

San Marco by Design

Building on our successes to guide the way San Marco develops, in hopes that our children will lead healthy, fulfilling and prosperous lives.



*San Marco Preservation Society & The City of Jacksonville Planning and Development Department
Neighborhood Action Plan 2016*

Action Plan

San Marco by Design:

A Smart Growth Plan for North San Marco

San Marco by Design Neighborhood Action Plan

Pending City Council Approval
August 2017

San Marco by Design

Originally Published in 2012

Produced by: San Marco Preservation Society and Jacksonville Planning and Development Department

Authored by: Valerie Feinberg, AICP

Action Plan Revision: Valerie Feinberg, AICP, and Andrew Dickson

Workshop Facilitation: Flagg Design Studio

Report Design and Production: Valerie Feinberg, AICP

Graphics and Original Renderings: Flagg Design Studio

Map revisions: G. Kevin White, PLA, ASLA

For more information on this project, please contact:

San Marco Preservation Society

904-396-0081

ACKNOWLEDGEMENTS

The following individuals and organizations are dedicated to improving the health and welfare of Jacksonville's neighborhoods. North San Marco is dealing with economic challenges while trying to improve the health of the environment. San Marco Preservation Society received funding from The Blue Foundation for a Healthy Florida and partnered with the City of Jacksonville Planning and Development Department and community stakeholders to develop a **Smart Growth Plan for North San Marco**. This unique partnership provided the necessary resources to complete a comprehensive community assessment and develop an improvement plan.

SPONSORS:

Generous support from our community partners was vital to the success of this project.

City of Jacksonville Planning and Development Department
Healthy Kids, Healthy Jacksonville / Florida Blue Foundation
Baptist Hospital Systems
Regions Bank
Mike Balanky
Keith Kimball
Eddie Fink
Robert Harris



Funding provided by a grant from



Blue Cross and Blue Shield of Florida Foundation is an Independent Licensee of the Blue Cross and Blue Shield Association.



ACKNOWLEDGEMENTS (con't)

INKIND SUPPORT / TECHNICAL ADVISORS:

Collectively, their experiences inspired and motivated the project, and their participation and commitment ensured a focused outcome.

Zim Boulos, President, OES

Lori Boyer

Michael Saylor, AICP, Black Dog Planning

Rob Smith, RLA

STEERING COMMITTEE:

Community volunteers provided an essential resource towards social and environmental problem-solving that made this project a success.

Bill Killingsworth, Director of Planning and Development Department City of Jacksonville

Doug Skiles, EnVision Design, Steering Committee Chair

Mike Balanky

Bill Cesery

Andrew Dickson

George Foote

Jay Handline

Connie Vaughn

Keith Kimball

Michelle McCoy

Tim Miller

Mark Thiele

STAFF SUPPORT:

City of Jacksonville Planning and Development Department

Susan Cohn

Allison Giordano

Aaron Glick

Adrienne Lathrop

Scott McLarty

Helena Parola

Cory Sawyer

Shakeeb Shariff

Brian Small

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When San Marco Preservation Society contemplated this effort we were very clear that we didn't want another "great neighborhood plan" that was going to sit on a shelf and collect dust. Many people were making a commitment of time and money to articulate a vision for the community. With development pressure easing, we felt it was an ideal time to pause and reflect on what makes our neighborhood special and to dream about what we would like it become.

It is important that we have strong support from our businesses and residents, so we have and will continue to, reach out to hear those voices. We cannot be diligent enough to ensure this is a community vision, not just the goals of a select few.

SMPS is committed to quality of life in San Marco. Ultimately, this plan will become a guiding system that promotes market flexibility and new technologies while protecting our historic and close-knit character.

*Doug Skiles,
President San Marco Preservation Society 2011-2012*

The San Marco Preservation Society (SMPS) has been successful in the preservation and enhancement of the economic and social value, health and charm of the San Marco neighborhoods. SMPS has now created a Neighborhood Action Plan for North San Marco with recommendations based on smart growth principles. **San Marco by Design: A Smart Growth Plan for North San Marco is designed to preserve and improve the quality of life for people living, working and playing in San Marco.** It serves as corollary guidance to the Jacksonville Planning and Development Department (COJPDD) for creating a Special District Code or Form-Based Code for San Marco and other neighborhoods.

This neighborhood plan is a dynamic document that provides a framework for decision making. It allows for the evolution of the physical environment, to accommodate changing circumstances and market conditions. This framework, or "road-map," establishes the way in which our community will develop. It includes:

- recommended changes to regulatory structures
- alternative procedures for development review and approval
- provision of development incentives
- programming for public investment, and
- and other innovative or creative community development techniques.

This project is a culmination of past efforts and ongoing community dialogue. It recognizes the need to promote future infill development that makes economic sense and enhances the vitality and health of the neighborhoods and of its residents while preserving historic character and improving walkability and quality of life in San Marco. It presents an opportunity to explore facets of sustainability, such as the connection between health and the built environment. The process, to date, has provided a unique opportunity to engage community members in the discussion.

Smart Growth is a strategy for planning and development that considers the economy, the community, and the environment as the basis for determining how best to accommodate urban development in context to place. Place is defined by the natural and built environments and is characterized by unique historic, political and social structures of a community or district.

Our approach to planning for San Marco is about process as much as results. This summary report contains the following:

- Recommendations to guide development decisions and for alternative regulatory tools
- Documentation of current community initiatives
- A summation of community visioning (found in Appendix document)

The plan is a guide and a tool for San Marco Preservation Society. As the organization's leadership grows and changes, the plan provides long-term guidance, direction and continuity.

Smart Growth Principles

- *Compact Building Design*
- *Create Range of Housing Opportunities and Choices*
- *Encourage Community and Stakeholder Collaboration*
- *Foster Distinctive, Attractive Communities with a Strong Sense of Place*
- *Mix Land Uses*
- *Preserve Open Space, Farmland, Natural Beauty and Critical Environmental Areas*
- *Provide a Variety of Transportation Choices*
- *Strengthen and Direct Development Towards Existing Communities*

Source: <http://www.smartgrowth.org/engine/index.php/principles/>



Since its inception in 1975, San Marco Preservation Society (SMPS) has been the champion of redevelopment efforts in San Marco. SMPS has successfully guided numerous improvement projects and is committed to long term strategies, which include the following:

- Improvement in the welfare of communities and their residents by creating convenient, healthy, efficient and attractive places for present and future generations
- Advocacy for a better balance of healthy living policies, directed at community development, including: equitable provision of essential public services; protection of environmental resources; and promotion of economic sustainability, and
- Mobilization of civic leaders, businesses and citizens to play a meaningful role in creating healthy communities that enrich people's lives.

Public and private sectors influence development patterns through urban design, land use, zoning, transportation, healthy environments, affordable housing, community facilities, public art and infrastructure. In North San Marco, ongoing planning and development efforts often occur independently. There has not been a "big picture" study which integrates these efforts in a comprehensive vision for North San Marco.

