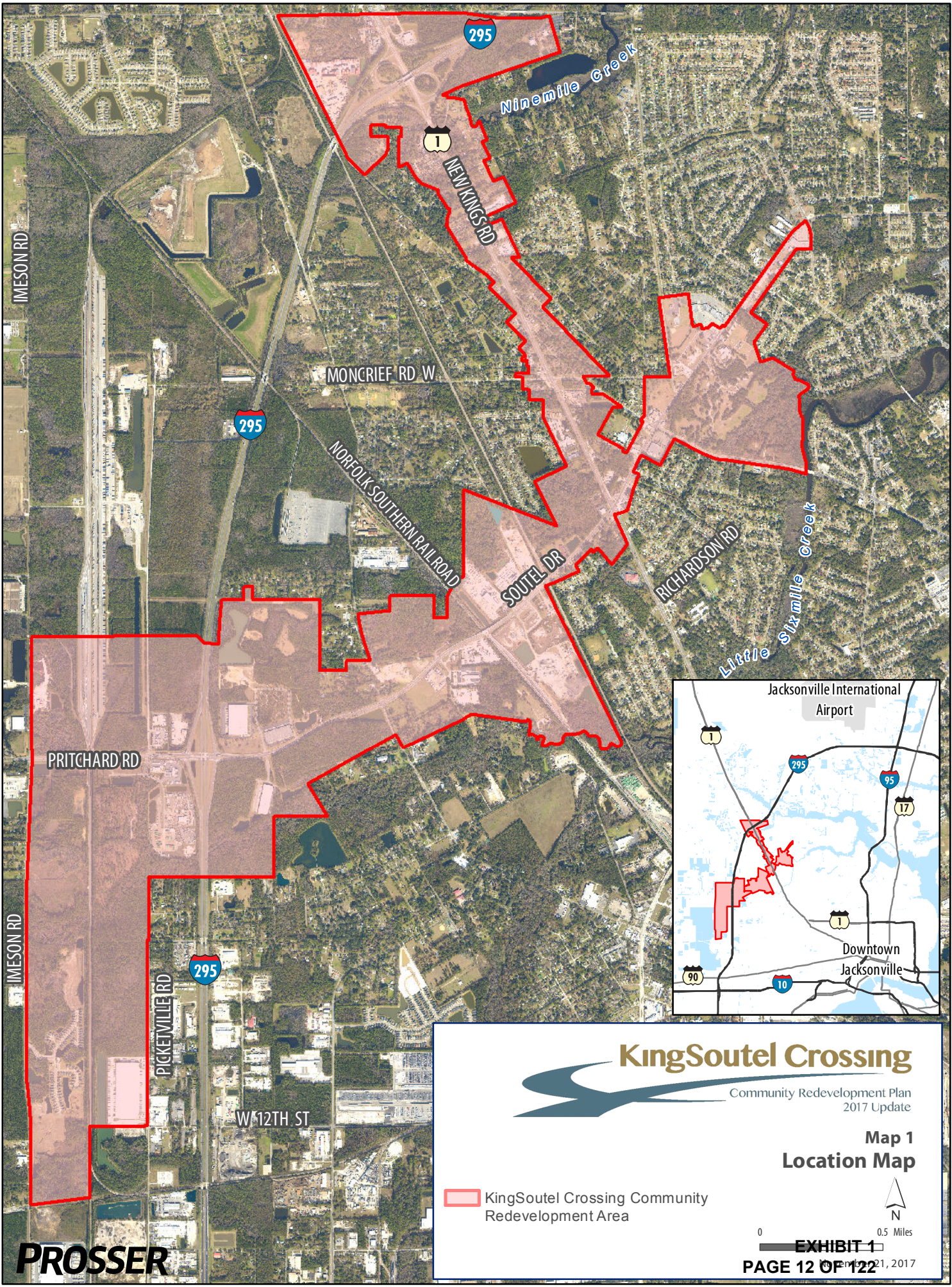
Boundary Determination

The boundary of the KingSoutel Crossing CRA was determined in 2008 after careful evaluation of much larger areas surrounding the CRA. Final determination for parcels to be included in the boundary was based upon the following criteria:

- Statutory criteria pertaining to site conditions.
- Consideration of future redevelopment potential that would assist in the elimination or reduction of blight. Interstate 295 provides intermodal access that makes the area suitable to capture economic impacts of the port.
- Consideration of sound planning principles for the continuity of future land use based on land use pattern and potentials, the transportation system, and efficient provision of government services and facilities.
- Consideration of irregular, small, or surrounding parcels that might, at some time, be assembled for a larger, more efficient use of land.
- Locations providing a logical terminus for the boundaries, such as roads and property lines, reflecting potential accessibility and marketability for quality redevelopment or development.

In 2017, the KingSoutel Crossing Community Redevelopment Agency expanded the CRA boundary to include approximately 1,100 linear feet of right-of-way of Norfolk Boulevard in order to add the Gateway Soutel Norfolk Project and to further the purposes and objectives of the Plan by providing an appropriate terminus to the Project on the north and south (Resolution KSC/CRA-2017-03 and Jacksonville City Council Resolution 2017-608-A). In order to encompass the entire Project, the boundary was extended to include the 80-foot right-of-way of Norfolk Boulevard approximately 850 feet to the north of the CRA boundary terminus and approximately 250 feet to the south of the CRA boundary terminus. No privately-owned property was included in the boundary expansion. An illustration of the expanded boundary is included in Appendix A.


The Plan Update does not make any changes to the boundaries of the CRA as they remain appropriate.



KingSoutel Crossing

Community Redevelopment Plan
2017 Update

Map 1 Location Map

 KingSoutel Crossing Community Redevelopment Area



PROSSER

Community Redevelopment Agency

The management structure established to undertake formal redevelopment activities within the KingSoutel Crossing Community Redevelopment Area is the KingSoutel Crossing Community Redevelopment Agency (the “KSC/CRA” or “Agency”). Ordinance 2008-919-E declared the Jacksonville City Council’s intent to act as both a community redevelopment agency and governing body as those terms are defined and set forth in the Community Redevelopment Act. This ordinance outlined the rights, powers, duties, privileges and immunities invested in the Council acting as the Agency. However, other powers allowed by the Act were reserved solely with the City Council. The Agency, therefore, exists as a public body corporate and politic. It is a legal entity, separate, distinct, and independent from the Jacksonville City Council and exists until dissolved by direct action of the Jacksonville City Council. The Agency has adopted administrative and fiscal policies and procedures for conducting the business of the redevelopment area. The Agency is responsible for developing and implementing the Community Redevelopment Plan, as updated. The Agency’s bylaws can be found on the City’s website:

[coj.net/departments/office-of-economic-development/community-redevelopment-agency-\(cra\)/kingsoutel-crossing-cra](http://coj.net/departments/office-of-economic-development/community-redevelopment-agency-(cra)/kingsoutel-crossing-cra)

The Agency shall from time to time employ staff, contractors, and/or consultants to carry out administration and implementation of the redevelopment efforts. The City’s Office of Economic Development, along with those of other City Departments, performs staff functions for the Agency.

The KingSoutel Crossing Community Redevelopment Agency shall comply with the following annual CRA reporting requirements:

- **September/October:** Proposed and Final Budgets posted on the official CRA website two days prior and 30 days after the date the budget is adopted.
- **December:** Annual report to the Florida Department of Economic Opportunity (DEO), Special Districts Information Program.
- **March 31:** Annual Report of its activities for the preceding fiscal year to the Jacksonville City Council. The Report shall include a complete financial statement setting forth its assets, liabilities, income and operating expenses as of the end of such fiscal year.
- **45 days after completion or June 30:** An independent financial audit of the Redevelopment Trust Fund. The audit must comply with the requirements set forth in Section 163.387(8), Florida Statutes (separate or city/county component unit) to each taxing authority and to the Auditor General.
- **June 30:** Inclusion in Annual Financial Report (AFR/CAFR) to the Florida Department of Financial Services.

Redevelopment Trust Fund

The Florida Statutes designate that the powers of a taxing authority to appropriate funds to a redevelopment trust fund as the primary focus for rehabilitation, conservation, and redevelopment activities in the CRA (§163.353). The City Council established the Soutel/Moncrief Redevelopment Trust Fund for the purpose of financing and refinancing community redevelopment projects to preserve and enhance the tax base within the CRA.

Community redevelopment within KingSoutel Crossing is financed primarily from tax increment finance ("TIF") revenues allocated to and deposited in the Soutel/Moncrief Redevelopment Trust Fund. Tax increment revenues are paid to the Redevelopment Trust Fund by taxing authorities, other than school districts and water management districts, which have taxing jurisdiction within the CRA. Presently, those taxing authorities only include the City of Jacksonville. The amount of funds appropriated to the Redevelopment Trust Fund is equal to 95% of the difference between the amount of ad valorem property taxes levied by the taxing authority each year within the CRA and the amount which would have been produced by the same levy on the assessed value of taxable real property in the CRA in 2008. This 2008 base value of taxable real property contained within the CRA is \$71,064,917.

Funds deposited in the Redevelopment Trust Fund may be expended only within the boundary of the CRA and as described in an approved Redevelopment Plan. The following requirements in Section 163.387(6), Florida Statutes articulate what Redevelopment Trust Fund monies may be expended upon:

- (a) Administrative and overhead expenses necessary or incidental to the implementation of a community redevelopment plan adopted by the community redevelopment agency.
- (b) Expenses of redevelopment planning, surveys, and financial analysis, including the reimbursement of the governing body or the community redevelopment agency for such expenses incurred before the redevelopment plan was approved and adopted.
- (c) The acquisition of real property in the redevelopment area.
- (d) The clearance and preparation of any redevelopment area for redevelopment and relocation of site occupants as provided in Sec. 163.370, Florida Statutes.
- (e) The repayment of principal and interest or any redemption premium for loans, advances, bonds, bond anticipation notes, and any other form of indebtedness.
- (f) All expenses incidental to or connected with the issuance, sale, redemption, retirement, or purchase of agency bonds, bond anticipation notes, or other form of indebtedness, including funding of any reserve, redemption, or other fund or account provided for in the ordinance or resolution authorizing such bonds, notes, or other form of indebtedness.
- (g) The development of affordable housing within the area.
- (h) The development of community policing initiatives.

Targeted Redevelopment

Before identifying prospective private sector interests in the CRA, existing, prevalent blighting influences must be addressed by reassessing the existing infrastructure needs required to support and encourage future investment. Deteriorating conditions of structures, utilities, and general resources undermine economic development efforts and have adversely stymied redevelopment of the CRA. To attract investment, the area must demonstrate improvement of its physical character, infrastructure, and available services to enhance competitiveness as a desirable location for residences and businesses. Through implementation of its objectives and strategies, the Plan Update is specifically designed to eliminate or reduce the following six (6) blighting factors that were identified in the two approved Findings of Necessity:



Inadequate street layout, roadways, or public transportation facilities

- Lack of sidewalks (along the main roadways and to the neighborhoods)
- Inadequate bus shelters
- The Pritchard Road and Soutel Drive off-set roadways that fail to meet standards and old platted roads that have been bisected by New Kings Road, thereby creating unusable parcels



Faulty lot layout combined with diversity of ownership

- Substandard lot/parcel sizes exist that inhibit development meeting modern market requirements
- Inadequate sized parcels in relation to current development codes
- When combined with diversity of parcel ownership, assemblage of parcels that would create catalyst projects is inhibited



Deterioration of site or other improvements

- Deteriorated conditions include building/structural conditions
- Developed site conditions (parking lots, signage, drainage, landscaping) and deficiencies (including potable water, sewer, drainage, and fire hydrant spacing) all lead to unsafe and unsanitary conditions



Lack of growth in tax base

- Loss of assessed and market value in properties exhibited by vacant deteriorating buildings as well as undeveloped and/or underdeveloped properties and failed to show any appreciable increase
- Residential and commercial vacancy rates are higher than the City total.



Deterrents to sound future growth and development

- Economic disuse
- Property assemblage problems
- Visual blight as deterrent to investment
- Incidence of crime in the area is higher than the City total.



Government-owned property: Large parcels of government-owned property currently used for park purposes have adverse brownfield issues resulting in underutilization.

II. Market Findings & Potentials

WTL+a of Washington, DC, a national real estate and economic consulting firm with significant experience throughout Florida, was retained by Prosser, Inc. on behalf of the City of Jacksonville to prepare the market and economic elements of the Plan Update. The market analysis forms the basis of development and economic growth potentials on identified Opportunity Sites located in the KingSoutel Crossing Community Redevelopment Area (the “CRA”).

This section of the Plan Update summarizes our market and economic findings; suggested near- and mid-term development opportunities based on those market findings; and recommended development opportunities on key sites that can create catalytic effects for adjacent areas within the CRA. The intent of combining real estate market opportunities with designated locations is intended to identify those sites which will create new opportunities in the community; which will most readily generate new Tax Increment Finance (“TIF”) revenues for the CRA’s Redevelopment Trust Fund; and which will provide dedicated revenues to the Community Redevelopment Agency to attract private sector investment to combat slum and blight over time.

Key Differences with 2008 CRA Redevelopment Plan

WTL+a notes that the original (2008) Community Redevelopment Plan was based, in part, on results of a 2003 retail market study completed by the Buxton Company. As there have been major changes in the growth of Jacksonville and throughout the retail industry over the past 15 years, our review of the Buxton study resulted in a significant shift in direction about retail market potentials.

The Buxton study’s conclusions were based on potential market support generated by both residents and employees within a five-mile radius. As illustrated in Figure II-1 on the next page, the Buxton “trade area” encompassed a 10-mile diameter to the east almost to Downtown Jacksonville, south to Interstate 10, west to Pritchard/Chaffee Roads and north to the area between Interstate 295 and New Kings Road, approximately 2.5 miles north of Trout River Boulevard. In our view, **the trade area defined by Buxton is too large to be considered realistic in 2017**, as there is considerably more retail supply in the outer three miles of the larger trade area than was present in 2003.

The retail industry since 2003 has witnessed major changes, particularly in the growth of online sales, the decline in available financing for large format stores and the consolidation and/or closing of both department stores and other chains across multiple merchandise sectors. Retail in metropolitan Jacksonville has also expanded significantly more than the metropolitan area’s population (which has increased approximately 10% since 2003).

With these changes, WTL+a adjusted the assumed trade area for the KingSoutel Crossing CRA to a 2.5-mile radius (i.e., half the distance assumed by Buxton) to reflect a more reasonable potential to capture sales and attract consumers. As illustrated in Figure II-2 on the next page, the smaller KingSoutel Crossing Trade Area extends slightly west of Imerson Road, north to Trout River Boulevard, east beyond Avenue B/Ribault Avenue, and slightly below the 20th Street Expressway.

Figure II-1
Buxton Trade Area, 2003 (Used in 2008 Redevelopment Plan)

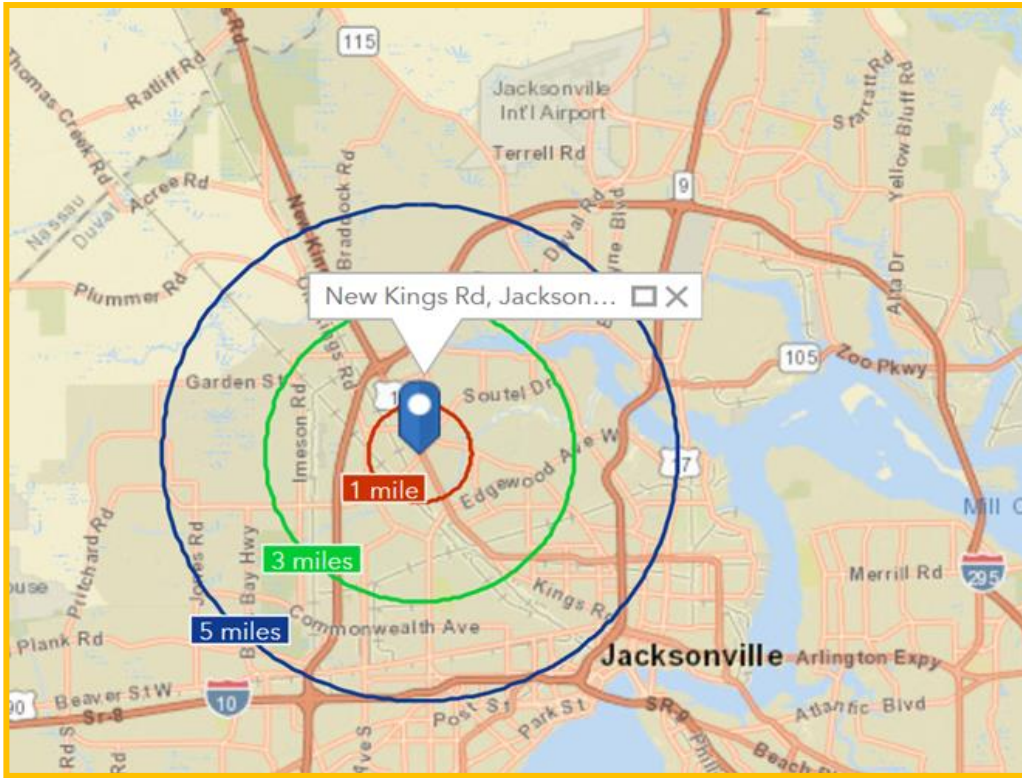
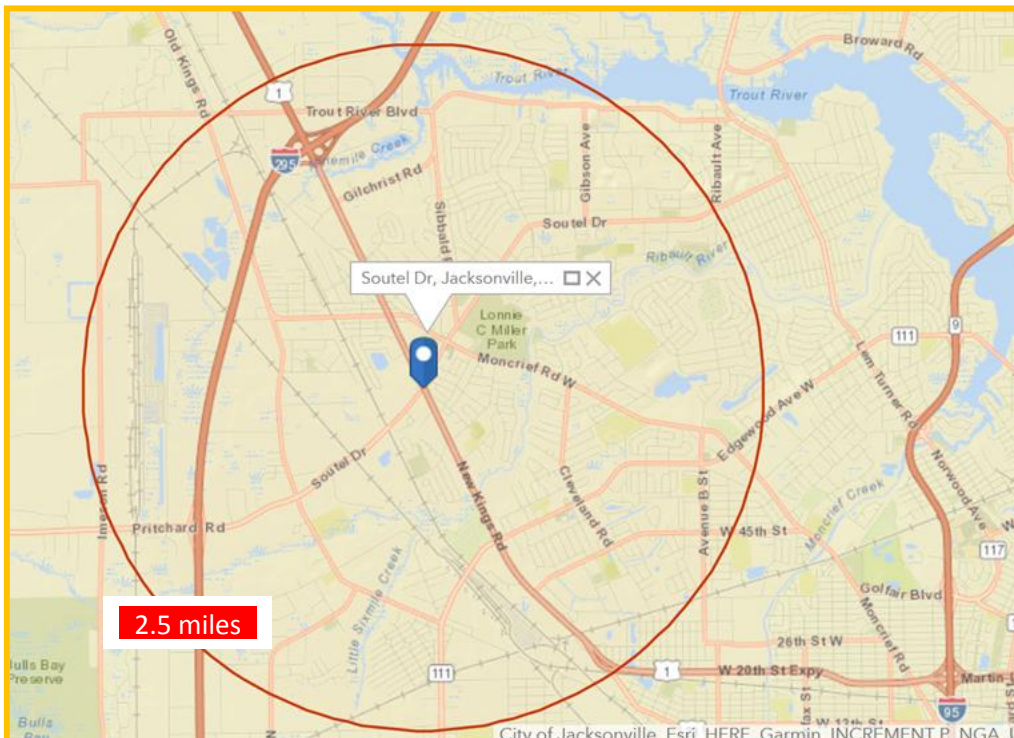


Figure II-2
Recommended KingSoutel Crossing Trade Area, 2017



The market study for the Plan Update analyzes four commercial (i.e., investment-grade) real estate categories:

- **Housing** - single-family detached and multi-family, both rental and for-sale
- **Workplace** - includes professional office space, manufacturing, warehousing and distribution
- **Lodging/Hospitality** - includes hotels and motels
- **Retail & Food Service** - includes general retail stores, consumer services, restaurants and carry-out food businesses, grocery, etc.

Real estate market conditions and characteristics in each of these four commercial categories were evaluated to understand both economic “drivers” and market opportunities in and adjacent to the CRA boundaries. This analysis is based on a profile of demographic and economic conditions and recent and current real estate metrics to identify areas of under- and over-supply and provide a baseline to forecast market-supportable development potentials within the CRA.

Moreover, market-supportable development potentials serve as the basis for TIF revenue forecasts in the CRA and to identify the magnitude and timing of CRA-eligible improvements to the public realm, infrastructure and neighborhoods as identified by this Plan Update.

The relative strength of the “market” for each of these four commercial categories serves as a metric influencing the timing of potential Opportunity Sites. The likely timing of new investment in market-supportable real estate uses will also be influenced by potential public funding mechanisms used to attract/sustain private investment in the KingSoutel Crossing CRA. In summary, these forces (i.e., market and financial opportunities, land availability, accessibility, potential for job creation and increased TIF and other eligible revenues for the CRA) will be considered in framing an appropriate Action Plan for implementation.



Demographic Characteristics

Key demographic and market findings are summarized below:

- Duval County's population has increased by 144,800 new residents since 2000. According to the U.S. Census, the County has a 2017 population of 923,000.
- Jacksonville's 2017 population is 887,000, or 95% of the County's total.
- Within the recommended 2.5-mile radius, the KingSoutel Crossing Trade Area's population totals 29,800 residents in 11,500 households, which represents a 3.5% share of the City.
- Based on demographic forecasts prepared by ESRI Business Analyst, a national demographic database, the Trade Area is forecast to add 700 new residents in 230 new households over the next five years (2022).
- Household growth forecasts in the surrounding Trade Area translate into an annual average of 46 new housing units. At this time, it is not known whether this demand will be created by new construction and/or rehabilitation of currently vacant units.

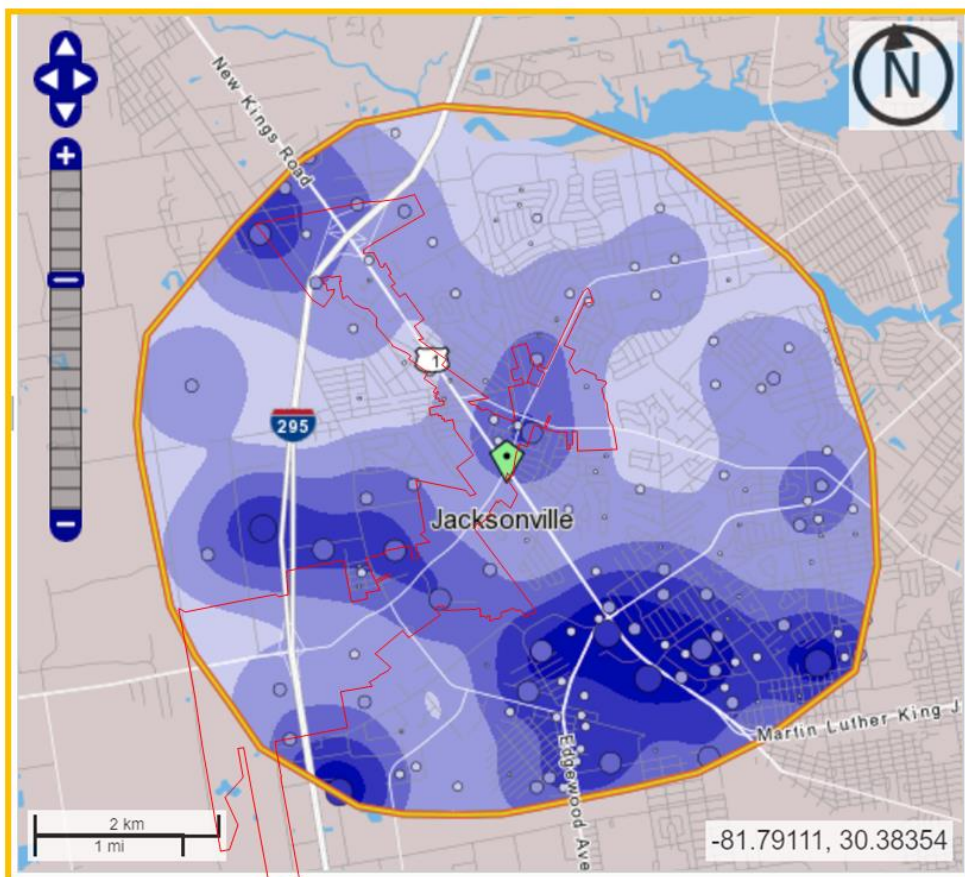
New growth within and immediately surrounding the KingSoutel Crossing CRA is very positive because it offers the prospect of reducing the amount of vacant housing, strengthening and expanding the tax base, and adding new disposable incomes to help support local retail and consumer service businesses. Much of the new growth in the Trade Area over the next five years is expected to be in aging "Baby Boomers" (i.e., those born between 1946 and 1964) and "Millennials" (i.e., those born between 1982 and 2004).

Notably, a portion of both consumer groups want the same type of housing over the next 10 years: multi-family units in walkable/'bikeable' neighborhoods with consumer services such as groceries, professional services and dining options within walking distance. Such multi-family housing does not currently exist in the KingSoutel Crossing CRA or its environs, although there are several very attractive and stable neighborhoods in the area such as Richardson Heights, Washington Estates and the Carver International neighborhood. This type of multi-family housing is also attractive to aging-in-place seniors who want more convenience without having to move out of their traditional neighborhoods.

Economic Profile

- There are 682,900 jobs in metropolitan Jacksonville. Although the area lost 52,000 jobs during the 2007-2009 recession, it has experienced a period of sustained job growth since 2011, recovering all the “lost” jobs by adding 99,200 new jobs which reflects a net gain of over 47,000 new jobs. The strongest job growth has paralleled national trends, increasing in Professional & Business Services and Health Care.
- The 2.5-mile radius around the KingSoutel Crossing CRA contains about **7,000 jobs**, which reflects a 1.5% share of the City’s total employment. The largest proportion of Trade Area jobs are in the Services sector (40% of total), Retail Trade (28%) and Transportation & Warehousing (16%, and illustrative of the number of warehousing and distribution facilities located here, particularly at the western edges of the CRA along Pritchard Road)
- The KingSoutel Crossing Trade Area has lost over **1,500 jobs** since 2006. Employment patterns in and around the CRA are illustrated in Figure II-3 below, with darker shading representing greater employment densities, or a higher concentration of jobs. We note that there is a large concentration of warehousing and distribution employment located just south of the CRA.

Figure II-3
KingSoutel Crossing Trade Area Employment Densities, 2015



- Within the Trade Area, the jobs-to-population ratio is 0.24; that is, there is one-quarter of one job available for every resident. By comparison, the City's jobs-to-population ratio is 0.53, or more than twice that of the community redevelopment area. This difference is significant in that jobs and job growth are a critical barometer of market demand for workplace real estate: office, retail, and industrial uses.
- The Florida Department of Economic Opportunity (“DEO”) prepares the state’s official employment forecasts. DEO estimates that Duval County will add 55,800 new jobs between 2016 and 2024.
- If the Trade Area maintains its historic “fair share” of Duval County’s total employment base (1.5%), this translates into **825 new jobs** by 2024. However, opportunities for additional job growth beyond their fair share may be increased if targeted economic development strategies and policies and appropriate incentives are successfully implemented. The types of new jobs will also affect opportunities for new workplace real estate required to incorporate those jobs. For example, the average amount of space needed for employees in an office building (known as an “occupancy factor”) may range from 150 to 200 square feet per employee. By comparison, the occupancy factor in a warehouse & distribution facility is significantly larger, ranging from 750 to 1,000 square feet per employee.

**Potential for 825
New Jobs in the
Trade Area by 2024**

Retail Sales & Potentials

- Based on data from the U.S. Census and its American Community Survey, Trade Area households spend about \$153 million per year on all retail categories including groceries, food & beverage, apparel, accessories and shoes, convenience items, furniture, entertainment, etc.
- However, reported annual store sales within the trade area total \$111 million per year (excluding automotive sales). This \$42 million difference suggests that more than 27% of all spending by KingSoutel Crossing residents is occurring outside of Trade Area stores and businesses. This is known as retail sales “leakage”, and presents a challenge (because the Trade Area is undersupplied in retail stores and businesses) and an opportunity to “recapture” a portion of lost sales by attracting new retail operators to the area.
- Concentrations of retail can also serve as an “activating use” in commercial cores and mixed-use projects because they attract shopping activity throughout the day and evening, and animate nearby public spaces. This objective is a factor in considering development opportunities within the CRA.

**\$42 Million in Annual
Retail Spending
Leaves the Trade Area
Every Year**

Real Estate Market Conditions

Warehousing & Distribution

The KingSoutel Crossing CRA has excellent regional highway access, with two interchanges to Interstate 295 and ready proximity to Interstate 95 and all parts of the metropolitan area. As a result, there is a concentration of warehousing and distribution facilities within (and adjacent to) the Trade Area totaling 2.75 million square feet.

WTL+a identified two complicating factors for near-term expansion of this real estate sector:

- Vacancy rates in existing industrial/warehouse space is 22%, which translates into 605,000 square feet of empty space, and
- Planned/proposed new space in three real estate projects is expected to add another 1.8 million square feet of new warehousing and distribution facilities along Pritchard Road at the western edge of the CRA. These include two projects within the CRA and three projects outside of the CRA. The timing for completion of these proposed industrial/warehousing and distribution projects are unknown.

Located Within CRA	
6600 Pritchard Road	550,000 SF
Sportsman Club & Pritchard Road	603,000 SF
Subtotal	1,153,000 SF
Located Outside CRA	
4948 Bulls Bay Highway	237,318 SF
201 Picketville Street	126,000 SF
6282 Imeson Road	275,000 SF
Subtotal	683,300 SF
Total	1,791,318 SF

No information was readily available to determine the functional obsolescence or physical condition of the area's existing industrial supply. The age of construction of several properties indicates that they are more than 20 years old suggesting that these buildings may no longer meet current industry requirements for warehousing and distribution functions, including clear ceiling heights, non-column floor areas, number and layout of truck courts, etc. Conducting an on-site inventory and assessment of existing vacant spaces may reveal their functional and physical conditions, thereby reducing the amount of space available for re-use and/or its characterization as vacant.

From the standpoint of future employment opportunities, proposed/planned industrial projects represent an opportunity to create between 1,500 and 1,800 new jobs within or immediately adjacent to the CRA. Moreover, the incremental consumer spending generated by these new jobs would support businesses located within the CRA.



Professional Office

The CRA contains about 193,500 sq. ft. of office uses; of that total, however, Cardinal Health and the UF Health Medical Services facility comprise approximately 85% of the total inventory. Compared to the Trade Area’s industrial inventory, office space is considered a tertiary use. The KingSoutel Crossing CRA is undersupplied in office-based services such as banks, legal, accounting, etc. Moreover, the limited number of medical, dental, insurance and other professional services are widely dispersed across the CRA.



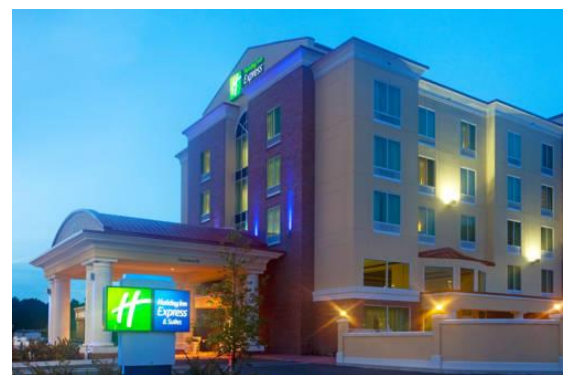
Hotel/Lodging

The competitive supply of hotels and lodging facilities extends well beyond the CRA boundaries. While there are two small non-branded hotels within the CRA, the lodging industry primarily tracks “branded” hotel properties; the performance of these properties serves as a benchmark for future hotel development potentials. Market competition for a possible new hotel in the CRA extends in multiple directions as existing properties are clustered around interchanges along Interstate 295.



There are 11 properties in the competitive market area containing 924 hotel rooms. These rooms account for only 5% of Duval County’s 18,150 room inventory, and all are “limited service” properties.

Since 2011, average annual occupancies among these 11 hotels has strengthened significantly—from 57% in 2011 to 76% in 2016. To secure financing for new hotel construction, the capital markets (Wall Street) seeks sustained average annual occupancies between 65% and 72% over multiple years as the threshold to justify new investment. As a result, the competitive environment suggests market demand is sufficiently strong to support a new hotel along I-295 in Northwest Jacksonville.



In addition to sustained occupancy levels, the competitive supply has experienced solid growth in other key metrics of hotel performance: average daily rates (ADRs, or the amount charged per stay per day) and revenue per available room (REVPAR). Market performance suggests that a new hotel is one of the stronger opportunities to be located on a site within the CRA that is visible and easily accessible from I-295. Opportunities for new hotel development in the KingSoutel Crossing CRA are wholly site dependent.

General Retail

According to a preliminary “windshield” inventory completed by the consultant team, the CRA includes:

- Approximately 89 commercial retail spaces containing 68,400 square feet of general retail, 39,000 square feet of food and beverage (including liquor stores), 80,500 square feet of grocery (Harvey’s and several small, independent markets) and neighborhood/gas station convenience markets.
- There is an additional 61,800 square feet of other consumer services such as laundromats, dry cleaners, hair salons and barber shops, nail salons, etc.
- The CRA retail inventory totals approximately 250,000 square feet across all retail categories, an estimated 8.6 square feet of retail space for each of the 29,800 residents of the surrounding KingSoutel Crossing Trade Area. It is not uncommon for small, individual neighborhoods of the City to have a ratio such as this, but it is important to note that it is far below both the national average of retail space per person (23.5 square feet per capita) as well as the ratio for Jacksonville as a whole (26 square feet per capita).
- The combined vacancy for all commercial uses in the KingSoutel Crossing CRA, including both office and retail space in all categories is estimated at 89, 500 square feet, or a vacancy rate of 16.5%.



In conclusion, the KingSoutel Crossing CRA is significantly undersupplied in retail and services; this should be a focus of future business development/economic development policies.

Housing

Within the 2.5-mile Trade Area, there are 13,200 housing units. In 2017, 57% of these units are owner-occupied and 30% are renter-occupied. From a land use perspective, the area is low density, with fully 83% of the area’s housing stock in single-family detached product. A review of some neighborhoods in the trade area suggests that there is significant quality housing available, and at prices that are more affordable than in other parts of Jacksonville.



To understand housing vacancies, there is a distinction between unoccupied and “true vacancy”. Unoccupied units include those that are empty because they are for sale or rent, undergoing renovation or empty pending the arrival of new occupants who are not yet moved in. True vacancy excludes these transitionally vacant units, and is a more accurate indicator of empty housing. There are also numerous, deteriorated/vacant single and multi-family housing that reflects the need for additional and stricter code enforcement and City policies to reduce disinvestment.

The number of ‘true vacancies’ is estimated at 1,770 units, or about 13% of the total. The real estate industry considers a vacancy rate of 5% to reflect a “stabilized” market, so a 13% vacancy is significant and the Plan Update should identify private investment initiatives aimed at reducing the number of vacant units.



Conversely, a significant number of new housing units have been built in the surrounding Trade Area over the past 10 years in projects like Pritchard Point and Pickett’s Cove (187 new units). In fact, we estimate combined unit sales (i.e., absorption) when both projects were delivered between **30 and 50 new units per year**, which is a healthy indicator of residential demand for new housing. Moreover, with pricing levels between \$195,000 and \$229,900, opportunities for new, market-rate housing in the community redevelopment area appear solid.

Overall housing values in the surrounding Trade Area are forecast to increase over the next five years. Today, the average housing value is \$128,188, or approximately 57% of the Duval County average of \$226,071. When recent pricing and the pace of absorption are considered, this reinforces our observation that market opportunities for new market-rate housing are present.

Table II-1
Average Housing Values—KingSoutel Crossing Trade Area, 2017

	<u>Average Values</u>	<u>As % of County</u>
Duval County	\$ 226,071	
City of Jacksonville	\$ 215,797	95%
KingSoutel (2.5-Mile Radius)	\$ 128,188	57%

Source: American Community Survey; ESRI Business Analyst; WTL+a, October 2017

**There are 1,770
Vacant Units
Surrounding the
KingSoutel
Crossing CRA**

Preliminary Market Potentials

Based on the detailed findings of the market analysis, the proposed development programs identified in the 2008 Community Redevelopment Plan far exceed identified market support in 2017. Moreover, the 2008 Plan's focus on public space improvements was premature. Opportunities to secure increases in new development potentials in order to generate additional tax increment revenues should be a primary focus, thus providing a dedicated stream of future TIF revenues to fund any infrastructure improvements that may be needed in order to attract private sector redevelopment. Market potentials by real estate types are summarized below:

Hotel/Lodging

Based on our detailed market analysis, market potentials appear sufficiently strong for an **80-room limited service hotel** at a location along Interstate 295 within the CRA. Potential site(s) should provide visibility and immediate access to/from I-295 with direct highway frontage and signage, if possible. Current traffic counts favor a site/location on Pritchard Road at its interchange with I-295.

General Retail

As noted, current retail offerings in the Trade Area (and more specifically within the CRA) are limited, widely dispersed and restricted in some locations by infrastructure challenges. A reasonable recapture of a share of the estimated \$42 million in annual retail sales leakage could potentially support **75,000 to 85,000 square feet of additional retail space** (i.e., either net new or occupancy of existing vacant retail space), plus a possible neighborhood-scaled grocery store in the range of 25,000 to 40,000 square feet in size.

Workplace (Office & Industrial)

Warehousing and distribution potentials are affected by tenant/user requirements related to road access, adequate physical requirements for truck turning radii, clarification of usable vacant spaces, and the pace of absorption/occupancy of the proposed/planned projects identified during the market study. Warehousing/distribution functions will require a **minimum site size ranging from 20 to 30 acres** with utilities provided (at least to-stub), clear access and proximity to interchanges with Interstate 295 to enhance regional market presence. Limited offerings in professional office services have the potential to support **25,000 to 30,000 square feet of new/renovated office space** in small-scale, "garden" office buildings. Office uses are compatible with mixed-use commercial developments.

Market-Rate Housing

Population forecast suggests **700 new residents and 230 new households** in the Trade Area surrounding the KingSoutel Crossing CRA over the next five years (2017-2022). However, the significant number of truly vacant units (1,770 units) remains a deterrent to determining opportunities for new construction versus rehabilitation through code enforcement and the provision of rehabilitation programs. In addition, the Plan Update recommends detailed surveys to document the degree of functional and/or physical obsolescence. Also, there appears to be several undeveloped parcels with land that could be made available and located adjacent to stable, attractive residential neighborhoods. These locations could potentially be developed with single-family detached residential

and selected locations at crossroads could potentially include mixed-use residential/commercial infill uses to provide additional new housing, particularly with a varied mix of product to accommodate aging-in-place living, independent and/or assisted living units and the like.

Implementation Realities

- Market potentials of economic development within the KingSoutel Crossing CRA reflects a multi-year, incremental implementation process; there are no single 'miracle' solutions.
- Enhanced and prioritized code enforcement by the City of Jacksonville is critical, and will address neglected properties and identify true vacancy factors.
- The availability of minimum 20- to 30-acre industrial/warehouse/distribution sites will direct locational priorities for this land use category and will target short-term, new employment growth.
- Planned and necessary sewer and water extensions will enhance development potentials of some undersupplied locations in the CRA.
- Proximity to major roadways is an advantage for new business recruitment to the CRA.
- A continued focus on improvements in schools located in/adjacent to the CRA as well as school performance will significantly influence future housing choices for families and households.
- As made possible through future TIF revenues, an ongoing focus on pedestrian improvements and public realm beautification projects at key locations/gateways and at selected intersections in the KingSoutel Crossing CRA should be focused on strengthening linkages to surrounding residential neighborhoods.

Potential Opportunity Sites

Based on the findings of the market study, the four locations listed below offer real potential to accommodate near-term market-based development possibilities. Improvements to any of these Opportunity Sites will require willing landowners and business investors to realize the sites' probability for improving conditions in the CRA.

Pritchard Road at I-295

- 80-room limited service hotel.

I-295 & Trout River Boulevard

- Speculative warehouse/distribution project, possibly sponsored by the City of Jacksonville.

Soutel Drive & Moncrief Road Intersection

- Cluster and intensify development densities at this key intersection through mixed-use infill, development of unused or underutilized sites and/or other pedestrian-scaled parcels along these key roadways.

Various Infill Sites—New Kings Road, Soutel Drive

- Identify specific parcels with net developable land to accommodate construction of new, market-rate single-family detached housing. One apparent site that merits consideration is a 6.94-acre parcel located between New Kings Road and the Carver International neighborhood; and
- Consider new mixed-use development clustered at the intersection of New King's Road and Gilchrist Road, to include a neighborhood-scaled grocery store, supporting commercial uses and possibly mixed-density housing such as multi-family rental, independent living and/or assisted living facilities.

III. Revitalization Opportunities

Renewed Vision

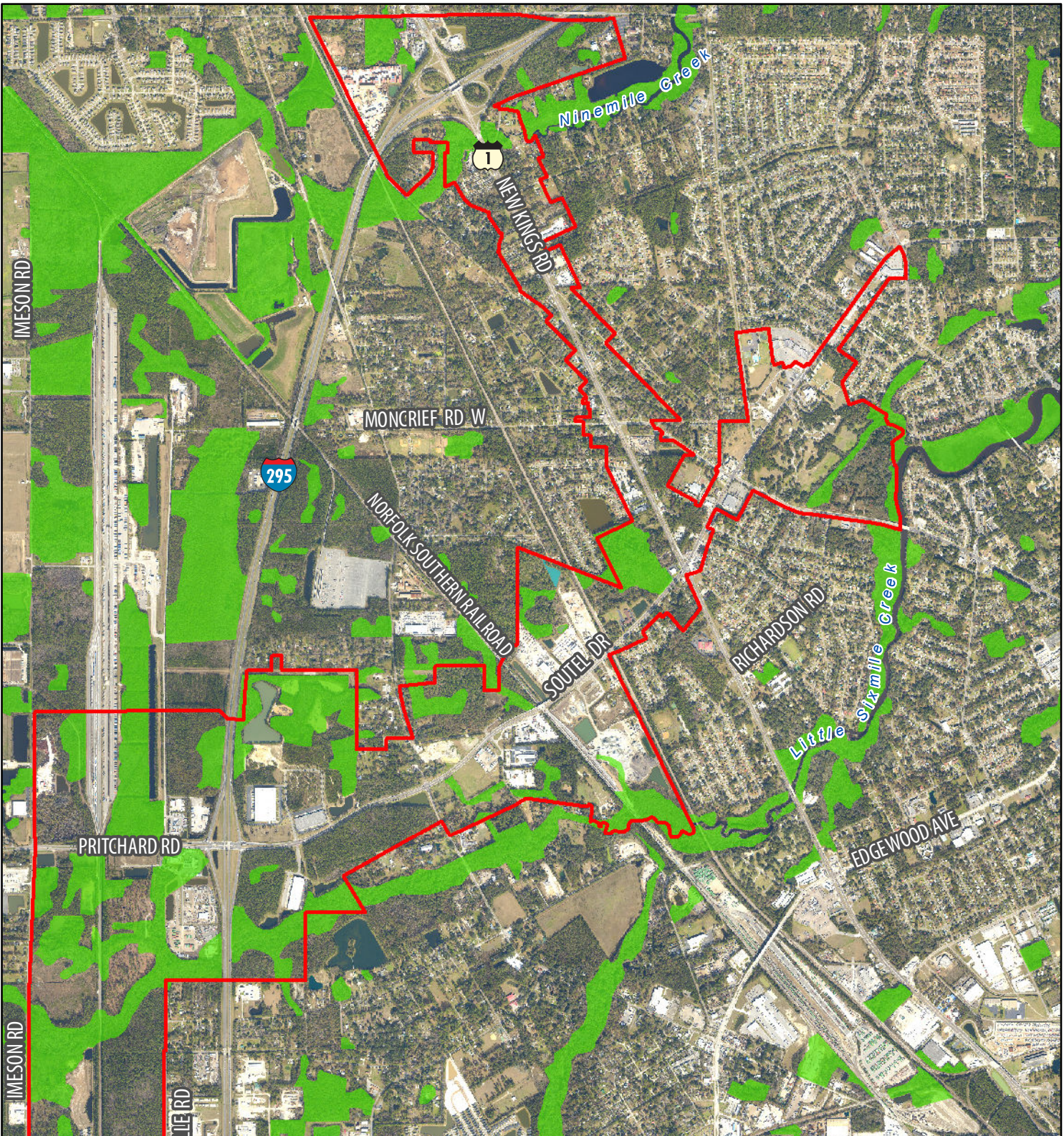
Creating a “sense of place” and the reduction and/or elimination of blight are important components of the Community Redevelopment Plan. The original Plan focused on projects that support greater pedestrian orientation, providing a mix of retail shopping, entertainment, workplaces, higher intensity housing, and civic facilities that address everyday needs of the surrounding community. The original Plan’s vision statement was:

- Support redevelopment of catalyst “placemaking” projects,
- Encourage “placemaking” projects, through targeted public investments, and
- Assist investment in small businesses.

The Plan Update includes the overall objectives of the original Plan, but they have been strengthened to narrow their focus and identify projects to entice investment in the CRA. Typical projects recommended in the original Plan include streetscapes and roadway improvements, building renovations, new building construction, flood control initiatives, water and sewer improvements, neighborhood parks, and sidewalks and street tree plantings. The City has been committed to directing redevelopment efforts within the CRA through the reuse of existing infrastructure, adapting and reusing buildings, “placemaking” initiatives, and more generally, engaging in urban infill to meet development needs. It is evident by the lack of private sector investment in the decade since the original Plan was approved that an alternative, yet complimentary, approach is in order. The focus of the Plan Update is on market-based programs and projects to better position all properties for reinvestment. The updated vision statement contains four concepts:

- **Activate the commercial corridors through attractive, viable uses that draw residents and visitors out of the car and off the main thoroughfare.**
- **Encourage redevelopment and reinvestment in the CRA by the private sector.**
- **Stabilize new and existing businesses through public infrastructure, economic assistance, and improved buildings.**
- **Provide employment opportunities through primary and secondary job creation.**

The Plan Update examined existing conditions within the CRA including locations of wetlands (Map 2), transit stops (Map 3), existing and planned sidewalks (Map 4), and JEA water and sewer lines (Maps 5 and 6, respectively). These maps are contained in this Plan Update on the following pages.



IMESON RD

IMESON RD

PICKETVILLE RD

W 12TH ST

PRITCHARD RD

MONCRIEF RD W

NORFOLK SOUTHERN RAILROAD

SOUTEL DR

RICHARDSON RD

EDGEWOOD AVE



Ninemile Creek

Little Sixmile Creek

PROSSER

KingSoutel Crossing

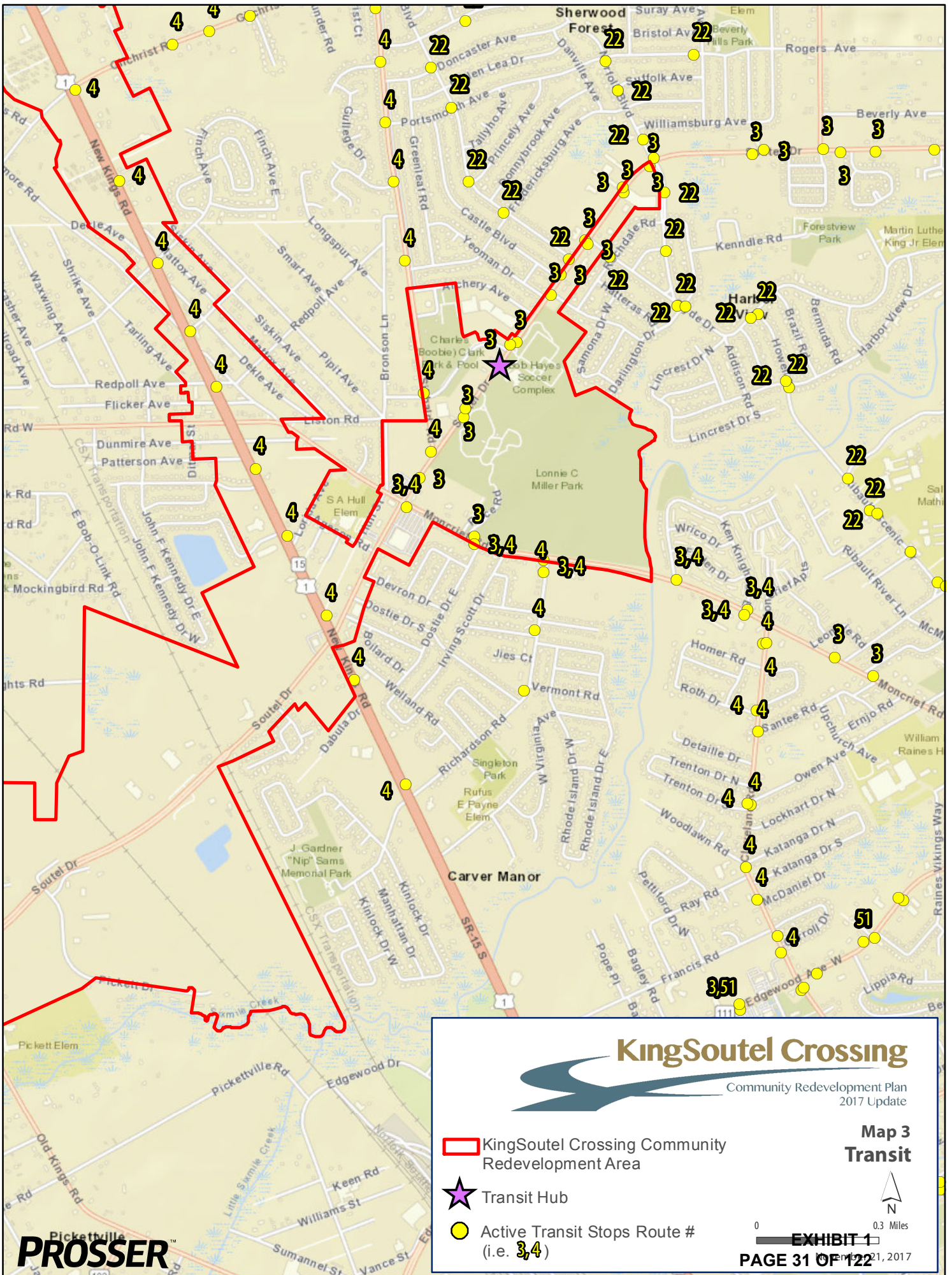
Community Redevelopment Plan
2017 Update

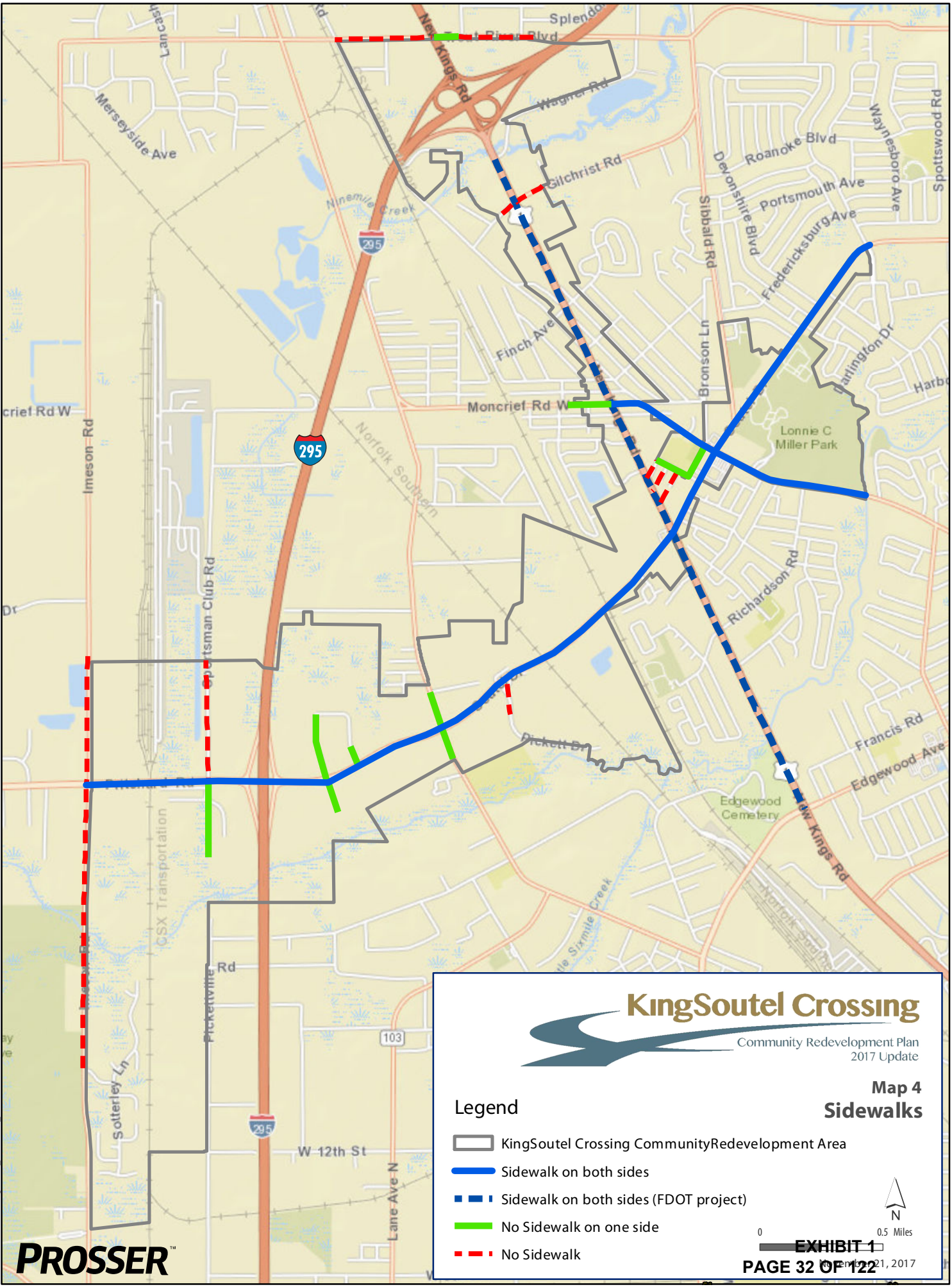
Map 2 Wetlands

- KingSoutel Crossing Community Redevelopment Area
- FLUCS Wetlands

Note: Preliminary wetlands, not field verified and subject to change.












KingSoutel Crossing

Community Redevelopment Plan
2017 Update

Map 4 Sidewalks

Legend

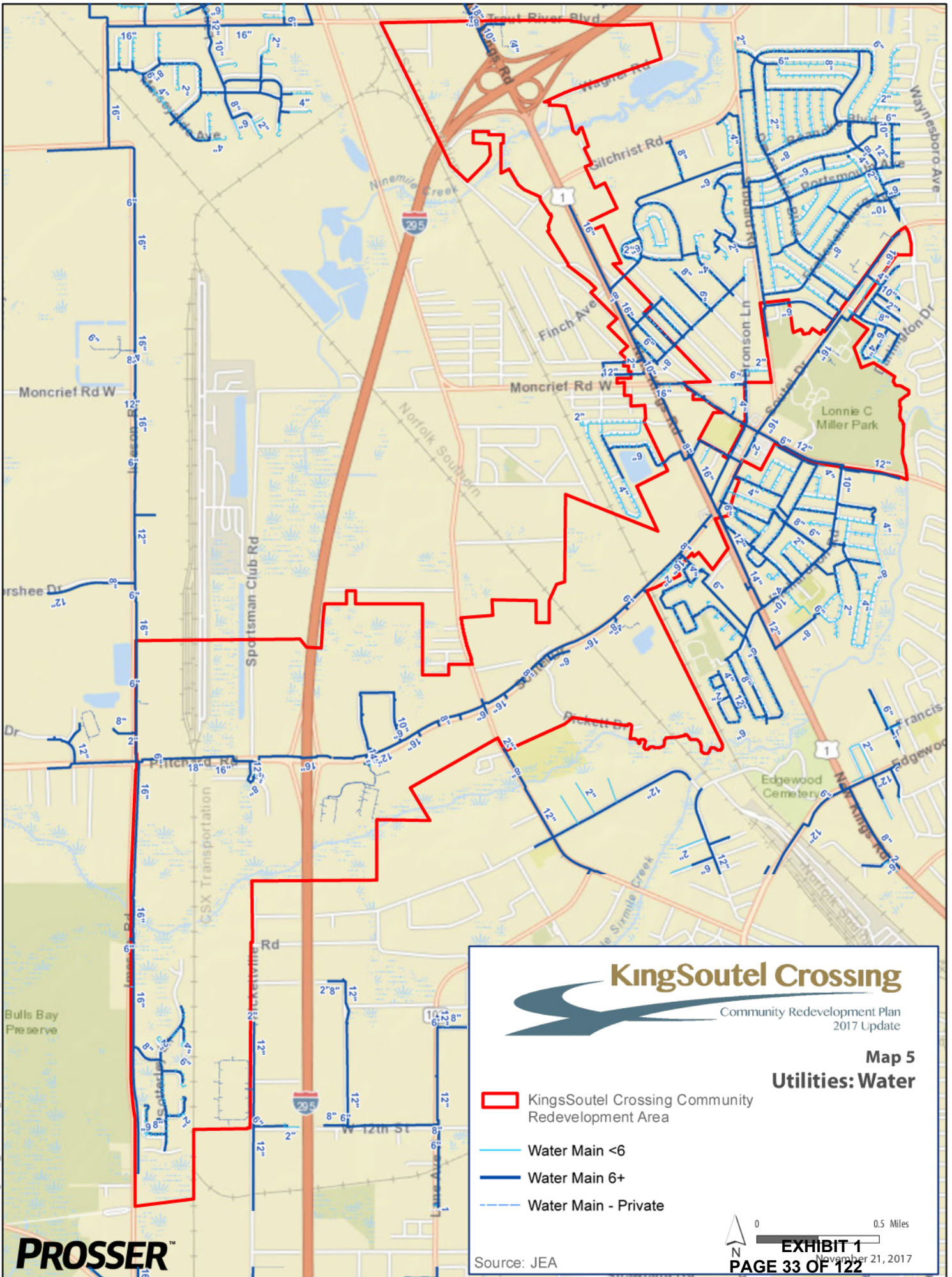
-  KingSoutel Crossing CommunityRedevelopment Area
-  Sidewalk on both sides
-  Sidewalk on both sides (FDOT project)
-  No Sidewalk on one side
-  No Sidewalk



0 0.5 Miles

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KingSoutel Crossing

Community Redevelopment Plan
2017 Update

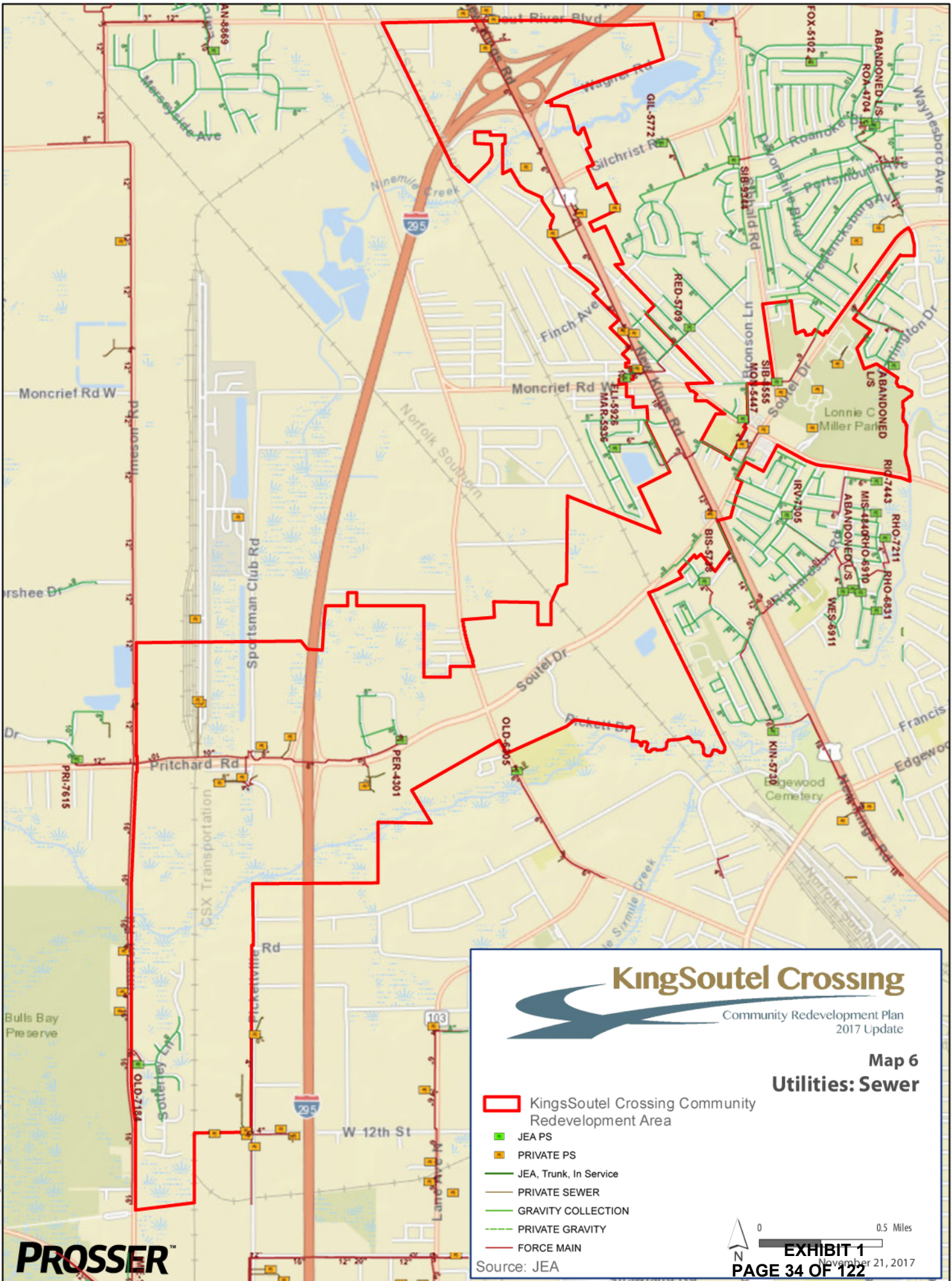
Map 5 Utilities: Water

- KingsSoutel Crossing Community Redevelopment Area
- Water Main <6
- Water Main 6+
- Water Main - Private

0 0.5 Miles

EXHIBIT 1
November 21, 2017

Source: JEA



KingSoutel Crossing

Community Redevelopment Plan
2017 Update

Map 6 Utilities: Sewer

- KingsSoutel Crossing Community Redevelopment Area
- JEA PS
- PRIVATE PS
- JEA, Trunk, In Service
- PRIVATE SEWER
- GRAVITY COLLECTION
- - - PRIVATE GRAVITY
- FORCE MAIN

0 0.5 Miles
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EXHIBIT 1
 November 21, 2017
PAGE 34 OF 122

Source: JEA

Strategic Objectives

In partnership with private enterprise and other governmental entities, the redevelopment initiative embodied in this Plan Update will eliminate and reduce the observed blighted conditions within the KingSoutel Crossing Community Redevelopment Area (the “CRA”) by leveraging public assets to improve the overall economic and physical condition of the redevelopment area. Creating a safe, viable, and sustainable commercial corridor will greatly enhance the area’s quality of life.

The Plan Update contains five (5) strategic objectives to promote the Renewed Vision as a blueprint for revitalizing the CRA and attracting private sector development through targeted public investment. In order to achieve success, it will be essential to further the critical mass of development and adjacent employment, goods and services, residential life, service and leisure venues in and surrounding the CRA. The following strategic objectives are designed to provide the Community Redevelopment Agency and the Office of Economic Development with a coordinated framework and guidelines for redevelopment decision-making. These objectives are consistent with and support the City of Jacksonville’s 2030 Comprehensive Plan. The objectives anticipate maximizing the use of private enterprise and will be implemented as revenues or other resources permit.

Strategic Objective 1

Focus attention on Opportunity Sites identified on the Redevelopment Concept Plan Map by supporting infrastructure that can maximize private investment and spur investment that will in turn result in additional redevelopment.

“Set the table” for future redevelopment and reinvestment opportunities by improving the community through the implementation of key public realm capital improvement projects including infrastructure upgrades, streetscape beautification, traffic safety and operations and access interconnectivity of walkways, and enhancements to the open space and parks. While certain that these recommended investments are obvious, others, such as stormwater improvements are not, but are equally important.

Strategic Objective 2

Establish conformity of all future redevelopment activities with the Jacksonville Design Guidelines and Best Practices Handbook and invest in capital improvements that make KingSoutel Crossing a memorable place.

Deliver an overall urban design and infrastructure initiative, which enhances basic utilities, and creates a positive identity through design elements such as gateways, streetscapes, signage and furnishings. Encourage the use of alternate modes of transportation, such as bus, bicycles, and pedestrian movement. Evaluate on-site parking requirements to lessen pavement impacts. Promote street and pedestrian connectivity between land uses.

Strategic Objective 3

Support retail and façade improvement incentives to match private investment that encourages occupancy of existing retail spaces and storefront activation.

Expand the local property tax base by stimulating new investment in older, distressed and underutilized properties. Attract new and retain existing business by offsetting renovation costs incurred for modernizing retail space in older, commercial properties.

Strategic Objective 4

Designate eligible properties within the Soutel Place Character District as a Brownfield Area and utilize the powers conveyed to the Community Redevelopment Agency by Florida Statutes to assist with remediation, mitigation, and regulatory assistance to encourage private sector investment.

Make applications for special enhancement funds that would be potentially available to re-design and repurpose existing parks. Provide and improve recreation facilities and public spaces through partnerships and interlocal agreements with the private sector and other governmental entities to ensure they are well maintained, accessible, safe, and inviting.

Strategic Objective 5

Support the long-term success of projects and initiatives recommended in the Plan Update by improving public safety and basic infrastructure utilizing public and private partnerships.

One of the most challenging issues for northwest Jacksonville neighborhoods is that these areas are known for a variety of crime incidences which has led to a perception of chronic problems. Thus, the Community Redevelopment Agency should support innovative team policing and explore other avenues to leverage resources to creatively address these issues.

Character Districts

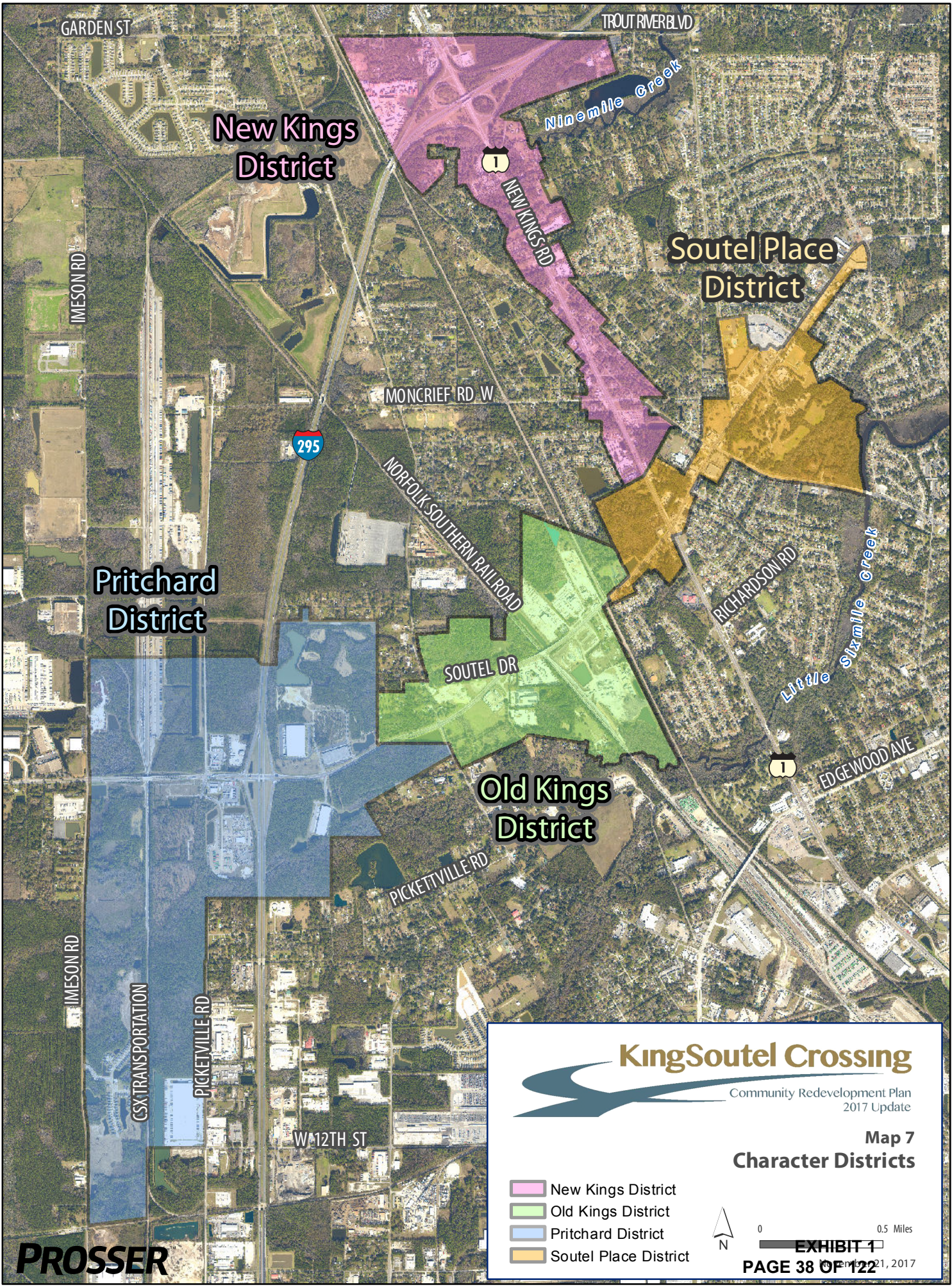
To recognize and celebrate the different areas within KingSoutel Crossing, the CRA is comprised of four (4) distinct districts with unique land use and urban design characteristics that contribute to the sense of place of the area (refer to Map 7, Character Districts). The character of each district brings with it a unique set of assets and challenges, influencing the opportunities for improvement of the CRA. Together, the opportunities of each Character District are identified as area-specific approaches that contribute to the continued quality of life and sense of community envisioned for the CRA.

The **New Kings District** is a gateway to Downtown Jacksonville and will continue to be primarily an automobile-oriented commercial environment. Efforts to entice redevelopment along this highway corridor have already begun with recent roadway improvements, providing streetscape enhancements with curbed medians and landscaping. This district is proposed to continue to provide highway commercial services and related uses, including drive-thru facilities, but also offers some potential new residential elements that can increase the CRA's population to support area retail/service establishments.

The **Soutel Place District** once served as a more vibrant commercial area for the surrounding neighborhoods. The district's name responds to history and reinforces the area's branding to promote a successful pedestrian-oriented commercial area with a mix of shops, entertainment, civic and recreational uses and housing. Soutel Drive is envisioned to become a pedestrian shopping street with an urban streetscape that links transit with recreation attractions, potential commercial centers, and new residential uses.

The **Old Kings District** was bypassed by traffic for many years and the mix of small houses and larger lots is reminiscent of rural Florida. The two rail lines traversing the District support local jobs and allow this district to continue to be an industrial area. The District is extremely well situated to provide workforce housing to the surrounding industrial areas.

The Pritchard Road/I-295 interchange has created tremendous industrial development opportunities in the **Pritchard District** and surrounding areas because of convenient highway access and large land holdings. These lands have great potential for new development of all types and application of good design standards and best practices with quality public facilities that can help uplift the surrounding areas. The district will continue to serve as the gateway to the CRA with a collection of large employers for area residents.



GARDEN ST

TROUT RIVER BLVD

New Kings District

Ninemile Creek



NEWKINGS RD

Soutel Place District

IMESON RD

MONCRIEF RD W



NORFOLK SOUTHERN RAILROAD

Pritchard District

SOUTEL DR

RICHARDSON RD

Little Sixmile Creek

Old Kings District



EDGEWOOD AVE

PICKETVILLE RD

IMESON RD

CSX TRANSPORTATION

PICKETVILLE RD

W 12TH ST

KingSoutel Crossing

Community Redevelopment Plan
2017 Update

Map 7 Character Districts

- New Kings District
- Old Kings District
- Pritchard District
- Soutel Place District



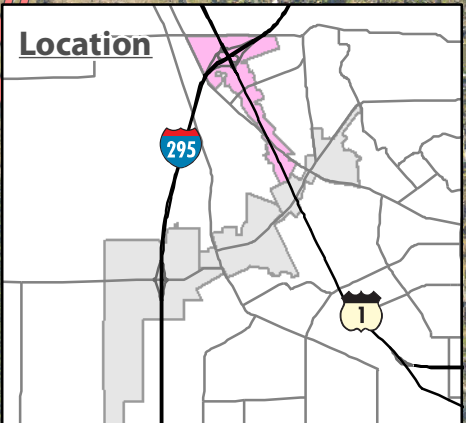
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EXHIBIT 1

PROSSER

The Plan Update considered the existing conditions of each Character District when devising recommended actions for their redevelopment (not one size fits all). The following pages contain a map series for each District illustrating the following conditions:

- Aerial Photograph
- Existing Use
- Future Land Use (from City's Comprehensive Plan)
- Zoning
- Vacant Parcels
- Government-owned Parcels
- Wetlands



KingSoutel Crossing
 Community Redevelopment Plan
 2017 Update

Map 8
Aerial: New Kings District

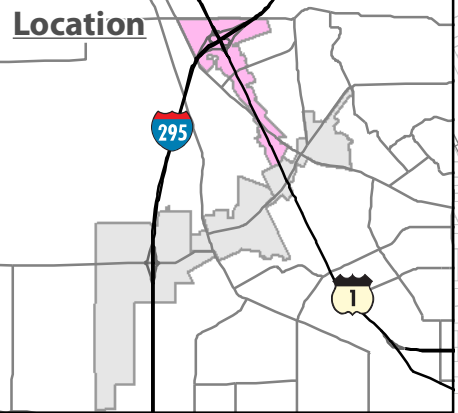
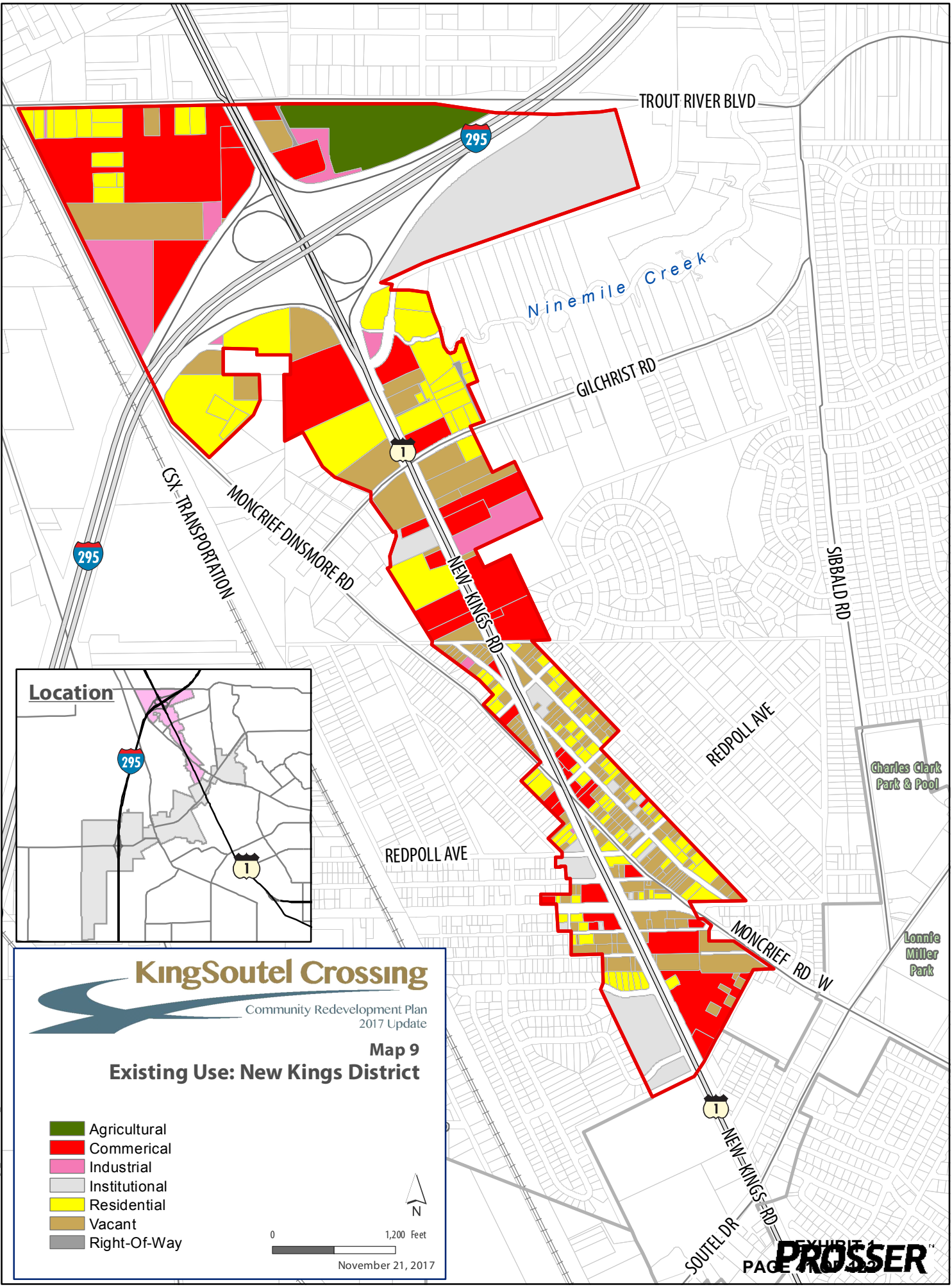
November 21, 2017

0 1,200 Feet

SHUBIT
 PAGE 4

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KingSoutel Crossing

Community Redevelopment Plan
2017 Update

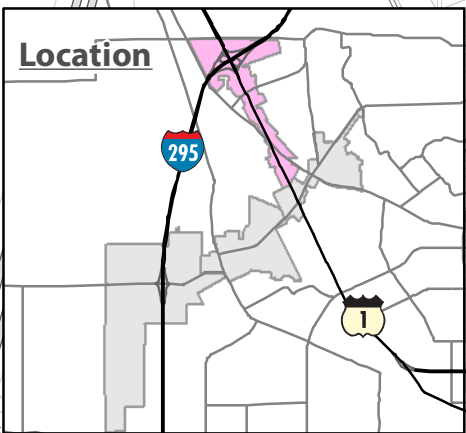
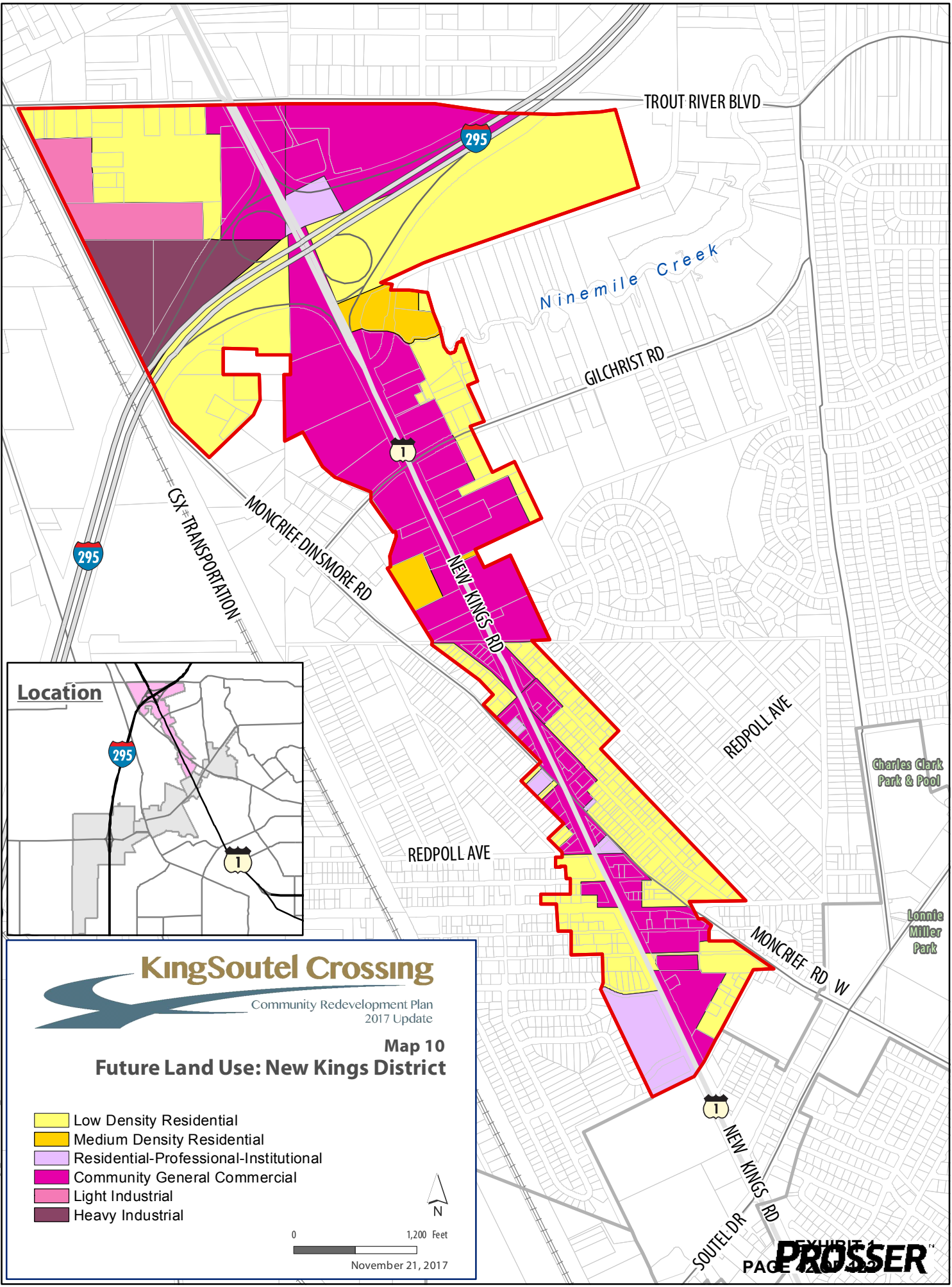
Map 9 Existing Use: New Kings District

- Agricultural
- Commercial
- Industrial
- Institutional
- Residential
- Vacant
- Right-Of-Way



November 21, 2017

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KingSoutel Crossing
 Community Redevelopment Plan
 2017 Update

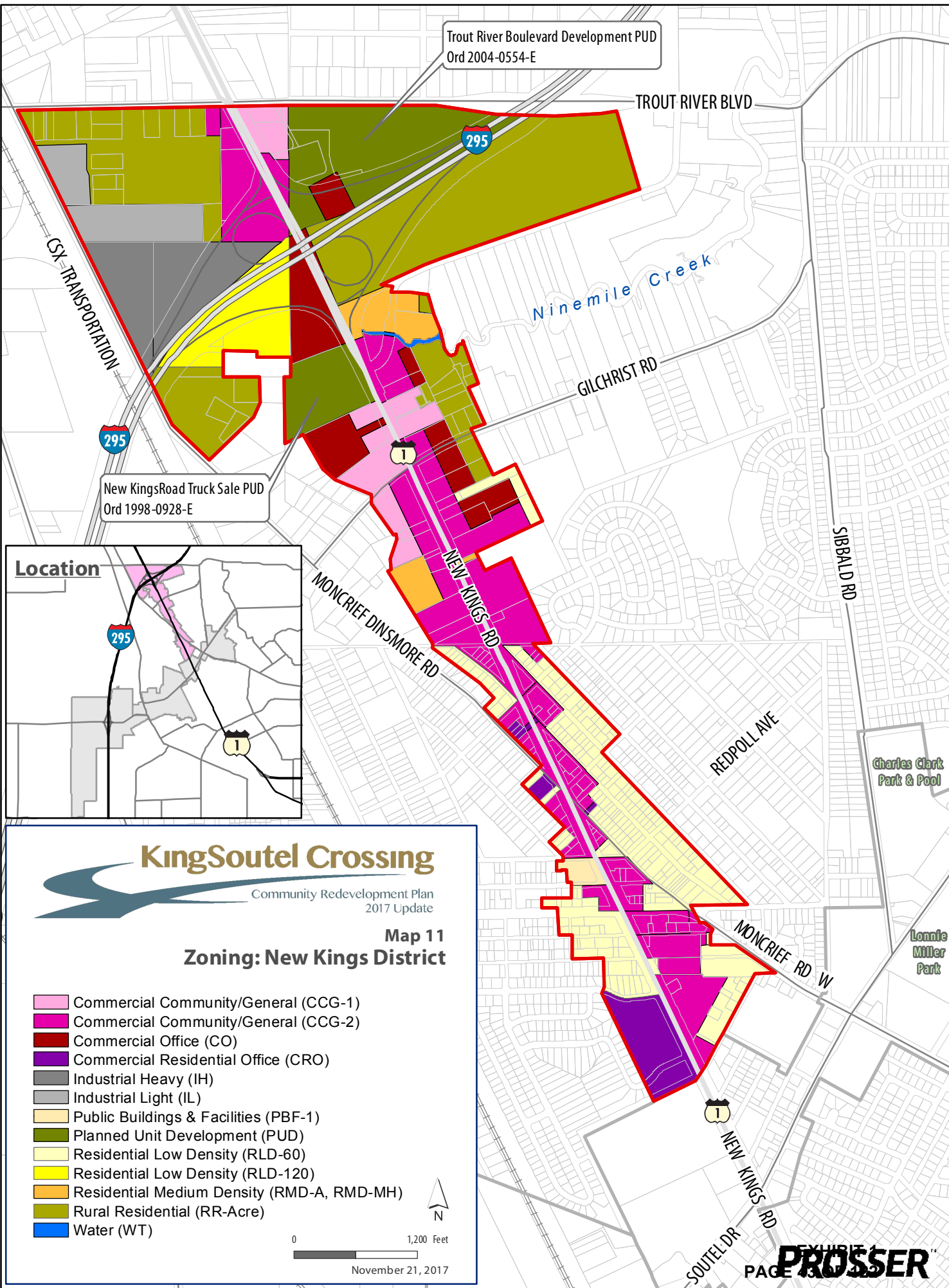
Map 10
Future Land Use: New Kings District

- Low Density Residential
- Medium Density Residential
- Residential-Professional-Institutional
- Community General Commercial
- Light Industrial
- Heavy Industrial

0 1,200 Feet

November 21, 2017

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Trout River Boulevard Development PUD
Ord 2004-0554-E

TROUT RIVER BLVD

Ninemile Creek

GILCHRIST RD

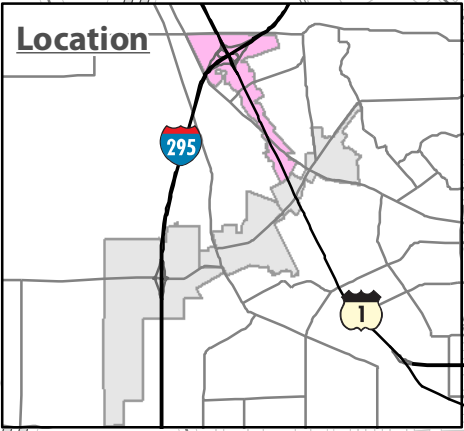
SIBALD RD

Charles Clark
Park & Pool

Lonnie
Miller
Park

New Kings Road Truck Sale PUD
Ord 1998-0928-E

Location



KingSoutel Crossing

Community Redevelopment Plan
2017 Update

**Map 11
Zoning: New Kings District**

- Commercial Community/General (CCG-1)
- Commercial Community/General (CCG-2)
- Commercial Office (CO)
- Commercial Residential Office (CRO)
- Industrial Heavy (IH)
- Industrial Light (IL)
- Public Buildings & Facilities (PBF-1)
- Planned Unit Development (PUD)
- Residential Low Density (RLD-60)
- Residential Low Density (RLD-120)
- Residential Medium Density (RMD-A, RMD-MH)
- Rural Residential (RR-Acre)
- Water (WT)