As North San Marco has aged, it has succumbed to development pressures that degraded the natural and built environments. Because the City of Jacksonville has one set of "generic" guidelines for land use and zoning decisions, it has been challenging to incorporate specific smart growth strategies in development decisions to influence better outcomes. For instance, the zoning code has evolved to promote suburban development patterns that create strip centers and isolated, automobile-dominated neighborhoods. This generic code is difficult to apply in older communities that developed in a compact street/block grid pattern.

SMPS reviews proposed development plans to ensure that the overall characteristics of the neighborhood are not undermined. But this reactive approach does not always yield positive outcomes. A Smart Growth Plan aims to outline a strategy that guides development decisions and practices aligned with the community vision. North San Marco, located south of downtown Jacksonville is impacted by downtown development decisions. In 2008, SMPS consulted with leading Smart Growth expert, Dan Burden, in an effort to understand how best to influence better planning and development in San Marco. Mr. Burden, then Director of Walkable Communities, Inc., facilitated a workshop to educate the SMPS Board on the following concepts:

- Urban planning goals, tools, and terminology
- Community visioning for the future development of commercial areas in San Marco
- Transitions from commercial structures to adjacent residential neighborhoods as well as to the high rise development on the Southbank
- Essential criteria necessary to preserve the type of highly desirable, walkable destination that is San Marco
- Training SMPS Board to respond to impending development proposals.

These concepts were particularly relevant to the commercial corridors of San Marco Boulevard, Hendricks Avenue and Atlantic Boulevard. Burden emphasized trends in redevelopment and infill that had proven successful in communities similar to San Marco, such as:

- **Crowded, (and therefore slow) streets are good!**
- **Achieve higher residential densities relative to commercial and public areas.** (Higher density does not necessarily translate to height. Smaller, less expensive units are also an asset.)

- **A core commercial place that serves as an activity center for community gathering.** (San Marco Square and secondary activities like the San Marco Library/Community Center/Southside Park Complex.)
- **Activity centers within walking distance of each other and surrounding residential areas with a defined system of connectivity.** (Sidewalks and bike lanes can be improved in San Marco to provide safe routes to activity centers including schools.)
- **Extensive landscaping and awnings can be used to shade and make the sidewalks from the Square to the public complex pedestrian friendly.**
- **Buildings of two to four stories should have 80% window frontage on the first floor** (This would be appropriate for San Marco Boulevard and Hendricks Avenue.)
- **Creative parking solutions** (In San Marco, the shared parking agreement with of Southside Baptist Church is a successful model partnership.)

During the workshop, alternative methods for regulating land development, such as a modified zoning code and land development regulations, were also discussed. As a result of the workshop, SMPS formed a workgroup in 2009 to identify project funding to create a Smart Growth Plan specific to North San Marco.

Initial thoughts of the San Marco by Design committee circulated around the idea of developing an alternative set of regulatory guidelines specific to San Marco to control future development and redevelopment in the community. The historic, urban land use patterns unique to San Marco provide a foundation on which to create a more vibrant neighborhood. A “tailor-made” code that incorporates smart growth strategies could provide some

assurances for future development since the opportunity for infill development is abundant.

San Marco has an existing Zoning Overlay (Ordinance 2004-1105) that was officially adopted November 23, 2004 to preserve the character of the neighborhood without unduly restricting property owners’ rights to renovate and modify their homes and businesses.

Because of this existing zoning overlay, there was concern with creating what might be perceived as “another” zoning overlay. A community-based planning process was initiated to prepare a viable plan to define and achieve goals for the future of the area. The San Marco by Design Committee wanted the results to reflect the input of the residents, commercial property and business owners in North San Marco.

Under the current City of Jacksonville Zoning Code, it is challenging to develop a truly walkable community that is based on healthy urban design practices. The neighborhood-specific plan, along with the regulatory guidelines, can be the basis for another type of code. **An official Specific District Code will guide future development in San Marco.** This code can become a model for other

Zoning

Zoning is an urban planning tool that significantly influences the community character. Zoning laws do not cause development or dictate every aspect of development. They do regulate use, form and location.

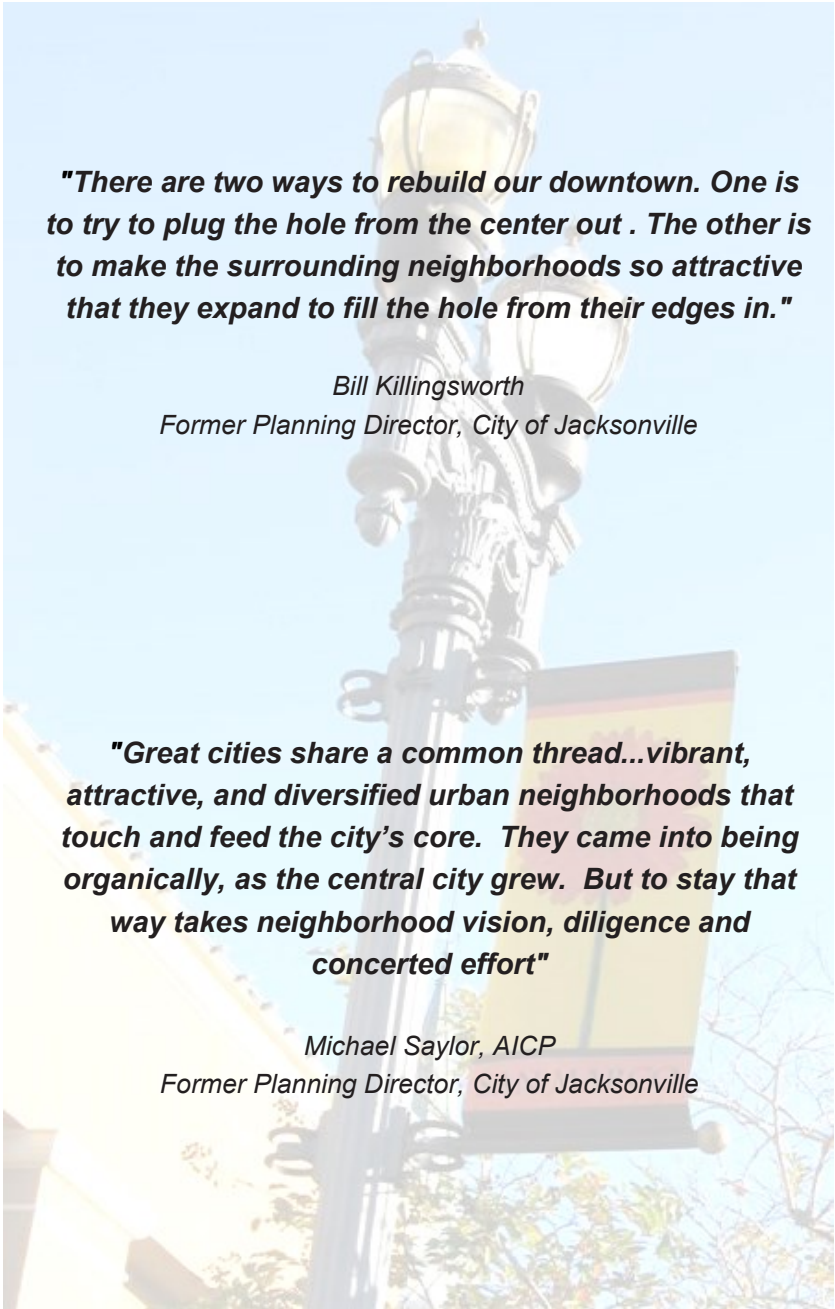
Because use, form and location can affect health behaviors and outcomes, there is growing interest among public health professionals to explore how zoning can be used to facilitate the development of healthy communities.