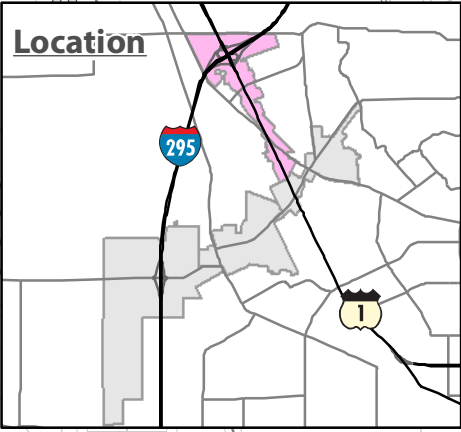
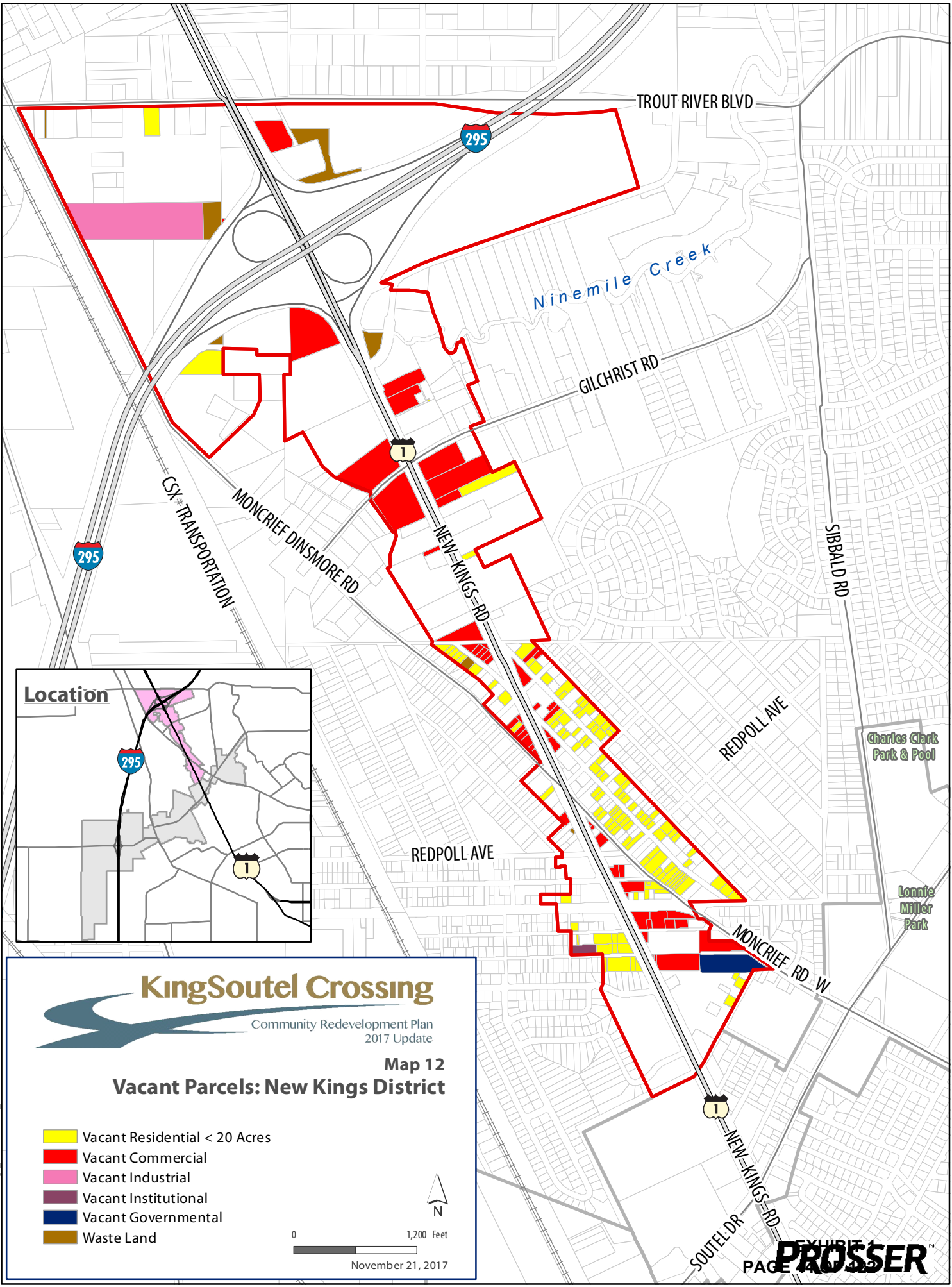


0 1,200 Feet

November 21, 2017

NEW KINGS RD

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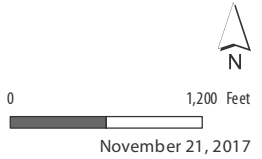


KingSoutel Crossing

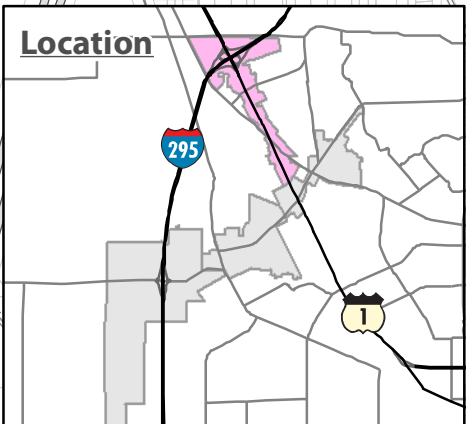
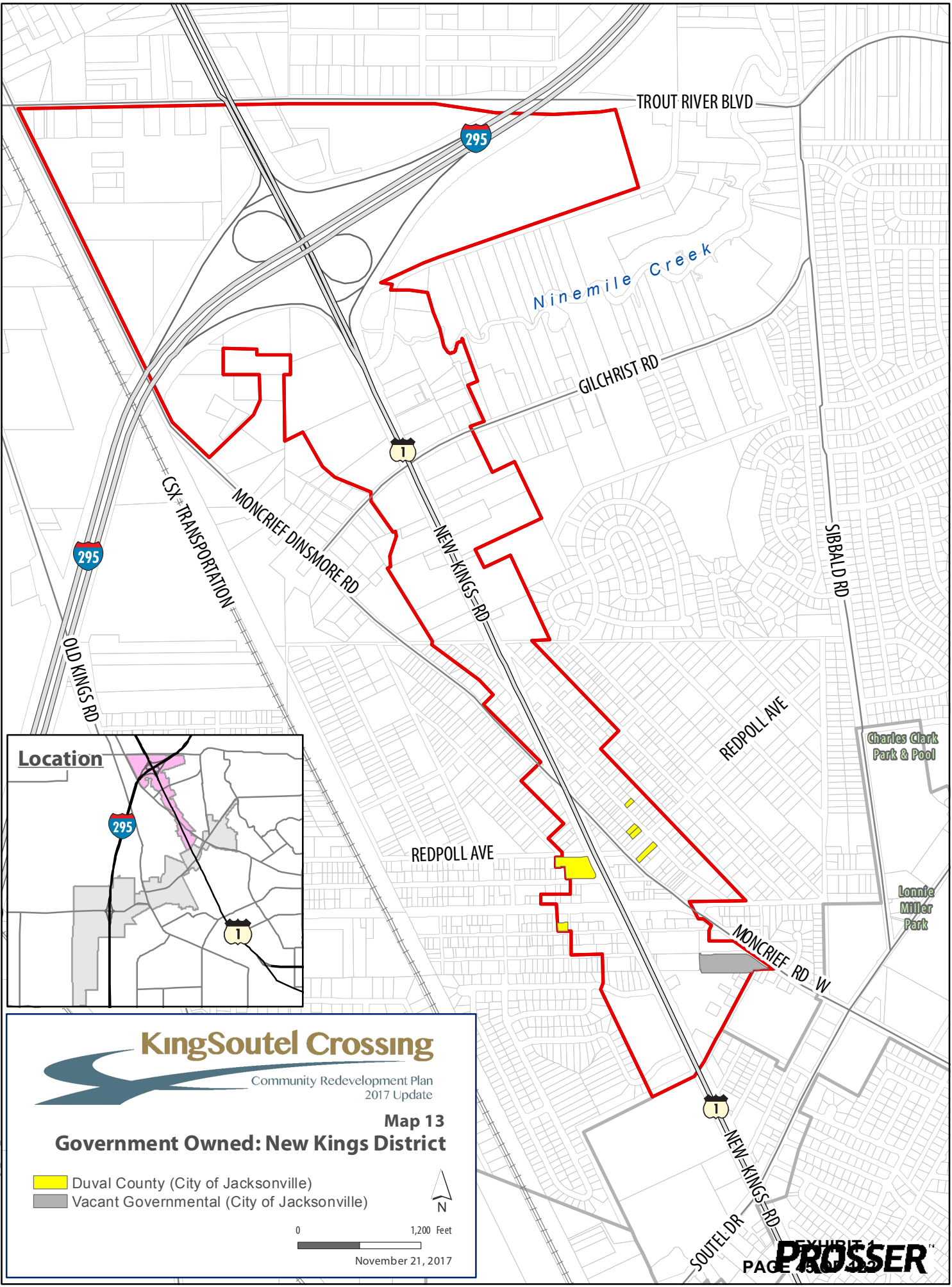
Community Redevelopment Plan
2017 Update

Map 12 Vacant Parcels: New Kings District

- Vacant Residential < 20 Acres
- Vacant Commercial
- Vacant Industrial
- Vacant Institutional
- Vacant Governmental
- Waste Land



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KingSoutel Crossing
 Community Redevelopment Plan
 2017 Update

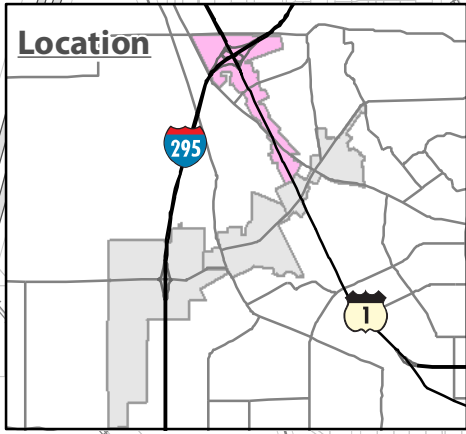
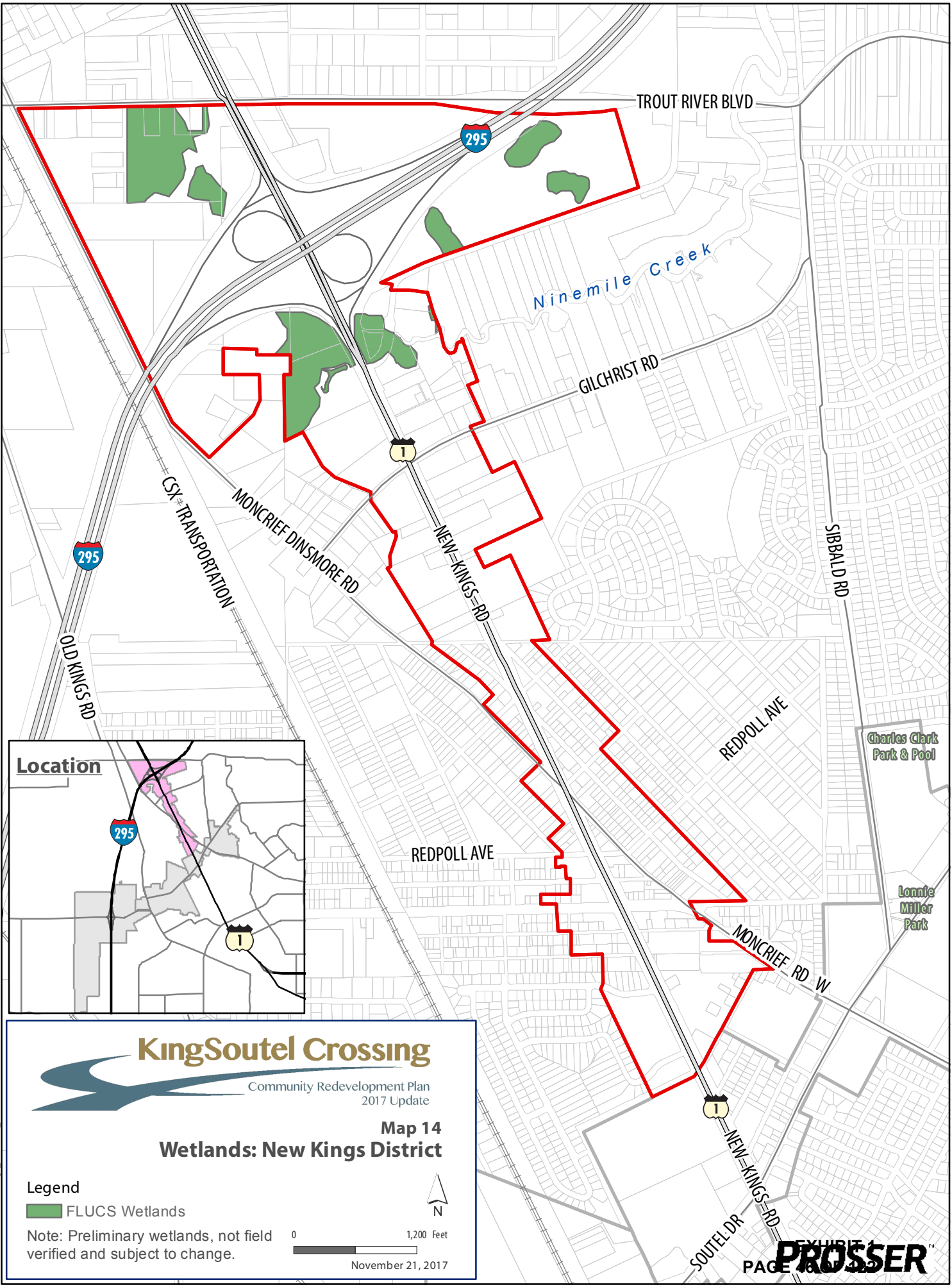
Map 13
Government Owned: New Kings District

- Duval County (City of Jacksonville)
- Vacant Governmental (City of Jacksonville)

0 1,200 Feet

November 21, 2017

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KingSoutel Crossing
 Community Redevelopment Plan
 2017 Update

Map 14
Wetlands: New Kings District

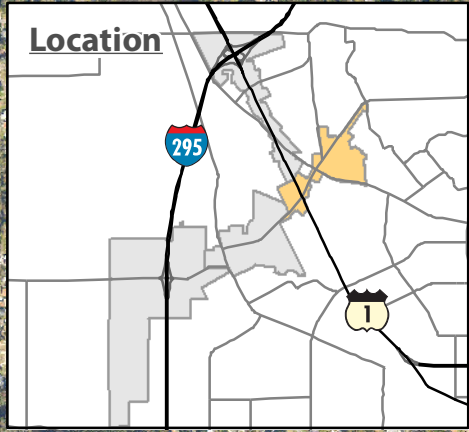
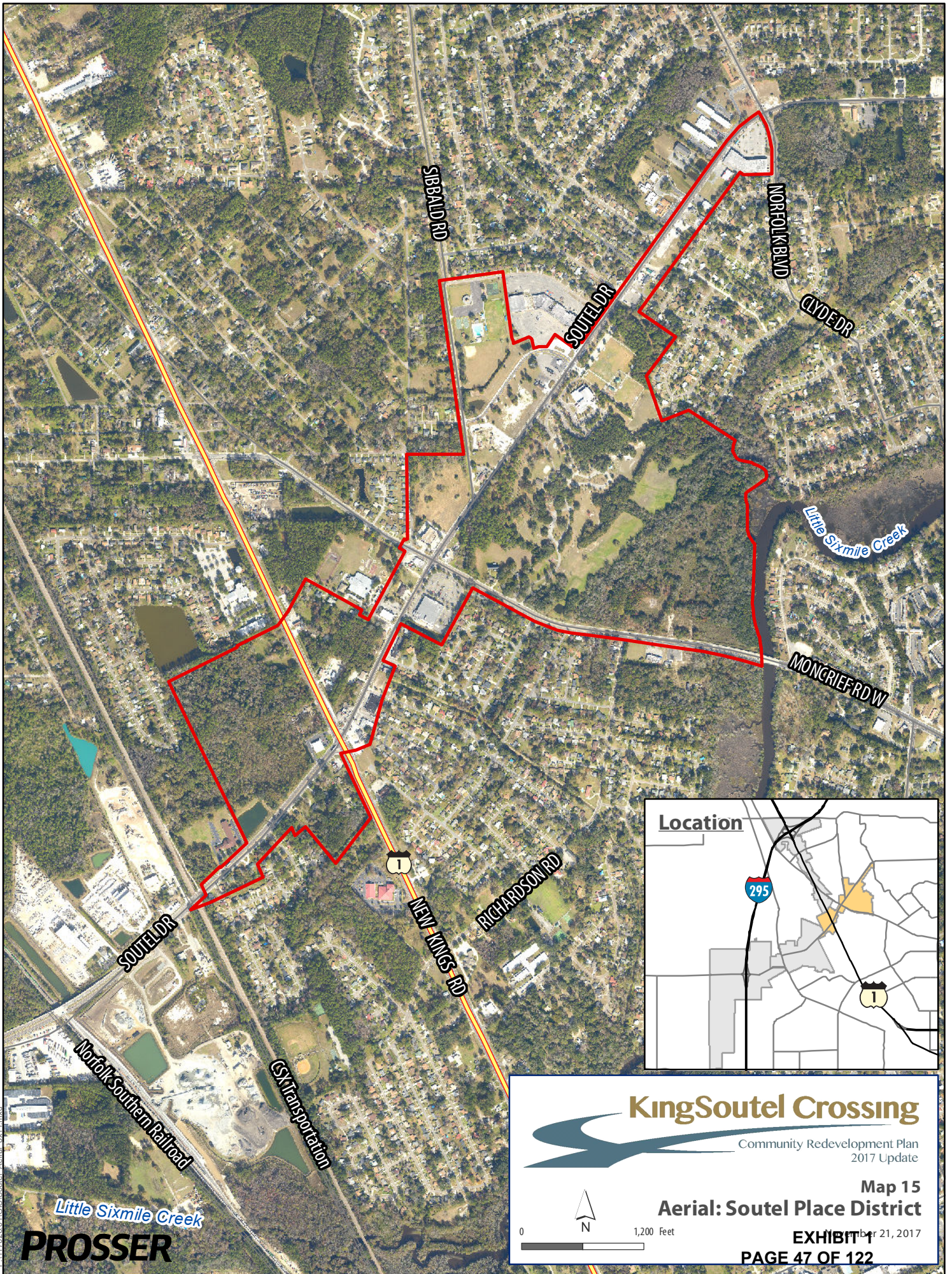
Legend
 FLUCS Wetlands

Note: Preliminary wetlands, not field verified and subject to change.

0 1,200 Feet

November 21, 2017

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KingSoutel Crossing

Community Redevelopment Plan
2017 Update

Map 15

Aerial: Soutel Place District



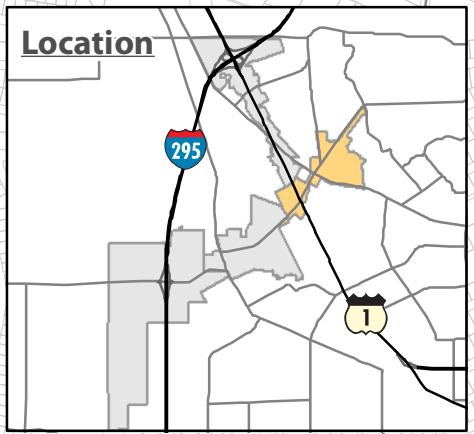
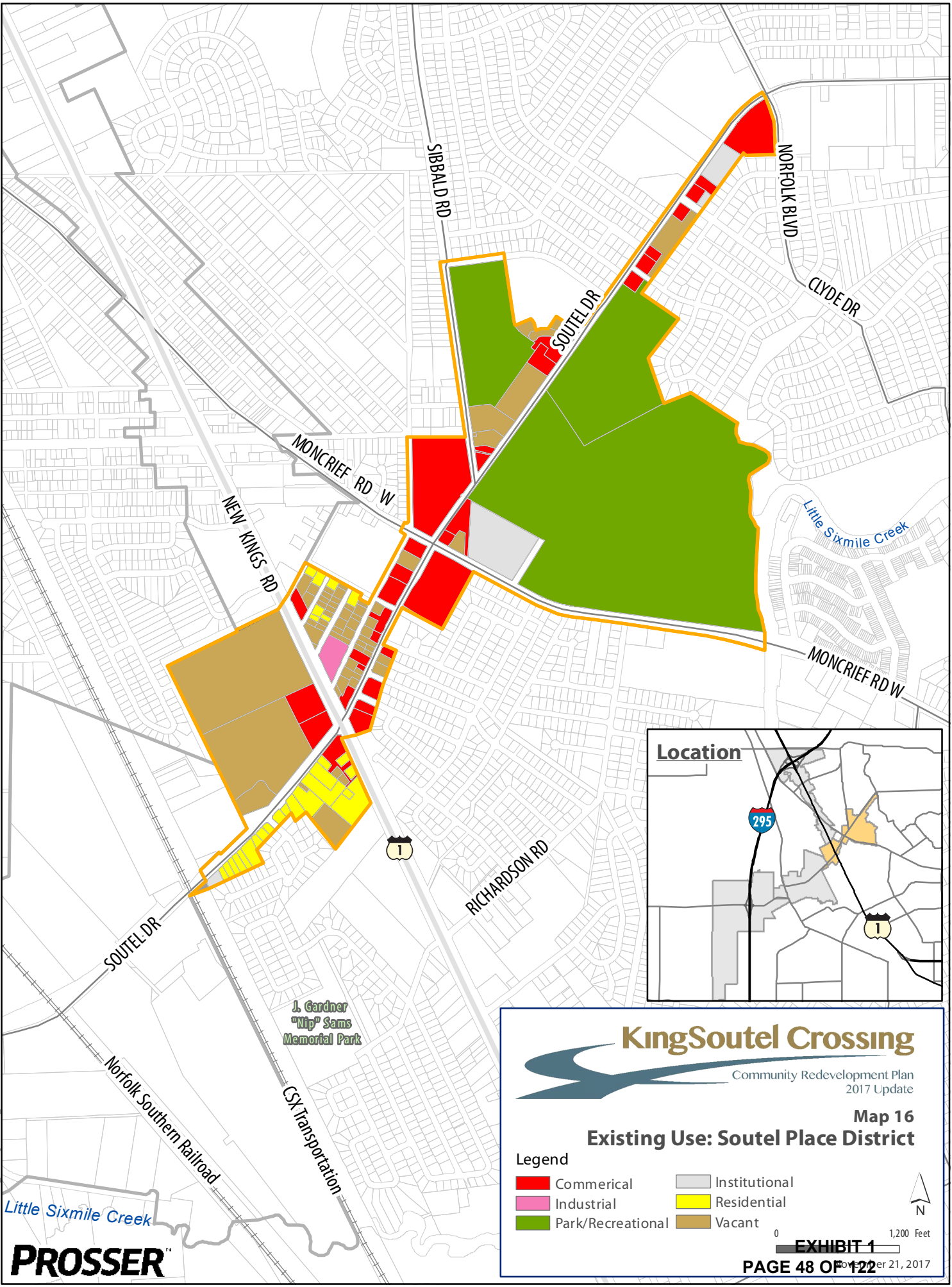
EXHIBIT 1
November 21, 2017

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Little Sixmile Creek

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KingSoutel Crossing

Community Redevelopment Plan
2017 Update

Map 16 Existing Use: Soutel Place District

Legend

- | | |
|--|--|
| Commercial | Institutional |
| Residential | Institutional |
| Park/Recreational | Vacant |

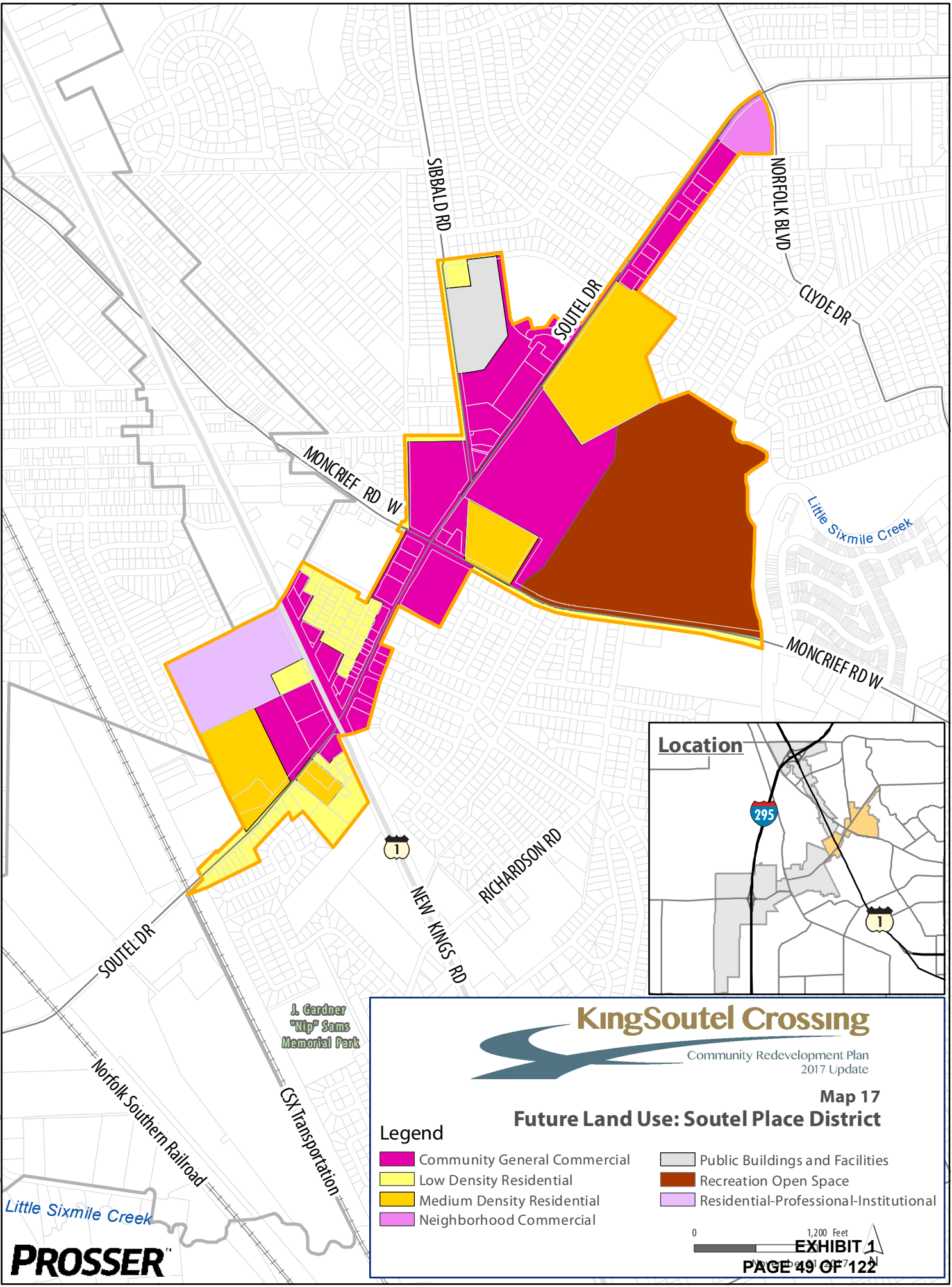


0 1,200 Feet

EXHIBIT 1

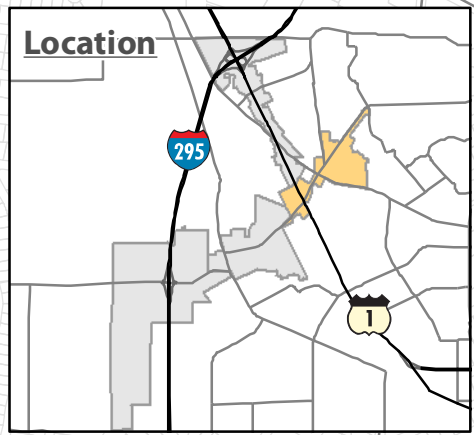
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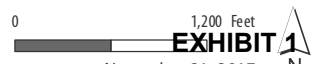
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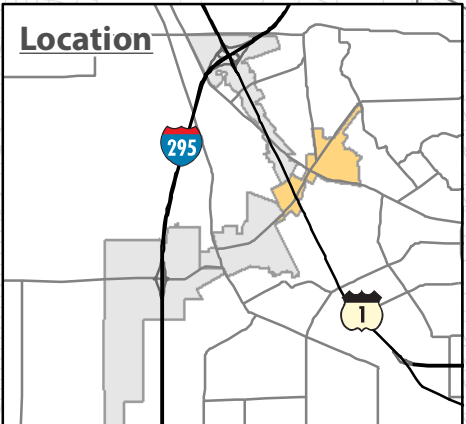
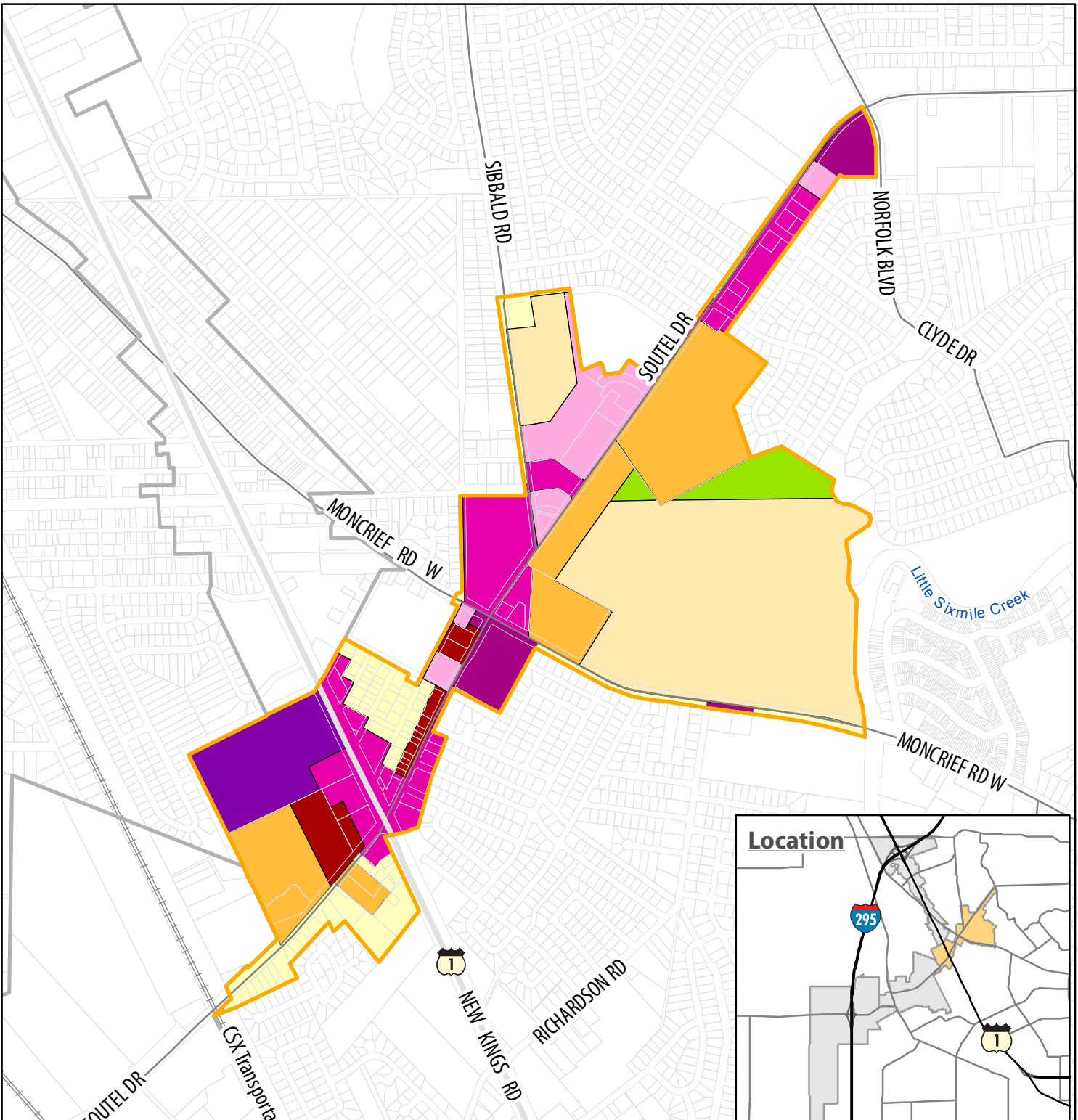


KingSoutel Crossing
Community Redevelopment Plan
2017 Update

**Map 17
Future Land Use: Soutel Place District**

- Legend**
- Community General Commercial
 - Public Buildings and Facilities
 - Low Density Residential
 - Recreation Open Space
 - Medium Density Residential
 - Residential-Professional-Institutional
 - Neighborhood Commercial





KingSoutel Crossing

Community Redevelopment Plan
2017 Update

Map 18

Zoning: Soutel Place District

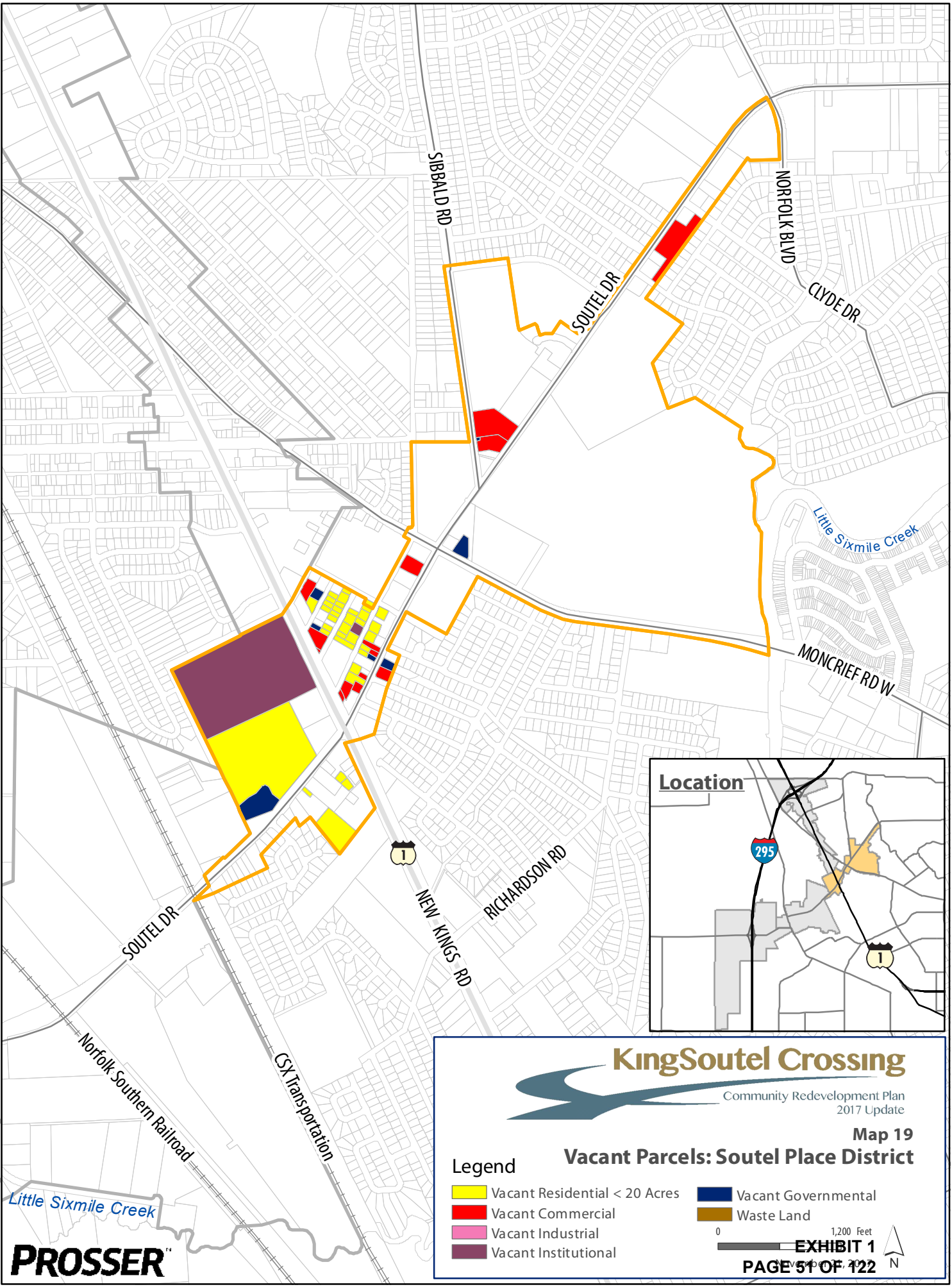
Legend

- Commercial Community/General (CCG-1)
- Commercial Community/General (CCG-2)
- Commercial Neighborhood (CN)
- Commercial Office (CO)
- Commercial Residential Office (CRO)
- Public Buildings & Facilities (PBF-1)
- Residential Low Density (RLD-60)
- Residential Medium Density (RMD-A, RMD-B, RMD-C)
- Recreation Open Space (ROS)



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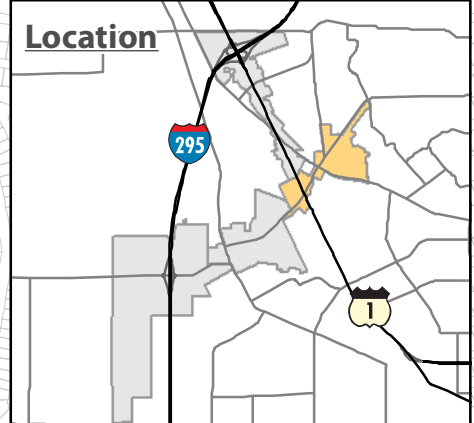




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Little Sixmile Creek

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KingSoutel Crossing

Community Redevelopment Plan
2017 Update

Map 19

Vacant Parcels: Soutel Place District

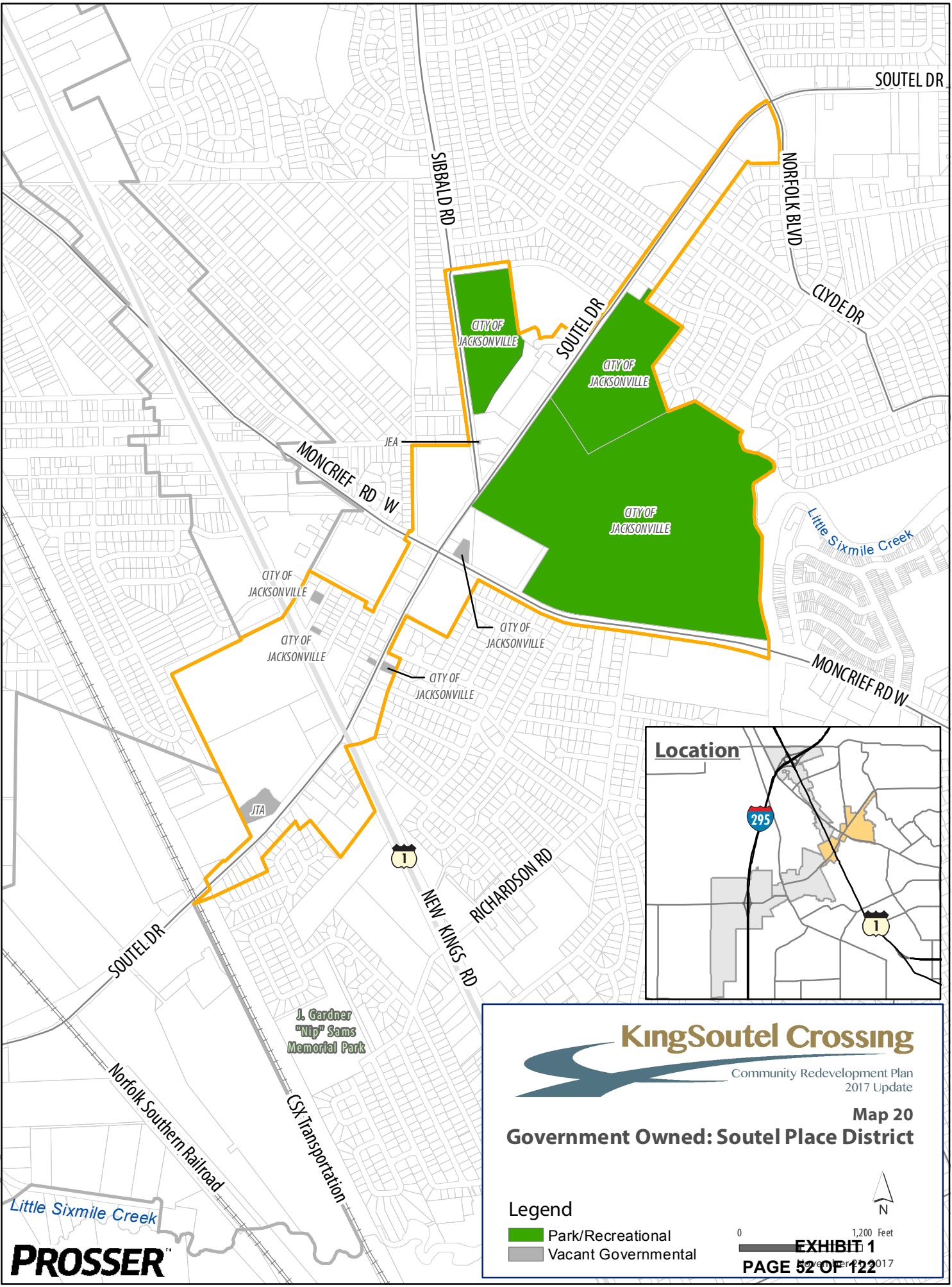
Legend

- Vacant Residential < 20 Acres
- Vacant Governmental
- Vacant Commercial
- Waste Land
- Vacant Industrial
- Vacant Institutional

0 1,200 Feet

EXHIBIT 1

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KingSoutel Crossing
Community Redevelopment Plan
2017 Update

Map 20
Government Owned: Soutel Place District

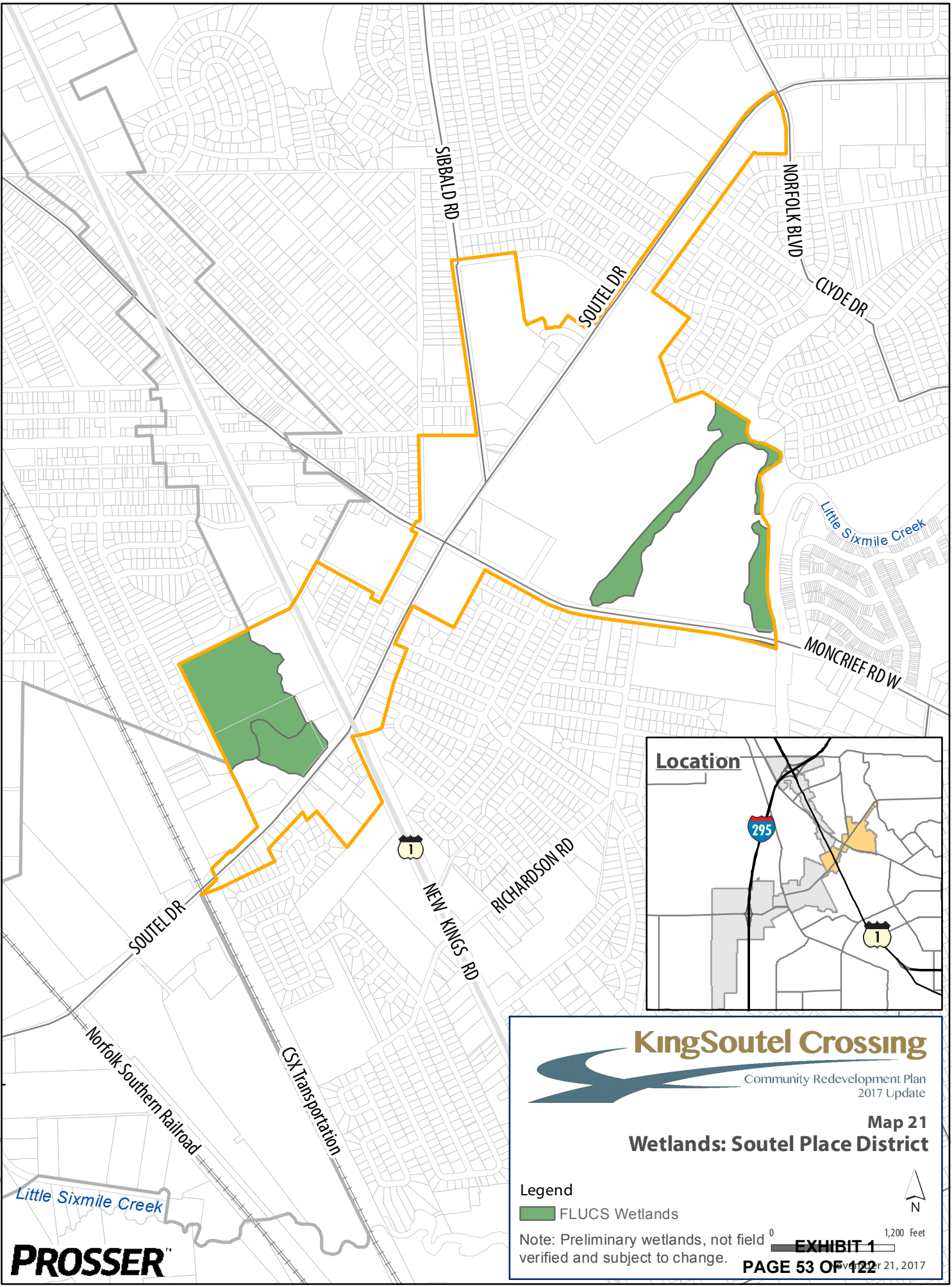
Legend

- Park/Recreational
- Vacant Governmental


 0 1,200 Feet
EXHIBIT 1
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Little Sixmile Creek

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KingSoutel Crossing

Community Redevelopment Plan
2017 Update

Map 21 Wetlands: Soutel Place District

Legend
 FLUCS Wetlands

Note: Preliminary wetlands, not field⁰ verified and subject to change.

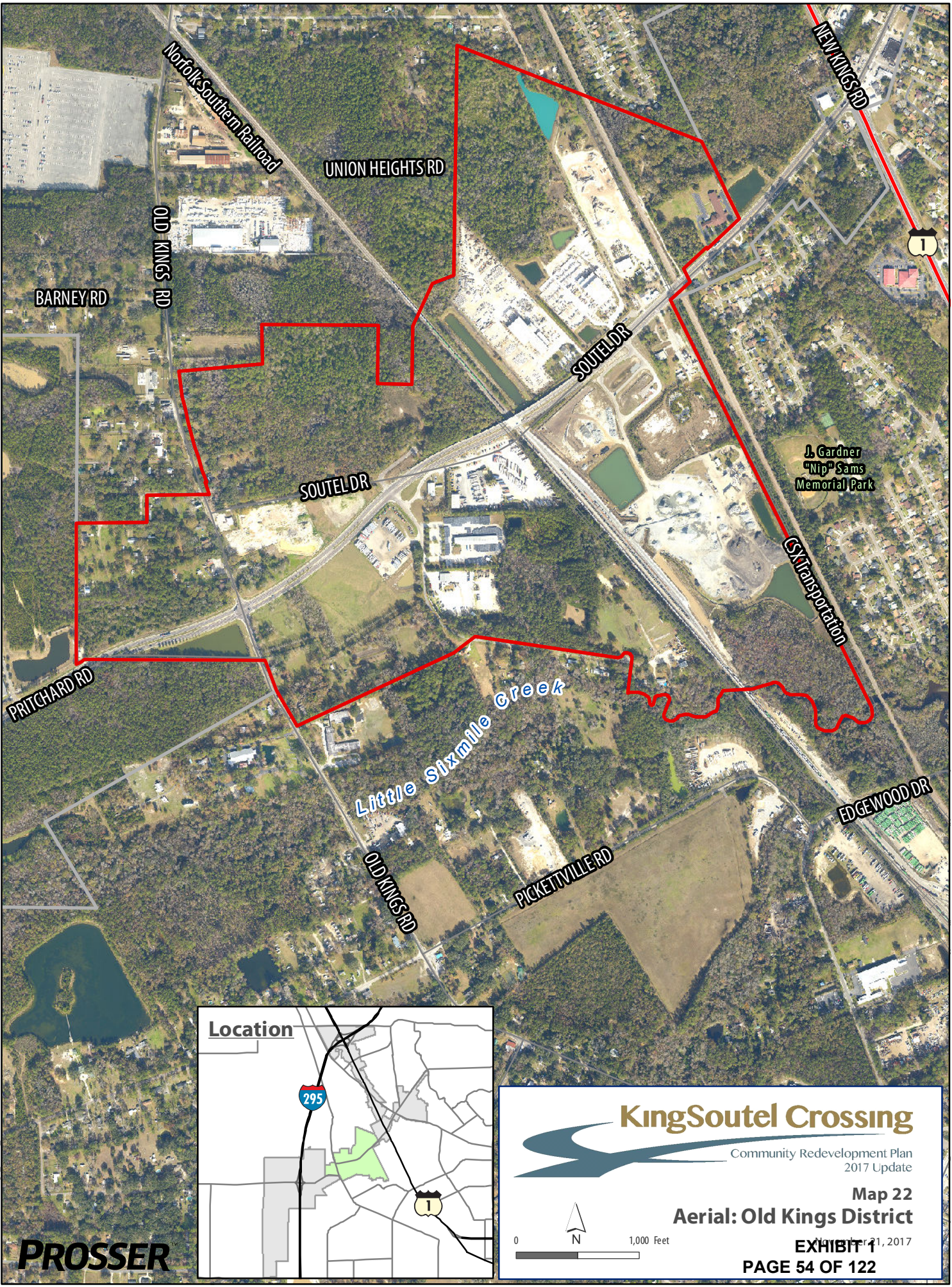
1,200 Feet

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PAGE 53 OF 122

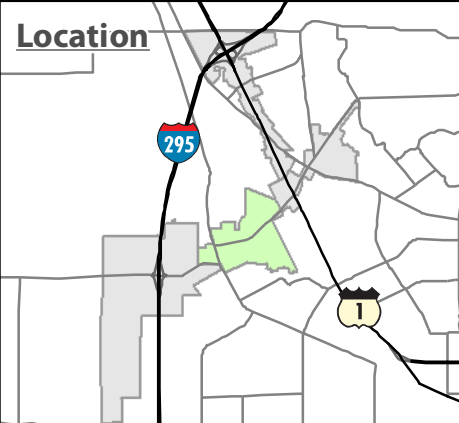
February 21, 2017





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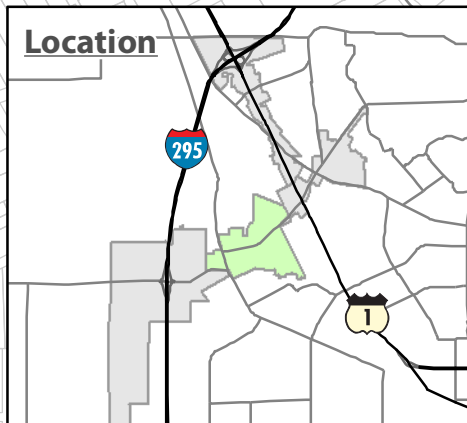
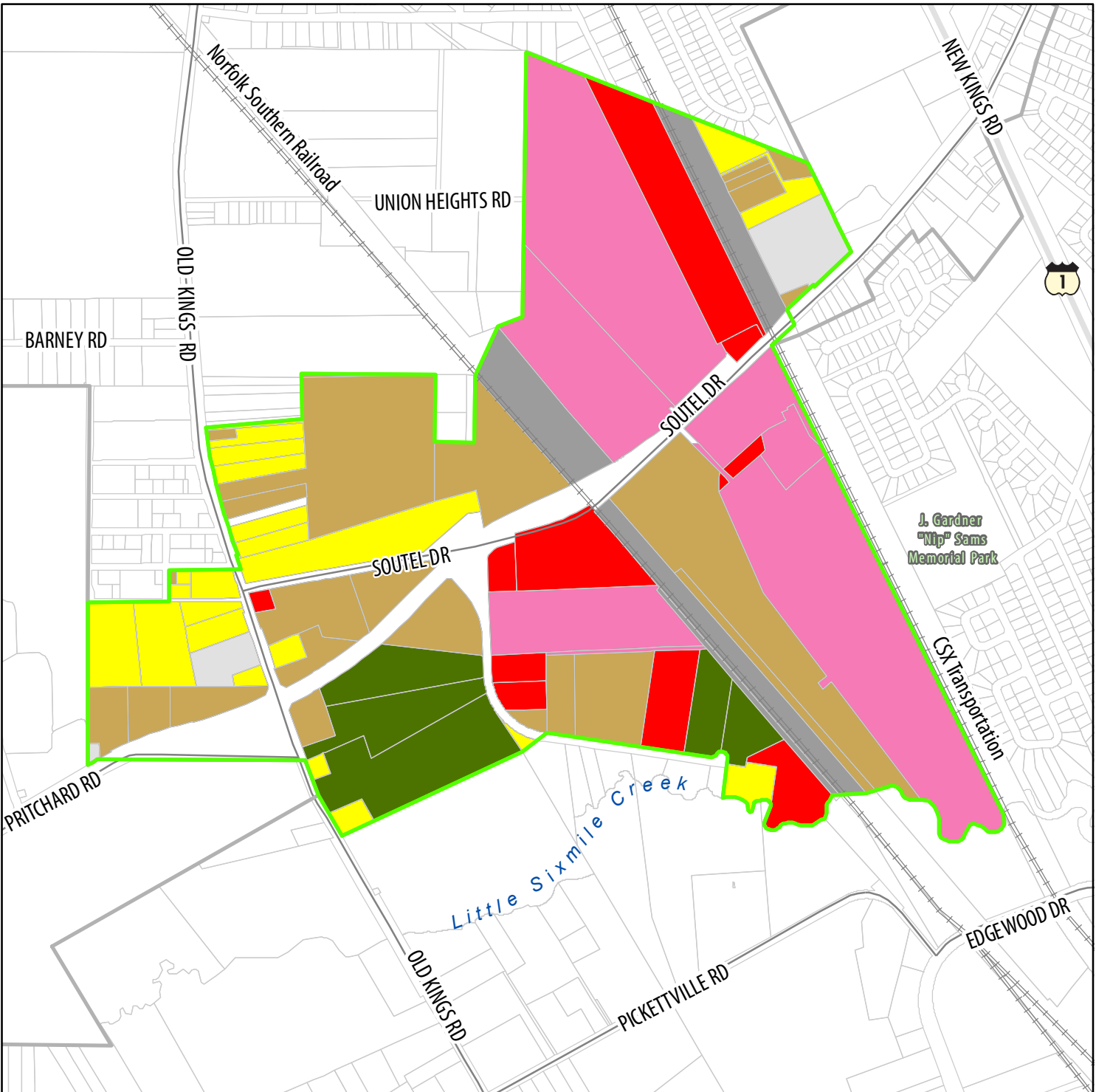


KingSoutel Crossing
 Community Redevelopment Plan
 2017 Update

Map 22
Aerial: Old Kings District

0 1,000 Feet

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KingSoutel Crossing

Community Redevelopment Plan
2017 Update

Map 23 Existing Use: Old Kings District

Legend

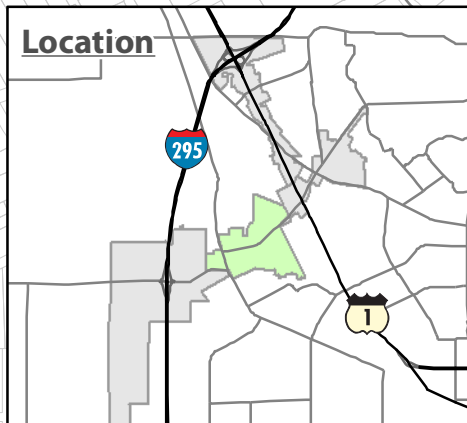
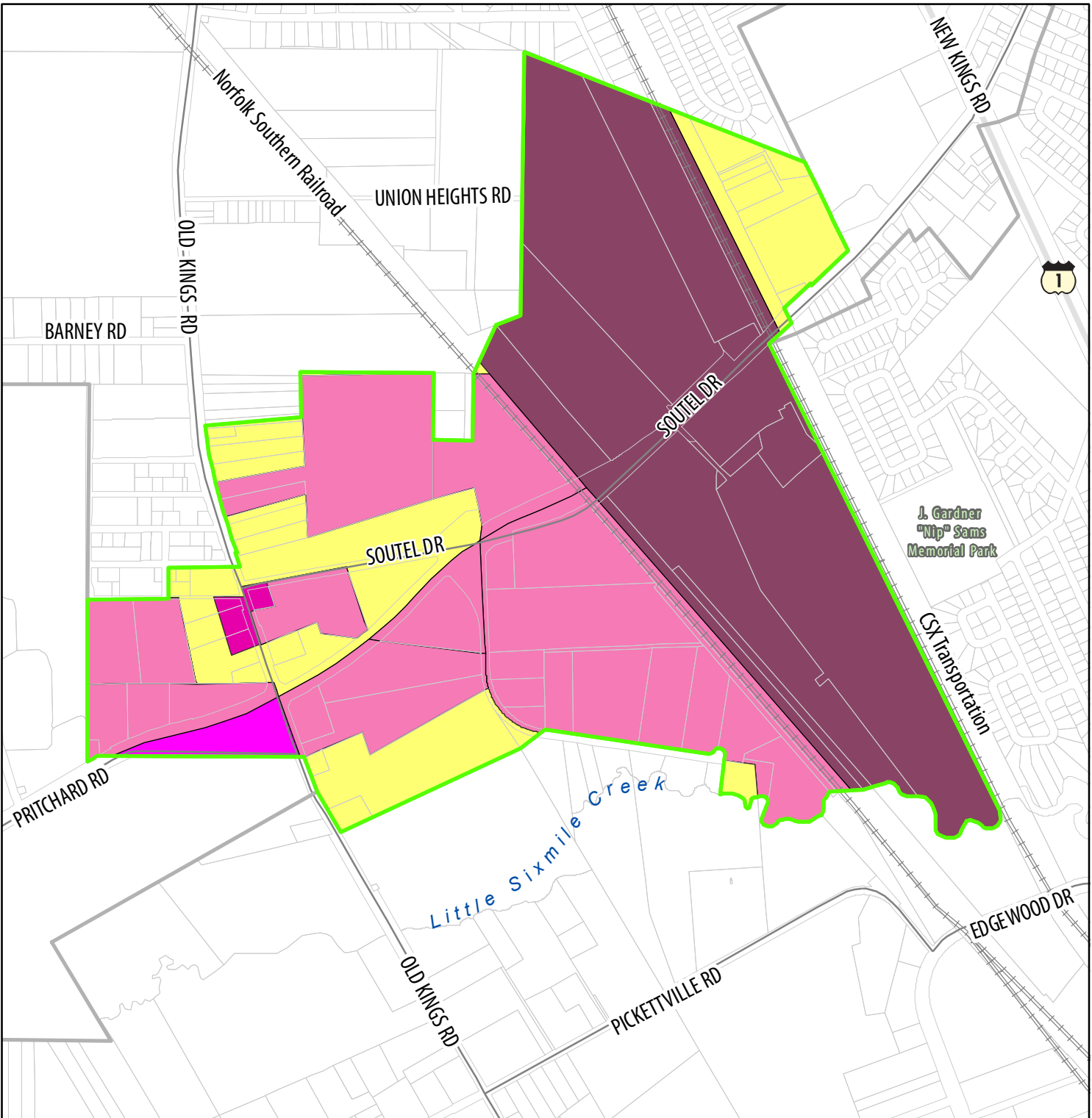
- Agricultural
- Commerical
- Industrial
- Institutional
- Residential
- Vacant
- Right-Of-Way



0 1,000 Feet

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KingSoutel Crossing
 Community Redevelopment Plan
 2017 Update

Map 24
Future Land Use: Old Kings District

Legend

- Business Park
- Community General Commercial
- Heavy Industrial
- Low Density Residential
- Light Industrial

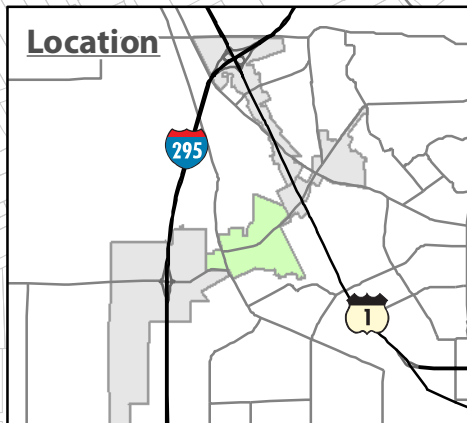
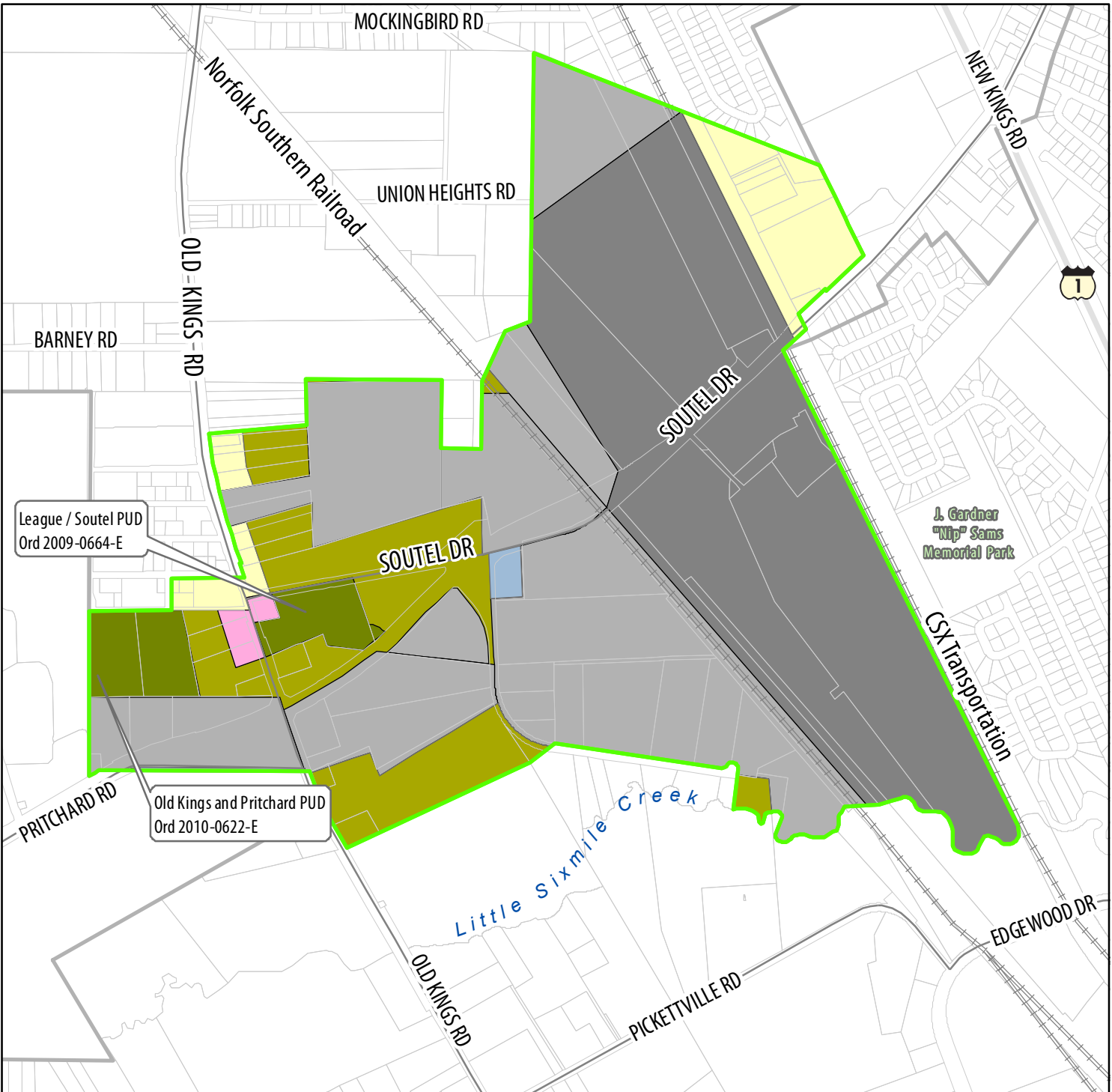
0 1,000 Feet

EXHIBIT 1

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KingSoutel Crossing
Community Redevelopment Plan
2017 Update

Map 25
Zoning: Old Kings District

Legend

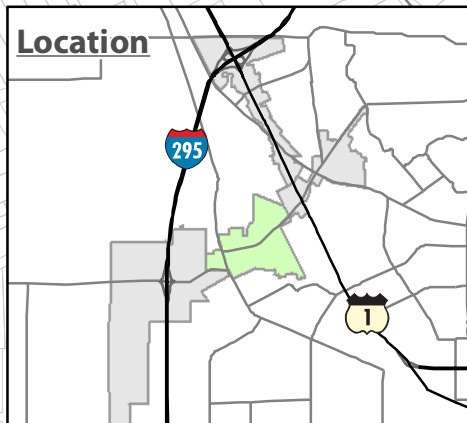
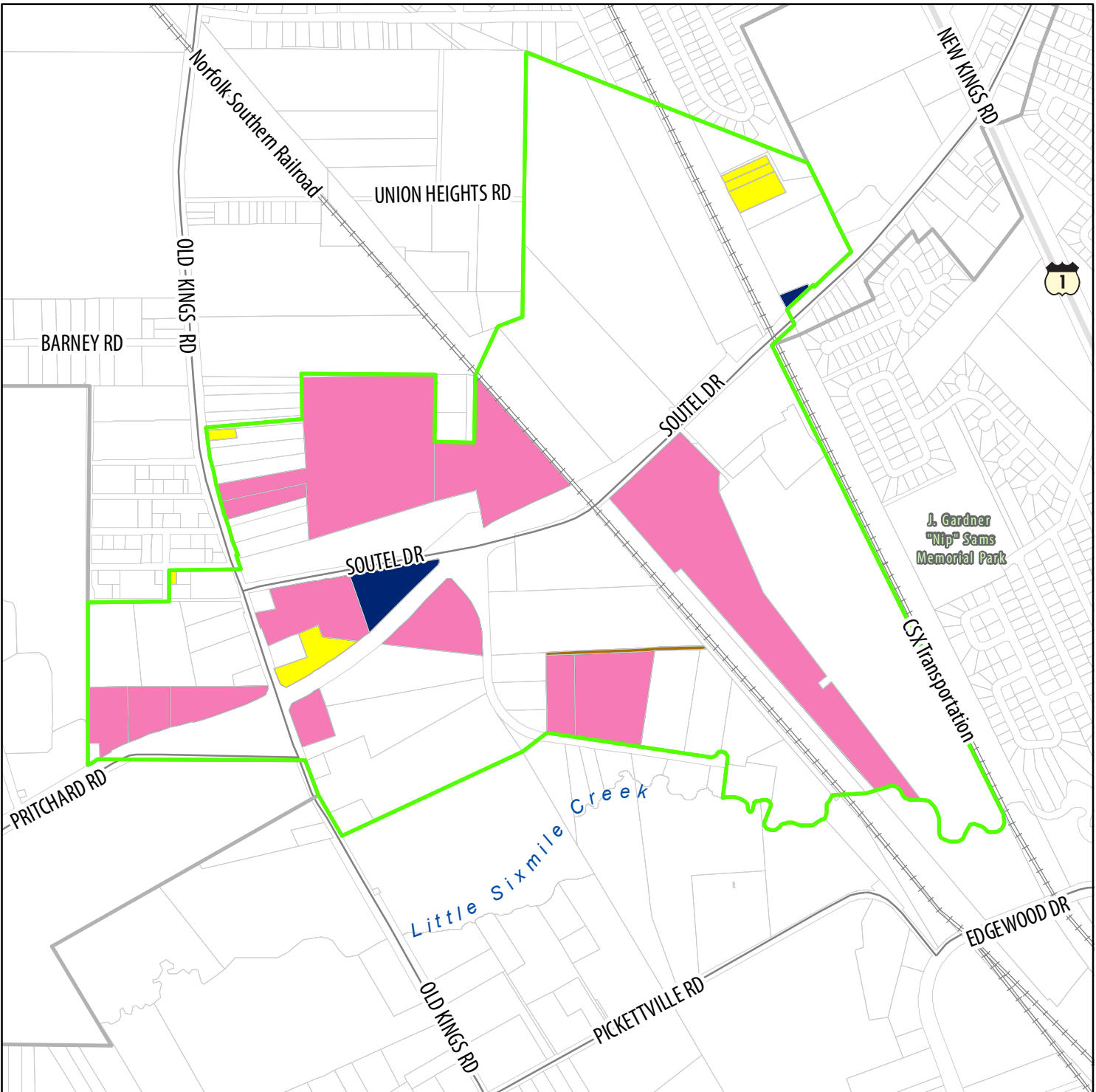
- Commercial Community/General (CCG-1)
- Industrial Business Park (IBP)
- Industrial Heavy (IH)
- Industrial Light (IL)
- Public Buildings & Facilities (PBF-1)
- Planned Unit Development (PUD)
- Residential Low Density (RLD-60)
- Rural Residential (RR-Acre)

0 1,000 Feet

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KingSoutel Crossing

Community Redevelopment Plan
2017 Update

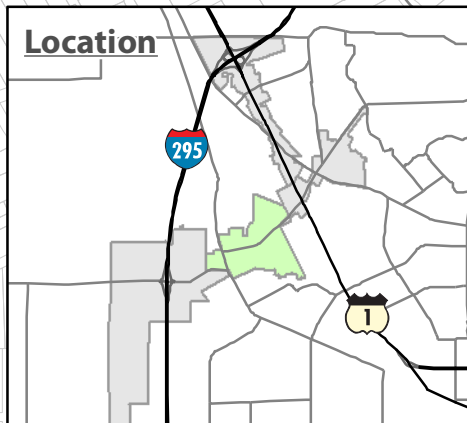
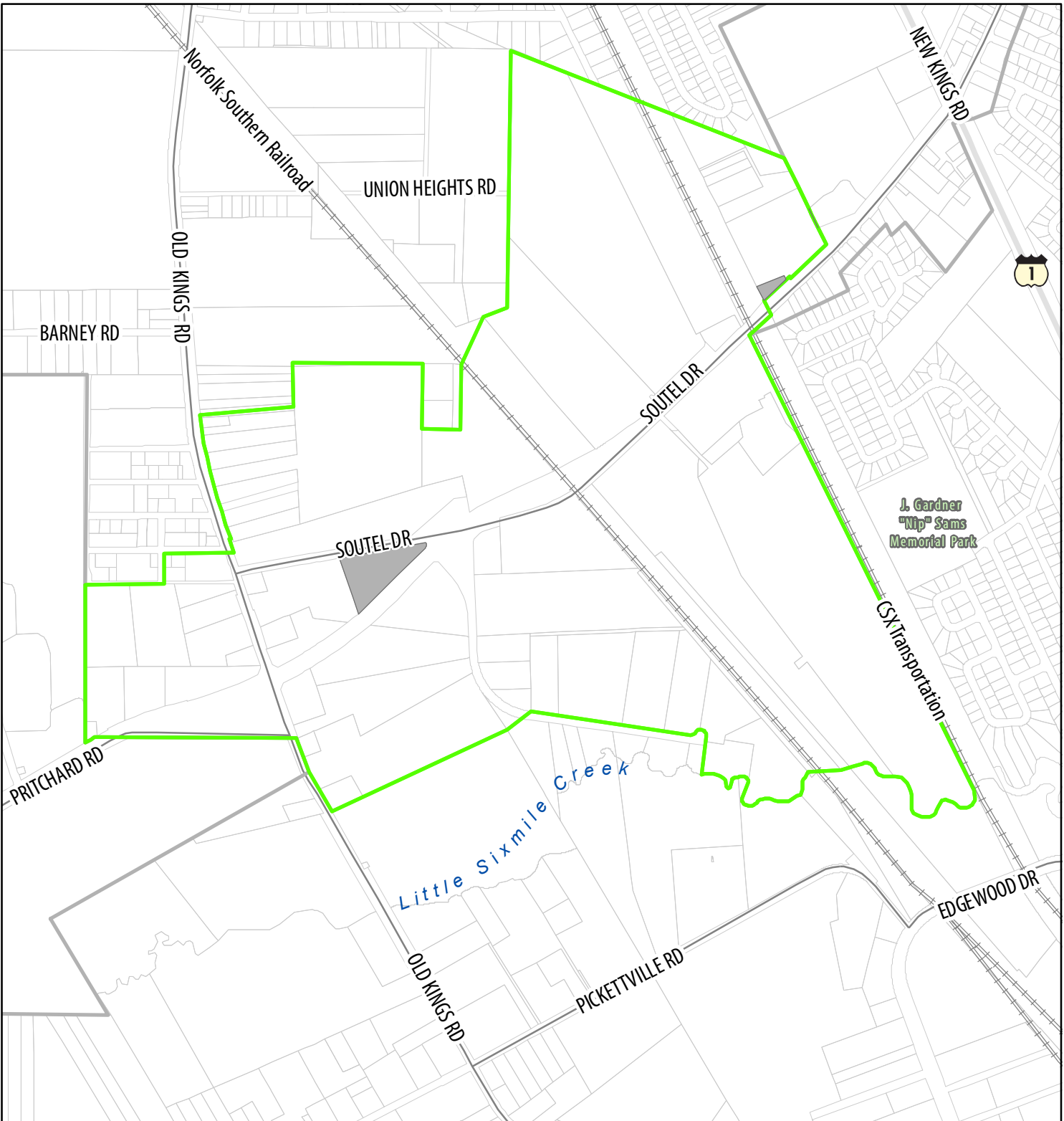
Map 26 Vacant Parcels: Old Kings District

- Legend**
- Vacant Residential < 20 Acres
 - Vacant Commercial
 - Vacant Industrial
 - Vacant Institutional
 - Vacant Governmental
 - Waste Land


 0 1,000 Feet
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November 21, 2017

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KingSoutel Crossing
Community Redevelopment Plan
2017 Update

Map 27
Government Owned: Old Kings District

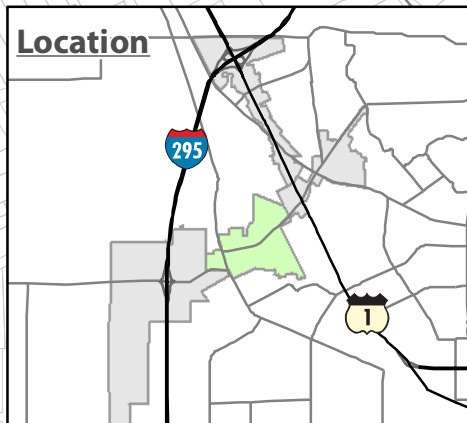
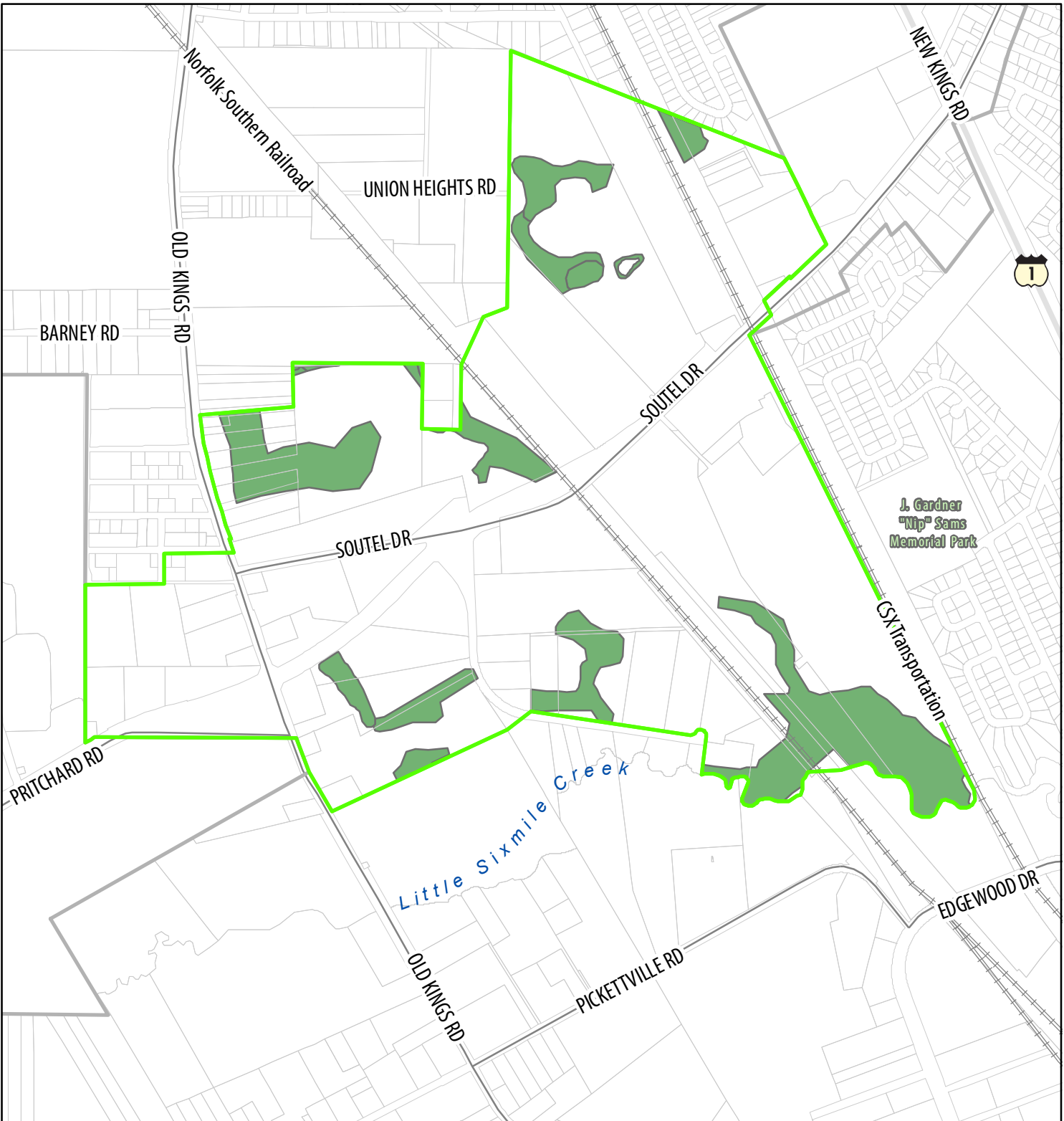
■ Vacant Governmental (JTA)

N
0 1,000 Feet

EXHIBIT 1
November 21, 2017
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KingSoutel Crossing
Community Redevelopment Plan
2017 Update

Map 28
Wetlands: Old Kings District

Legend
 FLUCS Wetlands

Note: Preliminary wetlands, not field verified and subject to change.

0 1,000 Feet

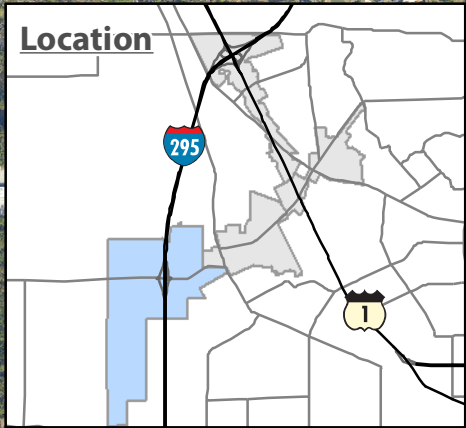
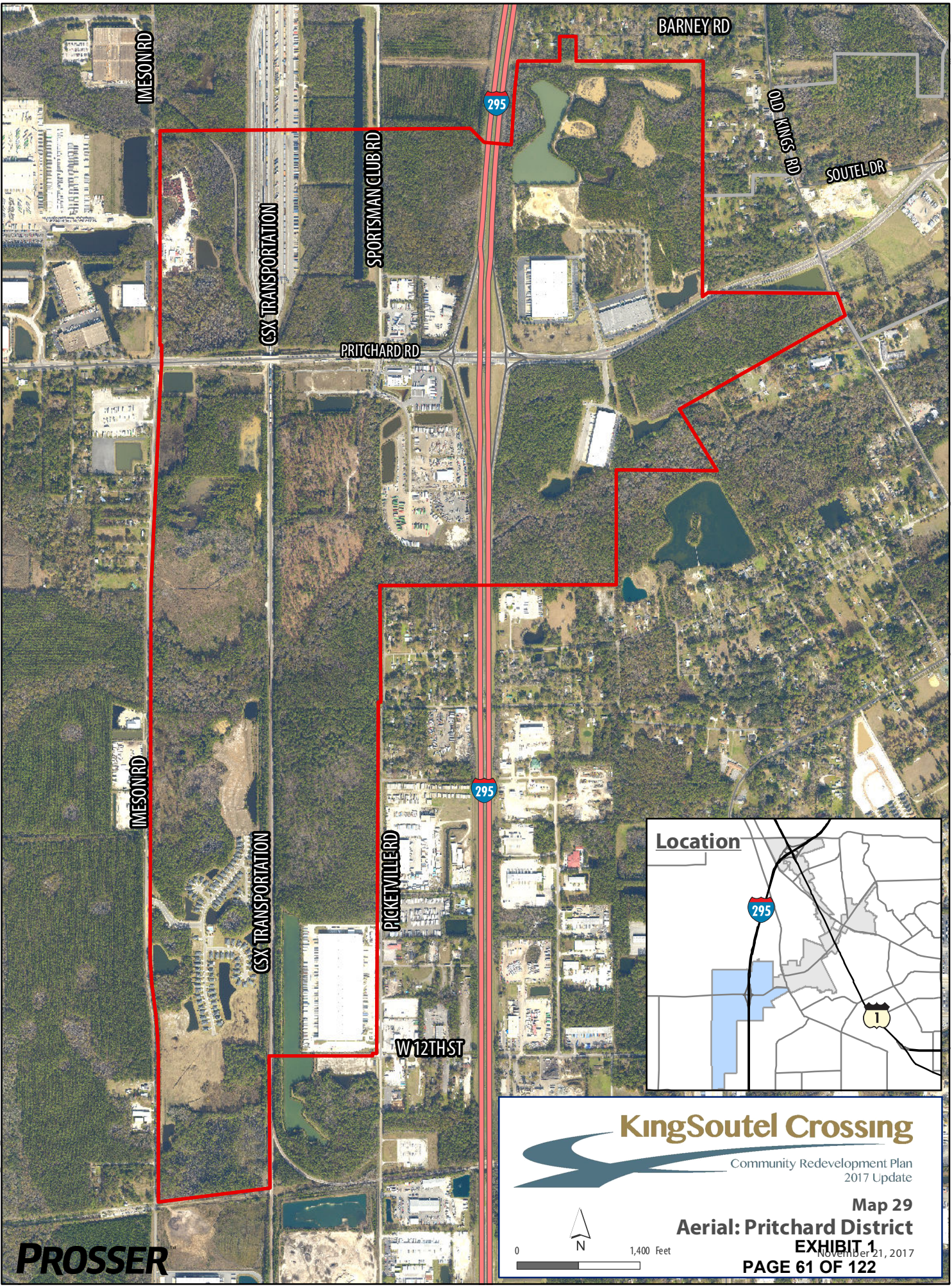
EXHIBIT 1

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KingSoutel Crossing
 Community Redevelopment Plan
 2017 Update

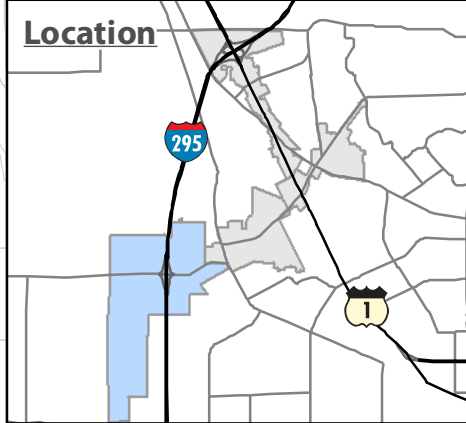
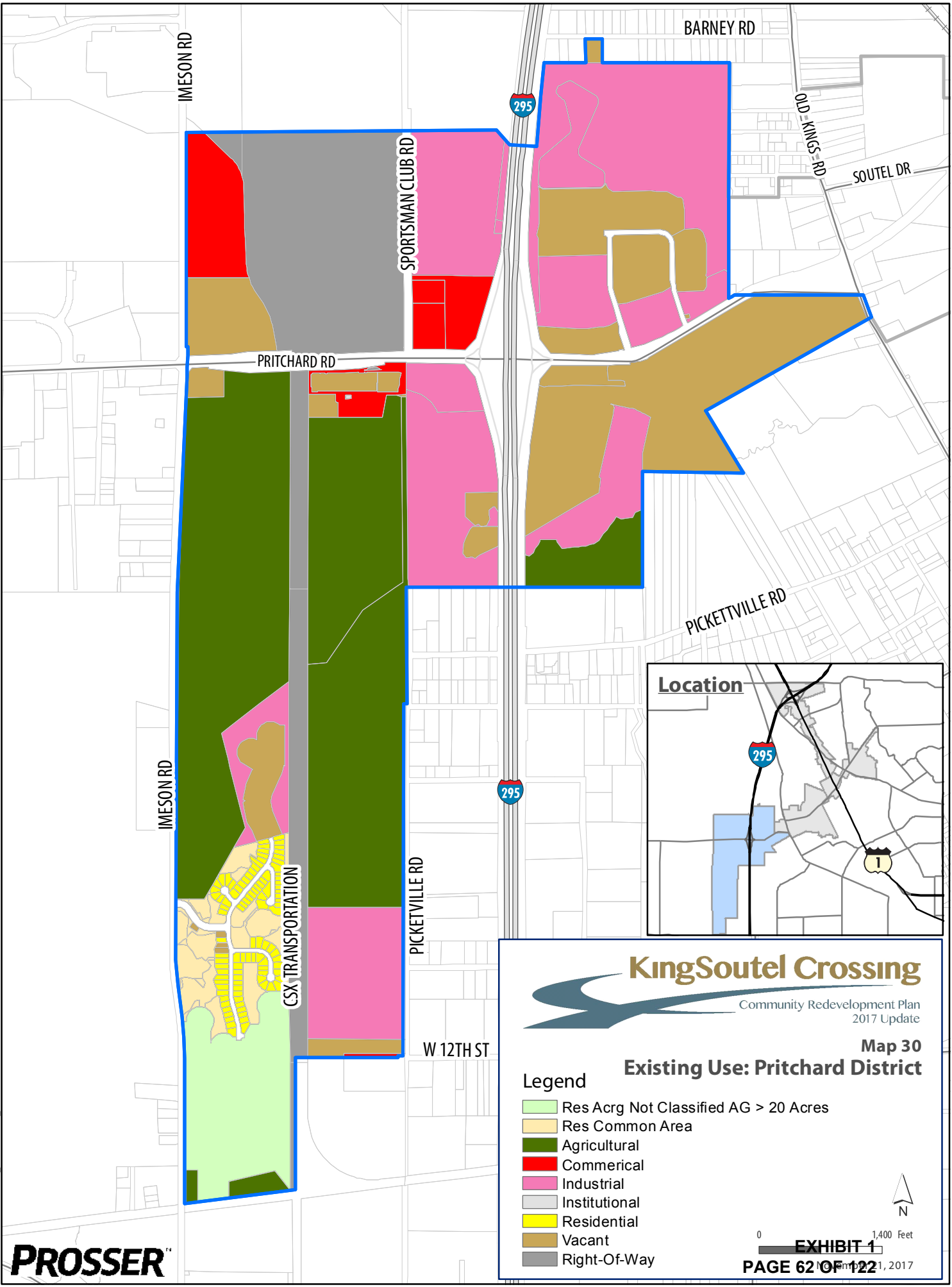
Map 29
Aerial: Pritchard District
EXHIBIT 1
 November 21, 2017

0 1,400 Feet

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P:\117028\01\GIS\Pritchard Aerial_8x11.mxd

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KingSoutel Crossing
Community Redevelopment Plan
2017 Update

Map 30
Existing Use: Pritchard District

- Legend**
- Res Acrg Not Classified AG > 20 Acres
 - Res Common Area
 - Agricultural
 - Commerical
 - Industrial
 - Institutional
 - Residential
 - Vacant
 - Right-Of-Way



0 1,400 Feet

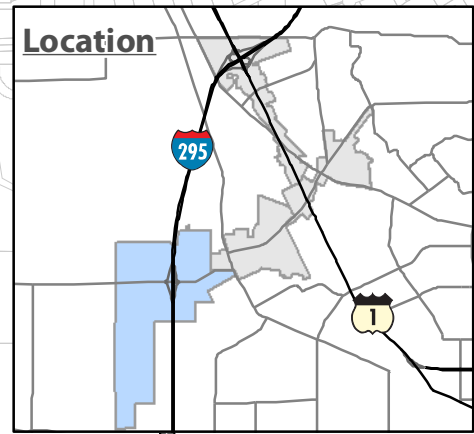
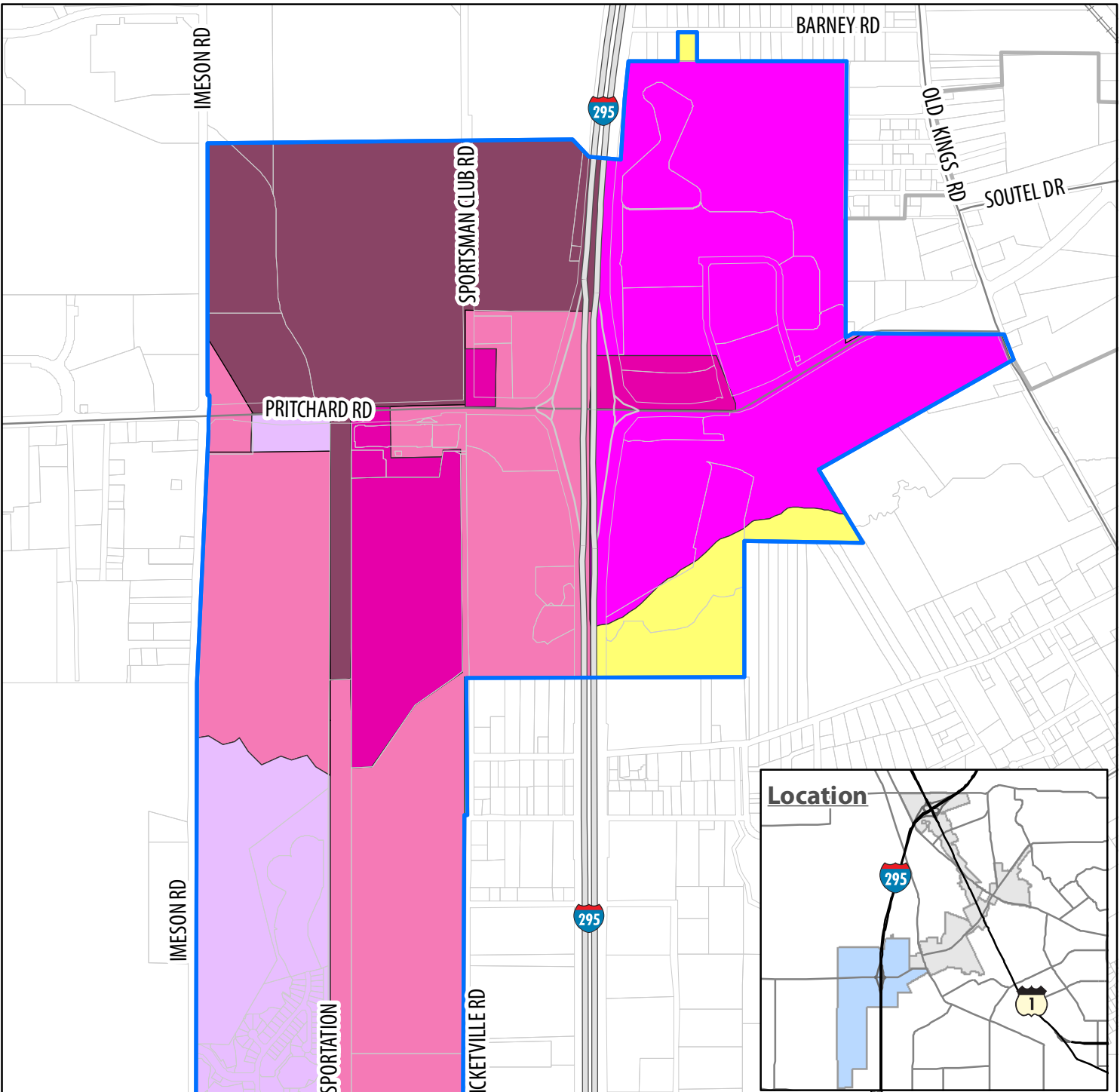
EXHIBIT 1