The concept of a walkable community focusing on the pedestrian environment and the experience is the foundation for San Marco by Design. The concept provides the impetus for creating a healthier community and an improved quality of life for all who live, work and play in San Marco.

Due to limited resources, SMPS sought to accomplish this effort by leveraging resources and developing partnerships. SMPS received funding through a grant from The Blue Foundation for a Healthy Florida. **The SMPS proposal responded to Call to Action #1 from the Healthy Kids, Healthy Jacksonville Report (2009) which is “increasing active living through community design”.** The focus on creating healthy communities provides the catalyst for the Smart Growth Plan.

San Marco by Design: A Smart Growth Plan for North San Marco was designed as a partnership between San Marco Preservation Society and the City of Jacksonville Planning and Development Department (COJPDD). The partnership is strengthened and supported by private sector businesses and professionals in the community, resulting in a unique public, private and non-profit community partnership.

San Marco by Design has been conceived of and supported by a wide variety of institutions and individuals. This broad and diverse constituency is critical to the Plan's success. Recognizing that good design is created with a dialogue, the planning process has been structured around a series of public workshops, with extensive public and stakeholder outreach. Continued public involvement is imperative to the success of the plan.



"There are two ways to rebuild our downtown. One is to try to plug the hole from the center out . The other is to make the surrounding neighborhoods so attractive that they expand to fill the hole from their edges in."

*Bill Killingsworth
Former Planning Director, City of Jacksonville*

"Great cities share a common thread...vibrant, attractive, and diversified urban neighborhoods that touch and feed the city's core. They came into being organically, as the central city grew. But to stay that way takes neighborhood vision, diligence and concerted effort"

*Michael Saylor, AICP
Former Planning Director, City of Jacksonville*

San Marco is a unique neighborhood with local historic significance and character. It is a premier area in Jacksonville to live and work.

The qualities that make it a special place also create an inviting climate for more intensive development.



Why North San Marco?

San Marco by Design focused on the neighborhoods in North San Marco due to community concern related to future development proposals, transportation safety and efficiency, zoning regulations and approval processes. North San Marco includes all of the commercial and abutting residential uses where the impact of future development is more intense. The residential area south and west of San Marco square is excluded because it is not directly impacted by commercial development.

A strong sentiment that San Marco's historic character was being degraded by these pressures led to the exploration of alternatives to current regulations for North San Marco. Activities defining the context and character of the community included:

- Creating a mix of commercial, retail and residential uses in the same block or same building
- Increasing residential density where appropriate with a mixture of housing types
- Improving infrastructure (roads, sidewalks and multi-use paths) to promote walking and bicycling
- Sustaining quality of life by providing more options for healthy lifestyles

North San Marco is a mixed use, older part of the neighborhood with a high percentage of rental property and isolated patches of urban blight. Non-residential uses along the major corridors are immediately adjacent to residential uses. Single-family, multi-family residential and non-residential uses occur on abutting lots. This area is susceptible to unchecked urban infill due to the current economic climate, combined with a desirable location and the profile of the well known, up-scale San Marco neighborhood.

Change is inevitable and SMPS will be proactive in welcoming and directing the impact of change on the fabric of the neighborhood. The intent of this plan, therefore, is to provide well-conceived guidelines and recommendations for development resulting from a rational approach to stakeholder-driven urban design. This plan provides:

- Agreement among residents and landowners on a future plan
- Direction to landowners on development potential of their parcels and to developers on land acquisition and development decisions
- Assistance to the City of Jacksonville in the review and approval of future projects
- Recommendations for code and ordinance revisions, and for those making policy decisions regarding development and growth

Phase One of the project consisted of defining the context and character of the place and creating a **conceptual framework or plan, including recommended actions**. This was accomplished through topical and land use research, an environmental audit including a walkability survey, and community focus groups, key-informant interviews and a community workshop.

Phase Two will develop an alternate set of regulatory guidelines, a Specific District Code, to implement the conceptual framework defined during Phase One. Some of the improvements identified are project-specific and may or may not require regulatory policy changes; they only require better coordination between regulating authorities.

Consistency between the many regulating tools for land development and regulating authorities is essential for success. When the intent of the vision is not clearly reflected in policy, a breakdown in implementation occurs. It is imperative to craft the implementation mechanism to include rational regulatory review and political approval processes.