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November 1, 2017

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KingSoutel Crossing
 Community Redevelopment Plan
 2017 Update

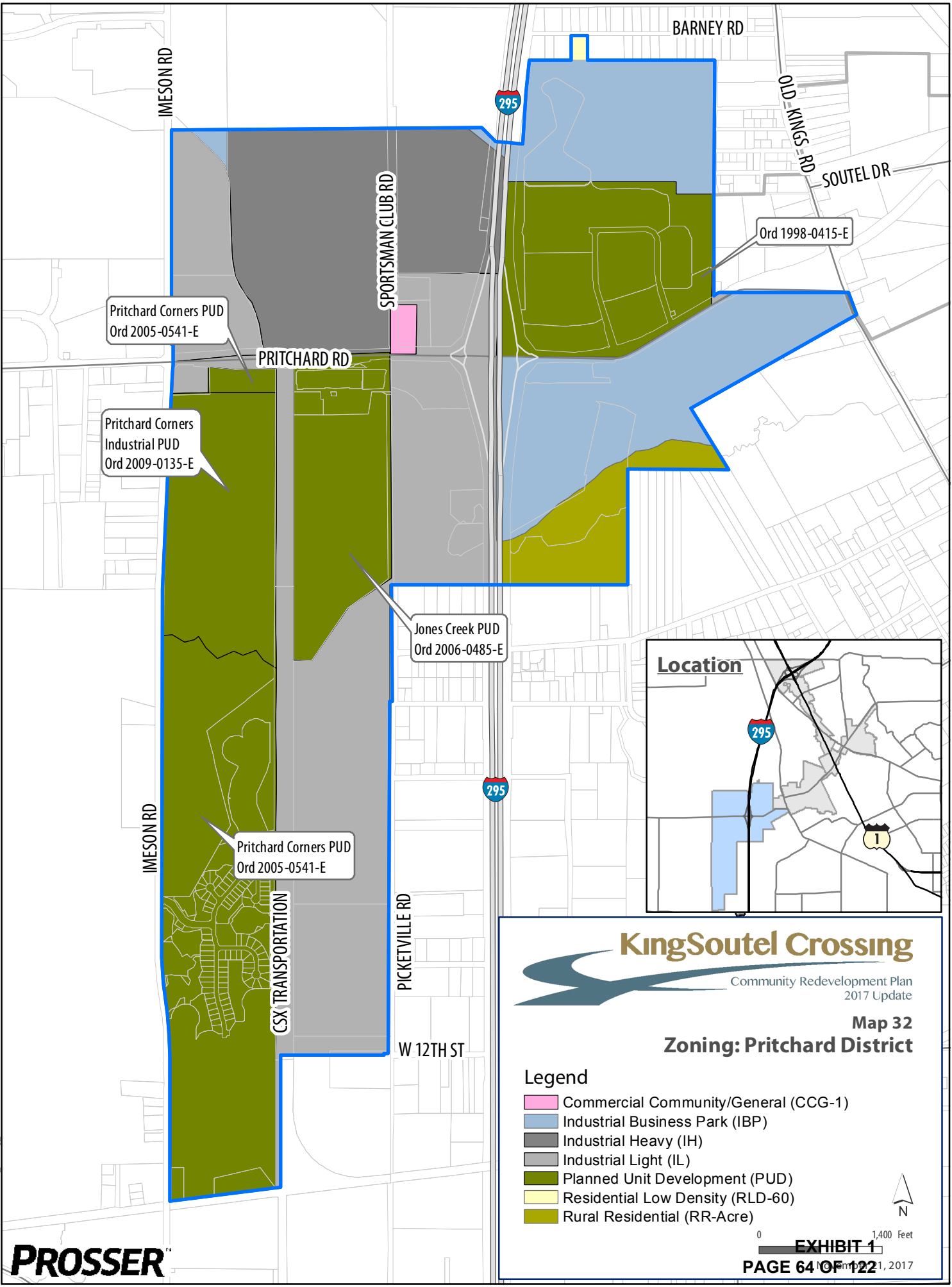
**Map 31
 Future Land Use: Pritchard District**

Legend

- Business Park
- Community General Commercial
- Heavy Industrial
- Low Density Residential
- Light Industrial
- Residential-Professional-Institutional



0 1,400 Feet
EXHIBIT 1
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Pritchard Corners PUD
Ord 2005-0541-E

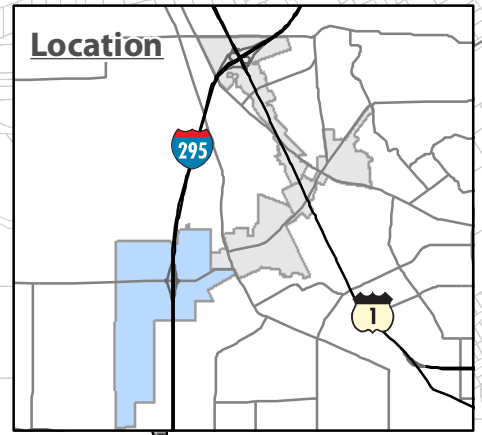
Pritchard Corners
Industrial PUD
Ord 2009-0135-E

Jones Creek PUD
Ord 2006-0485-E

Pritchard Corners PUD
Ord 2005-0541-E

Ord 1998-0415-E

Location



KingSoutel Crossing

Community Redevelopment Plan
2017 Update

**Map 32
Zoning: Pritchard District**

Legend

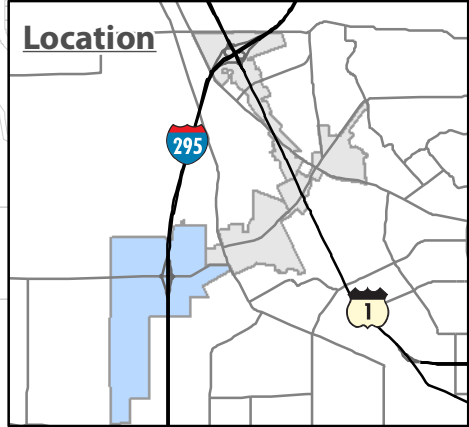
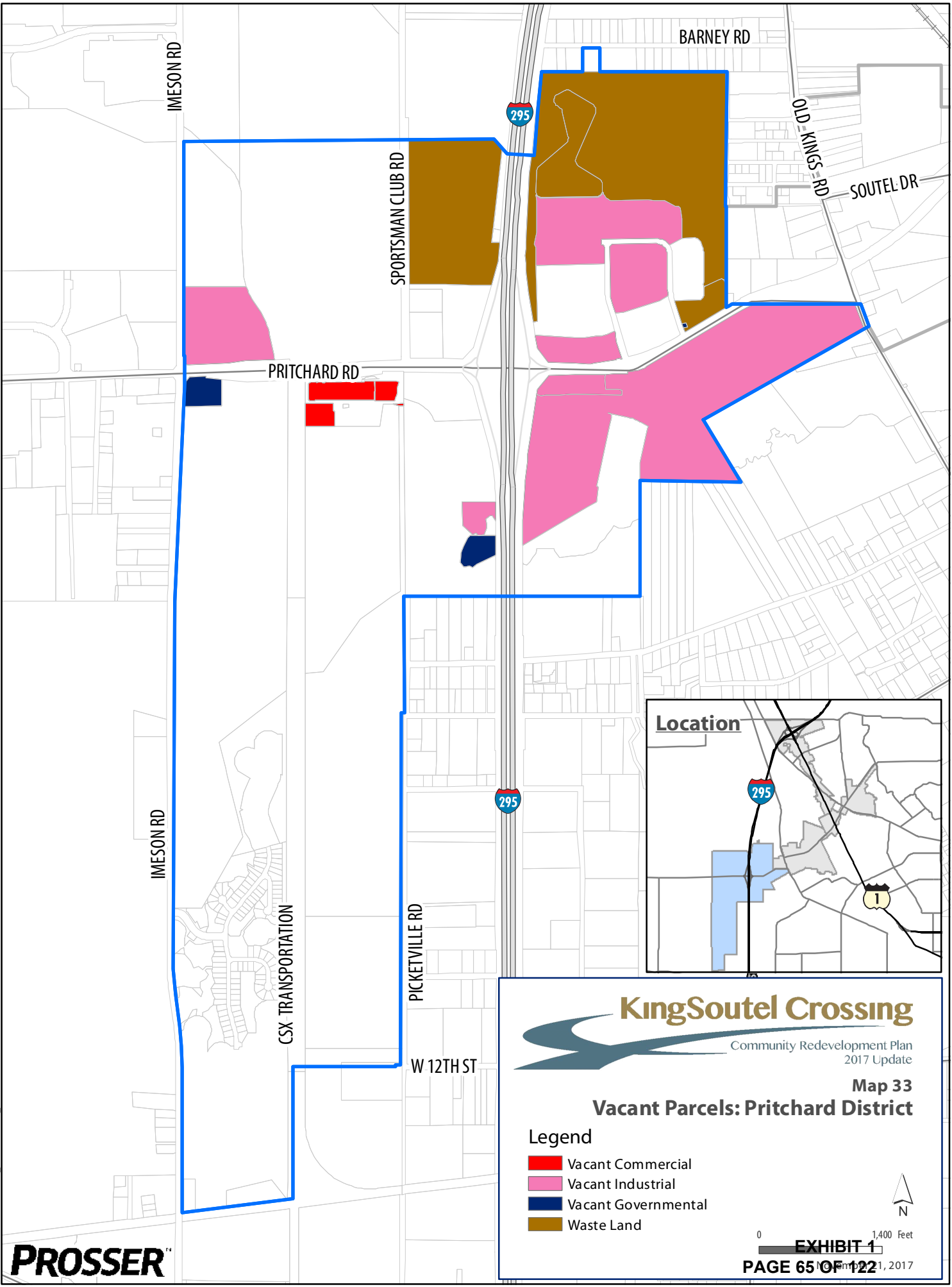
- Commercial Community/General (CCG-1)
- Industrial Business Park (IBP)
- Industrial Heavy (IH)
- Industrial Light (IL)
- Planned Unit Development (PUD)
- Residential Low Density (RLD-60)
- Rural Residential (RR-Acre)



0 1,400 Feet
EXHIBIT 1

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KingSoutel Crossing
 Community Redevelopment Plan
 2017 Update

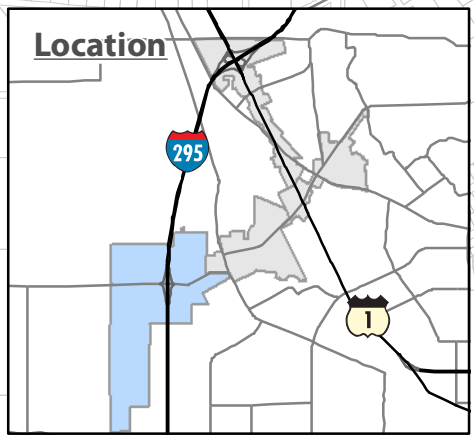
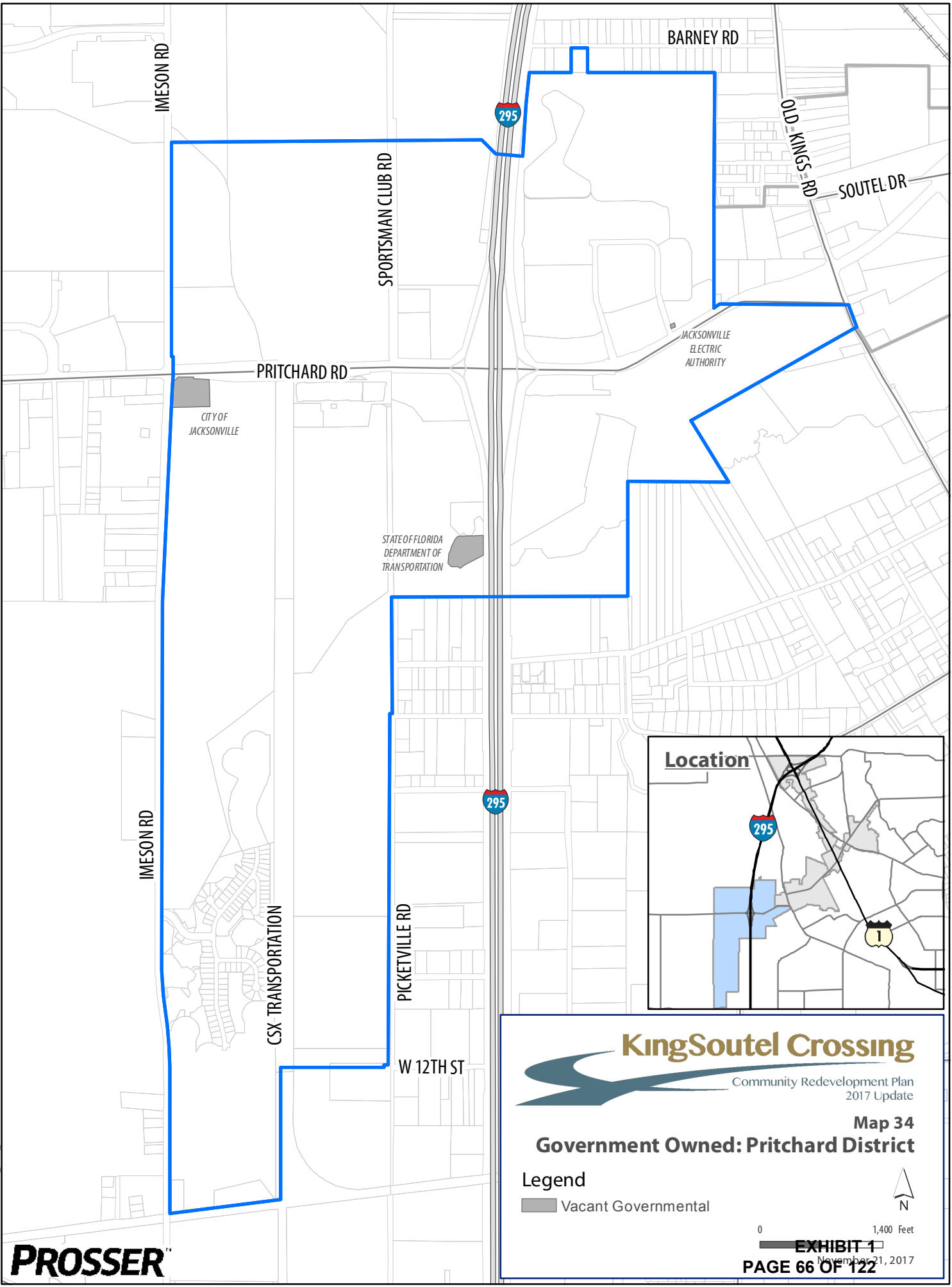
Map 33
Vacant Parcels: Pritchard District

- Legend**
- Vacant Commercial
 - Vacant Industrial
 - Vacant Governmental
 - Waste Land



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KingSoutel Crossing
 Community Redevelopment Plan
 2017 Update

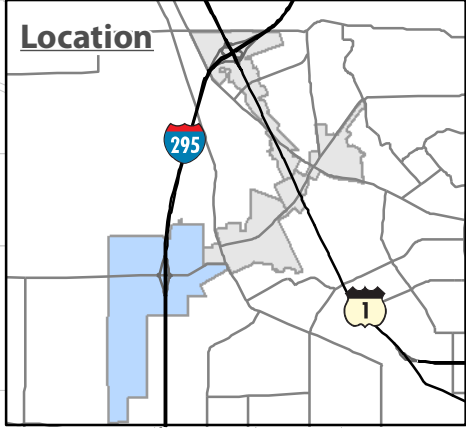
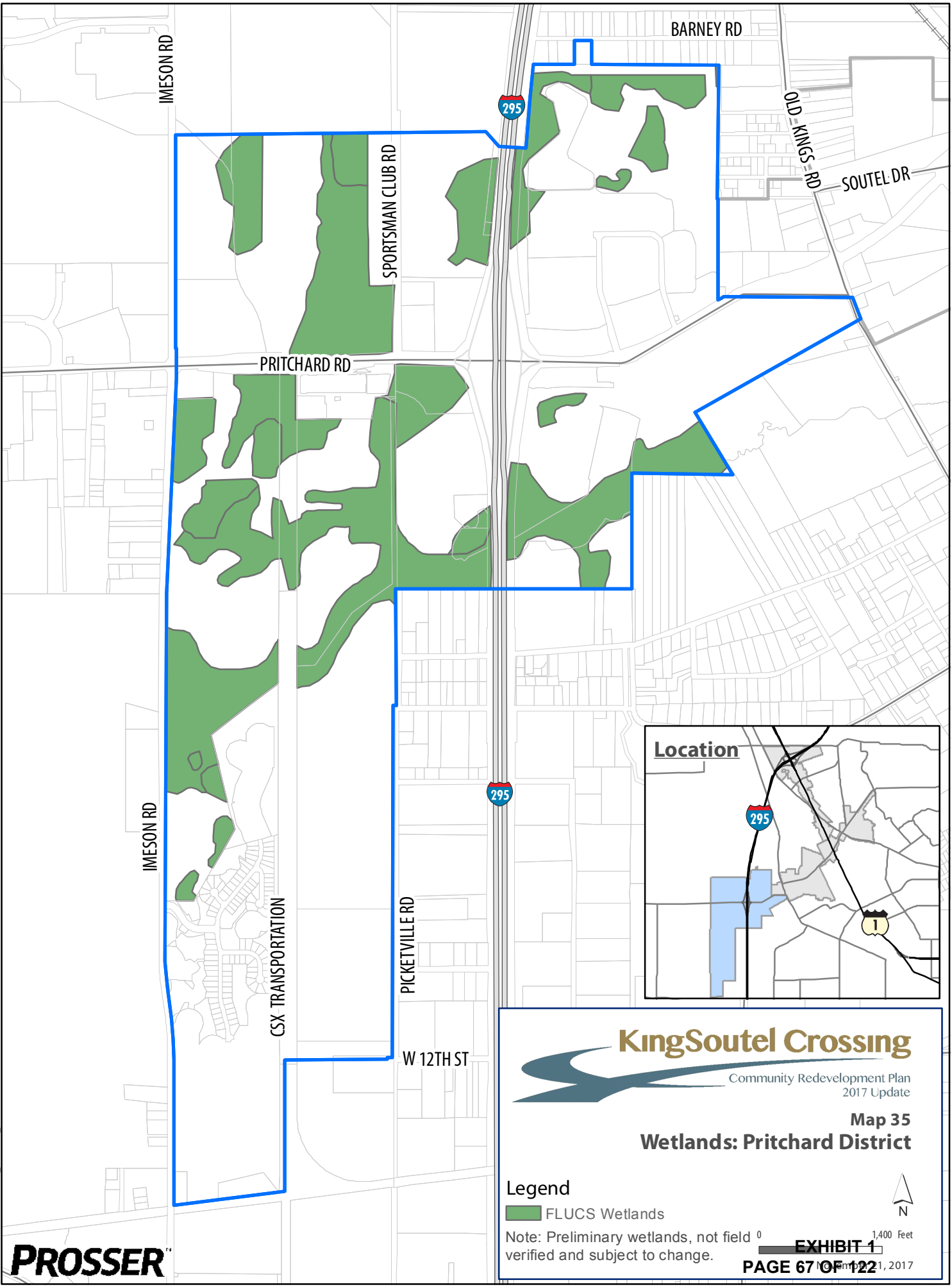
Map 34
Government Owned: Pritchard District

Legend
 Vacant Governmental


 N
 0 1,400 Feet
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KingSoutel Crossing
 Community Redevelopment Plan
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Map 35
Wetlands: Pritchard District

Legend
 FLUCS Wetlands

Note: Preliminary wetlands, not field ⁰ verified and subject to change.

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1,400 Feet
 N

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IV. Action Plan and Management

The Plan Update recommends a series of actions that would benefit the redevelopment potential of the KingSoutel Crossing Community Redevelopment Area (the “CRA”). It will take considerable time for substantial revenues to be collected in order to implement the identified redevelopment projects intended to eliminate and reduce the blighted conditions. This section identifies specific development, reuse and redevelopment projects, as well as, economic and community development strategies and appropriate phasing over the remaining 20-year lifespan of the CRA.

Redevelopment Concept Plan

The 2008 Corridor Vision and Master Plan Map has been refined to reflect the Renewed Vision expressed in Section II. The Redevelopment Concept Plan (refer to Map 36) depicts improvements, and Opportunity Sites recommended in the Plan Update which are based upon fundamental planning principles and contemporary urban design elements. The resulting Redevelopment Concept Plan promotes redevelopment along two major commercial corridors, New Kings Road and Soutel Drive/Pritchard Road supported by the market findings and potentials detailed in Section II. Addressing market needs and opportunities is expected to require the entire thirty-year lifespan of the CRA as established in the original KingSoutel Crossing Community Redevelopment Plan. The Redevelopment Concept Plan is intended to be supported by zoning decisions, subdivision approvals, water and sewer extension policies, and other local growth management tools that are consistent with this Redevelopment Plan. The Redevelopment Concept Plan is only a tool to help implement policies and is not, in the strict sense of the term, a regulatory mechanism. The elements shown on Map 36 may be relocated or realigned in future planning initiatives, so long as modifications are generally consistent with the Renewed Vision articulated in the Plan Update. Some projects may be phased or have activity implemented at a later date. The Plan Update’s timing is intended to be flexible in order to respond to changing market conditions, funding sources, and community priorities. It is important that these timeframes are flexible to take advantage of unforeseen opportunities such as private sector development initiatives or newly created government programs and funding sources which may provide additional leverage to utilize tax increment financing revenues.

OPPORTUNITY SITES

- A NEW KINGS**
 - Upstart Company
 - Potential Spec Industrial Building
 - Warehouse Distribution
- B NEW KINGS**
 - Additional Residential to Support Retail
 - Market-Rate Housing
 - Possible Assisted Living Facility
- C NEW KINGS**
 - New Grocery Store
 - Neighborhood-Scale Retail
 - Professional Services
- D NEW KINGS**
 - Additional Residential to Support Retail
 - Market-Rate Housing
- E NEW KINGS**
 - Selective Infill Residential
 - Reimbursable Matching Grant
- F SOUDEL PLACE**
 - Neighborhood-Scale Commercial
 - Pedestrian Plaza
 - Take Advantage of Pass-By Traffic
- G SOUDEL PLACE**
 - Mixed-Use Buildings
 - Neighborhood Amenities
 - Small-Scale Retail
 - Unique Dining Establishments
 - Markets and Bazaars
 - Celebrate Area Culture and Heritage
 - Strong Pedestrian Orientation
 - Possible Assisted Living Facility
- H SOUDEL PLACE**
 - Mixed-Use Buildings
 - Neighborhood Amenities
 - Small-Scale Retail
 - Unique Dining Establishments
 - Markets and Bazaars
 - Celebrate Area Culture and Heritage
 - Strong Pedestrian Orientation
 - Possible Assisted Living Facility

- LINCOLN VILLA SENIOR CENTER**
 - Computer Lab
 - Card and Game Rooms
 - Exercise Equipment
- I PRITCHARD**
 - Limited Service Hotel
 - Restaurants
 - Highway Commercial
- J PRITCHARD**
 - Limited Service Hotel
 - Restaurants
 - Highway Commercial

- CHARLES "BOOBIE" CLARK PARK**
 - Baseball Fields
 - Community Center
 - Football Field
 - Playground
 - Swimming Pool
 - Tennis Courts
 - Basketball Courts

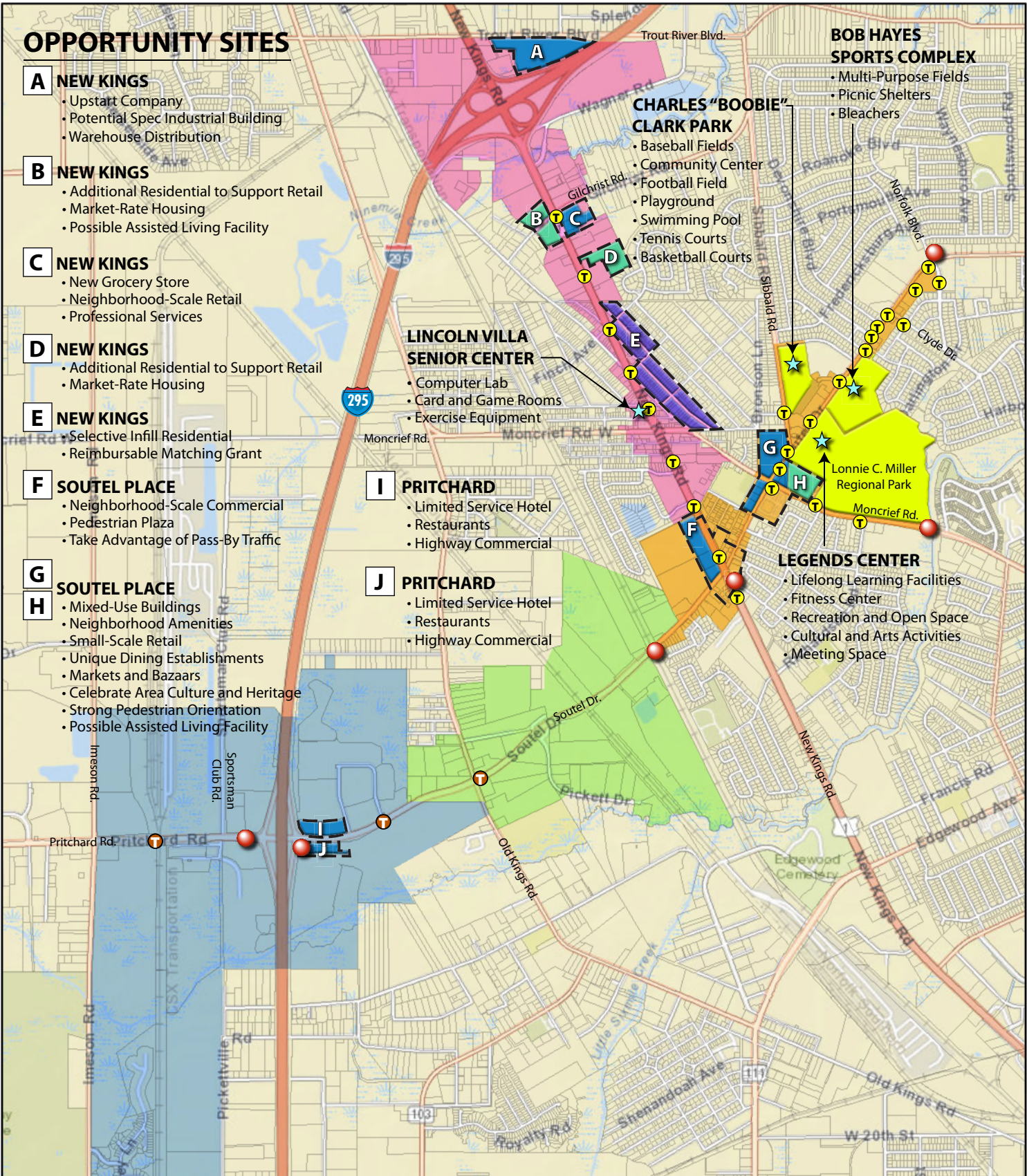
- BOB HAYES SPORTS COMPLEX**
 - Multi-Purpose Fields
 - Picnic Shelters
 - Bleachers

- LEGENDS CENTER**
 - Lifelong Learning Facilities
 - Fitness Center
 - Recreation and Open Space
 - Cultural and Arts Activities
 - Meeting Space

- Selective Infill/Single Family Residential
- Opportunity Site
- Civic/Community Focal Point
- Entry Monument/Boundary Marker
- Open Space/Recreation
- Selective Infill Activity Node
- Transit Stop
- Future Transit Stop

KingSoutel Crossing
Community Redevelopment Plan
2017 Update

Map 36
Redevelopment Concept Plan
EXHIBIT 1
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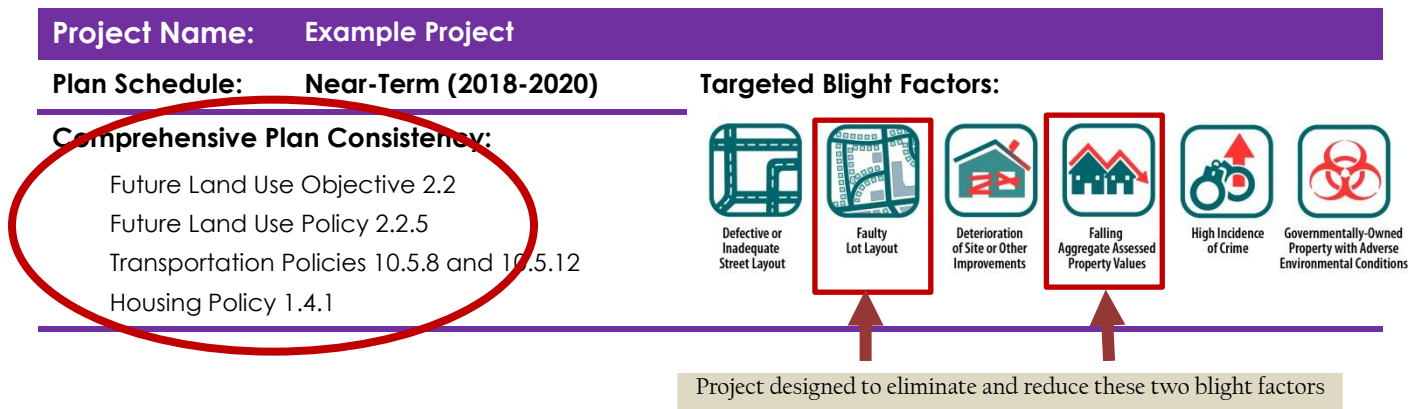


Consistent with Florida Statutes, increment revenues paid into the Redevelopment Trust Fund cannot be used to pay for or finance public capital improvements if they were scheduled in the City's Capital Improvement Plan unless they have been removed from the CIP not less than three (3) years. It is important to note that the CRA programs and capital improvement projects are flexible in nature and projects will be refined during the specific project's design. It is anticipated that the cost of major capital projects in the CRA will be satisfied through a combination of existing and future capital budget commitments, fees, fee credits, and value increment revenues generated from redevelopment projects within the CRA. However, the Plan Update has identified programs and projects that exceed the total projected TIF revenues listed in Appendix B. The costs associated with the CRA projects have been identified as being either primarily a public or private responsibility. Public costs are those deemed necessary to ensure the general framework of the Redevelopment Plan as implemented in the spirit and intent of the CRA. This Plan Update assumes City participation may occur in capital projects identified in the Action Plan.

For purposes of developing an Action Plan that has the flexibility to appropriately respond to market demands, a series of recommendations are categorized as either Near-Term (1-3 years), Mid-Term (4-10 years), and Long-Term (11-20 years). **All items listed throughout the Action Plan are interchangeable and may move from one time period to another based upon funding, relevance, appropriateness and impact.** There are also a series of broad categories ("umbrella") initiatives to eliminate and reduce slum and blight that may occur at any time. These are designed to focus the attention and resources of the Community Redevelopment Agency (the "Agency") and the Office of Economic Development on actions that stabilize economic conditions and stimulate growth and community betterment in the CRA.

Furthermore, the "umbrellas" are a catch-all of allowable CRA activities that further the Plan Update's projects without being static, allowing for those projects and programs allowable through the Community Redevelopment Act to take place if not named specifically, but in the spirit and intent of the Plan and its intentions as so enumerated in the Florida Statutes. While the City shall be proactive in supporting efforts to implement the recommendations contained herein, it will be the private sector ultimately that dictates what eventually happens with regards to private development and redevelopment. This Plan Update encourages the City to engage and partner, where feasible, in those development and redevelopment efforts.

These recommended projects, programs, and initiatives are presented in correlation with the real estate market analysis' factors and realities. Beginning on the next page, each recommendation identifies a suggested timeframe for action along with identification of which blight factor(s) detailed in Section I they are focused on eliminating. Furthermore, each recommendation list those Comprehensive Plan goals, objectives and policies they support and are consistent with. An example of the template used for each recommendation is illustrated below.



Near-Term Recommendations (2018-2020)

These redevelopment initiatives seek the highest and best uses of the property within the CRA; however, the array of permissible improvements is not limited to only those listed below. In the event future private investment seeks to address one or more blight factors through a project not described herein, nothing contained in this Plan Update shall prohibit the project so long as the Community Redevelopment Agency and its support staff concur that such actions are consistent with the Renewed Vision and strategic objectives contained in this Plan Update.

1. Encourage redevelopment of Pritchard Opportunity Sites I or J either of which is suitable for an 80-room limited-service hotel with highway frontage, access, and visibility.
2. Encourage redevelopment of New Kings Opportunity Sites B and D which are suitable for market-rate housing, multi-family dwellings, or an Assisted Living Facility to support development of a diverse mix of housing options within the CRA and increase population density to support area retail/service.
3. Revisions to KingSoutel Crossing zoning overlay providing relief from certain interior landscaping requirements within industrial-zoned lands as well as prohibit certain commercial uses allowed under current zoning.
4. Undertake a systematic code enforcement program to eliminate and correct problems of:
 - o Substandard dwellings and commercial properties;
 - o Nonconforming signs and uses; and
 - o Property maintenance and upkeep.
5. Establish partnerships with banks and non-profit organizations that are potential sources for funding for mortgages or incentives.
6. Create a business recruitment package that is updated regularly with a listing of available properties, maps, and building profiles.

All items listed throughout the Action Plan are interchangeable and may move from one time period to another based upon funding, relevance, appropriateness and impact.

Project Name: Pritchard Opportunity Sites I and J

Plan Schedule: Near-Term (2018-2020)

Targeted Blight Factors:

Comprehensive Plan Consistency:

Future Land Use Objectives 2.2 and 3.2
Future Land Use Policies 1.1.5, 1.1.11, 1.1.24, and 3.2.14



Defective or Inadequate Street Layout



Faulty Lot Layout



Deterioration of Site or Other Improvements



Falling Aggregate Assessed Property Values



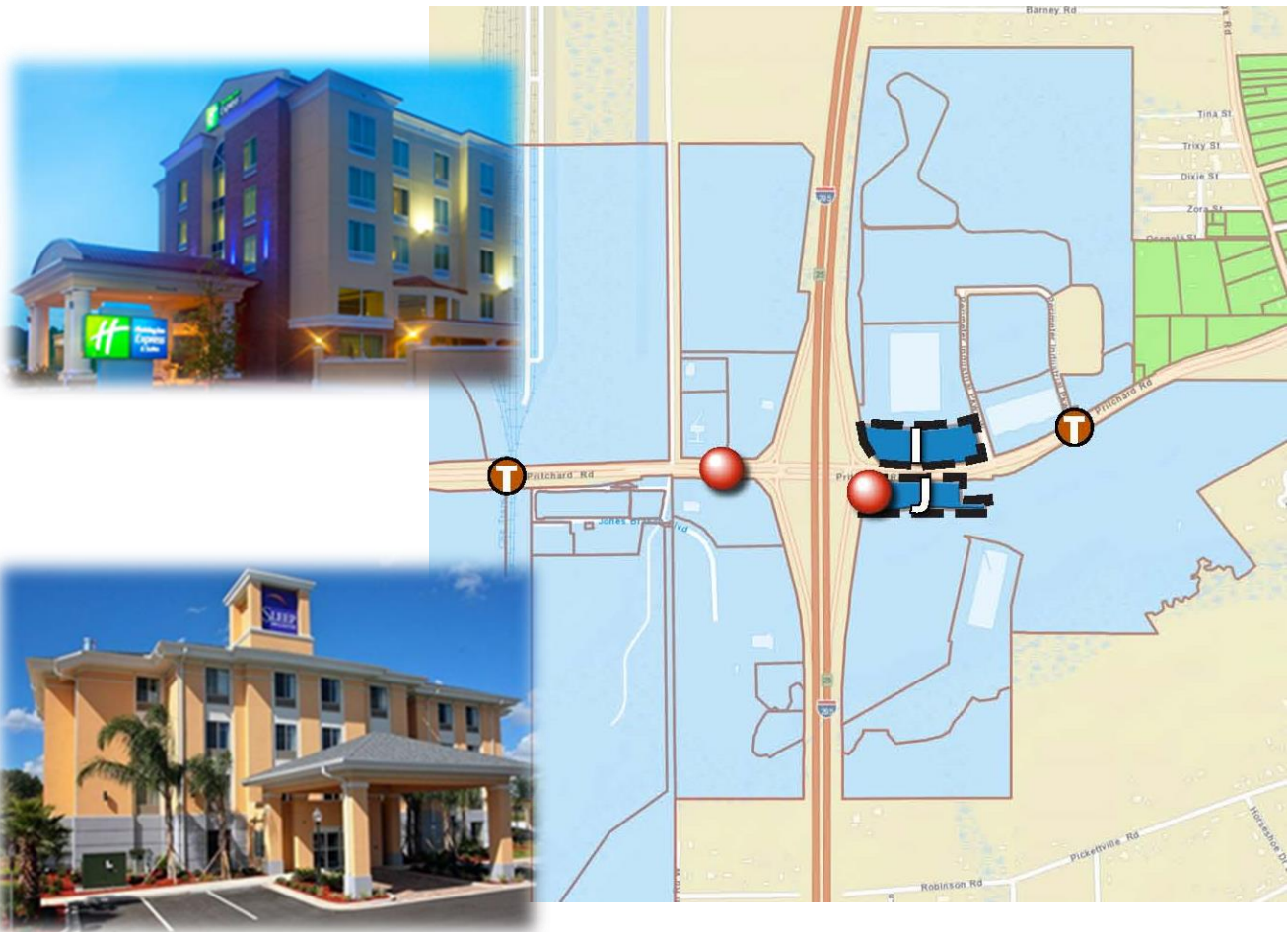
High Incidence of Crime



Governmentally-Owned Property with Adverse Environmental Conditions

Based on detailed market analysis, market potentials appear sufficiently strong for an **80-room limited service hotel** at a location along Interstate 295 within the CRA. Potential site(s) should provide visibility and immediate access to/from I-295 with direct highway frontage and signage, if possible. Current traffic counts favor a site/location on Pritchard Road at its interchange with I-295. **Note: Only one hotel is market-supportable.**

- **Site J** is ideal for a hotel site. Approximately 5.59 acres east of I-295, zoned IBP (rezoning required for hotel to be permitted), no apparent wetlands, frontage along Pritchard Road, and not far from the interchange.
- **Site I** is ideal for a hotel and two (2) restaurant sites. Approximately 6.15 acres east of I-295, zoned PUD (hotel permitted), no apparent wetlands, frontage along Pritchard, interstate visibility, Pritchard District, 4-5 acres east of I-295, vacant commercial, allows hotel (Jones Creek PUD)off-ramps.



Project Name: New Kings Opportunity Sites D and B

Plan Schedule: Near-Term (2018-2020)

Targeted Blight Factors:

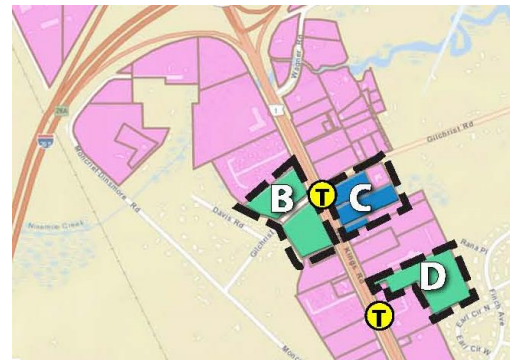
Comprehensive Plan Consistency:

- Recreation & Open Space Policy 2.2.4
- Future Land Use Objectives 2.2 and 3.4
- Future Land Use Policies 1.1.5, 1.1.24, and 1.3.6
- Transportation Policy 4.1.5
- Housing Policy 1.2.14



Getting to the next level of retail means adding more people to support it. While the actual number of people needed is impossible to predict, the best opportunity is encouraging more residential development in the CRA. A larger residential population in close proximity to goods and services will increase street level activity and create more demand for local businesses. Facilitating continued employment growth also will support the retail sectors most patronized by workers, particularly restaurants.

- **Sites D** is suitable for conventional market-rate housing, and **Site B** is suitable for an Assisted Living Facility (“ALF”) and/or market-rate housing. Approximately 6.98 acres east of US 1, zoned residential, no apparent wetlands, access to US 1, redevelopment of one or both of the sites could increase population to support area retail.
- The future land use designation of Site D is Medium Density Residential and will allow up to 15 dwelling units per acre.
- The future land use designation of Site B is Commercial General Commercial, so a small-scale amendment to the Future Land Use Map will be necessary in order to construct residential dwellings. Such amendment would not be necessary to construct an ALF.



Project Name: Zoning Overlay Revisions

Plan Schedule: Near-Term (2018-2020)

Targeted Blight Factors:

Comprehensive Plan Consistency:

- Infrastructure Policy 1.6.6
- Future Land Use Policies 2.2.8 and 3.2.2
- Future Land Use Objective 2.2



The Agency should sponsor a non-emergency ordinance to revise Chapter 656 Subpart R of the Zoning Code, the KingSoutel Crossing Overlay. In order to prevent the introduction or proliferation of unwanted uses, the ordinance should, at a minimum, add a subsection detailing prohibited uses within properties zoned CCG-2. Uses permitted by right that are contrary to the Renewed Vision include boatyards, racetracks for animals or vehicles, dancing entertainment establishments not serving alcohol, and processing and dispensing of Low-THC Cannabis for medicinal use by a State authorized Processing Facility. Similarly, the ordinance should include a new subsection that permits light industrial development zoned IBP, the ability to pay into the City’s Tree Fund in lieu of installing certain interior landscaping elements required by the Zoning Code. These islands and trees are all too often impediments to safe vehicular travel within industrial sites and oftentimes end up being damaged or destroyed by heavy equipment traffic. The Agency could partner with the Planning and Development Department to formulate appropriate development standard for the CRA, including adding measurable performance standards to make it easier to implement the vision and attract proper development.

Project Name: Systematic Code Enforcement Program

Plan Schedule: Near-Term (2018-2020)

Targeted Blight Factors:

Comprehensive Plan Consistency:

- Future Land Use Objective 2.2
- Future Land Use Policies 2.2.5, 3.1.2, and 3.2.5
- Housing Policy 1.4.1
- Housing Objective 1.5



Defective or Inadequate Street Layout



Faulty Lot Layout



Deterioration of Site or Other Improvements



Falling Aggregate Assessed Property Values



High Incidence of Crime



Governmentally-Owned Property with Adverse Environmental Conditions

There are also numerous, deteriorated/vacant single and multi-family housing that reflects the need for additional and stricter code enforcement and City policies to reduce disinvestment. Population forecast suggests 700 new residents and 230 new households in the Trade Area surrounding the KingSoutel Crossing CRA over the next five years (2017-2022). However, the significant number of truly vacant units (1,770 units) remains a deterrent to determining opportunities for new construction versus rehabilitation through code enforcement and the provision of rehabilitation programs. Enhanced code enforcement by the City of Jacksonville is critical, and will address neglected properties and identify true vacancy factors.

Undertake a systematic code enforcement program to eliminate and correct problems of substandard dwellings and commercial properties, nonconforming signs and uses, property maintenance and upkeep.