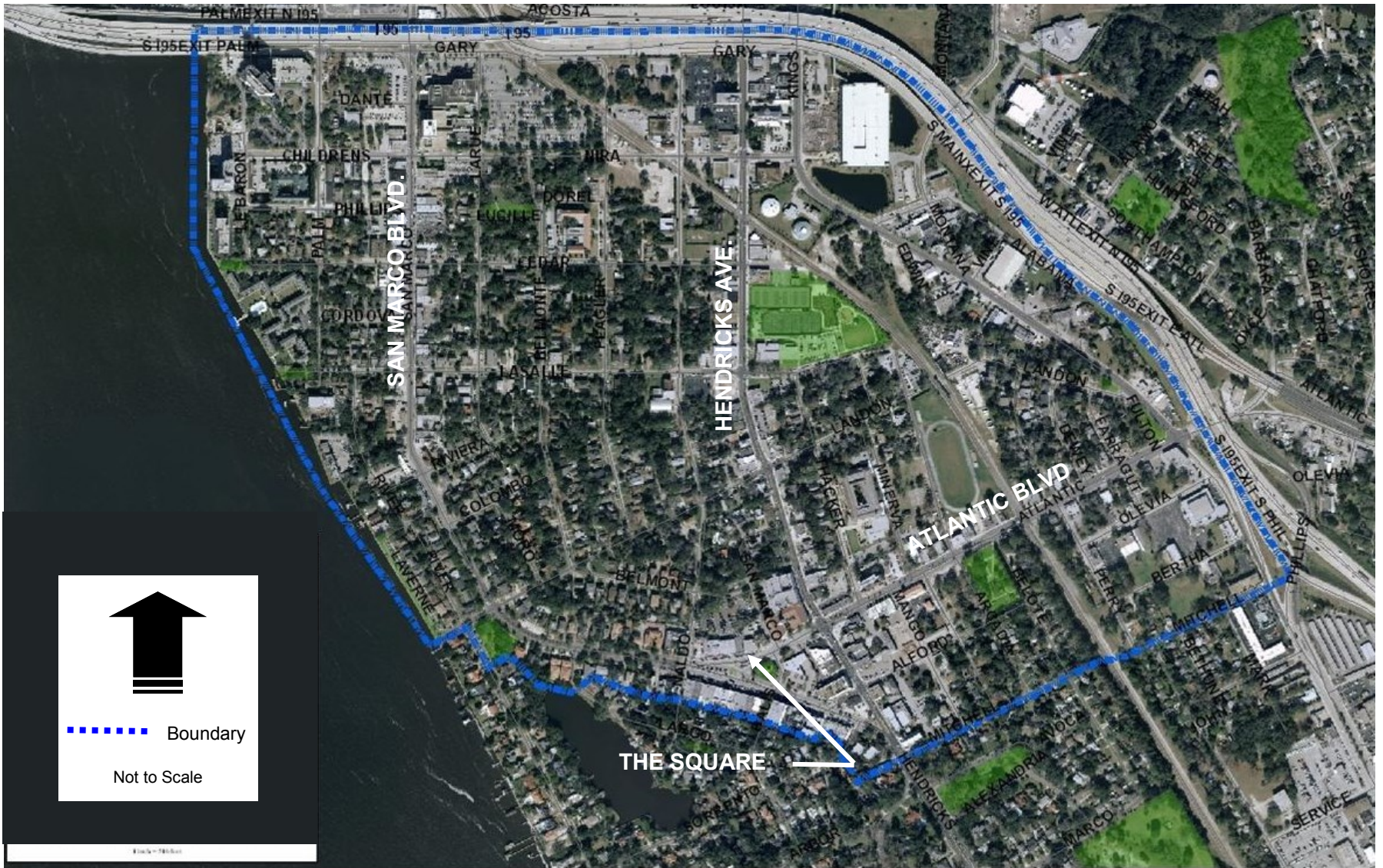


Figure 1: North San Marco Study Area Boundary Map

The project area includes approximately 395 acres located immediately south of downtown Jacksonville (see Figure 1). The area boundaries are south of San Marco Square, to Mitchell Street, to the Railroad tracks and Kings Avenue on the east, to I-95 on the north, and the St. Johns River on the west.

Hendricks Avenue bisects the area from Mandarin to the Southbank of downtown and is traveled by approximately 13,000 vehicles per day. Daily vehicle trips on San Marco Boulevard are approximately 15,739, and Atlantic Boulevard are 29,000. The FEC railroad runs through the area from north to south and significantly impedes traffic on all major roads leading from San Marco to downtown.

The development pattern in North San Marco has evolved over decades. It is regulated by the Future Land Use Map which guides future development and the Zoning Map which establishes use and type of development. Both influence physical development patterns. In the case of North San Marco, these documents establish a development pattern contrary to the character of the community.

Socio-Demographic Profile

The U.S. Bureau of the Census, 2010 Census of Population and Housing estimates the total population in this area to be 2,178. This is a 15.7 percent increase from 2000. There are approximately 1,385 households in the study area with an average household size of 1.5 persons (Jacksonville's average is 2.3 persons per household). Median household income in 2010 was estimated to be \$45,709 as compared to Jacksonville, which is estimated at \$57,333. The study area's population is approximately 86.3 percent white, 7.6 percent black with the remaining distributed among other races. The average age is 40.6 years. In 2010, the number of housing units was estimated at 1,674 with 25.7 percent being owner occupied, 59.6 percent renter occupied and approximately 14.7 percent vacant.

COMPONENTS OF A REGULATORY FRAMEWORK

Land-use and zoning has a history spanning 100 years, based on the Tenth Amendment right that affords all municipal governments the authority to invoke their police power to protect public health, safety and welfare. Early zoning practice focused on minimizing the consequences of uncontrolled growth and harmful development. Zoning evolved to include regulating the separation of buildings to mitigate for the danger of the spread of fire, controlled building height based on limitations of firefighting equipment, and separated smoke-producing industry from single family homes.

Zoning models eventually sought to segregate what was thought to be incompatible land uses—residential, commercial, industrial—which has ultimately led to the inefficient development patterns of suburbia. The by-product of this development pattern has led to auto-dependent, socially isolated and economically challenged cities that are suffering due to the negative impact on the health, safety and welfare of built and natural environments.

Over the past 40 years, alternatives or “fixes” to conventional zoning have been developed, theorized and implemented. Form-based codes emerged in the 1980's as another alternative to conventional zoning. Form-based code models began with the underlying premise to revitalize communities based on Smart Growth principles—promote walkable, mixed-use and sustainable communities. This type of code differs in terms of the process by which it is prepared, the substance of the standards it contains, the mechanism by which it is implemented and the building form it produces.

Source: Form-Based Codes: A Guide for Planners, Urban Designers, Municipalities, and Developers. D. Parolek, K. Parolek and P. Crawford.

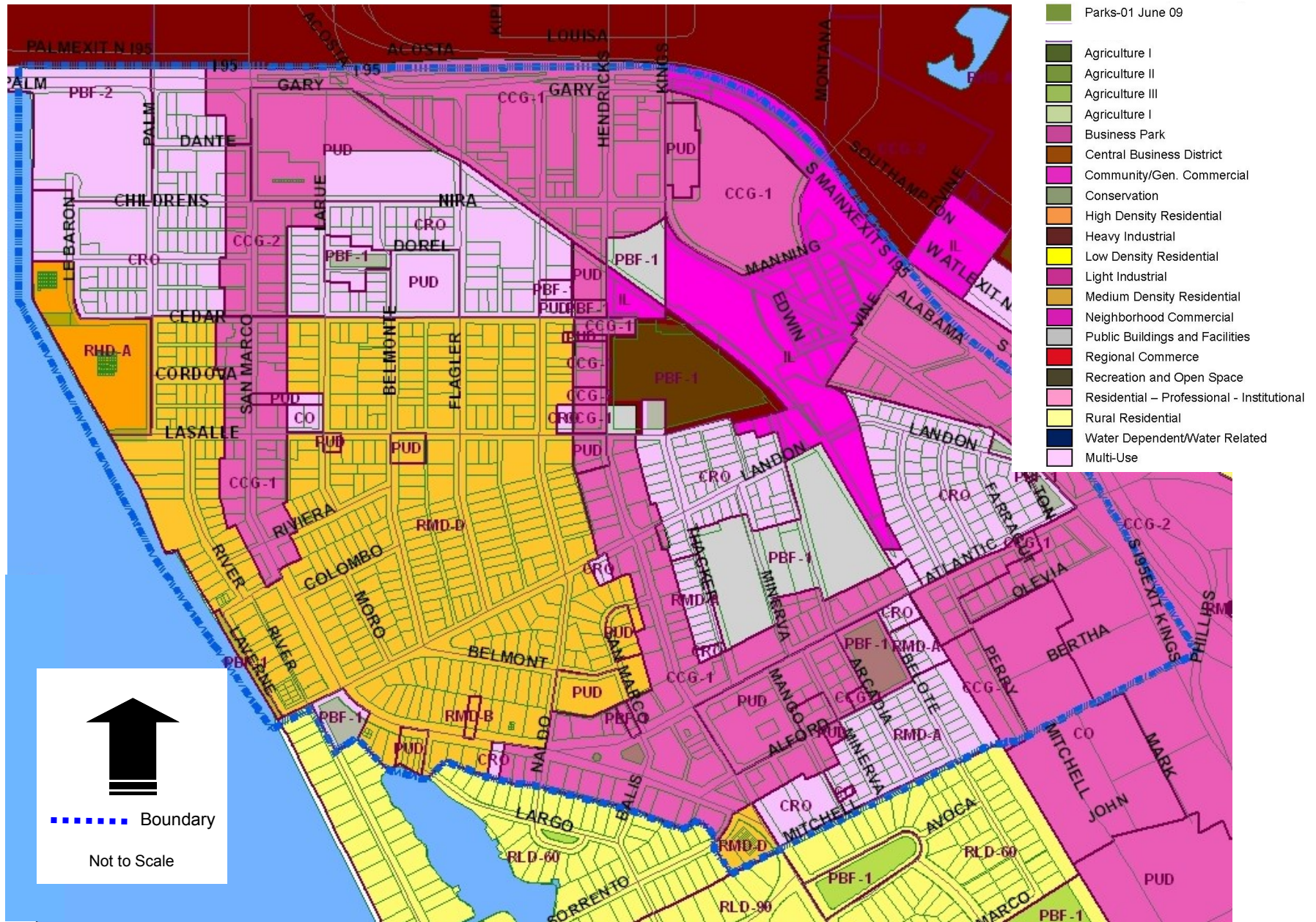


Figure 2: Land Use and Zoning Map

Land Use Categories

The following land use designations and associated acreage for the study area are listed below and illustrated on Figure 2.

- Medium Density Residential (98 acres)
- Community General Commercial (144 acres),
- Residential Professional Institutional (94 acres)
- Light Industrial (26 acres)
- High Density Residential (7 acres)
- Public Buildings and Facilities (15 acres)
- Parks (7 acres)

Zoning Designations

Parcels in North San Marco are classified in one of the following zoning districts as shown on Figure 2.

- RHD-A: Residential High Density
Maximum Height: 45 Feet
- RMD-A: Residential Medium Density
Maximum Height: 35 Feet

- RMD-B: Residential Medium Density
Maximum Height: 35 Feet
- RMD-D: Residential Medium Density
Maximum Height: 35 Feet
- CRO: Community Residential Office
Maximum Height: 35 Feet
- CO: Commercial Office
Maximum Height: 35 Feet
- CGC-1: Community General Office
Maximum Height: 60 Feet
- CGC-2: Community General Office
Maximum Height: 60 Feet
- PBF-1: Public Buildings/Facilities
Maximum Height: None
- PBF-2: Public Buildings/Facilities
Maximum Height: None
- IL: Industrial Light
Maximum Height: None
- PUD: Planned Unit Development

*** Provisions for increasing building height are outlined in each zoning district where applicable.*

The Planned Unit Development (PUD) zoning category was established to allow flexibility in the zoning process to theoretically encourage innovative land development. In the case of North San Marco, PUD's have been used to obviate the "suburban development pattern" that is out of character in San Marco. Currently, 17 PUD's are approved in North San Marco (Figure 2 on page 16).

The Land Use Category Descriptions can be found on the City of Jacksonville's website at: <http://www.coj.net/Departments/Planning-and-Development/Community-Planning-Division/Land-Use-Category-Descriptions.aspx>

The Zoning District Summaries can be found on the City of Jacksonville's website at: <http://www.coj.net/Departments/Planning-and-Development/Current-Planning-Division/Zoning-District-Summaries.aspx>

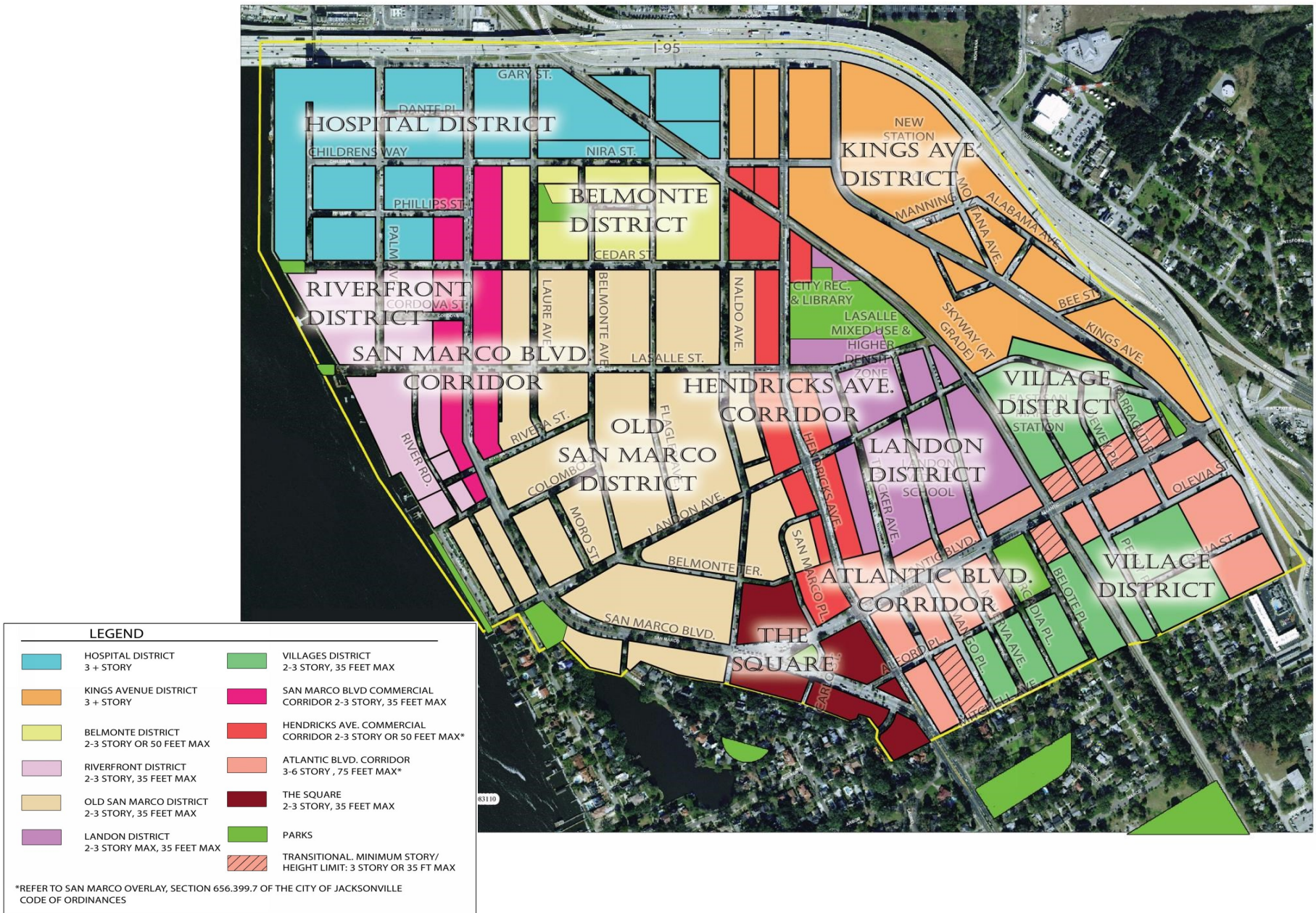


Figure 3: Proposed District Map

Strategies and Recommendations

Initiated and completed by neighborhood residents in partnership with city staff and subject matter experts, *San Marco by Design* contains guidelines, strategies and recommendations to inform policy and decision making at the local level and should therefore be enacted as a neighborhood action plan. Applications for development within the study area should be reviewed by the City of Jacksonville (COJ) for consistency with the *San Marco by Design* “Neighborhood Action Plan” (SMBD NAP).