Project Name: Partner with Banks and Financial Institutions

Plan Schedule: Near-Term (2018-2020)

Targeted Blight Factors:

Comprehensive Plan Consistency:

- Future Land Use Policies 1.1.19 and 3.2.11
- Future Land Use Objective 2.2
- Housing Policies 1.2.14, 1.2.15 and 1.4.7
- Housing Objective 1.2



Defective or Inadequate Street Layout



Faulty Lot Layout



Deterioration of Site or Other Improvements



Falling Aggregate Assessed Property Values



High Incidence of Crime



Governmentally-Owned Property with Adverse Environmental Conditions

Financial institutions called community development financial institutions (“CDFI”) are designed to serve previously ignored or underserved market opportunities. These financial institutions are focused on community development activities that rebuild distressed and neglected communities through a variety of lending, investment, social support and educational activities. According to the Riegle Community Development and Regulatory Improvement Act of 1994, CDFI are specialized financial institutions that:

- Have a primary mission of promoting community development;
- Serve an investment area or targeted population;
- Provide development services and equity investments or loans;
- Maintain accountability to residents of its investment area or targeted population; and
- Are not a public agency or institution.

With moderate and guided Agency assistance, these nontraditional private financial institutions are poised to meet the challenges that face distressed communities like KingSoutel Crossing. With the additional support and participation from traditional financial institutions, CDFI are an important first step in restoring market forces in the CRA. CDFI’s impact goes beyond targeted populations and geographies; they are a catalyst for the democratization of capital and credit.

Project Name: Business Recruitment Package

Plan Schedule: Near-Term (2018-2020)

Targeted Blight Factors:

Comprehensive Plan Consistency:

Future Land Use Objective 2.2
Future Land Use Policies 1.1.19, 1.1.24, 2.2.5, and 3.2.29



Defective or Inadequate Street Layout



Faulty Lot Layout



Deterioration of Site or Other Improvements



Falling Aggregate Assessed Property Values



High Incidence of Crime



Governmentally-Owned Property with Adverse Environmental Conditions

Now that a market analysis has been completed, the Office of Economic Development could utilize CRA funds to develop business recruitment materials that showcase market potentials. Recruitment materials can be a useful tool to attract business investment to the CRA. Business investment could include new or expanded retail, services, restaurants, housing, offices and other uses. These materials can also serve business retention and expansion efforts. These business recruitment materials should be developed as web-based programs and thus lend greater affordability and wider distribution.

The following types of market and economic data should be included in business recruitment materials. The objective should be concise information that provides the most useful data necessary to support sound business decision making.

- **Demographics** are the cornerstone of any business recruitment effort and can vary from very basic to highly specialized. At minimum, this section should include general population makeup (age, gender, race, income, etc.) but should also include information such as spending potential.
- **General Market Data** (i.e., housing market, employment) could be considered a subset of demographics, but is important enough to stand on its own. This section should include data on the housing market, employment rates, existing business mix, current investment rates and tourism information. It could also include circulation information such as traffic counts and pedestrian foot traffic numbers.
- **Current and Planned Projects** When considering a community, developers and investors often review current development trends to evaluate future potential. A major key trend considers ongoing and planned development projects. Relevant information on this topic should include the project location, intended use, size (gross square feet) and if necessary a projected completion date. This section could also include market absorption rates and estimates of current square feet per use. The most effective method to present this information is in map format.
- **Business Basics / Startup Information** is extremely useful to both potential and existing businesses. The information should include information on zoning and land use regulations, contact information for relevant businesses/agencies (i.e., gas & electric hook ups), tax rates, and any special features of the community. This section should also include information on available financial incentives, grants and loans.

Mid-Term Recommendations (2021-2027)

These redevelopment initiatives seek the highest and best uses of the property within the CRA; however, the array of permissible improvements is not limited to only those listed below. In the event future private investment seeks to address one or more blight factors through a project not described herein, nothing contained in this Plan Update shall prohibit the project so long as the Community Redevelopment Agency and its support staff concur that such actions are consistent with the Renewed Vision and strategic objectives contained in this Plan Update.

1. Encourage redevelopment of Soutel Place Opportunity Site G to aggressively pursue and attract mixed-use and/or neighborhood commercial centers/clusters to recapture sales leakage.
2. Encourage redevelopment of New Kings Opportunity Site A to construct a warehouse and distribution/logistics facility visible from Interstate 295 or a start-up or other potential companies to relocate, customize, and/or expand operations.
3. Encourage redevelopment of Old Kings Opportunity Site F to construct neighborhood commercial that takes advantage of enormous passerby traffic.
4. Encourage redevelopment of Soutel Place Opportunity Site H to construct conventional medium density residential neighborhood or an Assisted Living Community between church and Lonnie Miller Regional Park.
5. Encourage strategically located mixed use and infill developments to promote land use diversity.
6. Evaluate curb cuts, access points, traffic signalization, and street alignment to promote ease of movement.
7. Identify enhancements in the form of public art created by local artists.
8. Establish matching Commercial Facade Improvement Program for commercial/retail building façade improvements, signage, and landscaping projects that meet specific criteria.
9. Provide and maintain wireless internet service access points at Legends Center, Lincoln Villa Senior Center, and Opportunity Sites.
10. Increase police visibility within the CRA by initiating partnerships with JSO to generate support and participation in local anti-crime programs and improve public relations with JSO through consistent and constant relationship community policing.
11. Incorporate Crime Prevention Through Environmental Design (“CPTED”) Standards in the design of public and private projects.
12. Partner with JTA to create safe, attractive, and pedestrian-friendly corridors.

All items listed throughout the Action Plan are interchangeable and may move from one time period to another based upon funding, relevance, appropriateness and impact.

Project Name: Soutel Place Opportunity Sites G and H

Plan Schedule: Mid-Term (2021-2027)

Targeted Blight Factors:

Comprehensive Plan Consistency:

- Future Land Use Objective 3.4
- Future Land Use Policies 1.1.5, 1.1.11, 1.1.13, 1.1.24, 1.3.6, 3.1.1, 3.2.6 and 3.2.10
- Recreation & Open Space Policy 2.2.5
- Transportation Policy 4.1.5
- Housing Policies 1.2.14 and 1.3.1



There appears to be several undeveloped parcels that could be made available and located adjacent to stable, attractive residential neighborhoods. These locations could potentially be developed with single-family detached residential and selected locations at crossroads could potentially include mixed-use residential/commercial infill uses to provide additional new housing, particularly with a varied mix of product to accommodate aging-in-place units, independent and/or assisted living units and the like. The Plan Update recommends clustering and intensifying development densities at the key intersection of Soutel Drive and Moncrief Road through mixed-use infill, development of unused or underutilized sites and/or other pedestrian-scaled parcels along these key roadways

- **Sites G and H** are ideal for selected infill, mixed-use buildings, small-scale retail, unique dining establishments, all with a strong pedestrian orientation.
- The future land use designation of Site G is Commercial General Commercial and will allow all types of commercial and office uses. It is approximately 9.88 acres, mostly vacant, zoned commercial, no apparent wetlands, with a Walgreens situated along the southern perimeter of the parcel. There is enough vacant property for a mixed-use, pedestrian-oriented commercial center that would allow the Agency to aggressively pursue and attract neighborhood commercial uses and recapture sales leakage.
- The future land use designation of Site H is Medium Density Residential and will allow up to 15 dwelling units per acre. It is approximately 7.13 acres owned by the church that is situated at the southern extent of the parcel. An ALF could be developed by the church through a partnership with a private-sector ALF developer or through a land sale with use restrictions. Conventional multi-family dwellings or an Assisted Living Facility would be most compatible between the existing sanctuary and Lonnie Miller Regional Park with strong pedestrian and transit connections to the rest of the CRA and beyond.



Project Name: New Kings Opportunity Site A

Plan Schedule: Mid-Term (2021-2027)

Targeted Blight Factors:

Comprehensive Plan Consistency:

- Future Land Use Objective 2.2
- Future Land Use Policies 1.1.5, 1.1.11, 1.1.24, 3.2.14, and 3.2.29
- Transportation Policies 4.1.5 and 7.2.3



Site A is approximately 18.16 acres suitable for a speculative warehouse/distribution project, possibly sponsored by the City of Jacksonville. It is part of the Trout River Blvd Planned Unit Development (Ordinance 2004-554-E) which permits wholesaling, warehousing, storage or distribution establishments by right. Light manufacturing and packaging would require approval of a zoning exception by the Planning Commission. The site has isolated wetlands, interstate visibility, and access from Trout River Boulevard.



Project Name: Soutel Place Opportunity Site F

Plan Schedule: Mid-Term (2021-2027)

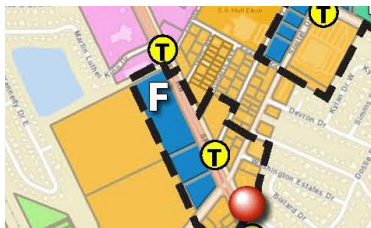
Targeted Blight Factors:

Comprehensive Plan Consistency:

- Future Land Use Objective 2.2
- Future Land Use Policies 1.1.5, 1.1.11, 1.1.24, 1.3.8, and 3.2.6
- Housing Policy 1.2.14



Neighborhood-scale commercial incorporated with public realm beautification at the key intersection should be focused on strengthening linkages to surrounding residential neighborhoods. **Site F** has excellent frontage along Old Kings Road. The frontage is dry, deep enough for new development of neighborhood commercial uses, zoned residential and commercial. The rear of property (majority of parcel) will remain undeveloped wetlands providing ample buffering from adjacent residential dwellings. Site benefits from a tremendous amount of existing pass by-traffic that new commercial uses can capture for the CRA.



Project Name: Commercial Façade Improvement Program

Plan Schedule: Mid -Term (2021-2027)

Targeted Blight Factors:

Comprehensive Plan Consistency:

- Future Land Use Objective 2.2
- Future Land Use Policies 2.2.5 and 2.2.6
- Transportation Policy 4.1.5



Defective or Inadequate Street Layout



Faulty Lot Layout



Deterioration of Site or Other Improvements



Falling Aggregate Assessed Property Values



High Incidence of Crime



Governmentally-Owned Property with Adverse Environmental Conditions

Incentive programs that support and improve the CRA market and tax base remain important for the years ahead. Façade and building improvement programs will become important to maintaining and improving the character of KingSoutel Crossing as a whole.

The purpose of the Commercial Façade Improvement Program is to encourage commercial property owners to upgrade their properties by improving the external appearance of their businesses. This, in turn, should contribute to the overall goal of eliminating blight in the CRA by enhancing the appearance and condition of commercial structures in the CRA. The program is intended to encourage additional private investment and to provide an attractive environment for business activity and growth.

Commercial properties within the CRA may qualify for up to \$10,000 of CRA funding, given Trust Fund availability, with a 50 percent match for approved exterior improvements. The grant is a matching, reimbursable grant providing commercial property owners/tenants with a more visually appealing property. Eligible improvements could include:

- Painting
- Shutters
- Awnings/canopies
- Decorative exterior façade improvements
- Exterior doors and windows
- Landscaping around building
- Irrigation
- Parking lot repaving, resealing, restriping
- Exterior lighting
- Patio deck connecting to the building
- Exterior wall repairs stucco, brick or wood repairs and replacement
- ADA improvements
- Signage
- Fencing excluding chain link, barbed wire and wood panels
- Demolition of structure and sodding of vacant property

Based on the City's existing Distressed Properties Façade Grant Program, the Agency may wish to design a similar program with performance standards for the CRA.

Project Name: Implement CPTED Standards

Plan Schedule: Mid-Term (2021-2027)

Targeted Blight Factors:

Comprehensive Plan Consistency:

Future Land Use Objectives 2.2 and 3.4
Transportation Policy 6.5.1



Defective or Inadequate Street Layout



Faulty Lot Layout



Deterioration of Site or Other Improvements



Falling Aggregate Assessed Property Values



High Incidence of Crime

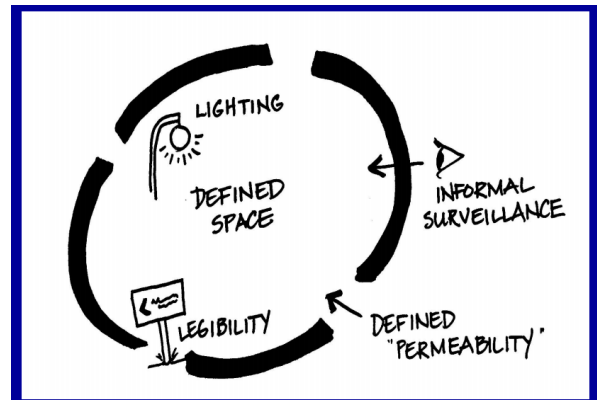


Governmentally-Owned Property with Adverse Environmental Conditions

Crime Prevention Through Environmental Design (“CPTED”) is defined as “the proper design and effective use of the built environment that can lead to a reduction in the fear and incidence of crime and an improvement in the quality of life.” CPTED addresses crime problems through controlling the environment. The goal of CPTED is to reduce opportunities for crime that may be inherent in the design of structures or in the construct of neighborhoods. The goal is accomplished through the involvement of CPTED-trained law enforcement officers in the planning, development, and design review of community projects.

If applicable, eligibility and procedural requirements are met, the CRA could develop a program to help fund a portion of the cost of the installation of security measures approved through a CPTED inspection by the Jacksonville Sheriff’s Office. Only one (1) CPTED provision grant will be considered per owner. Quotes will be required for the costs of materials and installation of CPTED measures being considered for reimbursement. Permitting fees will not be reimbursed by the CRA.

1. Informal Surveillance: The placement and design of physical features to maximize visibility. This includes building orientation, windows, entrances and exits, parking lots, walkways, guard gates, landscape trees and shrubs, fences or walls, signage and any other physical obstruction.
2. Natural Access Control: The use of sidewalks, pavement, lighting and landscaping to clearly guide the public to and from entrances and exits. The use of fences, walls or landscaping to prevent and/or discourage public access to or from dark and/or unmonitored areas is also effective.
3. Territorial Reinforcement: The use of pavement treatments, landscaping, art, signage, screening and fences to define and outline ownership or property.



Project Name: Support Business through Innovation and Programming

Plan Schedule: Mid -Term (2021-2027)

Targeted Blight Factors:

Comprehensive Plan Consistency:

Future Land Use Objective 2.2
Future Land Use Policies 1.1.19, 1.1.23, 1.1.24
and 3.2.11
Housing Policy 1.2.14



Defective or Inadequate Street Layout



Faulty Lot Layout



Deterioration of Site or Other Improvements



Falling Aggregate Assessed Property Values



High Incidence of Crime



Governmentally-Owned Property with Adverse Environmental Conditions

As competition for the knowledge-based workforce intensifies, communities supporting art and culture programs recognize its importance as part of the overall economic strategy. The creative workforce is drawn to environments that support a variety of programs and facilities enhancing the quality of life. Innovation and programming can have multiple levels of benefits for the local businesses and residents. One example would be an “Economic Garden” to grow locally owned businesses through education, technology investments and transfers. Supporting area education in conjunction with business sponsors could prove beneficial. An incubator program could also include partnerships with UF Health, Cardinal Health, or other established businesses in the CRA.

Project Name: JTA Coordination and Support

Plan Schedule: Mid-Term (2021-2027)

Targeted Blight Factors:

Comprehensive Plan Consistency:

- Future Land Use Objectives 1.3 and 2.2
- Future Land Use Policy 3.4.5
- Transportation Policies 6.5.1 and 11.1.1
- Transportation Objective 10.6



Another element of community connectivity that needs to be considered is engaging with the Jacksonville Transportation Authority to support their efforts to enhance multi-modal transit corridors, generally identified as areas that contain alternative modes of transportation such as bus terminals/stops. Areas with higher densities and intensities promote the use of public transit and modal choice through transit-oriented development (“TOD”) and design standards. The Agency should encourage new development around the Transit Hub located within the Soutel Place Character District. The Agency could require TOD design principles be incorporated to permit increased densities and intensities. By cooperating with JTA’s efforts, the Agency will be able to balance the placement of employment and residential use in proximity to the transit system.

The Agency could encourage increased transit service to ensure employees, residents, and visitors have a method of transportation to reach activity centers and opportunity areas. Redevelopment initiatives may include, but not be limited to:

1. Encourage communication and partnership with JTA regarding high-quality transportation design, safe and accessible streets for all users, and making facilities efficient and direct.
2. Participate in JTA studies within the CRA to develop context sensitive street design to better accommodate the needs of all modes, including pedestrians, bicyclists, vehicles and transit.
3. Support the creation of green, pedestrian-oriented streets to create inviting connections between businesses, parks, and destinations.
4. Improve and increase public transportation access and route availability through coordination with the Jacksonville Transportation Authority on alternative transportation modes to improve connectivity of transit facilities and routes to better serve the CRA.
5. Review established transit stops, defined routes and connections with local attractions to support economic and social interest in the CRA.
6. Investigate public-private partnerships to improve transit stops with shelters, benches, art, or other features that enhance the experience of the CRA.
7. Provide spaces for bike facilities/bike parking.



Long-Term Recommendations (2028-2038)

These redevelopment initiatives seek the highest and best uses of the property within the CRA; however, the array of permissible improvements is not limited to only those listed below. In the event future private investment seeks to address one or more blight factors through a project not described herein, nothing contained in this Plan Update shall prohibit the project so long as the Community Redevelopment Agency and its support staff concur that such actions are consistent with the Renewed Vision and strategic objectives contained in this Plan Update.

1. Encourage public realm improvements such as a landscaping and streetscaping program to design and install improvements including landscape materials, lighting, benches, trash receptacles and install distinctive entry monuments or boundary markers.
2. Fund a reimbursable matching grant program to assist existing businesses to improve the appearance of their properties.
3. Create plazas and open spaces at visual termini with art, amenities and strong focal point features such as fountains or sculptures.
4. Seek grants to assist in the cleanup of Lonnie C. Miller Regional Park.
5. Improve and maintain streetscapes and park spaces.
6. Implement an enhanced wayfinding program as detailed in the original (2008) Redevelopment Plan.
7. If warranted, obtain brownfield designation to provide financial assistance to developer(s) cover costs associated with redevelopment of contaminated properties.

All items listed throughout the Action Plan are interchangeable and may move from one time period to another based upon funding, relevance, appropriateness and impact.

Project Name: Encourage Public Realm Improvements

Plan Schedule: Long-Term (2028-2038)

Targeted Blight Factors:

Comprehensive Plan Consistency:

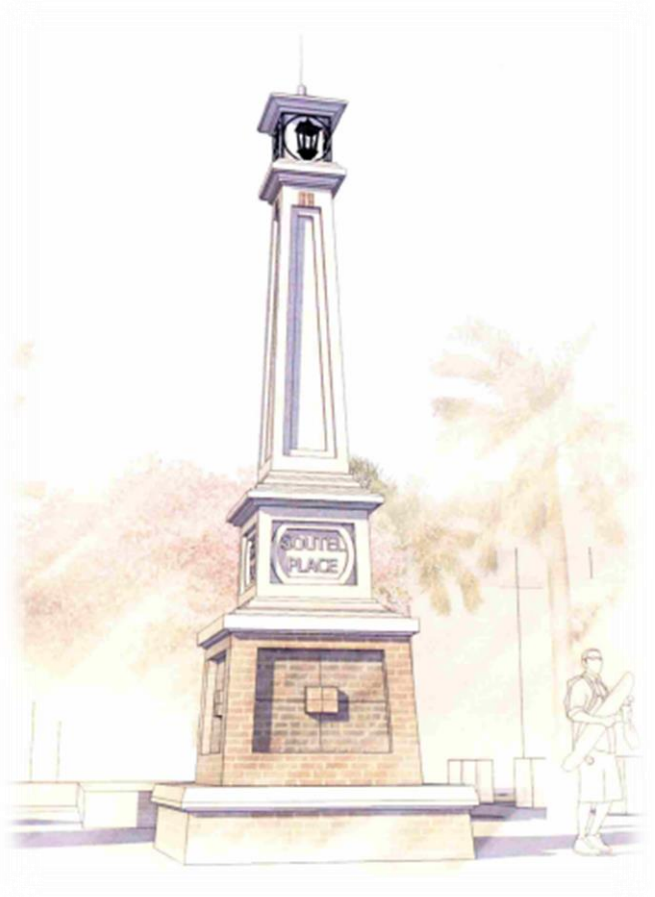
- Future Land Use Objective 2.2
- Future Land Use Policies 1.2.1, 3.4.5, 6.3.2, and 6.3.4
- Recreation & Open Space Objective 1.3
- Transportation Policies 2.1.5, 10.5.8, and 10.5.12
- Housing Policy 1.11.2



A key element of attracting new development to the CRA is improving the investment image of the community through the implementation of key public realm improvement projects. The public realm is essentially where people experience their community, therefore, investments should be directed to enhance these areas through expenditures in capital infrastructure. These projects may include, but not be limited to:

- Pedestrian safety improvements (i.e., sidewalks, pedestrian crossings, traffic calming measures)
- Stormwater
- Streets and roadway facilities (i.e., improving unpaved,/substandard roads and rights-of-way)
- Sanitary sewer installation (i.e., removal of septic tanks, install force mains)
- Utility infrastructure upgrades
- Streetscape renewal and beautification
- Additional gateway enhancement
- Traffic flow and access interconnectivity of walkways
- Cleanup projects
- Enhancements to the open space and network of parks
- Ensure that long-term agreements are in place to maintain streetscape improvements

Gateways are important in creating identity, brand, and style. The CRA should have signature gateway entrances that are artistically designed at appropriate scales, these identifiers can be wayfinding icons and boundary-defining elements that give ownership to both larger areas and specific sites.



Project Name: KSC Business Enhancement Grant Program

Plan Schedule: Long-Term (2028-2038)

Targeted Blight Factors:

Comprehensive Plan Consistency:

Future Land Use Objective 2.2
Future Land Use Policies 1.1.19, 1.1.23, 1.1.24 and 2.2.5
Transportation Policy 7.2.3



Defective or Inadequate Street Layout



Faulty Lot Layout



Deterioration of Site or Other Improvements



Falling Aggregate Assessed Property Values



High Incidence of Crime



Governmentally-Owned Property with Adverse Environmental Conditions

The Community Redevelopment Agency should encourage property owners to reinvest and remove potential impediments to redevelopment in the CRA. The Agency should work with businesses and property owners to improve the look and occupancy levels of commercial and light industrial properties. The success of many great commercial corridors has much to do with its continuity of retail and urban form. This continuity increases the retail interest in a street, provides a heightened degree of liveliness, color, movement, and energy, and provides the necessary synergy among retailers that ultimately results in greater sales and interest from additional retailers. The specific goals for the Program are:

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

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

Project Name: Lonnie Miller Regional Park Improvements

Plan Schedule: Long -Term (2028-2038)

Targeted Blight Factors:

Comprehensive Plan Consistency:

- Future Land Use Objective 2.2
- Future Land Use Policies 1.1.19, 1.1.23, 2.2.13
6.3.2, and 6.3.8
- Transportation Policies 1.5.9 and 1.6.1
- Recreation & Open Space Objective 2.1
- Recreation & Open Space Policies 1.2.6, 3.1.3,
and 8.3.2



Provide assistance for brownfield remediation and site improvements necessary to redevelop properties that are either undeveloped or underdeveloped due to existing site conditions and constraints.

Open spaces that serve the needs of residents, employees, and visitors are important elements of any great community. Encourage wider pedestrian experience throughout Lonnie C. Miller Regional Park to increase safety, comfort, and connectivity through improvements. Additional improvements to the regional park may include benches, lighting, parking areas, picnic pavilions, permanent chess boards and seating.



Project Name: Improve and Maintain Streetscapes and Park Spaces

Plan Schedule: Long-Term (2028-2038)

Targeted Blight Factors:

Comprehensive Plan Consistency:

- Future Land Use Objective 2.2
- Future Land Use Policies 1.2.1, 3.4.5, 6.3.2
- Transportation Policies 10.5.8 and 10.5.12
- Housing Policy 1.4.1
- Recreation & Open Space Objective 1.3
- Recreation & Open Space Policy 3.1.3



Implementing streetscape improvements adds to a quality “sense of place”. The aesthetic enhancements are not only pleasing and make people feel comfortable in the CRA, but it increases an area’s walkability and appeal for pedestrians. This, in turn, improves customer accessibility to retailers, businesses, restaurants, and services. Thus, the investment in public streetscapes is an important element in supporting business recruitment and retention within the CRA.

Streetscape improvements can be one of the best ways to instill pride in the citizens. Streetscape projects are intended to beautify public rights-of-way, provide safe opportunities for pedestrian/bicycle travel, and provide upgrades of roadways and intersections. Beautification projects may include landscaping of medians and rights-of-way, undergrounding or relocation of utilities, decorative lighting, street furniture, and gateway features at its entrances. Other streetscape projects emphasize pedestrian/bicycle mobility and safety, such as construction of sidewalks/pedways, enhanced transit stops, and intersection improvements.

Effective planning and consideration is required to help revitalize, reenergize, and create enhanced streets.

1. Actively monitor the Florida Department of Transportation plans for New Kings Road (U.S. Highway 1) to incorporate Complete Streets and Context Sensitive Design practices and programs into all retrofits. *“Complete Streets” is a term used nationally to describe the transformation of vehicle-dominated thoroughfares in urban and suburban areas into community oriented streets that safely and conveniently accommodate all modes of travel, not just motorists.*
2. Identify areas programmed for infrastructure improvements with FDOT and the City, including water/wastewater, drainage, parking, traffic lights, sidewalks, landscaping, and new signage. Coordinate beautification/infrastructure projects in order to save time and material costs.
3. Develop a streetscape plan including site furnishings, lighting, landscaping, decorative pavers and signage. Prioritize the recommended improvements based on programmed plans in partnership with other agencies.
4. Integrate traffic calming techniques throughout the internal roadway system to enhance safety and facilitate a pedestrian/bicycle friendly environment. Traffic calming techniques may include the use of pavers or decorative concrete, raised pavement, roundabouts, or change of landscape treatment. In addition, the creation of pedestrian nodes at major intersections, mid-block crossings, and other locations will alleviate potential conflicts between vehicles, pedestrians, and bicyclists.
5. Underground utilities, where feasible, to protect property during natural disasters and increase visual appeal.
6. Add mast arm signal lighting at designated intersections to improve safety and continued use during storm events and to increase visual appeal.
7. Use of Crime Prevention Through Environmental Design (“CPTED”) design standards.

Project Name: Wayfinding Program

Plan Schedule: Long-Term (2028-2038)

Targeted Blight Factors:

Comprehensive Plan Consistency:

- Future Land Use Objective 2.2
- Future Land Use Policies 3.4.5 and 6.3.2
- Transportation Policy 2.1.5



The CRA is comprised of four distinct Character Districts, but no coordinated signage and wayfinding system has been implemented to help people locate destinations and move from one district to another. The implementation of a consistent, clean, and accurate system of wayfinding signs can better define points of interest and other destinations within the CRA, reinforcing each district's unique attributes and assisting both motorists and pedestrians in navigating through the area in a pleasant and easy way. These identifiers could not only provide improved directional information for both those in vehicles and pedestrians, but they also can become major elements of an improved public environment that add a sense of community ownership, color, and liveliness in the celebration and promotion of the public realm.

The combination of improved information for those residing in or visiting the CRA, a reinforcement of the special Character Districts and a heightened level of liveliness makes the improved wayfinding signage system one of the most useful and cost-effective implementation measures to move the Redevelopment Plan forward.

A unified signage and wayfinding program for the CRA was part of the 2008 Redevelopment Plan. The wayfinding program provides a general recommendation for an overall logo, design vocabulary, and color palette for each of the four Character Districts located within the CRA. The OED could utilize this approved signage and wayfinding system or build upon the work already done and seek design approval for another variation. The recommended project supports developing a dedicated brand identity with initiatives that improve connectivity and walkability.



Project Name: Participating in the Brownfields Program

Plan Schedule: Long-Term (2028-2038)

Targeted Blight Factors:

Comprehensive Plan Consistency:

- Future Land Use Objective 2.2
- Future Land Use Policies 1.1.19, 1.1.23, 2.2.6, 2.2.13
- Transportation Policies 1.5.9 and 1.6.1
- Housing Policy 1.4.7



Brownfields are defined as 'real property,' the expansion, redevelopment or reuse of which is complicated by the presence or potential presence of a hazardous substance, pollutant, or contaminant. Cleaning up and reinvesting in brownfields properties protects the environment, reduces blight, and takes development pressures off greenspaces and working lands.

The mission of the City's Brownfield Program is to develop a self-sustaining model program for the identification, assessment, remediation, and redevelopment of brownfield sites; to raise awareness of business owners, developers, landowners, and lenders regarding economic incentives and innovative financing mechanisms for redevelopment; to bring citizens, environmental regulatory agencies, consultants, developers, landowners, and lenders to the table to redevelop Brownfield sites; to promote community education and communication; and to assess and help resolve other barriers to urban redevelopment such as zoning and permitting criteria, level of trained workers, crime, etc.

Umbrella Recommendations

While this Plan Update identifies certain specific projects and programs to implement the redevelopment of the CRA, it cannot foresee all the possible challenges and opportunities for redevelopment that will come forward over the lifespan of the CRA. Therefore the Plan Update includes a list of broad categories of redevelopment activities, or “umbrellas”, that the Community Redevelopment Agency may undertake per the Community Redevelopment Act’s purview, and on which the Agency may allocate the Redevelopment Trust Fund towards where appropriate. It is anticipated that the funding for these projects could include the entire project process such as the planning, design, construction, and possibly maintenance of improvements.

Project Name: Economic Development

Plan Schedule: Any Time

Targeted Blight Factors:

Comprehensive Plan Consistency:

- Future Land Use Objective 2.2
- Future Land Use Policy 2.3.5
- Transportation Policies 1.5.9 and 1.6.1
- Housing Policy 1.4.7



It is not possible to predict all manner of programs or projects that might be needed during the implementation of the Redevelopment Plan. Therefore while specific programs and initiatives are listed in the Plan Update, the Agency may develop additional programs and support additional projects in the future to spur economic development. A key component required for successful redevelopment is to increase the amount of residents and businesses within the CRA’s Trade Area by providing the base market for proposed housing, hospitality (e.g. hotel, restaurants), entertainment, retail and other commercial projects. The Plan Update recommends that the Agency pursue activities that support multi-family housing, office/retail development, and other commercial projects that spur economic development within the CRA; and any additional programs and supporting roles for additional projects in the future to spur residential and commercial development in KingSoutel Crossing community.

Equally important is the industrial sector of the KingSoutel Crossing community. The accessibility, available lands, and need are present. However, the infrastructure such as water, sewer, and roadway improvements are critical to the future expansion and viability of the industrial areas. Given the large expense that these types of improvements carry with them, it is important to collaborate with JEA and FDOT, along with any potential layered funding and partnerships that may assist in the successful implementation of infrastructure improvements.

Project Name: Culture, Arts, and Education

Plan Schedule: Any Time

Targeted Blight Factors:

Comprehensive Plan Consistency:

- Future Land Use Objective 2.2
- Future Land Use Policy 2.3.5
- Transportation Policies 1.5.9 and 1.6.1
- Housing Policy 1.4.7



Cultural projects and spaces, the arts, and education enhance the experience of being and going into this community. Encouraging and supporting these activities creates an improved perception of northwest Jacksonville and makes the experience of visitors better. This in turn stimulates the redevelopment area’s housing and retail markets, which further enhances the area’s revitalization. The Agency may seek to provide support to cultural, artistic, educational, civic, and park and open space programming projects that promote the community and which draw attention and people to the CRA. **Note: Look to existing City, Regional, and State existing programs to draw from for resources and assistance.**

Project Name: Low Impact Development (“LID”)

Plan Schedule: Any Time

Targeted Blight Factors:

Comprehensive Plan Consistency:

- Future Land Use Objectives 1.2 and 2.2
- Future Land Use Policies 1.1.16 and 1.1.17
- Transportation Policy 10.5.4
- Infrastructure Policies 1.1.7 and 1.6.6



LID is an innovative approach to stormwater management that incorporates various land planning and design practices to reduce impact to water quality from urban development. In general, the LID approach includes practices that:

- Encourage preservation of natural resources;
- Allow development in a manner that helps mitigate potential environmental impacts;
- Reduce cost of stormwater management systems;
- Use a host of integrated management practices to reduce runoff; and
- Reduce pollutants into the environment.

The basic LID principle is to manage rainfall at the source using uniformly distributed decentralized micro-scale controls. LID’s goal is to mimic a site’s predevelopment hydrology by using design techniques that infiltrate, filter, store, evaporate, and detain runoff close to its source. Techniques are based on the premise that stormwater management should not be seen as stormwater disposal. As an alternative to conveying, managing, and treating stormwater in large, costly end-of-pipe facilities located at the bottom of drainage areas, LID addresses stormwater through small, cost-effective landscape features. These landscape features, known as Integrated Management Practices (“IMPs”), are the building blocks of LID. Almost all components of the urban environment have the potential to serve as an IMP. These components can include open space, rooftops, streetscapes, parking lots, sidewalks, and medians. LID is a versatile approach that can be applied equally well to new development, urban retrofits, and redevelopment projects within the CRA.

The Plan Update encourages basic LID and Exfiltration System components within new infrastructure projects and/or retrofitting of existing areas. These types of improvements will further the community’s water quality and foster overall improvements in the master stormwater system.

1. Repair and upgrade existing stormwater and drainage facilities identified in the City’s Stormwater Master Plan.
2. Coordinate the repair or construction of infrastructure improvements concurrent with roadway construction and repaving activities (i.e., drainage structures, underground overhead utilities, etc.)
3. Design retention and stormwater management features as amenities to the CRA to provide positive aesthetics and function to community open space and serve as assets for joint use and enjoyment by the public through open space and design enhancements.
4. In collaboration with the St. Johns River Water Management District, explore creation of a program that provides a mechanism for stormwater credits for site plans that include LID standards.
5. Provide shared infrastructure facilities necessary to developer undersized/odd-shaped lots. Optimization of stormwater treatment facilities that can support redevelopment of properties within the CRA at a higher and better use as opposed to individual site stormwater facilities.

Project Name: Community Health

Plan Schedule: Any Time

Targeted Blight Factors:

Comprehensive Plan Consistency:

Future Land Use Objective 2.2
 Future Land Use Policies 3.1.2 3.2.5, and 3.2.6
 Transportation Policies 4.1.5 and 10.5.12
 Recreation & Open Space Policies 1.2.6, 1.3.1,
 and 6.1.4



Modern urban development includes an aspect of promoting and supporting physical activity, clean and safe open spaces, improved dietary choices, safe and clean housing, water and sewer, pedestrian and bicycle lanes and trails, lighting, code enforcement, community policing, and an overarching desire to improve the health of people living in urban areas. This focus on community health has shifted some of the design and development aspects of housing, open space, streetscapes, mobility, and even retail development within cities. The redevelopment of the CRA needs to address these community health concerns when evaluating projects, programs, and the overall direction the redevelopment activities are taking. The Agency cannot foresee the myriad of methods in which community health in KingSoutel Crossing can be improved. Therefore the Agency may seek to implement development programs that support improving community health, as well as projects or programs which are known to improve community health outcomes. **Note: Look to existing programs provided by the Health Council of Northeast Florida for further programs and assistance.**

Project Name: Utilities

Plan Schedule: Any Time

Targeted Blight Factors:

Comprehensive Plan Consistency:

Future Land Use Objectives 1.2 and 2.2
 Future Land Use Policies 1.2.1 and 2.2.2
 Infrastructure Policies 1.1.7 and 1.6.6
 Housing Objective 1.11



The ability to connect to public infrastructure and utilities is a key factor in site selection for private investors and businesses to either expand and/or relocate to an area. The availability of utilities, including water and wastewater, is generally reviewed when determining a community's economic strengths and weaknesses for attracting and retaining job-generating, revenue producing businesses, and industries. Utility services can promote and facilitate the development and reuse of existing properties within a community and the Agency can assist in their funding, upgrade, and construction. Just like other pieces of the aging infrastructure system, the utility system is a candidate to facilitate redevelopment. Additional infrastructure and utilities also include the presence and availability of communication/internet access, street lighting, and energy services.

1. Provide necessary public facilities at acceptable levels of service future needs as proposed development occurs within an Opportunity Site.
2. Identify areas for combined projects that include infrastructure and beautification improvements, including water/wastewater, drainage, parking, traffic lights, sidewalks, landscaping, and new signage.
3. Overhead electric utility lines should be placed underground wherever feasible. Any above ground structures, such as water tanks or transformer boxes that must remain, should be located and treated in a manner that is safe and aesthetically pleasing.
4. Infrastructure improvements such as stormwater, wastewater, and potable water make properties more amendable to development. The Agency may undertake infrastructure improvements in partnership with private entities, if determined improving the infrastructure of certain properties is beneficial to the CRA for housing revitalization and blight mitigation.

Management Procedures

The KingSoutel Crossing Community Redevelopment Agency (the “Agency”) is authorized to recommend to the City Council as the governing body to enter into Development Agreements with owners of real property located within the boundaries of the CRA. Owners shall have the opportunity to submit proposals to implement development activities on property they own or control. The Agency is authorized to recommend the City Council as the governing body consider all required proposals submitted including plan specifications, financial and legal ability, time schedules, terms and conditions, and any other information. The Council may accept any such proposals deemed to be in the public interest in furthering the purpose of the Plan Update and the Comprehensive Plan with all applicable development regulations.

Development Agreement Procedures

The Agency is authorized to recommend to the City Council as the governing body to issue Requests for Proposal (“RFP”) for redevelopment projects and/or enter into Development Agreements with a developer to specify the terms, conditions, and schedules controlling private development that will provide the tax increment necessary to fund or assist in funding the CRA Improvements as well as the funding and scheduling of such public improvements. If acquisition of ownership or any other interest in real property is contemplated, the Agency shall advertise and issue a RFP for a Redevelopment Project for the area to be redeveloped/developed meeting all the public notice requirements. Upon adequate investigation of all proposals, the agency may negotiate with any and all or no parties involved and may accept such proposal as the agency deemed to be in the public’s interest and in furthering of the purpose of the Plan Update.

Once a Disposition and Development Agreement is recommended for approval by the City Council, the Council is authorized to transfer ownership or any other interest in any real property by sale, lease, exchange or any other legal means. The transfer of real property or interest therein may be to any private or public entity.

Disposition and Development Documents

The City Council shall reserve such powers and controls through disposition and development documents with purchasers and lessees as may be necessary to prevent transfer, retention, or use of property for speculative purposes, and to insure that development begins within a reasonable period of time.

To provide adequate safeguards that the provisions of this Plan Update or its Amendments will be carried out, all real property sold, leased, or conveyed by the City Council as the governing body as well as all property subject to owner participation agreements, shall be made subject to the provisions of this plan by lease, deeds, contracts, agreements restrictions, or other means.

The leases, deeds, contracts, or other forms of agreement may contain restrictions, covenants running with the land, rights or reverter, conditions subsequent, equitable servitude, or any other provisions necessary to carry out this Plan Update.

Powers and Responsibilities

Florida's Community Redevelopment Act sets forth the powers, responsibilities and duties of a Community Redevelopment Agency. The Agency shall have all powers available to it under the Act, as may be amended, to carry out this plan to the extent not limited by this Plan Update and the City Council.

Additionally, the Agency and its designated staff, the Office of Economic Development, will be responsible for the following functions:

- Provide continuous planning services to the redevelopment program.
- Administer the Redevelopment Program.
- Supervise/monitor the design, permitting, financing, and development of CRA Improvements to reduce or eliminate blight.
- Prepare budgets for operating and capital expenses.
- Negotiate and recommend Development Agreements.
- Reviewing and approving private development proposals in accordance with the Plan Update.
- Coordinating redevelopment activities with all public agencies and departments of the City.
- Developing and supervising promotional and marketing programs.

Consistency with Other Plans and Regulations

All development activities carried out within the community redevelopment area shall be developed in conformance with the Sherwood Forest/Lincoln Villas Neighborhood Action Plan and the City's Comprehensive Plan as exist now or one amended from time to time. Projects located in the community redevelopment area shall be developed in conformance with the City's land development regulations as may be amended from time to time.

Modifications to the Redevelopment Plan

The original Redevelopment Plan (2008) and the Plan Update (2017) were adopted by ordinance by the Jacksonville City Council. From time to time, modifications may be made to the Plan Update in the form of any Amendment(s) shall be approved by the City Council following the required prior advertised public hearing in accordance with Florida's Community Redevelopment Act (Section 163.631, F.S.).

Severability

If any provisions, sections, section, clause, or phase of the Plan Update is, for any reason, held to be invalid or unconstitutional, such decision shall not affect the validity of the remaining portion or portions of this Plan Update.

Project Close Out

Following the completion of the CRA Improvements and the maturity, payment or defeasance of all financial obligations for the CRA Improvements, the Agency's responsibility for the CRA shall cease.

V. Statutory Compliance

According to the Community Redevelopment Act, Section 163.360 and 163.362, Florida Statutes every community redevelopment plan must contain specific information relevant to its particular redevelopment initiative. This section addresses the specific statutory requirements as they relate to the preparation and adoption of community redevelopment plans and updates thereto. Provided below is a brief synopsis of each sub-section requirement from Sections 163.360 and 163.362, along with a brief description of how the Plan Update and adoption process meet those requirements.

Duration of Plan

The redevelopment provisions, controls, restrictions and covenants of the Plan Update shall serve as a guide for the future redevelopment activities in the CRA through December 31, 2038. Should In the event the need arise for more time to implement the recommendations of this Plan Update, the KingSoutel Crossing Community Redevelopment Agency has the ability to extend the lifespan of the CRA another ten years pursuant to Section 163.362(10), F.S. Pursuant to Section 163.387(2)(a), Florida Statutes, the taxing authority (City of Jacksonville) shall make the annual appropriation.

Consistency with Community Redevelopment Act

Section 163.360, F.S.	
<p>(1) Determination of Slum or Blight by Resolution</p> <p>This section requires that a local governing body determine by resolution that an area has been determined to be a slum or blighted area before a redevelopment area can be established.</p>	<p>The Jacksonville City Council established a “Finding of Necessity” for the Soutel/Moncrief Retail Redevelopment Area on May 9, 2006 (Resolution 2006-357-A). Subsequently, the City expanded the potential redevelopment area and established a “Finding of Necessity” for the New Kings Road/Soutel/Pritchard Road Corridor Area on July 24, 2007 (Resolution 2007-726-A).</p> <p>In pursuit of addressing compounding issues associated with the area, on November 10, 2008 the City Council modified the boundary of the Soutel/Moncrief Retail Redevelopment Area to include additional land, the New Kings Road/Soutel/Pritchard Road Corridor Area (Ordinance 2008-919-E), thereby modifying the community redevelopment plan renaming it the KingSoutel Crossing Community Redevelopment Area.</p>
<p>(2)(a) Conformance with the Comprehensive Plan</p> <p>The local planning agency is charged with determining that the updated KingSoutel Crossing Community Redevelopment Plan is in conformance with the adopted Comprehensive Plan.</p>	<p>The Jacksonville Planning Commission, serving in their capacity as the City’s local planning agency, affirmed the Plan Update’s conformance with the City’s 2030 Comprehensive Plan.</p>
<p>(2)(b) Completeness</p> <p>This section requires that the redevelopment plan be sufficiently complete to indicate such land acquisition, demolition and removal of structures, redevelopment, improvements, and rehabilitation as may be proposed to be carried out in the community redevelopment area; zoning and planning changes, if any; land uses; maximum densities; and building requirements.</p>	<p>These are addressed throughout the redevelopment plan and specifically in the strategic objectives and Action Plan.</p>

Section 163.360, F.S.	
<p>(2)(c) Development of Affordable Housing</p> <p>This section requires the redevelopment plan to provide for the development of affordable housing in the area, or state the reasons for not addressing in the plan the development of affordable housing in the area.</p>	<p>The Plan Update anticipates the need to maintain and provide affordable housing within the community where it currently exists in the CRA. The Community Redevelopment Agency will coordinate with the City's Planning and Development Department to seek opportunities for the development of affordable housing and to increase awareness about the City's affordable housing programs such as down payment and closing cost assistance, home ownership counseling, and home rehabilitation programs.</p> <p>One purpose of the Plan Update is to encourage market rate housing in the CRA as one component of mixed-use development patterns designed to attract private investment. Currently, the area is in need of additional residential development and the Plan provides for opportunities to increase residential development, both affordable and market-rate housing. This Plan Update identifies strategies to promote new housing in the CRA.</p>
<p>(3) Community Policing Innovations</p> <p>The redevelopment plan may provide for the development and implementation of community policing procedures.</p>	<p>The Plan Update's Action Plan supports the use of innovation in community policing procedures.</p>
<p>(4) Plan Preparation and Submittal Requirements</p> <p>The Community Redevelopment Agency may prepare a Community Redevelopment Plan Update. Prior to considering this plan, the redevelopment agency will submit the plan to the local planning agency for review and recommendation as to its conformity with the comprehensive plan.</p>	<p>In 2016, the KingSoutel Crossing Community Redevelopment Agency enacted Resolution KSC/CRA-2016-03 appropriating funding and authorizing the preparation of this Community Redevelopment Plan Update. The Jacksonville Planning Commission, serving in their capacity as the City's local planning agency, affirmed the Plan Update's conformance with the City's 2030 Comprehensive Plan.</p>
<p>(5) Plan Approval</p> <p>The Community Redevelopment Agency will submit the Redevelopment Plan, along with written recommendations, to the governing body and each taxing authority operating within the boundaries of the redevelopment area.</p>	<p>The KingSoutel Community Redevelopment Agency will submit this Plan Update to the Jacksonville City Council for public hearings as outlined in subsection 6 below. Final City Council action is anticipated to occur in February 2018.</p>
<p>(6) Public Hearing</p> <p>The governing body shall hold a public hearing on the Community Redevelopment Plan after public notice by publication in a newspaper having a general circulation in the area of operation of the KingSoutel Crossing CRA.</p>	<p>Legislation for the approval of the updated Redevelopment Plan is anticipated to be introduced at the Jacksonville City Council on January 9, 2018 with second reading on January 23, 2018. Following City Council committee hearings February 6-8, 2018, a public hearing on the Plan Update will likely be held on February 13, 2018.</p>
<p>(7) Displacement of Families</p> <p>Following the public hearing described above, the Jacksonville City Council may approve the updated Redevelopment Plan if it finds that: (a) A feasible method exists for the location of families who will be displaced from the redevelopment area in decent, safe, and sanitary dwelling accommodations within their means and without undue hardship to such families;</p>	<p>The Plan Update does not propose any acquisition of residential lands by the public sector, therefore displacement and relocation of residents is not contemplated. Residential relocations are not currently contemplated by this Plan Update. In the event that existing or future KingSoutel Crossing CRA projects do require the relocation of residents, a relocation plan will be submitted as a component of the project package prior to official action on the project.</p>
<p>(b) The community redevelopment plan conforms to the general or comprehensive plan of the county or municipality as a whole;</p>	<p>The City of Jacksonville 2030 Comprehensive Plan is the long-range planning document for the City as mandated by Chapter 163, Part II, Florida Statutes. The Comprehensive Plan, as amended from time to time, has been found in compliance with State of Florida requirements. The Jacksonville Planning Commission, serving in their capacity as the City's local planning agency, affirmed the Plan Update's conformance with the City's 2030 Comprehensive Plan.</p>

Section 163.360, F.S.	
(c) The community redevelopment plan gives due consideration to the utilization of community policing procedures, and to the provision of adequate park and recreational areas and facilities that may be desirable for neighborhood improvement, with special consideration for the health, safety, and welfare of children residing in the general vicinity of the site covered by the Plan;	The Redevelopment Plan supports the use of innovation in community policing procedures. The Plan recommends improved collaboration opportunities and the financial support contained in the projects and programs section identified in the Action Plan.
(d) The community redevelopment plan will afford maximum opportunity, consistent with the sound needs of the county or municipality as a whole, for the rehabilitation or redevelopment of the community redevelopment area by private enterprise;	The need for, and role of, private enterprise and investment to ensure the successful rehabilitation or redevelopment of the KingSoutel Crossing CRA is described throughout the Plan Update.
(e) The community redevelopment plan and resulting revitalization and redevelopment for a coastal tourist area that is deteriorating and economically distressed will reduce or maintain evacuation time, as appropriate, and ensure protection of property against exposure to natural disasters.	Not Applicable. The CRA is not a coastal tourist area. The updated Redevelopment Plan does not promote any development activities that would damage or destroy coastal resources; and continue to protect human life and limit public expenditure in areas subject to destruction by natural disaster through the use of the Legends Center as a hurricane evacuation shelter.
(8)(a)(b) Land Acquisition	These sections of the statute establish requirements for the acquisition of vacant land for the purpose of developing residential and non-residential uses. The Plan Update supports future development of both residential and non-residential uses at various locations in the community redevelopment area.
(9) Full Force and Effect Upon approval by a governing body of a community redevelopment plan or any modification thereof, the plan and/or modification shall be deemed in full force and effect.	None, this subsection will apply once the City Council adopts the Plan Update, anticipated to be February 13, 2018.
(10) Need as a Result of Emergency Provides guidance for development of a redevelopment plan where an area has been designated as blighted as the result of an emergency under Chapter 252.34(3).	Not Applicable.