Strategies and recommended actions have been divided into two complementary areas. The first, “Guide for Future Development,” provides a look at issues, opportunities, and guidelines at the micro-level using a neighborhood district concept. All information within the “Guide for Future Development” should be treated as recommended practices when city staff and decision-makers review development proposals located within the study area.

The second section, “Recommended Actions,” takes a broad look at the issues and opportunities that face North San Marco as a whole and provides recommendations to enhance the neighborhood overall. This section supplements the “Guide for Future Development” by delivering a toolbox of neighborhood-level recommended actions with the goal of unifying the neighborhood districts into a cohesive community. This action plan gives residents a mechanism by which they can inform and influence sustainable growth and development in their neighborhood.



What is a Neighborhood Action Plan?

The City of Jacksonville’s Neighborhood Action Plans (NAPs) address a multitude of issues in a variety of neighborhoods and contain strategies and recommendations that can be put into action. When development occurs in one of the NAP areas, the application is reviewed for consistency with the plans through the city’s Planning and Development Department.

- City of Jacksonville website, www.coj.net



The City of Jacksonville's Southeast Vision Plan states:

"...this report plans from a "30,000 foot" vantage point, it identifies areas and subjects which should be explored in greater detail under separate study. Examples of this include neighborhood studies, development and redevelopment projects, park plans, economic investigations, and traffic analysis."

source: Southeast Vision Plan, p. 6.

A copy of the Southeast Vision Plan is available on the City of Jacksonville website at <http://www.coj.net/Departments/Planning-and-Development/Docs/Community-Planning-Division/Plans-and-Studies/southeast-vision-plan---march-2010.aspx>

GUIDE FOR FUTURE DEVELOPMENT

This section establishes a framework of planning guidelines at the micro-level—by districts, which emerged during the community convening and assessment phases of the project. Directing development towards North San Marco presents a variety of improvement opportunities that have a positive impact on the city as a whole. Focusing on the micro-level strategies in context of broadly-applied land use and environmental polices will promote active and healthy living, create a stronger tax base that increases access to jobs and services, provide for a variety of housing choices, and encourage opportunities for transportation options.

In addition to providing recommendations by district, broader strategic directions emerged during this process. These are presented by each of the major themes—**urban design and community character; land use, transitions and connectivity; transportation and infrastructure; parks and recreation; and economic development and incentives**—in the next section, “Recommended Actions.” Some of the recommended action steps have already been initiated in whole or in part through the proactive efforts of SMPS. This report documents the findings and recommendations that are reflective of on-going community dialogue to improve North San Marco.

Some strategic issues are specifically associated with the comprehensive plan or zoning code. Recommendations are presented as they relate to modifying or changing these regulatory tools. Throughout the planning process, the concept of a **Specific District Code** has been presented as a way to address some of the issues that need to be changed.

Developing alternate “codes” with a focus on a micro-level development pattern is key during revitalization efforts and reconfiguration of a community’s built environment. A strong implementation component is required with very specific guidelines for site plan review and approval. The district analysis that follows this section is based on the following criteria:

- **Role** is defined by a district’s function and skyline, In the strategic context of its linkages and relationships with adjacent areas.
- **Character appraisal** assesses the historic development pattern, social characteristics, color and texture, local building styles, façade treatments and roof lines.
- **Streetscape and public realm** identifies visual clutter, lighting, barriers and the street edges.
- **Buildings, structures and spaces** looks at the layout and form of spaces (height, scale and massing), the public and private interface, age and conditions of buildings and relationship between built form and un-built form.
- **Uses and activities** considers ground floors, upper floor, day and evening economy activity nodes, and public and open spaces.
- **Visual appeal** consists of image and perception of vistas, landmarks, skylines and gateways.

Hospital District

The Hospital District is described for its current development pattern typical for medical and ancillary health care facilities. Nemours Children's Hospital is prominently located on the northwest corner of this district. The Ronald McDonald House Charities opened a home in 2001. It has a total of 54 bedrooms that provides temporary housing for families receiving care at one of the nearby pediatric facilities. The Towers of Jacksonville (formerly Baptist Towers) is a 12 -story apartment building for very low to moderate-income seniors (62 plus). The La Baron is a market-rate, mid-rise condominium structure, also on the river. Other mid-rise, multi-family (3 to 4 stories) structures are located in this district.

Jacksonville Orthopaedic Institute (JOI) anchors the north end of San Marco Boulevard with a 9-story medical facility. Baptist Hospital Systems is redeveloping 2 city blocks into a 12-story cancer treatment center, with internal patient parking. A large multi-story parking structure for staff has been proposed for Nira Street. Opportunities for shared parking should be explored, and traffic distribution to major arteries carefully planned.

This area has pockets of older structures that could be redeveloped. Building height up to 12 stories would be appropriate for new structures. Infill sites exist where high-density residential, mid-rise



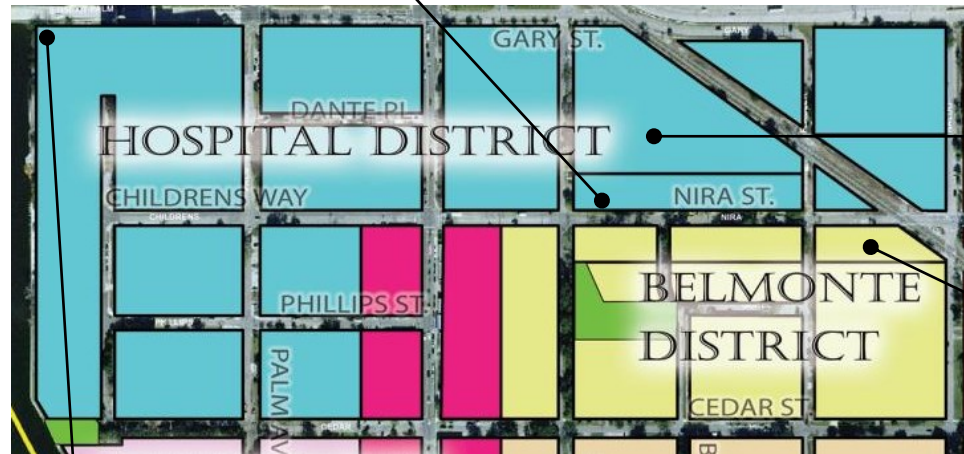
A shared-use path from the Fuller Warren Bridge will land at Children's Way and extend eastward along Nira Street towards the former power plant site. New development on Nira should align with complete street standards in the City of Jacksonville's Context Sensitive Streets Design Guidelines. In other areas the sidewalk grid is incomplete, and many intersections need crosswalks with ramps and signaling improvements for patients and the elderly.

The current land use is Residential/Professional/Office in the northern portion of this district abutted by High Density Residential on the south and Community General Commercial adjacent to San Marco Boulevard. The zoning designations are CRO with a maximum building height of 35 feet; RHD-A with a maximum building height of 45 feet ; and CGC-2 with a maximum building height of 60 feet. This area could support buildings higher than 3 stories with increased density. Reduced parking rations and use of public transportation from the Kings Avenue transportation hub should be encouraged. Building with greater height and density should be particularly sensitive to exterior façade treatments and use architectural techniques to provide street-level relief from solid building facades.

Hospital District Opportunities



IMPROVE STREETScape USING COMPLETE STREETS AND LID/GREEN INFRASTRUCTURE.



A MULTI-STORY PARKING GARAGE FOR THE MD ANDERSON PUD WILL INCREASE TRAFFIC ON NIRA STREET TOWARDS KINGS AVENUE. EXPANSION SHOULD BE COMPATIBLE WITH THE 8-FOOT MULTI-USE

FACILITATE JOINT USE PARKING ARRANGEMENTS WITH BAPTIST. IMPROVE REMOTE PARKING LOTS.

THE FULLER WARREN SHARED USE PATH WILL LAND AT THE BULKHEAD AT NEMOURS. EXPLORE CONNECTIONS NORTH TO THE SOUTHBANK RIVERWALK VIA THE BAPTIST/AETNA WATERFRONT.

A SENSORY PARK UNDER THE FULLER WARREN BRIDGE HAS BEEN PRO-



Riverfront District

The Riverfront District is characterized by multi-family complexes of varying scales and building types. They reflect trends of various time periods. Some structures have been well-maintained while deteriorating structures exist throughout this area. Some single family homes, again of varying scales and building types, and some business are also found throughout this district. This area was identified as an area with pockets desirable for redevelopment.

The Alexandria is a multi-building, multi-family complex abutting the St. Johns River. It is flanked by two pocket parks, one on Cedar Street and the other on LaSalle Street. The two pocket parks provide the surrounding community with localized access to view the river.

Pedestrian connectivity to the parks and to San Marco Boulevard's commercial district should be enhanced by completing gaps in the sidewalk grid and making crosswalk improvements. A long segment of River Road, a popular bike and pedestrian route parallel to the river, lacks consistent infrastructure for either. Conflicts increase with rush hour cut-through traffic and speeding along this route.

This area is a mix of multi-family structures ranging from 2 to 4 stories. Redevelopment or infill development allowing 2 to 4 stories is appropriate to accommodate increased density and provide for a variety of housing options.



This current land use is High-Density Residential and Medium Density Residential with corresponding zoning designation of High-Density Residential (RHD-A with a maximum height of 45 feet) and Medium Density Residential (RMD-D with a maximum height of 35 feet).



Riverfront District Opportunities



RELOCATE "CABLE CROSSING SIGN" AT RINK PARK AND REORIENT BENCHES TOWARDS THE RIVER TO CAPTURE BETTER VIEW.



IMPROVE PEDESTRIAN CONNECTION FROM NEIGHBORHOOD TO PARKS.



ADD SIDEWALK ON RIVER ROAD.



ENHANCE CORDOVA STREETScape USING LOW IMPACT DESIGN TECHNIQUES. ADD SIDEWALKS, CROSSWALKS AND

EXPLORE OPTIONS FOR PARKING AND AMEN-



Belmonte District

At the start of this study in 2011, the Belmonte District was identified as an area in need of redevelopment due to deteriorating housing and infrastructure. Since then, renewed interest in the district has renovated or redeveloped approximately twenty properties, with more starting every year.

The focal point of this area is South Jacksonville Grammar School, which has been redeveloped to a 36-unit “live/work” space. As part of this adaptive reuse project, a row of 3-story townhomes were constructed in a contemporary style. This creates a nice contrast to the historic structure as not to create a false of historic mimicking.

The area has a haphazard array of structures—multi-family, single family attached and detached in varying degrees of maintenance. It has the greatest potential to provide a variety of housing options up to 3 stories in height north of Cedar Street. It would also be appropriate for ancillary living facilities—smaller units that share a lot with a main structure. The location relative to the Hospital District makes it ideal for workforce housing, and residences for patients undergoing long-term treatments.

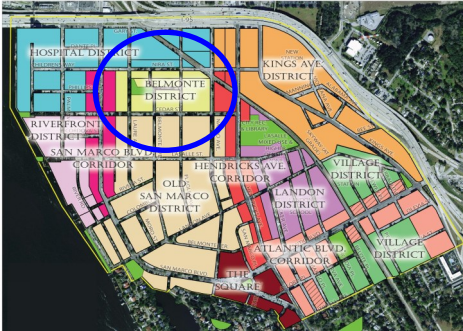
Belmonte Park is a neighborhood park easily accessed by foot from adjoining districts. However, many gaps in the sidewalk network prevent safe access to the park. Sidewalks deteriorate or terminate northward well before they reach Nira Street and its proposed shared-use path. Connections westward to San Marco Boulevard and the river, and eastward to Hendricks Avenue and Southside Park should be enhanced. Pedestrian structures, ramps, and signals will add value to this district, especially around the FEC railroad crossings at Naldo Avenue and Nira Street. The North Florida TPO’s 2010 Sidewalk Inventory shows gaps that are still unconnected as of May



The current land use is Community Residential Office with a zoning designation of Community Residential Office (CRO with a maximum height of 60 feet) north of Cedar, and Residential Medium Density south of Cedar (RMD-D with a maximum height 35 feet) . There is one Planned Unit Development (PUD) for The Lofts. This block serves as a focal point of the district and continued redevelopment along these lines is highly encouraged. Utility alleys in this and adjacent districts should be considered for renewal and returned to service.

Where residential areas approach commercial corridors, special attention to land use transitions must be paid. These blocks should serve as buffers to the commercial districts, and enhance the residential character of the streets they front. For further discussion of Land Use Transitions across the study area, see page 50.

Belmonte District Opportunities



THIS AREA HAS SUBSTANTIAL OPPORTUNITIES FOR HIGH-DENSITY RESIDENTIAL.



IMPROVE RAILROAD CROSSINGS FOR PEDESTRIANS AND BICYCLES.

PROPOSED TROLLEY STOP IN FRONT OF THE LOFTS.

THIS AREA HAS SUBSTANTIAL OPPORTUNITIES FOR ANCILLARY LIVING FACILITIES (ALF) SUCH AS "MOTHER-IN-LAW" SUITES.



Old San Marco District

The Old San Marco District was identified as a very stable neighborhood area with a variety of housing and building types and styles. Mid-rise multi-family and town houses line the south end of San Marco Boulevard. Some single-homes on local street edges have been converted to commercial use. Homes throughout this district define the unique character of this neighborhood. Some deteriorating properties were identified that could be redeveloped in the future.

The current land use is primarily Medium Density Residential with a few pockets of Residential/Professional/Institutional on the periphery of the district. Corresponding zoning is Residential Medium Density (RMD-D with a maximum height 35 feet) Commercial Office (CO with a maximum height 35 feet). Two properties have a Planned Unit Development (PUD) zoning designations. This area was thought to need minimal improvement to the building form and massing—three story maximum building height was recommended for this district.



Throughout this district deficiencies were identified in the walkability survey that pertained to missing sidewalks, crosswalks and deteriorating paving surfaces. It is recommended that speed limits on local streets be reduced to 20 mph in this district.