Section 163.362, F.S., Contents of the community redevelopment plan
Every community redevelopment plan shall:

<p>(1) Legal Description</p> <p>Contain a legal description of the boundaries of the community redevelopment area and the reasons for establishing such boundaries shown in the plan.</p>	<p>The legal description for the CRA is set forth in Ordinance 2018-____-E. The two (2) Finding of Necessity “Blight” Analyses, provided the basis for determining the boundary of the CRA. The analysis supported the Finding of Necessity conclusions that the area contains conditions of economic disuse.</p>
<p>(2) Show by Diagram and General Terms:</p> <p>(a) The approximate amount of open space to be provided and the street layout.</p>	<p>The Redevelopment Concept Plan Map illustrates the areas of open space and street layout. The Redevelopment Area is currently comprised of a mix of public and private developed and vacant land, which are identified and mapped by land use type in the Blight Studies referenced above. Future development within the Redevelopment Area will comply with the open space requirements of the City’s Comprehensive Plan which will cause the creation of significantly more open space.</p>
<p>(b) Limitations on the type, size, height, number, and proposed use of buildings.</p>	<p>The CRA is located within the KingSoutel Crossing Overlay (Sec. 656.399.51, Zoning Code) in which all commercial structures and development shall be designed in conformance with the “Jacksonville Design Guidelines and Best Practices Handbook”.</p>
<p>(c) The approximate number of dwelling units.</p>	<p>The CRA is primarily devoted to commercial uses. Future residential units may occur as components of vertically or horizontally integrated mixed-use projects or independent subdivisions or multi-family complexes. The Action Plan includes recommendations for new dwelling units, but residential growth is expected to occur predominantly within the neighborhoods surrounding the CRA.</p>
<p>(d) Such property as is intended for use as public parks, recreation areas, streets, public utilities, and public improvements of any nature.</p>	<p>The Redevelopment Concept Plan Map illustrates the recommended redevelopment uses and street improvements. The City’s Land Development Regulations and this Plan Update include design standards that will require pedestrian-friendly streetscapes and pedestrian plazas that are implemented through the development permitting process.</p>
<p>(3) Neighborhood Impact Element</p> <p>If the redevelopment area contains low or moderate income housing, contain a neighborhood impact element which describes in detail the impact of the redevelopment upon the residents of the redevelopment area and the surrounding areas in terms of relocation, traffic circulation, environmental quality, availability of community facilities and services, effect on school population, and other matters affecting the physical and social quality of the neighborhood.</p>	<p>A detailed Neighborhood Impact Element is included in this section immediately following this table.</p>
<p>(4) Publicly Funded Capital Projects</p> <p>Identify specifically any publicly funded capital projects to be undertaken within the community redevelopment area.</p>	<p>A list of publicly funded projects will be created each fiscal year as part of the annual budgeting process.</p>
<p>(5) and (6) Safeguards and Retention of Control</p> <p>Contain adequate safeguards that the work of redevelopment will be carried out pursuant to the plan. Provide for the retention of controls and the establishment of any restrictions or covenants running with land sold or leased for private use for such periods of time and under such conditions as the governing body deems necessary to effectuate the purposes of this part.</p>	<p>The Plan Update is the guiding document for future development, redevelopment, and ancillary programs, projects, and activities in and for the KingSoutel Crossing CRA. In order to assure that redevelopment will take place in conformance with the projects, goals and objectives expressed in this Plan Update, the KingSoutel Crossing Community Redevelopment Agency will utilize regulatory devices, instruments, and systems used by the City to permit development and redevelopment within its jurisdiction. These include but are not limited to the Comprehensive Plan, the Zoning Code, adopted design guidelines, City authorized development review, permitting and approval processes. Please see Section I for more safeguards and controls.</p>

Section 163.360, F.S.	
<p>(7) Assurance of Replacement Housing for Displaced Persons</p> <p>Provide assurances that there will be replacement housing for the relocation of persons temporarily or permanently displaced from housing facilities within the community redevelopment area.</p>	<p>While no relocation is specifically called for in this Plan Update, should any relocation be required as the result of implementing this Plan Update, the Community Redevelopment Agency will require adherence to relocation standards or other compensatory arrangements that meet or exceed City standards. The Agency will provide supportive services and equitable financial treatment to any individuals, families, and businesses subject to relocation.</p>
<p>(8) Element of Residential Use</p> <p>Provide an element of residential use in the redevelopment area if such use exists in the area prior to the adoption of the plan or if the plan is intended to remedy a shortage of housing affordable to residents of low or moderate income, including the elderly, or if the plan is not intended to remedy such shortage, the reasons therefore.</p>	<p>Residential uses are especially recommended as components of mixed-use “placemaking” projects. The Redevelopment Plan is not intended to remedy a shortage of affordable housing because a shortage does not currently exist. The efforts undertaken by the Agency, as described in the Plan Update, are intended to retain and enhance a high quality of residential use, particularly with regard to developing and maintaining sustainable neighborhoods. The establishment of a revitalized and expanded residential base within the CRA is essential to achieve a successful economic redevelopment program. Residents living within the CRA will comprise components of the workforce and the market, which will generate economic activity.</p>
<p>(9) Statement of Projected Costs</p> <p>Contain a detailed statement of the projected costs of the redevelopment, including the amount to be expended on publicly funded capital projects in the community redevelopment area and any indebtedness of the community redevelopment agency, the county, or the municipality proposed to be incurred for such redevelopment if such indebtedness is to be repaid with increment revenues.</p>	<p>Project costs and funding sources are described as components of the annual budgeting process. The projected costs will be dictated by the incremental revenues available. At this time, there are no plans to incur any debt with the CRA or the City for the redevelopment efforts</p>
<p>(10) Duration of Plan</p> <p>Provide a time certain for completing all redevelopment financed by increment revenues. Such time certain shall occur no later than 30 years after the fiscal year in which the plan is approved, adopted, or amended pursuant to s. 163.361(1). However, for any agency created after July 1, 2002, the time certain for completing all redevelopment financed by increment revenues must occur within 40 years after the fiscal year in which the plan is approved or adopted.</p>	<p>The Plan Update shall remain in effect and serve as a guide for future redevelopment activities in the CRA through December 31, 2038. The Community Redevelopment Agency has the option of extending the life of the redevelopment program by 10 years through December 31, 2048; however, that is not recommended in the Plan Update.</p>
<p>(11) Statutory Predisposition</p> <p>This section provides relief for some of the subsections of Section 163.360, Florida Statutes if the redevelopment plan was adopted before Chapter 84-356, Laws of Florida, became a law.</p>	<p>Not Applicable.</p>

Neighborhood Impact Element

This assessment provides a detailed description of the impact of the updated Redevelopment Plan upon the residents of the CRA and the surrounding areas as required by Section 163.362(3), F.S. Such a description is required because the CRA contains low- and moderate-income residents; however, the CRA does not contain any public housing. The mobile home parks within the CRA contain a number of lower income residents. Ample affordable housing for lower income persons is already available in the area, therefore the updated Redevelopment Plan does not specifically provide for additions to that type of housing. Neighborhoods surrounding the KingSoutel Crossing CRA such as Sherwood Forest, Harborview, Lincoln Villas, Picketville, and Osceola Forest should not feel any negative impact for the activities planned in this Plan Update.

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

Traffic Circulation

The Plan Update calls for development of vacant parcels plus improvements and redevelopment of a number of existing commercial uses. These changes, over time, could result in some net increase in traffic generation. A major objective of the Plan Update is to encourage a more vibrant business community with more customers. Most this anticipated additional traffic will directly impact U.S. 1 and other major arterials and collectors with little or no impact on residential streets. No new streets are proposed. Residential streets within the CRA will be marginally impacted, if at all, by traffic related to CRA improvement activities. The implementation of the Redevelopment Plan recommendations related to streetscape improvements and traffic circulation are anticipated to positively impact the KingSoutel Crossing Community Redevelopment Area. This document envisions enhancing identified roadways through streetscape improvements that encourage pedestrian mobility and improve vehicular circulation within the redevelopment area.

The redevelopment projects contained within this Plan Update are generally adjacent to major transportation corridors and are not anticipated to degrade traffic circulation within the KingSoutel Crossing CRA. The Plan Update will have a positive impact upon the current traffic circulation by:

- Implementing traffic calming mechanism and safety improvements through the streetscape projects.
- Providing new bus transit stations with a focus on integrating this public use into the design of major Opportunity Sites.
- Providing needed sidewalk connectivity to neighborhoods.
- Creating pedestrian-oriented, mixed-use projects that will reduce trip lengths for shopping and business needs.

Environmental Quality

There are no plans to introduce any type of land use or business that would be a “pollution” producer. On-site stormwater management systems will be required to adequately handle runoff from new developments. Plan implementation will result in more green and landscaped spaces than presently exist, which will be a positive impact on the environment.

The redevelopment actions proposed in this Plan Update are intended to improve the environmental quality within the CRA. Some of the projects that the Community Redevelopment Agency has undertaken or will undertake in the coming years, involve Brownfield sites that have environmental issues such as polluted soil. Brownfield sites may couple TIF funding with any additional remediation and environmental grants. Information on petroleum sites can be obtained from the OCULUS data management database on the FDEP website (<http://dwmedms.dep.state.fl.us/Oculus/servlet/login>). The Contamination Locator Map on the FDEP website can provide locational information on the discharge sites and links to the OCULUS database (<http://webapps.dep.state.fl.us/DepClnup/welcome.do>).

Environmental quality will improve as a result of redevelopment efforts that reduce and eliminate blight including brownfields. In order to redevelop a site in the Soutel Place District, an environmental assessment needs to be performed. If environmental regulations require remediation, the Brownfield designation will provide the tools necessary to complete the project through resources and incentives. Streetscapes will improve the quality and safety of the environment, and the associated water, sewer, and stormwater improvements will enhance the environmental quality of the redevelopment area. Enforcement of building codes and mandatory maintenance codes will eliminate deteriorated building conditions.

The City is continually addressing stormwater management issues throughout Jacksonville. The Plan Update also recommends that the Agency incorporate the CRA into the City’s Stormwater Master Plan. The Agency will work closely with developers to ensure anticipated new development does not impact the drainage capacity of the area, and when feasible support on-site provision of stormwater retention facilities in new development. The Redevelopment Plan recommends obtaining an area-wide stormwater permit to address issues for the entire CRA. The Plan Update recommends strategies related to the environmental issues including wetlands, water quality, contamination, and green buildings. The City will closely monitor the capacity of the existing and planned stormwater infrastructure to ensure sufficient capacity exists, and there are no negative impacts from development. In terms of vegetation and air quality, proposed streetscape improvements are anticipated to add vegetation to the CRA and also preserve the existing mature tree canopies, contributing significantly in improving the area’s air quality. No negative impact on the existing sanitary sewer is expected from implementation of the Plan Update.

Availability of Community Facilities and Services

The Plan Update will result in enhanced community services and facilities in the CRA. Such enhancements will include increased police protection, added streetscaping for beautification, modifications to several intersections to make them safer and more user-friendly, some street, sidewalk, and drainage improvements, U.S. 1 monumentation for gateway beautification/identification, public/private cost share program to encourage frontage improvements along U.S. 1, and increased recreational services and programming.



The redevelopment area is underserved by retail, entertainment, and local serving office uses. The implementation of the redevelopment program to create major catalyst projects and spur investment in existing buildings will provide better community facilities and services in a much more attractive environment. New jobs will be created and local residents will not have to travel as much for needed services. Public facility improvements will provide improved vehicular, bike, and pedestrian access to improved public and private community facilities.

Effect on School Population

The Plan Update will have little direct impact on the school-age population. There are no public schools within the boundary of the CRA, however, S.A. Hull Elementary is immediately adjacent. One positive benefit for the school-age population residing in or using the area will be new sidewalk linkages to recreation areas. The Redevelopment Plan does not anticipate significantly impacting Duval County Public Schools. Any increase in school population is expected to be handled by the existing schools in and around the community redevelopment area. The implementation of the Plan Update will have only a very minor impact upon the City's population or population density pattern and, therefore, not adversely impact the public school system. The Table V-1 below identifies the school population and any available capacity for public schools in close proximity to the CRA.

Table V-1
Public Schools Serving the CRA and Surrounding Neighborhoods

School Name and Location	Magnet School	Enrollment Capacity	Current Enrollment (Percent of Capacity)	School Performance Grade (2016)
S.A. Hull Elementary (#169), 7528 Hull Street, 32219	No	433	277 (64%)	A
Rufus E. Payne Elementary (#163), 6725 Hema Road, 32209	No	677	328 (48%)	C
Pickett Elementary (#205), 6305 Old Kings Road N, 32254	No	230	341 (67%)	C
Jean Ribault Middle (#212), 3501 Winton Drive, 32208	No	733	1,041 (70%)	C
Northwestern Middle (#155), 2100 45 th Street W, 32209	No	778	499 (64%)	D
William M. Raines High (#165), 3663 Raines Avenue, 32209	No	1,817	1,352 (74%)	C
Jean Ribault High (#96), 3701 Winton Drive, 32208	No	1,683	1,466 (87%)	C

Source: Duval County Public Schools Facilities Planning; September 28, 2017

Relocation of Displaced Residents and Businesses

The Plan Update does not propose any acquisition of residential lands by the public sector, therefore displacement and relocation of residents is not contemplated. Residential relocations are not currently contemplated by this Plan Update. In the event that existing or future KingSoutel Crossing CRA projects do require the relocation of residents, a relocation plan will be submitted as a component of the project package prior to official action on the project.

The Plan Update as proposed supports the preservation of existing residential areas and does not require the relocation of any of the low- or moderate-income residents of the KingSoutel Crossing CRA. To minimize the relocation impact, the CRA will provide supportive services and equitable financial treatment to any individuals, families, and businesses subject to relocation. When feasible, the relocation impact will be mitigated by assisting relocation within the immediate neighborhood and by seeking opportunities to relocate within new/redeveloped buildings that will contain residential and commercial space. It is anticipated that property acquisitions within the CRA will occur through private enterprise. Private sector land acquisition and redevelopment projects are not subject to the same provisions. If a voluntary sale is made, relocation of occupants, whether tenants displaced as a consequence of a voluntary sale, the Community Redevelopment Agency, if requested, will assist by providing technical assistance and by referring the displaced parties to known local private and public housing providers to assure that replacement housing is available to them.

There are no redevelopment projects proposed for implementation that would necessitate the public acquisition of occupied property and the involuntary displacement of any household or business by the Community Redevelopment Agency. As a matter of policy, the Agency will strive to avoid displacement of households and businesses. Proposed elements of this Plan Update specifically seek to promote the reuse of appropriate existing structures, provide assistance for neighborhood revitalization, allow current residents to revive their neighborhoods, and avoid clearance. However, in the event that any relocation is required as the result of implementing this Plan Update, the Agency will require adherence to the City's relocation standards or other compensatory arrangements that meet or exceed City standards.

Consistency with Comprehensive Plan

Chapter 163.360, F.S. requires that the Community Redevelopment Plan “Conform to the comprehensive plan for the county or municipality as prepared by the local planning agency under the Community Planning Act.” The Comprehensive Plan, supported by compatible zoning, provides the policy framework for growth management enabling the local government to maintain and enhance those attributes designed to preserve and enhance public services and protect natural resources. Redevelopment plans must be consistent with local government comprehensive plans and funds derived from within community redevelopment areas must be used to benefit the targeted redevelopment area.

Particular attention was afforded the updated KingSoutel Crossing Community Redevelopment Plan to be consistent with the City of Jacksonville’s Comprehensive Plan. The near-term, mid-term and long-term initiatives recommended in the Action Plan cite the corresponding Comprehensive Plan objectives and policies they support. The City of Jacksonville’s Planning and Development Department has determined the Plan Update to be in compliance and consistent with the City’s adopted Comprehensive Plan. Those applicable portions of the Comprehensive Plan that are specifically addressed by the Plan Update and were considered by the Department during their consistency review are listed below. The text of each of the referenced portions of the Comprehensive Plan begins on the next page.

Future Land Use Element



Future Land Use

Goal 1
Policy 1.1.2
Policy 1.1.5
Policy 1.1.11
Policy 1.1.13
Policy 1.1.16
Policy 1.1.17
Policy 1.1.19
Policy 1.1.23
Policy 1.1.24
Objective 1.2
Policy 1.2.1
Policy 1.2.8
Policy 1.2.9
Objective 1.3
Policy 1.3.6
Policy 1.3.8
Objective 2.2
Policy 2.2.2
Policy 2.2.5
Policy 2.2.6
Policy 2.2.8
Policy 2.2.12
Policy 2.2.13
Policy 3.1.1
Policy 3.1.2
Objective 3.2
Policy 3.2.1
Policy 3.2.2
Policy 3.2.5
Policy 3.2.6

Future Land Use Element



Future Land Use

Policy 3.2.10
Policy 3.2.11
Policy 3.2.14
Policy 3.2.29
Policy 3.2.30
Policy 3.2.32
Policy 3.2.34
Objective 3.4
Policy 3.4.2
Policy 3.4.5
Objective 6.3
Policy 6.3.1
Policy 6.3.2
Policy 6.3.3
Policy 6.3.4
Policy 6.3.8

Recreation & Open Space Element



Recreation and Open Space

Policy 1.2.6
Objective 1.3
Policy 1.3.1
Objective 2.1
Policy 2.1.2
Policy 2.2.4
Policy 2.2.5
Policy 3.1.3
Policy 6.1.4
Policy 8.3.2

Housing Element



Housing

Objective 1.2
Policy 1.2.1
Policy 1.2.14
Policy 1.2.15
Policy 1.2.16
Policy 1.3.1
Policy 1.4.1
Objective 1.5
Objective 1.11
Policy 1.11.2

Transportation Element



Transportation

Policy 2.1.5
Objective 4.1
Policy 4.1.5
Policy 6.5.1
Policy 7.2.3
Policy 10.5.4
Policy 10.5.8
Policy 10.5.12
Objective 10.6
Policy 11.1.1

Infrastructure Element



Infrastructure

Policy 1.1.7
Policy 1.2.3
Policy 1.6.6

FLU GOAL 1	To ensure that the character and location of land uses optimize the combined potentials for economic benefit and enjoyment and protection of natural resources, while minimizing the threat to health, safety and welfare posed by hazards, nuisances, incompatible land uses and environmental degradation.
FLU POLICY 1.1.2	As depicted on the FLUM series, Development Areas have been established to determine appropriate locations for land uses and densities and consist of five tiers of development intensities ranging from high density infill development in the historic core to very low density in the outlying rural areas. These include: the Central Business District (CBD); the Urban Priority Area (UPA); the Urban Area (UA); the Suburban Area (SA); and the Rural Area (RA). These Development Areas determine differing development characteristics and a gradation of densities for each land use plan category as provided in the Operative Provisions of this element.
FLU POLICY 1.1.5	The amount of land designated for future development should provide for a balance of uses that: <ul style="list-style-type: none"> A. Fosters vibrant, viable communities and economic development opportunities; B. Addresses outdated development patterns; C. Provides sufficient land for future uses that allow for the operation of real estate markets to provide adequate choices for permanent and seasonal residents and businesses and is not limited solely by the projected population.
FLU POLICY 1.1.11	Encourage that new non-residential projects be developed in designated nodal and corridor development areas as provided in the Plan Category Descriptions of the City of Jacksonville 2030 Comprehensive Plan Future Land Use Element Revised July 2017 5 Operative Provisions, in appropriate commercial infill locations, or as a Transit Oriented Development (TOD), as described in this element.
FLU POLICY 1.1.13	Ensure that mixed and multi-use projects enhance, rather than detract from, the character of established developed areas by requiring site plan controlled zoning such as Planned Unit Developments (PUDs), TODs or TNDs for all mixed and multi-use projects and conforming with the following criteria: <ul style="list-style-type: none"> 1. The type of land use(s), density, and intensity is consistent with the provisions of the land use category, particularly the category's predominant land use; 2. The proposed development is in conformity with the goals, objectives, policies, and operative provisions of this and other elements of the 2030 Comprehensive Plan; and 3. The proposed development is compatible with surrounding existing land uses and zoning.
FLU POLICY 1.1.16	Require mitigation of adverse land use impacts on adjacent uses during development and redevelopment through: <ul style="list-style-type: none"> 1. Creation of like uses; 2. Creation of complementary uses; 3. Enhancement of transportation connections; 4. Use of noise, odor, vibration and visual/ aesthetic controls; and/or 5. Other appropriate mitigation measures such as requirements for buffer zones and landscaping between uses
FLU POLICY 1.1.17	Require public and private infrastructure facilities to be located and designed in a manner that complements surrounding development.
FLU POLICY 1.1.19	Offer economic incentives through either the Downtown Investment Authority (DIA) or the Office of Economic Development (OED) to induce development to locate in the Urban Core, North, Northwest, and Southwest Planning Districts of the City rather than in the more congested areas of Greater Arlington and Southeast Planning Districts.
FLU POLICY 1.1.23	To help ensure a more balanced population distribution and utilization of public resources, the City will focus greater efforts on revitalizing existing communities and developments through such measures as the Neighborhood Action Plan program, allocation of Community Development Block Grants, the use of economic incentives through the Office of Economic Development (OED) or the Downtown Investment Authority (DIA), and public funds distributed through the Northwest Jacksonville Economic Development Fund (NWJEDF).
FLU POLICY 1.1.24	The City will encourage new development to locate in the Urban Core, Southwest, North, and Northwest planning districts through such measures as economic incentives, greater marketing assistance, etc.
FLU OBJECTIVE 1.2	Manage the use of land in the City by approving new development and redevelopment only if necessary public facilities are provided concurrent with the impacts of development. Ensure the availability of adequate land suitable for utility facilities necessary to support proposed development. Verify prior to development order issuance that all new development and redevelopment will be served with potable water, wastewater, solid waste disposal, stormwater management facilities, and parks that meet or exceed the adopted Levels of Service established in the Capital Improvements Element.
FLU POLICY 1.2.1	The City shall ensure that the location and timing of new development and redevelopment will be coordinated with the ability to provide public facilities and services through the implementation of growth management measures such as the Development Areas and the Plan Category Descriptions of the Operative Provisions, development phasing, programming and appropriate oversizing of public facilities, and zoning and subdivision regulations.
FLU POLICY 1.2.8	Ensure that projected growth in the Central Business District, Urban Priority Area, Urban Area, and Suburban Area will be provided with sufficient system capacity to obtain centralized wastewater and potable water, through implementation of the Capital Improvements Element, which shall be updated annually and shall be coordinated with the growth projections for the City.
FLU POLICY 1.2.9	Require new development and redevelopment in the Central Business District, Urban Priority Area, Urban Area, and Suburban Area to be served by centralized wastewater collection and potable water distribution systems when centralized service is available to the site. New septic tanks in this area maybe permitted only as interim facilities pursuant to the requirements of the Sanitary Sewer Sub-Element.
FLU OBJECTIVE 1.3	Continue to improve coordination between transportation and land use planning efforts in order to optimize transportation system capacity and promote high quality site designs.

FLU POLICY 1.3.6	Access to new and redeveloped non-residential parcels with frontage along two or more roadways shall be limited to one access point per roadway. Access from the higher functional class roadway, or roadway with the higher average daily traffic inclusive of development traffic for roadways of the same functional class, shall be limited to right turn-in/right-turn-out only, unless 1) it can be demonstrated in a traffic study submitted to the JPDD, that such access restrictions would present a safety hazard, would cause undue congestion or delay on adjacent road facilities, would cause environmental degradation, or would hinder adequate traffic circulation, or 2) there already exists more than one full access point on the roadway, and at least one full access points is eliminated.
FLU POLICY 1.3.8	The City shall require through the development review process, the interconnections of land uses in order to reduce the need for trip generation and encourage alternative methods of movement. The development review criteria shall include provisions for convenient on-site traffic flow, considering need for vehicular parking.
FLU OBJECTIVE 2.2	Through the use of neighborhood plans and studies, the City shall continue to maintain and implement an urban revitalization strategy for the City's blighted areas, and those areas threatened by blight, which will address maintenance, improvement or replacement of existing structures, permit the transition of run-down or grossly under-utilized commercial properties to alternate uses, and support the re-emergence of diverse urban neighborhoods.
FLU POLICY 2.2.2	All new neighborhood plans and studies shall require consideration of infrastructure needs and improvements to further redevelopment and investment in blighted areas.
FLU POLICY 2.2.5	Develop incentive mechanisms to be used by the Housing and Neighborhoods and Planning and Development Departments to encourage redevelopment of physically or economically depressed areas. Use extension of public utilities and other capital improvement projects, and joint public-private projects, as catalysts to revitalize these areas.
FLU POLICY 2.2.6	Use financial and regulatory incentives and local participation in related state and federal programs to encourage redevelopment and maintenance of declining areas. Develop regulatory incentives through the Planning and Development Department that will relax local site development standards in redevelopment areas and target neighborhoods in order to enhance the market feasibility of redevelopment projects. Such standards shall not adversely affect the existing cultural framework and character of the area nor result in any redevelopment or development approvals that are contradictory to community improvement efforts.
FLU POLICY 2.2.8	Encourage the redevelopment and revitalization of run-down and/or under-utilized commercial areas through a combination of regulatory techniques, incentives and land use planning. Adopt redevelopment and revitalization strategies and incentives for private reinvestment in under-utilized residential and/or commercial areas where adequate infrastructure to support redevelopment exists.
FLU POLICY 2.2.12	Adopt and implement plans through the Planning and Development Department, and Public Works Department to facilitate the provision of public facilities in conjunction with the location and timing of neighborhood and commercial redevelopment. Such plans should give priority to neighborhood and commercial redevelopment projects in those areas where conditions of physical, economic, and/or social blight exist.
FLU POLICY 2.2.13	Prioritize brownfield sites for redevelopment based on the extent of contamination and ease of remediation, potential for available funding, and potential for mixed use redevelopment. The City's Brownfield Coordinator should identify these sites and rank them according to the following criteria: \ <ol style="list-style-type: none"> 1. Ease of remediation and suitability of the site for residential or recreational uses 2. Location on major road corridors and accessibility to transit 3. Large sites with the greatest potential to be redeveloped as a compact and walkable project which adds needed density, parks and open space to the community
FLU POLICY 3.1.1	The City shall develop through the Planning and Development Department an incentive program to promote infilling of residential development on vacant land designated for residential use on the Future Land Use Map series. These incentives will be reflected in the Zoning Code of the City's Land Development Regulations.
FLU POLICY 3.1.2	The City shall eliminate incompatible land uses or blighting influences from potentially stable, viable residential neighborhoods through active code enforcement and other regulatory measures.
FLU OBJECTIVE 3.2	Continue to promote and sustain the viability of existing and emerging commercial and industrial areas in order to achieve an integrated land use fabric which will offer a full range of employment, shopping, and leisure opportunities to support the City's residential areas.
FLU POLICY 3.2.1	The City shall promote development of commercial and light/service industrial uses in the form of nodes, corridor development, centers or parks.
FLU POLICY 3.2.2	The City shall promote, through the Land Development Regulations, infill and redevelopment of existing commercial areas in lieu of permitting new areas to commercialize.
FLU POLICY 3.2.5	The City shall incorporate the City of Jacksonville Design Guidelines and Best Practices Handbook into the Land Development Regulations.
FLU POLICY 3.2.6	The City shall encourage neighborhood commercial uses to be located within one quarter mile of the intersections of roads classified as collector or higher on the Functional Highway Classification Map, except when such uses are an integral component of a mixed-use development, Traditional Neighborhood Development (TND), Transit Oriented Development (TOD), Rural Village or similar development. The City should prohibit the location of neighborhood commercial uses interior to residential neighborhoods in a manner that will encourage the use of local streets for nonresidential traffic.
FLU POLICY 3.2.10	The City shall encourage redevelopment and revitalization of rundown strip commercial areas through incentives such as the use of residential density credits for infill and mixed use development.
FLU POLICY 3.2.11	The City shall continue to establish public/private partnerships and revitalization strategies that include incentives for private reinvestment in under-utilized commercial areas.

FLU POLICY 3.2.14	The City shall permit consideration of commercial uses, including hotels and motels, at intensities at or above the neighborhood serving commercial scale at locations with direct road access to interstate connectors and within the commercial node of an interstate interchange. Such development within the commercial node must be pursuant to a Planned Unit Development (PUD) zoning district, and subject to all other applicable local, state and federal regulations.
FLU POLICY 3.2.29	The City shall continue to update its comprehensive inventory and mapping of industrial lands to identify and protect existing strategically located industrial lands for future expansion and economic development. These areas are crucial to the long term economic well-being of the City and are identified on the Industrial Preservation Map (Map L-23) as "Industrial Sanctuary" or "Areas of Situational Compatibility".
FLU POLICY 3.2.30	The area shown on the Industrial Preservation Map (Map L-23) as "Industrial Sanctuary" or "Areas of Situational Compatibility" are presumed to be appropriate for land use map amendments to industrial categories, subject to a case-by-case review of consistency with State and regional plans and the Comprehensive Plan.
FLU POLICY 3.2.32	Where there is not an adopted neighborhood plan and/or study recommending the contrary, areas identified on the Industrial Preservation Map (Map L-23) as Industrial Sanctuary shall not be converted to non-industrial land uses.
FLU POLICY 3.2.34	The City shall create a formula for the calculation of capital investment and direct and indirect job creation in various commercial and industrial land uses. This formula shall be used to ensure that the conversion of industrial lands in Situational Compatibility Areas will result in the creation of mixed use developments that shall have comparable potential for support of the industrial base in the City of Jacksonville.
FLU OBJECTIVE 3.4	Where feasible, the City shall encourage all new developments to conform to a compact and connected growth pattern with land use diversity and improved interrelationships among living, working, shopping, education and recreational activities.
FLU POLICY 3.4.2	The City will evaluate opportunities to promote and encourage development and redevelopment opportunities for mixed and multi-use projects. The Land Development Regulations should be amended, as appropriate, to incorporate such incentives.
FLU POLICY 3.4.5	The City strongly encourages the functional and visual integration of existing or planned transit facilities into adjacent developments through the use of design features, including, but not limited to safe, convenient, and attractive pedestrian connections.
FLU OBJECTIVE 6.3	The City shall accommodate growth in Jacksonville by encouraging and facilitating new infill development and redevelopment on vacant, bypassed and underutilized land within areas that already have infrastructure, utilities, and public facilities, while addressing the needs of City residents.
FLU POLICY 6.3.1	After completion of the Vision Plans for the City's six planning districts and the revised Future Land Use Map, the City shall identify major arterial corridors appropriate for "Infill and Redevelopment Master Plans." These plans will: <ul style="list-style-type: none"> • Incentivize redevelopment for each major arterial corridor with priority given to those corridors located within a ½ mile distance of the JTA's planned Rapid Transit System or Commuter Rail facilities; • Identify parcels of land where infill or redevelopment is appropriate, as well as the locations of those areas that are appropriate for transit-oriented development, or a similar development pattern, in association with the JTA's proposed Rapid Transit System; • Identify areas where JTA should focus investment in transit stations and related facilities to act as a catalyst for redevelopment along identified corridors; • Identify infrastructure needs; • Identify opportunities for density bonuses, affordable housing, and credits for transit or other alternative forms of transportation to address mobility; and • Identify land assembly opportunities.
FLU POLICY 6.3.2	In addition to or in support of the City's Land Development Regulations, developments within designated infill areas contained within the "Infill and Redevelopment Master Plans" described in Policy 6.3.1 shall incorporate the following elements to enhance compatibility with the surrounding community: <ul style="list-style-type: none"> • Sidewalks that connect to the adjacent sidewalk system; • Public streets that connect to the adjacent street pattern; • Preservation of historically significant structures whenever feasible; • Inclusion of, or relationship to, civic spaces; • Street furniture, lighting and landscaping that is primarily oriented to pedestrian use in conjunction with Development Standards; • Setbacks, building envelopes, use and parking compatible with surrounding community and as set forth in the City's Development Standards and; • Primary entrance shall orient to the street or public walkway, with direct, barrier free and convenient pedestrian connections as set forth in the City's Development Standards.
FLU POLICY 6.3.3	Through implementation of the Land Development Regulations, the Future Land Use Map, and other studies and master plans, the City will target the development of workforce and affordable housing in areas where individuals and families can make the best use of transportation corridors and mass transit.
FLU POLICY 6.3.4	The City shall require new development or redevelopment to support alternative modes of transportation. Such measures may include, but are not limited to, the provision of sidewalks, bikeways, transit stops, or other facilities to support alternative modes, such as parking management systems and park-and-ride facilities.
FLU POLICY 6.3.8	The City of Jacksonville shall encourage community gardens as important open space resources that strengthen community cohesiveness and provide a local food source.
ROS POLICY 1.2.6	In accordance with Section 122.408, Ordinance Code, City of Jacksonville, no parklands, park facilities, or other recreational or park related land or space shall be converted to another use or sold by the City unless it is replaced with new park facilities, land or space of equal or greater size or value.

ROS OBJECTIVE 1.3	The City shall increase its pedestrian path and greenway and trail systems and develop strategies to ensure that these systems are included in new park development.
ROS POLICY 1.3.1	In accordance with standards developed by the Recreation and Community Services Department, nature walks, greenways and trails or multipurpose pedestrian paths shall be included in each new park at least ten acres in size acquired or developed by the City, if suitable.
ROS OBJECTIVE 2.1	The City of Jacksonville shall improve, expand and enhance its natural areas such as waterfronts, park lands, and open spaces to preserve the identity of these areas and encourage sectional recognition.
ROS POLICY 2.1.2	Open space planning shall be coordinated among all City departments to include Public Works, Planning and Development, Recreation and Community Services, the Office of Economic Development (OED), and Environmental and Compliance. Open space within the downtown area shall be coordinated with the Downtown Investment Authority (DIA).
ROS POLICY 2.2.4	A residential subdivision development of 25 lots to 99 lots shall pay a recreation and open space fee of two-hundred-fifty (\$250) dollars per lot, or provide at least four hundred thirty-five (435) square feet of useable uplands for each lot (and any fraction thereof), to be dedicated as common area and set aside for active recreation. The City shall use recreation and open space fees collected pursuant to this subsection to improve, enhance, expand, or acquire recreation areas within the same Planning District in which the fees are paid.
ROS POLICY 2.2.5	All multiple-family developments of 100 units or more shall provide 150 square feet of active recreation area per dwelling unit. There may be one area for each 100 units, or the areas may be combined, subject to approval by the Planning and Development.
ROS POLICY 3.1.3	The Recreation and Community Services Department shall incorporate into its park design, development and redevelopment plans, strategies and programs for natural resource establishment, restoration or enhancement.
ROS POLICY 6.1.4	The Recreation and Community Services Department shall plan recreational development in such areas as the Urban Core where open space is limited and where recreation development may be used to encourage the redevelopment of deteriorated or blighted areas.
ROS POLICY 8.3.2	The Recreation and Community Services Department shall construct and rehabilitate recreation buildings in a manner that is compatible with neighboring buildings and which enhances the local environment.
HOU OBJECTIVE 1.2	The City shall increase the availability of affordable housing by assisting the private sector in reducing the cost of providing a diverse housing stock and in rehabilitating housing, which is affordable and available to all socioeconomic groups and special needs households, in order to ensure that approximately 19,000 additional dwelling units shall be added to the housing stock by 2030 to meet the needs of low and very low income households. The above needed dwelling units are based on the assumption that the ratio of low and very low income households remains constant at 37% of the total households. The number of affordable units provided will be higher if this ratio increases, and lower if the ratio decreases.
HOU POLICY 1.2.1	<p>The City shall assist private and non-profit developers of affordable housing by implementing, appropriate provisions of its Affordable Housing Incentive Plan Ordinance (Ord. 93-2047-1194 as amended, City of Jacksonville Ordinance Code). These provisions in the Ordinance established a series of specific programs and actions to streamline the permitting process. These include:</p> <ul style="list-style-type: none"> • Expedited permitting for affordable housing projects to include such actions as hand carrying of applications through the process and thus reducing plan reviews from approximately 14 days to approximately 7 days or less. • Extensions of concurrency reservations for longer timeframes enable owners to apply for and received financing (i.e. such as low income tax credits, Section 202, etc.) • The waiving of certain fees to minimize costs. <p>These programs are available and can be used by developers as coordinated through the City's Housing Services Division of the Department of Housing and Neighborhoods. These programs also are a part of the incentives available to affordable housing developments</p>
HOU POLICY 1.2.14	The Office of Economic Development (OED) and the Downtown Investment Authority (DIA) shall continue to prepare plans, seek developers, and develop incentives, such as assistance with land assembly, subordinate financing, and writing-down land costs, to encourage the provision of a variety of multifamily housing opportunities, including a percentage of affordable rental units in the core city near large employment centers. These housing opportunities will include home owners associations or tenant associations that will ensure proper maintenance of the units.
HOU POLICY 1.2.15	The City shall participate with private and nonprofit groups seeking to leverage or obtain new funding sources aimed at solving housing problems by supporting or jointly pursuing foundation funds and social investment by corporations, and by assisting with grant writing and with completing applications for available federal and State funds.
HOU POLICY 1.2.16	The City shall continue to pursue all existing resources provided by federal and State agencies, nonprofit, or private organizations, and create new funding sources to assist with the provision of affordable housing.
HOU POLICY 1.3.1	The City shall assist the private sector and other public and nonprofit agencies with site location, preparation of required construction and improvement plans, and providing or improving needed infrastructure in areas determined to be desirable as sites for affordable housing for low income families, elderly housing, farm workers, manufactured home parks or subdivisions, group homes, and foster care facilities.
HOU POLICY 1.4.1	<p>The City shall emphasize implementation of the following objectives:</p> <ol style="list-style-type: none"> a) Demolish backlog of condemned structures. b) Foreclose on derelict properties with sites suitable for constructing affordable housing. c) Increase customer satisfaction with park maintenance. d) Provide for ongoing revitalization and residential improvement in city neighborhoods. e) Reduce criminal activities. f) Provide new or rehabilitated housing through actions described above under Objective 1.3.

HOU OBJECTIVE 1.5	The City shall assist the private sector and use public resources to improve the structural and aesthetic condition of existing housing; and to eliminate substandard housing conditions in all areas of the City, stressing rehabilitation over demolition wherever possible. As a result of all current and future public efforts, the City shall continue to reduce the estimated 13,000 existing substandard units by an average of 1 percent each year while assisting with reclaiming the estimated .23 percent of housing that becomes substandard annually. The City shall continue to promote, through code enforcement and other means, private endeavors to reduce the existing number of substandard units by an average of 1.5 percent each year.
HOU OBJECTIVE 1.11	The City will develop and implement a plan of action by which the City will continue to focus on the Northwest Jacksonville Area by addressing infrastructure and other deficiencies, thereby attracting growth and development opportunities, and making it a more attractive place to live and work.
HOU POLICY 1.11.2	The City will focus its revitalization efforts in the Northwest Jacksonville Area based upon this comprehensive plan, and other reports documenting the service deficiencies in the Northwest Jacksonville Area. These efforts will address street, drainage, and utilities, a variety of quality affordable housing, social services, job training, employment opportunities, and mass transportation to facilitate access to other educational and employment opportunities in the City.
TRA POLICY 2.1.5	The City shall continue to fund the maintenance of signing and pavement markings according to applicable standards.
TRA OBJECTIVE 4.1	The City shall support the establishment and maintenance of facilities designed to balance the needs of the complete spectrum of transportation users specifically for non-motorized transportation users such as pedestrians and cyclists within arterial and collector roadways.
TRA POLICY 4.1.5	The City shall require developers of commercial property to provide for convenient and safe access by and securing of bicycles on site. Bicycle securing and/or storage facilities shall be located in a manner which eases the use of the bicycle transportation mode by current users and promotes the use of this mode by potential users. To further this locational criteria, a bicycle storage facility shall be placed in a safe and convenient location in relation to the primary access for a building or facility, where feasible.
TRA POLICY 6.5.1	Owners and developers of non-residential properties shall consider the needs of the transit rider, including the disabled and handicapped, in the provision of transportation facilities at, to and around the work place by providing access to contiguous bus stops. All new or refurbished buildings which offer service to the general public or where more than ten people are employed shall meet handicapped accessibility standards.
TRA POLICY 7.2.3	The City shall support those plans for redevelopment of existing, or development of new, port and port-related facilities which are consistent with the Future Land Use and the Conservation/Coastal Management Elements of the 2030 Comprehensive Plan.
TRA POLICY 10.5.4	The City shall review agency, redevelopment area, development of regional impact and smaller development plans to ensure transportation system improvements are consistent with state, regional and area local comprehensive plans, capital improvement plans, and land development regulations.
TRA POLICY 10.5.8	The City, through its development review process, shall support those plans from agencies and private developers which promote efficient use of multimodal transportation services such as truck, rail, sea, and air.
TRA POLICY 10.5.12	The City shall continue to ensure that pedestrian sidewalk systems adequately connect areas of concentration of employment, residences, and schools with mass transit opportunities.
TRA OBJECTIVE 10.6	The City shall acknowledge and promote its role as a hub for transportation activities. Further, the City shall serve as the point of coordination for plans which support the economic growth and diversity of the community by development of transfer facilities to facilitate the movement of goods between various transportation modes.
TRA POLICY 11.1.1	The City shall ensure that its integrated intermodal transportation system is accessible to the citizens and visitors of Jacksonville and provides them with timely and efficient access to services, jobs, markets and attractions. Particular emphasis shall be placed on linking low-income areas with high-employment areas.
INF POLICY 1.1.7	The City shall incorporate incentives in its Land Development Regulations which encourage development, and redevelopment in areas where the public wastewater system has or will have adequate capacity. Developments which qualify for mixed use and/or regional economic development must also undergo land use amendments to expand the suburban boundaries to incorporate these areas.
INF POLICY 1.2.3	The City shall not permit septic tanks for the disposal or discharge of industrial wastes.
INF POLICY 1.6.6	The City shall, through modifications to Building and Zoning Codes and Land Development Procedures Manual, pursue redevelopment and renewal in areas already serviced by utilities to attain the optimum use of existing services and promote urban infill.



ONE CITY. ONE JACKSONVILLE.

MEMORANDUM

TO: Tony Robbins, AICP
Senior Planner, Prosser Inc.

FROM: Susan Kelly, AICP
Community Planning Division

RE: **KingSoutel CRA Plan Update – Comprehensive Plan Analysis**

DATE: **December 5, 2017**

Description:

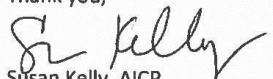
KingSoutel Crossing has a CRA Plan that was adopted in 2008. Chapter 163.360, F.S. requires the update of the KingSoutel Crossing Community Redevelopment Plan conform to the City's 2030 Comprehensive Plan.

Comprehensive Plan Analysis:

No boundary changes are proposed to the original CRA, and the update to the plan accurately cites Comprehensive Plan objectives and policies which support recommended redevelopment initiatives. Further, the Redevelopment Concept Plan Map included within the update to the plan is consistent with the underlying land uses depicted on the Future Land Use Map (FLUM) contained within the 2030 Comprehensive Plan Future Land Use Element (FLUE).

Given the aforementioned, the KingSoutel CRA Plan Update is in compliance with and consistent with the 2030 Comprehensive Plan. Please let me know if you need additional information.

Thank you,


Susan Kelly, AICP
City Planner II
Community Planning Division

cc: Kristen Reed, Chief of Community Planning Division

City of Jacksonville, Florida

Lenny Curry, Mayor

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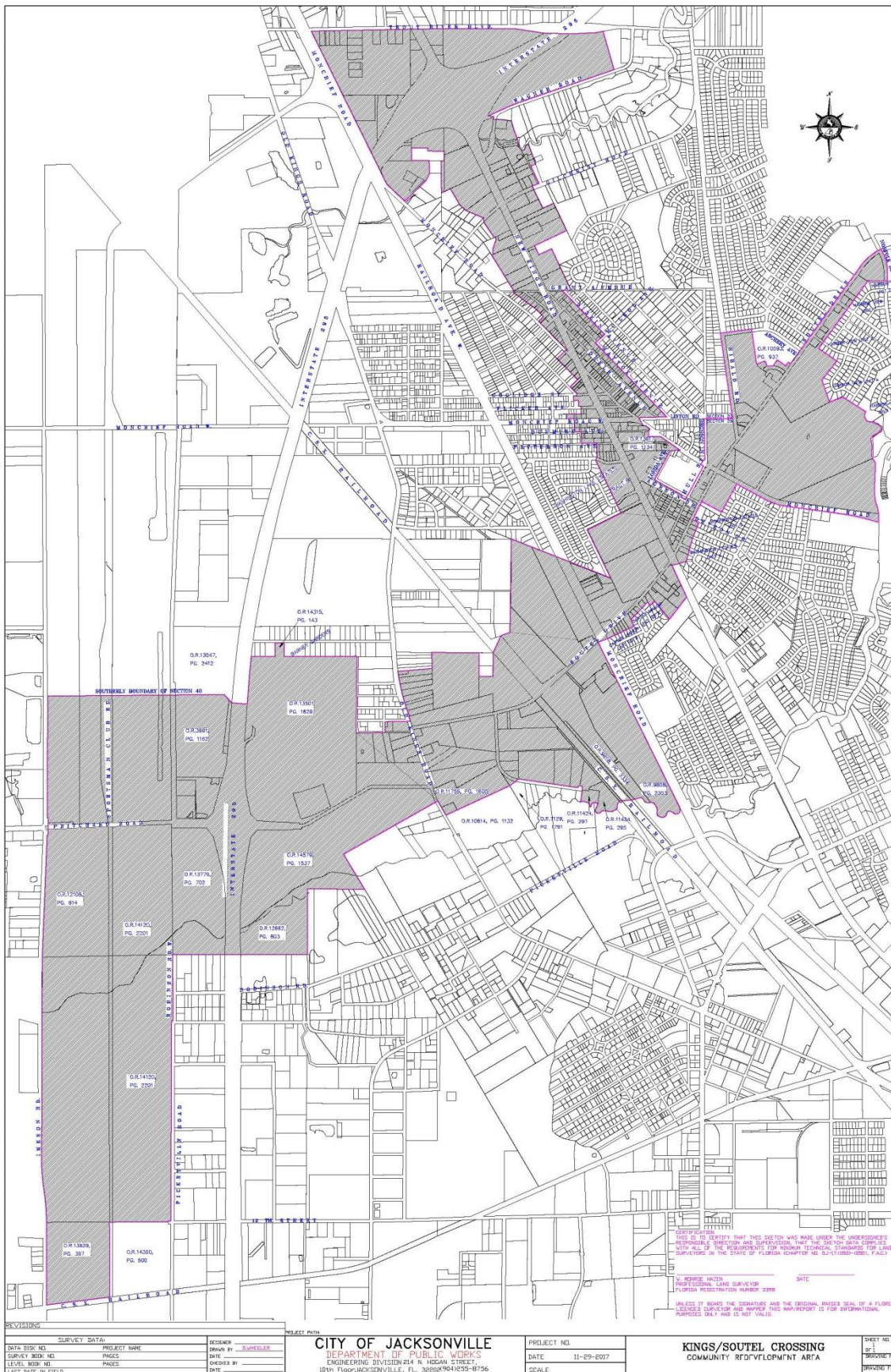
Appendix A

Boundary Map & Legal Description

The KingSoutel Crossing Community Redevelopment Area (“CRA”) contains approximately 2,300 acres located in the Northwest Planning District of the City of Jacksonville consisting of parcels surrounding the New Kings Road/Interstate 295 interchange and the Pritchard Road/Interstate 295 interchange as well as those parcels in between these interchanges which front and surround New Kings Road, Soutel Drive, and Pritchard Road. Additionally, the CRA includes parcels surrounding Soutel Drive to the east of New Kings Road, extending east to Norfolk Boulevard.

In 2017, the CRA boundary was extended to include portions of the 80-foot right-of-way of Norfolk Boulevard approximately 850 feet to the north of the CRA boundary terminus and approximately 250 feet to the south of the CRA boundary terminus. The right-of-way added to the CRA boundary is depicted on the illustration below.





KINGS/SOUTEL CROSSING:

A PORTION OF TOWNSHIP 1 SOUTH, RANGE 25 EAST, IN THE CITY OF JACKSONVILLE, DUVAL COUNTY, FLORIDA.

BEING MORE PARTICULARLY DESCRIBED AS FOLLOWS:

BEGIN AT THE INTERSECTION OF THE WESTERLY RIGHT OF WAY LINE OF INTERSTATE 295 (A 300 FOOT RIGHT OF WAY) WITH THE SOUTHWESTERLY BOUNDARY OF SECTION 40; THENCE IN A NORTHWESTERLY DIRECTION ALONG LAST SAID BOUNDARY TO AN INTERSECTION WITH THE EASTERLY RIGHT OF WAY LINE OF IMESON ROAD; THENCE SOUTHERLY ALONG SAID RIGHT OF WAY LINE TO AN INTERSECTION WITH THE NORTHERLY LINE OF THE LANDS OF CSX RAILROAD DESCRIBED AND RECORDED IN OFFICIAL RECORDS 1153, PAGE 345 OF THE CURRENT PUBLIC RECORDS OF DUVAL COUNTY, FLORIDA. THENCE IN AN EASTERLY DIRECTION ALONG SAID NORTHERLY LINE TO AND INTERSECTION WITH A WESTERLY LINE THEREOF; THENCE IN A NORTHERLY DIRECTION ALONG LAST SAID LINE TO AN INTERSECTION WITH A WESTERLY PROLONGATION OF THE SOUTHERLY LINE OF THE LANDS DESCRIBED AND RECORDED IN OFFICIAL RECORDS 14350, PAGE 500 OF SAID CURRENT PUBLIC RECORDS; THENCE IN AN EASTERLY DIRECTION ALONG LAST SAID LINE TO AN INTERSECTION WITH THE WESTERLY RIGHT OF WAY LINE OF PICKETVILLE ROAD; THENCE IN A NORTHERLY DIRECTION ALONG LAST SAID LINE TO AN INTERSECTION WITH THE NORTHERLY LINE THEREOF; THENCE IN AN EASTERLY DIRECTION ALONG LAST SAID LINE TO AN INTERSECTION WITH THE WESTERLY RIGHT OF WAY LINE OF ROBINSON ROAD WEST; THENCE IN A NORTHERLY DIRECTION ALONG LAST SAID LINE TO AN INTERSECTION WITH THE SOUTHERLY BOUNDARY OF THE LANDS DESCRIBED AND RECORDED IN OFFICIAL RECORDS 13779, PAGE 697 OF SAID CURRENT PUBLIC RECORDS; THENCE IN AN EASTERLY DIRECTION ALONG LAST SAID BOUNDARY AND AN EASTERLY PROLONGATION THEREOF THROUGH THE SOUTHERLY LINE OF THE LANDS DESCRIBED AND RECORDED IN OFFICIAL RECORDS 12662, PAGE 803 OF SAID CURRENT RECORDS, TO AN INTERSECTION WITH THE EASTERLY BOUNDARY THEREOF; THENCE IN A NORTHERLY DIRECTION ALONG LAST SAID LINE AND ALONG THE EASTERLY BOUNDARY OF THE LANDS DESCRIBED AND RECORDED 14579, PAGE 1537; THENCE EASTERLY, NORTHWESTERLY, AND NORTHEASTERLY ALONG LAST SAID BOUNDARY AND AN EASTERLY PROLONGATION THEREOF TO AN INTERSECTION WITH THE EASTERLY RIGHT OF WAY LINE OF OLD KINGS ROAD; THENCE SOUTHERLY ALONG LAST SAID LINE TO AN INTERSECTION WITH THE NORTHERLY BOUNDARY OF THE LANDS DESCRIBED AND RECORDED IN OFFICIAL RECORDS 10614, PAGE 1312 OF SAID CURRENT PUBLIC RECORDS; THENCE NORTHEASTERLY ALONG LAST SAID BOUNDARY AND AN EASTERLY PROLONGATION THEREOF TO AN INTERSECTION WITH THE NORTHERLY RIGHT OF WAY LINE OF PICKETT DRIVE; THENCE IN AN SOUTHEASTERLY AND SOUTHERLY DIRECTION ALONG LAST SAID LINE TO AN INTERSECTION WITH THE NORTHWESTERLY CORNER OF THE LANDS DESCRIBED AND RECORDED IN OFFICIAL RECORDS 11424, PAGE 297; THENCE SOUTHERLY AND EASTERLY ALONG THE WESTERLY AND SOUTHERLY

BOUNDARY OF LAST SAID LANDS TO AN INTERSECTION WITH THE SOUTHERLY BOUNDARY OF THE LANDS DESCRIBED AND RECORDED IN OFFICIAL RECORDS 11424, PAGE 295 OF SAID CURRENT PUBLIC RECORDS. THENCE IN A EASTERLY DIRECTION ALONG LAST SAID BOUNDARY AND AN EASTERLY PROLONGATION THERE OF TO AN INTERSECTION WITH THE SOUTHWEST CORNER OF THE LANDS DESCRIBED AND RECORDED IN 9858, PAGE 2334 OF SAID CURRENT PUBLIC RECORDS; THENCE EASTERLY ALONG THE SOUTHERLY BOUNDARY OF LAST SAID LANDS AND THE LANDS DESCRIBED AND RECORDED IN 9858, PAGE 2353 OF SAID CURRENT PUBLIC RECORDS TO AN INTERSECTION THE WESTERLY RIGHT OF WAY LINE OF THE ATLANTIC COAST RAILROAD (A 200 FOOT RIGHT OF WAY); THENCE NORTHWESTERLY ALONG LAST SAID LINE TO AN INTERSECTION WITH A SOUTHWESTERLY PROLONGATION OF THE NORTHWESTERLY BOUNDARY OF CARVER MANOR UNIT NO. 5, AS RECORDED IN PLAT BOOK 34, PAGE 6 OF SAID CURRENT PUBLIC RECORDS; THENCE NORTHEASTERLY ALONG LAST SAID BOUNDARY TO AN INTERSECTION WITH THE SOUTHWESTERLY BOUNDARY OF CARVER MANOR UNIT NO 4, AS RECORDED IN PLAT BOOK 33, PAGE 97, OF SAID CURRENT PUBLIC RECORDS; THENCE NORTHWESTERLY ALONG LAST SAID BOUNDARY TO AN INTERSECTION WITH THE NORTHWESTERLY BOUNDARY OF LOT 24 OF SAID CARVER MANOR UNIT NO. 4, THENCE NORTHEASTERLY ALONG LAST SAID BOUNDARY AND A NORTHEASTERLY PROLONGATION THEREOF THROUGH THE NORTHWESTERLY BOUNDARY OF LOTS 25, 26, AND 3 TO THE NORTHEASTERLY BOUNDARY OF SAID CARVER MANOR UNIT NO. 4; THENCE SOUTHEASTERLY AND NORTHEASTERLY ALONG LAST SAID NORTHEASTERLY BOUNDARY TO AN INTERSECTION WITH THE SOUTHEASTERLY BOUNDARY THEREOF; THENCE NORTHEASTERLY ALONG A NORTHEASTERLY PROLONGATION OF SAID SOUTHEASTERLY BOUNDARY TO AN INTERSECTION WITH THE SOUTHWESTERLY RIGHT OF WAY LINE OF NEW KINGS ROAD; THENCE NORTHWESTERLY ALONG LAST SAID LINE TO AN INTERSECTION WITH A SOUTHEASTERLY PROLONGATION OF THE SOUTHERLY BOUNDARY OF THE LANDS DESCRIBED AND RECORDED IN OFFICIAL RECORDS 5955, PAGE 2035 OF SAID CURRENT PUBLIC RECORDS; THENCE NORTHEASTERLY ALONG LAST SAID LINE TO AN INTERSECTION WITH THE NORTHWESTERLY BOUNDARY OF WASHINGTON ESTATES UNIT 4 AS RECORDED IN PLAT BOOK 33, PAGE 43 OF SAID CURRENT PUBLIC RECORDS; THENCE NORTHEASTERLY ALONG LAST SAID BOUNDARY AND A NORTHEASTERLY PROLONGATION THEREOF TO AN INTERSECTION WITH THE SOUTHERLY RIGHT OF WAY LINE OF DEVRON DRIVE; THENCE NORTHWESTERLY ALONG LAST SAID LINE TO AN INTERSECTION WITH THE SOUTHEASTERLY LINE OF SOUTELL DRIVE; THENCE NORTHEASTERLY ALONG LAST SAID LINE TO AN INTERSECTION WITH A SOUTHEASTERLY PROLONGATION OF THE SOUTHERLY BOUNDARY OF THE LANDS DESCRIBED AND RECORDED IN OFFICIAL RECORDS 8319, PAGE 1869 OF SAID CURRENT PUBLIC RECORDS; THENCE SOUTHEASTERLY AND NORTHEASTERLY ALONG THE SOUTHERLY AND EASTERLY BOUNDARY OF LAST SAID LANDS TO AN INTERSECTION WITH THE SOUTHERLY RIGHT OF WAY LINE OF MONCRIEF ROAD; THENCE SOUTHEASTERLY ALONG LAST SAID LINE TO AN INTERSECTION WITH WESTERLY BANK OF THE RIBAUTL RIVER; THENCE IN A NORTHERLY DIRECTON

FOLLOWING THE MEANDERING OF SAID WESTERLY BANK TO AN INTERSECTION WITH THE SOUTHERLY BOUNDARY OF TRACT D, OF HARBOR VIEW UNIT FIVE, AS RECORDED IN PLAT BOOK 29, PAGE 92 OF SAID CURRENT PUBLIC RECORDS; THENCE NORTHWESTERLY ALONG LAST SAID BOUNDARY TO AN INTERSECTION WITH THE SOUTHERLY BOUNDARY OF HARBOR VIEW UNIT FOUR, AS RECORDED IN PLAT BOOK 29, PAGE 8 OF SAID CURRENT PUBLIC RECORDS ; THENCE CONTINUE NORTHWESTERLY AND WESTERLY DIRECTION ALONG LAST SAID BOUNDARY TO AN INTERSECTION WITH THE SOUTHERLY BOUNDARY OF HARBOR VIEW UNIT THREE, AS RECORDED IN PLAT BOOK 28, PAGE 92 OF SAID CURRENT PUBLIC RECORDS ; THENCE NORTHWESTERLY AND NORTHEASTERLY ALONG THE SOUTHERLY AND WESTERLY BOUNDARY OF SAID HARBOR VIEW UNIT THREE TO AN INTERSECTION WITH THE WESTERLY BOUNDARY OF HARBOR VIEW UNIT TWO AS RECORDED IN PLAT BOOK 28, PAGE 80 OF SAID CURRENT PUBLIC RECORDS; THENCE NORTHERLY AND EASTERLY ALONG LAST SAID BOUNDARY TO AN INTERSECTION WITH THE NORTHERLY BOUNDARY OF HARBOR VIEW UNIT ONE, AS RECORD IN PLAT BOOK 28, PAGE 43 OF SAID CURRENT PUBLIC RECORDS; THENCE EASTERLY TO AN INTERSECTION WITH THE EASTERLY RIGHT OF WAY LINE OF NORFOLK BOULEVARD; THENCE NORTHERLY ALONG LAST SAID LINE TO AN INTERSECTION WITH THE WESTERLY RIGHT OF WAY LINE OF SOUTEL DRIVE; THENCE IN A SOUTHERLY DIRECTION ALONG LAST SAID LINE TO AN INTERSECTION WITH THE SOUTHERLY BOUNDARY OF THE LANDS DESCRIBED AND RECORDED IN OFFICIAL RECORDS 10593, PAGE 937, OF SAID CURRENT PUBLIC RECORDS; THENCE WESTERLY AND NORTHERLY ALONG THE SOUTHERLY AND WESTERLY BOUNDARY OF LAST SAID LANDS TO AN INTERSECTION WITH THE NORHERLY RIGHT OF WAY LINE OF ARCHERY AVENUE; THENCE IN A WESTERLY ALONG LAST SAID LINE TO AN INTERSECTION WITH THE WESTERLY RIGHT OF WAY LINE OF SIBALD ROAD; THENCE SOUTHERLY ALONG LAST SAID LINE TO AN INTERSECTION WITH THE NORTHERLY LINE OF SECTION 29, TOWNSHIP 1 SOUTH RANGE 26 EAST; THENCE WESTERLY ALONG LAST SAID LINE TO AN INTERSECTION WITH THE WESTERLY RIGHT OF WAY LINE OF BRONSON LANE; THENCE SOUTHERLY ALONG LAST SAID LINE TO AN INTERSECTION WITH THE NORTHERLY RIGHT OF WAY LINE OF AFORESAID MONCRIEF ROAD; THENCE IN A SOUTHERLY DIRECTION ALONG A LINE PERPENDICULAR TO LAST SAID NORTHERLY LINE TO AN INTERSECTION WITH THE SOUTHERLY LINE OF SAID MONCRIEF ROAD THENCE EASTERLY ALONG LAST SAID LINE TO INTERSECTION WITH THE WESTERLY RIGHT OF WAY LINE OF HULL AVENUE; THENCE SOUTHWESTERLY ALONG LAST SAID LINE TO AN INTERSECTION WITH THE SOUTHERLY LINE OF LOT 1, BLOCK C, OF MONCRIEF TERRACE, AS RECORDED IN PLAT BOOK 6, PAGE 47 ; OF SAID CURRENT PUBLIC RECORDS THECE NORTHWESTERLY AND NORTHWESTERLY ALONG THE SOUTHERLY AND WESTERLY BOUNDARY OF LAST SAID LOT 1 TO AN INTERSECTION WITH THE SOUTHERLY RIGHT OF WAY LINE OF AGESON DRIVE; THENCE NORTHWESTERLY ALONG LAST SAID LINE TO AN INTERSECTION WITH THE NORTHWESTERLY RIGHT OF WAY LINE OF LORIDA AVENUE; THENCE NORTHEASTERLY ALONG LAST SAID RIGHT OF WAY LINE AND A NORTHEASTERLY PROLONGATION THERE OF TO AN INTERSECTION WITH THE

SOUTHERLY LINE OF THE LANDS DESCRIBED AND RECORDED IN OFFICIAL RECORDS 13617, PAGE 1134 OF SAID CURRENT PUBLIC RECORDS; THENCE EASTERLY ALONG LAST SAID LINE TO AN INTERSECTION WITH THE SOUTHWESTERLY RIGHT OF WAY LINE OF MONCRIEF ROAD; THENCE NORTHWESTERLY ALONG LAST SAID LINE TO AN INTERSECTION WITH THE SOUTHERLY BOUNDARY OF THE LANDS DESCRIBED AND RECORDED IN OFFICIAL RECORDS 3199, PAGE 837, OF SAID CURRENT PUBLIC RECORDS; THENCE WESTERLY AND NORTHERLY ALONG THE BOUNDARY OF LAST SAID LANDS TO AN INTERSECTION WITH SAID SOUTHWESTERLY RIGHT OF WAY LINE OF SAID MONCRIEF ROAD; THENCE NORTHWESTERLY ALONG LAST SAID LINE TO AN INTERSECTION WITH THE NORTHERLY RIGHT OF WAY LINE OF LISTON ROAD; THENCE EASTERLY ALONG LAST SAID LINE TO AN INTERSECTION WITH THE SOUTHWESTERLY RIGHT OF WAY LINE OF MATTOX AVENUE; THENCE NORTHWESTERLY ALONG LAST SAID LINE TO AN INTERSECTION WITH THE NORTHWESTERLY RIGHT OF WAY LINE OF MCLEOD AVENUE; THENCE NORTHEASTERLY ALONG LAST SAID LINE TO AN INTERSECTION WITH THE SOUTHWESTERLY RIGHT OF WAY LINE OF SISKIN AVENUE; THENCE NORTHWESTERLY ALONG LAST LINE TO AN INTERSECTION WITH THE SOUTHERLY BOUNDARY OF THE LANDS DESCRIBED AND RECORDED IN OFFICIAL RECORDS 12547, PAGE 862 OF SAID CURRENT PUBLIC RECORDS; THENCE NORTHEASTERLY ALONG LAST SAID BOUNDARY TO AN INTERSECTION WITH THE SOUTHWESTERLY BOUNDARY OF CARVER MANOR UNIT NO 7, AS RECORDED IN PLAT BOOK 34, PAGE 30 OF SAID CURRENT PUBLIC RECORDS; THENCE NORTHWESTERLY ALONG LAST SAID BOUNDARY AND A NORTHWESTERLY PROLONGATION ALONG THE WESTERLY BOUNDARY OF THE LANDS DESCRIBED AND RECORDED IN 8210, PAGE 2459 OF SAID CURRENT PUBLIC RECORDS TO AN INTERSECTION WITH THE SOUTHEASTERLY BOUNDARY OF THE LANDS DESCRIBED AND RECORDED IN OFFICIAL RECORDS 14054, PAGE 2435 OF THE CURRENT PUBLIC RECORDS; THENCE NORTHEASTERLY ALONG LAST SAID BOUNDARY TO AN INTERSECTION WITH THE SOUTHWESTERLY BOUNDARY OF THE LANDS DESCRIBED AND RECORDED IN OFFICIAL 8390, PAGE 1366 OF SAID CURRENT PUBLIC RECORDS; THENCE NORTHWESTERLY ALONG LAST SAID BOUNDARY TO AN INTERSECTION WITH THE SOUTHEASTERLY BOUNDARY OF THE LANDS DESCRIBED AND RECORDED IN OFFICIAL RECORDS 6763, PAGE 2154 OF SAID CURRENT PUBLIC RECORDS; THENCE SOUTHWESTERLY ALONG LAST SAID BOUNDARY AND NORTHWESTERLY ALONG THE SOUTHWESTERLY BOUNDARY OF LAST SAID LANDS TO AN INTERSECTION WITH THE NORTHWESTERLY RIGHT OF WAY LINE OF GILCHRIST ROAD; THENCE NORTHEASTERLY ALONG LAST SAID LINE TO AN INTERSECTION WITH THE SOUTHERLY BOUNDARY OF THE LANDS DESCRIBED AND RECORDED IN OFFICIAL RECORDED 5620, PAGE 864 OF SAID PUBLIC RECORDS; THENCE NORTHWESTERLY ALONG LAST SAID BOUNDARY TO AN INTERSECTION WITH A SOUTHWESTERLY PROLONGATION OF THE SOUTHEASTERLY BOUNDARY OF THE LANDS DESCRIBED AND RECORDED IN OFFICIAL RECORDS 2766, PAGE 1176, OF SAID CURRENT PUBLIC RECORDS; THENCE NORTHEASTERLY ALONG LAST SAID BOUNDARY TO AN INTERSECTION WITH THE NORTHEASTERLY BOUNDARY

THEREOF; THENCE NORTHWESTERLY ALONG LAST SAID BOUNDARY TO AN INTERSECTION WITH THE WATERS OF NINE MILE CREEK; THENCE NORTHWESTERLY FOLLOWING THE MEANDERINGS THEREOF TO THE EASTERLY BOUNDARY OF THE LANDS DESCRIBED AND RECORDED IN OFFICIAL RECORDS 14381, PAGE 1076 OF SAID CURRENT PUBLIC RECORDS; THENCE NORTHERLY ALONG LAST SAID BOUNDARY TO AN INTERSECTION WITH THE SOUTHERLY BOUNDARY OF THE LANDS DESCRIBED AND RECORDED IN OFFICIAL RECORDS 9210, PAGE 1119 OF THE CURRENT PUBLIC RECORDS; THENCE NORTHWESTERLY TO AN INTERSECTION WITH THE NORTHWESTERLY RIGHT OF WAY LINE OF WAGNER ROAD; THENCE NORTHEASTERLY ALONG LAST SAID RIGHT OF WAY LINE TO AN INTERSECTION WITH THE EASTERLY BOUNDARY OF THE LANDS DESCRIBED AND RECORDED IN OFFICIAL RECORDS 7559, PAGE 1166 OF SAID CURRENT PUBLIC RECORDS; THENCE NORTHWESTERLY ALONG LAST SAID BOUNDARY TO AN INTERSECTION WITH THE SOUTHERLY RIGHT OF WAY LINE OF TROUT RIVER BOULEVARD; THENCE WESTERLY ALONG LAST SAID LINE TO AN INTERSECTION WITH THE NORTHEASTERLY RIGHT OF WAY LINE OF MONCRIEF-DINSMORE ROAD; THENCE SOUTHEASTERLY ALONG LAST SAID LINE TO AN INTERSECTION WITH THE SOUTHEASTERLY BOUNDARY OF THE LANDS DESCRIBED IN OFFICIAL RECORDS 9774, PAGE 141; THENCE NORTHEASTERLY ALONG LAST SAID BOUNDARY TO AN INTERSECTION WITH THE EASTERLY BOUNDARY OF THE LANDS DESCRIBED AND RECORDED IN OFFICIAL RECORDS 12953 PAGE 144 OF SAID CURRENT PUBLIC RECORDS; THENCE NORTHERLY ALONG LAST SAID BOUNDARY TO AN INTERSECTION WITH THE SOUTHERLY BOUNDARY OF THE LANDS DESCRIBED IN OFFICIAL RECORDS 13900 PAGE 559, OF SAID CURRENT PUBLIC RECORDS; THENCE WESTERLY, NORTHERLY, EASTERLY AND SOUTHERLY ALONG THE BOUNDARY OF LAST SAID LANDS TO AN INTERSECTION WITH THE NORTHEAST CORNER OF LANDS DESCRIBED AND RECORDED IN OFFICIAL RECORDS 3580, PAGE 1166 OF SAID CURRENT PUBLIC RECORDS; THENCE SOUTHERLY ALONG THE EASTERLY BOUNDARY OF LAST SAID LANDS AND A SOUTHERLY PROLONGATION THEREOF TO AN INTERSECTION WITH THE SOUTHERLY BOUNDARY OF THE LANDS DESCRIBED AND RECORDED IN OFFICIAL RECORDS 9179, PAGE 1167 OF SAID CURRENT PUBLIC RECORDS; THENCE NORTHEAST ALONG THE BOUNDARY OF LAST SAID LANDS TO AN INTERSECTION WITH THE SOUTHWESTERLY BOUNDARY OF THE LANDS DESCRIBED AND RECORDED IN OFFICIAL RECORDS 13033 PAGE 1135 OF SAID CURRENT PUBLIC RECORDS; THENCE SOUTH EASTERLY ALONG LAST SAID BOUNDARY AND THE WESTERLY BOUNDARY OF THE LANDS DESCRIBED AND RECORDED IN OFFICIAL RECORDS 12281, PAGE 1670 TO THE SOUTHERLY LINE THEREOF; THENCE SOUTHERLY TO AN INTERSECTION WITH THE NORTHWEST CORNER OF THE LANDS DESCRIBED AND RECORDED IN OFFICIAL RECORDS 12281, PAGE 1670; THENCE SOUTHERLY ALONG THE WESTERLY BOUNDARY OF LAST SAID LANDS TO AN INTERSECTION WITH THE WESTERLY BOUNDARY OF THE LANDS DESCRIBED IN OFFICIAL RECORDS 8551, PAGE 1210 OF SAID CURRENT PUBLIC RECORDS. THENCE SOUTHERLY ALONG LAST SAID BOUNDARY TO AN INTERSECTION WITH THE NORTHWESTERLY BOUNDARY OF THE LANDS DESCRIBED AND RECORDED IN OFFICIAL RECORDS 13024, PAGE 2345; THENCE

SOUTHWESTERLY AND SOUTHEASTERLY ALONG THE BOUNDARY AND A SOUTHEASTERLY PROLONGATION THEREOF LAST SAID LANDS TO AN INTERSECTION WITH THE NORTH RIGHT OF WAY LINE OF GRANT AVENUE; THENCE SOUTHERLY TO AN INTERSECTION WITH THE NORTHWEST CORNER OF LOT 17, BLOCK 35 PLAT NO. 2, LINCOLN VILLAS, AS RECORDED IN PLAT BOOK 5, PAGE 84; THENCE SOUTHEASTERLY ALONG LAST SAID BOUNDARY AND A SOUTHEASTERLY PROLONGATION THEREOF TO SOUTHWESTERLY CORNER OF LOT 7 OF SAID BLOCK 35; THENCE IN A SOUTHEASTERLY DIRECTION ALONG THE SOUTHWESTERLY BOUNDARY OF LAST SAID LOT 7 AND A SOUTHEASTERLY PROLONGATION THEREOF TO THE NORTHEAST CORNER OF LOT 35 OF SAID BLOCK 35; THENCE SOUTHWESTERLY ALONG THE NORTHWESTERLY BOUNDARY OF SAID LOT 35 TO THE NORTHEASTERLY RIGHT OF WAY LINE OF MONCRIEF ROAD; THENCE SOUTHEASTERLY ALONG LAST SAID RIGHT OF WAY LINE TO AN INTERSECTION WITH THE SOUTHEASTERLY RIGHT OF WAY LINE OF NEW KINGS ROAD; THENCE SOUTHWESTERLY TO AN INTERSECTION WITH THE NORTHWEST CORNER OF LOT 12, BLOCK 37 OF SAID LINCOLN VILLAS; THENCE SOUTHWESTERLY AND SOUTHEASTERLY ALONG THE BOUNDARY AND A SOUTHEASTERLY PROLONGATION OF SAID LOT 12 TO AN INTERSECTION WITH THE NORTHWESTERLY BOUNDARY OF LOT 35 OF SAID BLOCK 37; THENCE SOUTHWESTERLY SOUTHEASTERLY AND NORTHEASTERLY ALONG LAST SAID BOUNDARY OF LOT 35 TO AN INTERSECTION WITH THE NORTHEASTERLY BOUNDARY OF LOT 34 OF SAID BLOCK 37; THENCE SOUTHEASTERLY AND SOUTHWESTERLY ALONG THE BOUNDARY OF SAID LOT 34 TO AN INTERSECTION WITH NORTHERLY RIGHT OF WAY LINE OF REDPOLE AVENUE; THENCE SOUTHERLY TO AN INTERSECTION WITH THE NORTHWEST CORNER OF THE LANDS DESCRIBED AND RECORDED IN OFFICIAL RECORDS 6376, PAGE 331 OF SAID CURRENT PUBLIC RECORDS; THENCE SOUTHERLY AND EASTERLY ALONG THE BOUNDARY OF LAST SAID LANDS TO AN INTERSECTION WITH THE NORTHERLY RIGHT OF WAY LINE OF FLICKER AVENUE; THENCE SOUTHERLY TO AN INTERSECTION WITH THE EASTERLY BOUNDARY OF LOT 17, BLOCK 16 OF SAID LINCOLN VILLAS; THENCE SOUTHERLY AND WESTERLY ALONG THE BOUNDARY OF SAID LOT 17 AND A WESTERLY PROLONGATION THEREOF TO AN INTERSECTION WITH THE EASTERLY BOUNDARY OF LOT 32, OF SAID BLOCK 16; THENCE SOUTHERLY ALONG LAST SAID BOUNDARY TO AN INTERSECTION WITH THE NORTHERLY RIGHT OF WAY LINE OF MONCRIEF ROAD WEST; THENCE EASTERLY ALONG LAST SAID LINE TO AN INTERSECTION WITH A NORTHERLY PROLONGATION OF THE WESTERLY BOUNDARY OF LOT 4, BLOCK 14, GLEN OAK AS RECORDED IN PLAT BOOK 6, PAGE 52 OF SAID CURRENT PUBLIC RECORDS; THENCE SOUTHERLY ALONG SAID BOUNDARY AND A SOUTHERLY PROLONGATION THEREOF TO AN INTERSECTION WITH THE NORTHERLY RIGHT OF WAY LINE OF DUNMIRE AVENUE; THENCE EASTERLY ALONG LAST SAID LINE TO AN INTERSECTION WITH THE EASTERLY RIGHT OF WAY LINE OF DITMAR STREET; THENCE SOUTHERLY ALONG LAST SAID LINE TO AN INTERSECTION WITH THE NORTHERLY RIGHT OF WAY LINE OF PATTERSON AVENUE; THENCE EASTERLY ALONG LAST SAID LINE TO AN INTERSECTION WITH A NORTHERLY PROLONGATION OF THE WESTERLY BOUNDARY OF LOT 12 OF BLOCK 13 OF SAID

GLEN OAK; THENCE SOUTHERLY ALONG LAST SAID BOUNDARY AND A SOUTHERLY PROLONGATION THERE OF TO AN INTERSECTION WITH THE NORTHERLY RIGHT OF WAY LINE OF KENNEDY DRIVE NORTH; THENCE SOUTHERLY TO AN INTERSECTION WITH THE SOUTHWESTERLY BOUNDARY OF TRACT B, WASHINGTON LAKE ESTATES AS RECORDED IN PLAT BOOK 34, PAGE 62 OF SAID CURRENT PUBLIC RECORDS; THENCE SOUTHEASTERLY ALONG LAST SAID BOUNDARY AND IT SOUTHEASTERLY PROLONGATION THEREOF TO AN INTERSECTION WITH THE SOUTHERLY BOUNDARY OF SAID WASHINGTON LAKE ESTATES; THENCE SOUTHWESTERLY, SOUTHEASTERLY, AND NORTHWESTERLY ALONG LAST SAID BOUNDARY AND A NORTHWESTERLY PROLONGATION THEREOF TO AN INTERSECTION WITH THE WESTERLY BOUNDARY OF THE LANDS DESCRIBED AND RECORDED IN OFFICIAL RECORDS 12630, PAGE 230 OF SAID CURRENT PUBLIC RECORDS; THENCE SOUTHERLY ALONG LAST SAID BOUNDARY TO AN INTERSECTION WITH THE NORTHWESTERLY BOUNDARY OF THE LANDS DESCRIBED AND RECORDED IN OFFICIAL RECORDS 12332 PAGE 1518 OF SAID CURRENT PUBLIC RECORDS; THENCE SOUTHWESTERLY ALONG LAST SAID BOUNDARY TO AN INTERSECTION WITH THE MOST WESTERLY CORNER THEREOF; THENCE SOUTHWESTERLY TO AN INTERSECTION WITH THE MOST NORTHERLY CORNER OF THE LANDS DESCRIBED AND RECORDED IN OFFICIAL RECORDS 14280, PAGE 216; THENCE SOUTHERLY AND WESTERLY ALONG THE BOUNDARY OF LAST SAID LANDS TO AN INTERSECTION WITH THE EASTERLY BOUNDARY OF THE LANDS DESCRIBED AND RECORDED IN OFFICIAL RECORDS 10766, PAGE 2147 OF SAID CURRENT PUBLIC RECORDS; THENCE NORTHERLY, WESTERLY, AND SOUTHERLY ALONG THE BOUNDARY OF LAST SAID LANDS TO AN INTERSECTION WITH THE NORTHERLY BOUNDARY OF THE LANDS DESCRIBED AND RECORDED IN OFFICIAL RECORDS 12399, PAGE 2083 OF SAID CURRENT PUBLIC RECORDS ; THENCE WESTERLY ALONG LAST SAID BOUNDARY AND A WESTERLY PROLONGATION THEREOF TO AN INTERSECTION WITH THE EASTERLY RIGHT OF WAY LINE OF AFORESAID OLD KINGS ROAD; THENCE SOUTHERLY ALONG LAST SAID LINE TO AN INTERSECTION WITH A EASTERLY PROLONGATION OF THE SOUTHERLY RIGHT OF WAY LINE OF ZORA STREET; THENCE WESTERLY ALONG LAST SAID LINE TO AN INTERSECTION WITH THE EASTERLY RIGHT OF WAY LINE OF CORA COURT; THENCE SOUTHERLY ALONG LAST SAID LINE TO AN INTERSECTION WITH THE SOUTHERLY RIGHT OF WAY LINE OF OSCEOLA STREET; THENCE WESTERLY ALONG LAST SAID LINE TO AN INTERSECTION WITH THE WESTERLY RIGHT OF WAY LINE OF CORA STREET; THENCE NORTHERLY ALONG LAST SAID LINE TO AN INTERSECTION WITH THE SOUTHERLY BOUNDARY OF THE BARNEY GARDENS, AS RECORDED IN DEED BOOK 532 OF SAID CURRENT PUBLIC RECORDS; THENCE WESTERLY ALONG LAST SAID BOUNDARY TO AN INTERSECTION WITH THE EASTERLY BOUNDARY OF THE LANDS DESCRIBED AND RECORDED IN OFFICIAL RECORDS 14315 PAGE 143 OF SAID CURRENT PUBLIC RECORDS; THENCE NORTHERLY WESTERLY AND SOUTHERLY ALONG THE BOUNDARY OF LAST SAID LANDS TO AN INTERSECTION WITH AFORESAID SOUTHERLY BOUNDARY OF BARNEY GARDENS; THENCE WESTERLY ALONG LAST SAID BOUNDARY TO AN INTERSECTION WITH THE EASTERLY RIGHT OF WAY LINE OF AFORESAID INTERSTATE 295; THENCE

SOUTHERLY ALONG LAST SAID RIGHT OF WAY LINE TO AN INTERSECTION WITH A SOUTHEASTERLY PROLONGATION OF THE SOUTHERLY BOUNDARY OF THE LANDS DESCRIBED IN OFFICIAL RECORDS 13047 PAGE 2412 OF SAID CURRENT PUBIC RECORDS; THENCE NORTHWESTERLY ALONG LAST SAID BOUNDARY TO THE POINT OF BEGINNING.
THE LANDS THUS DESCRIBED CONTAINING 2,300 ACRES, MORE OR LESS.

Appendix B

Tax Increment Projections

Tax increment financing (“TIF”) uses the incremental increase in property tax revenues resulting from redevelopment to pay for public improvements needed to support and encourage new development. TIF is designed to allow local government to finance, over a term of years, upfront costs involved in the redevelopment of blighted areas or areas at risk of becoming blighted. By using this tool a local government can develop and adopt a redevelopment plan, repave or reroute streets, provide other public improvements and open space, provide housing, provide redevelopment assistance or incentives, and acquire property within the CRA for redevelopment. Eligible activities include, but are not limited to, the acquisition of land and improvements, demolition of deteriorated structures, site preparation, relocation of displaced residents, infrastructure improvements, affordable housing, and other implementation activities.

TIF is the largest single public funding source for the CRA, and comes from the increase in tax revenues resulting from growth in real property values within the KingSoutel Crossing CRA. Pursuant to the Community Redevelopment Act, no TIF may be expended within the CRA unless those funds are expended in accordance with this Plan Update (Section 163.387(1)(a), F.S.). The Agency’s allocation of available TIF funds is budgeted annually concurrently with the City of Jacksonville budget process. While increment revenues are the base resource of the KingSoutel Crossing CRA, it should not be considered the sole source. The key to the successful implementation of the plan will ultimately be determined on the Agency’s ability to leverage other resources, whether they be private or other public funds.

A Redevelopment Trust Fund has previously been established as part of the City’s redevelopment program. For each taxing year following adoption of the original Community Redevelopment Plan, ad valorem taxes generated by the assessed taxable real property value in excess of the area’s base year total has been deposited into an account specific to the KingSoutel Crossing Community Redevelopment Area. The methodology for determining the amount of tax increment to be contributed each year shall be as provided in Section 163.387, F.S. and may be amended. All funds deposited into the Trust Fund shall be available to the Community Redevelopment Agency for any lawful purpose as defined in Chapter 163, F.S. in fulfillment of the provisions of the Plan Update and any amendments thereto.

The following table includes a very conservative estimate of TIF projected over the next 20 years. This projection is purely for planning purposes only.

KingSoutel Crossing CRA Tax Increment Revenue Projections

	Year	Taxable Value Existing Uses (1)	Cum Added Val Over Base	Taxable Value New Devel (2)	Cum Value New Devel	Total Added Val Over Base	Tax Increment Base (95%)	Annual TIF Revs (\$) (3)	Cumulative TIF Revs (\$)
	Base - 2008	71,064,917							
NEAR	2018	117,648,209	46,583,292	0	0	46,583,292	44,254,127	506,351	506,351
	2019	118,824,691	47,759,774	0	0	47,759,774	45,371,785	519,139	1,025,491
	2020	120,012,938	48,948,021	750,000	750,000	49,698,021	47,213,120	540,208	1,565,699
MID-TERM	2021	122,413,197	51,348,280	1,000,000	1,750,000	53,098,280	50,443,366	577,168	2,142,866
	2022	124,861,461	53,796,544	1,000,000	2,750,000	56,546,544	53,719,217	614,650	2,757,516
	2023	127,358,690	56,293,773	1,000,000	3,750,000	60,043,773	57,041,584	652,664	3,410,180
	2024	129,905,864	58,840,947	1,500,000	5,250,000	64,090,947	60,886,399	696,656	4,106,837
	2025	132,503,981	61,439,064	1,500,000	6,750,000	68,189,064	64,779,611	741,202	4,848,038
	2026	135,154,061	64,089,144	1,500,000	8,250,000	72,339,144	68,722,186	786,312	5,634,351
	2027	137,857,142	66,792,225	1,500,000	9,750,000	76,542,225	72,715,114	831,999	6,466,350
LONG-TERM	2028	140,614,285	69,549,368	2,500,000	12,250,000	81,799,368	77,709,399	889,143	7,355,493
	2029	143,426,570	72,361,653	2,500,000	14,750,000	87,111,653	82,756,071	946,887	8,302,380
	2030	146,295,102	75,230,185	2,500,000	17,250,000	92,480,185	87,856,176	1,005,242	9,307,621
	2031	149,221,004	78,156,087	3,000,000	20,250,000	98,406,087	93,485,782	1,069,655	10,377,276
	2032	152,205,424	81,140,507	3,000,000	23,250,000	104,390,507	99,170,982	1,134,704	11,511,981
	2033	155,249,532	84,184,615	3,500,000	26,750,000	110,934,615	105,387,885	1,205,838	12,717,818
	2034	158,354,523	87,289,606	4,000,000	30,750,000	118,039,606	112,137,626	1,283,067	14,000,886
	2035	161,521,613	90,456,696	5,000,000	35,750,000	126,206,696	119,896,362	1,371,842	15,372,728
	2036	164,752,046	93,687,129	5,000,000	40,750,000	134,437,129	127,715,272	1,461,305	16,834,033
	2037	168,047,087	96,982,170	5,500,000	46,250,000	143,232,170	136,070,561	1,556,906	18,390,939
	2038	171,408,028	100,343,111	5,500,000	51,750,000	152,093,111	144,488,456	1,653,222	20,044,162

Source: Prosser, Inc., November 29, 2017

20,044,162

- Notes: (1) Annual growth (appreciation) rate of existing taxable properties: 1.0 percent in first three years, 2.0 percent per year thereafter.
 (2) New development includes major renovations, new construction, and developing Opportunity Sites.
 (3) Based on advalorem tax rate of 11.4419 for Duval County Final 2017 Millages.