The San Marco Boulevard redesign reduced traffic lanes, added parking, installed roundabouts, built crosswalks, marked bicycle sharrows, and enhanced the environment for pedestrians, bicycles, skateboards, and scooters. Utility alleys in this and adjacent districts should be considered for renewal.

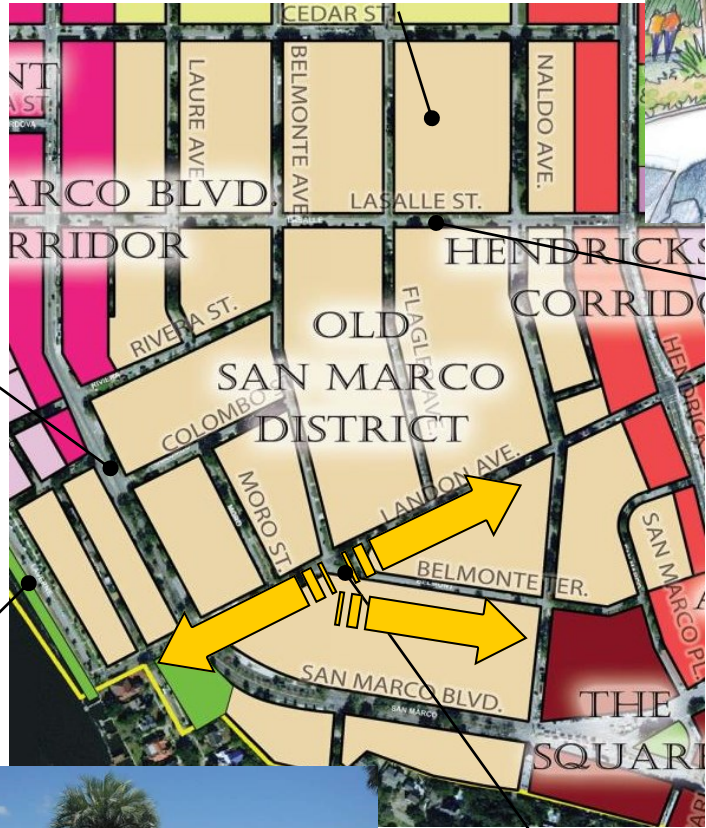
Riverfront Park, the only substantial public river access in San Marco, is currently under stress from overcrowding, bulkhead failure, and cut-through motor traffic. Bulging the bulkhead out into the river to create more land, limiting or eliminating motor traffic, and installing dedicated fishing piers could alleviate crowding, improve safety, and mitigate current conflicts in park use. The addition of a floating dock could provide a water taxi connection to Riverside Arts Market, and draw recreational boaters to San Marco for the first time. Space nearby for parking, restrooms, and amenities should be acquired by the city.

A pump station is needed to provide relief from flash flooding to the commercial district and core neighborhood. Green infrastructure and

Old San Marco District Opportunities



IMPROVE ALLEYS THROUGH-
OUT THIS AREA AND RETURN



REDESIGN LASALLE STREET
WITH COMPLETE STREETS AND
LID/GREEN INFRASTRUCTURE.



INSTALL MID-BLOCK
CROSSING WITH
PEDESTRIAN ACTUATED
LIGHT AND INSTALL
PEDESTRIAN SIGNS.

ENHANCE RIVER FRONT
PARK TO INCLUDE A KAYAK
LAUNCH, FISHING PIER AND
EXPLORE FEASIBILITY OF A
WATER TAXI TO THE
RIVERSIDE ARTS MARKET.



CREATE STRONGER CON-
NECTIONS BETWEEN AC-
TIVITY NODES ON LONDON
FROM HENDRICKS AVENUE
TO SAN MARCO BLVD AND
THE SQUARE.



The Square

The Square is the heart of San Marco and defines the southern boundary of North San Marco. This area has been transformed over the years through various redevelopment and beautification initiatives and establishes the character of the community.

The current land use is Community General Commercial with a zoning designation of Community General Office (CCG-1 with a maximum building height of 60 feet). This area was thought to need minimal improvement to the building form and massing— three story maximum building height, or 35 feet, was recommended for this district.

Typical uses in the district are retail shops, specialty boutiques, restaurants with offices on the second level. This area could support a greater variety of uses including residential above retail.

There are a few building configurations that would benefit from redevelopment with regard to building form and site orientation. Proposed district regulations should address amount of first floor that is dedicated to retail and then percentage of window frontage adjacent to the street.

Ornamentation and signage on building facades should be included in a character or design code to promote a unique and complimentary aesthetic consistent with the character of the district.

The current development pattern promotes walkability with sufficient sidewalk width and minimal obstructions. The expansion of Balis Park overhauled the traffic pattern through the square, narrowed lanes, slowed traffic, improved flow, sheltered parking from oncoming cars, and created well-marked pedestrian crossings. Any further improvements to San Marco Boulevard towards its intersection with

After the 2008 recession, the Square struggled to retain and attract new merchants. Recently that trend has reversed, and demand for restaurant space has run up against city mandated parking limitations. On the north side of the square, the remote parking lot for the Southside Baptist Church supplements on-street parking. On the south side, striping in the adjacent alley could create a complement to on-street parking. A future parking structure on the Southside Baptist lot could be an option. Merchants and landlords should work in tandem to find parking solutions to support economic activity.

San Marco Square is fortunate that the public realm supports environmental art with the many beautiful sculptures. Balis Park is celebrated as a signature park in San Marco. Historic light fixtures and seasonal banners promote the character. Additions to the public realm could include an information kiosks, landscaped planters, and an alternative to the clustered newspaper receptacles. Standards for placement of these amenities should be carefully considered in any new guidelines.

Establishing an improvement district to manage improvement efforts, promote business development, oversee maintenance and facilitate entertainment should be a consideration as a catalyst for economic



The Square District Opportunities



PROMOTE SHARED PARKING FACILITY WITH INCREASED DIRECTIONAL AND CREATIVE SIGNS.

POTENTIAL FOR DEVELOPMENT-BUILDING FORM AND ORIENTATION DETRACTS FROM EXISTING CHARACTER.

EXTEND SAN MARCO STREETScape PLAN TOWARDS HENDRICKS AVENUE. WIDEN SIDEWALKS, SHELTER PARKING, BUMP OUT CURBS, AND NARROW PEDESTRIAN CROSSINGS.

REMOVE RIGHT TURN LANE FROM HENDRICKS TO MITCHELL.



Village District

The Village District is a quaint area with small homes; some with historic significance. This area has some transitional development adjacent to Philips Highway. It also has some small office complexes scattered throughout. Generally, it was felt that this area should be promoted for "Artists in Residence", offering live/work spaces along with single family residencies.

Fulton Green Park, located on the edge of the Village District, creates a nice entrance feature into the San Marco community. This park could enhance the night time streetscape with improved lighting. Another prominent focal point that defines this area is Preservation Hall located in Fletcher Park.

The district is bisected horizontally by Atlantic Boulevard. And vertically by the railroad tracks. South of Atlantic Boulevard, the current land use is Residential Professional Institutional and Community General Commercial with a zoning designation of Residential Medium Residential (RMD-A maximum height of 45 feet), Community Residential Office (CRO maximum height of 60 feet, Community General Office (CGC-1 maximum height of 60 feet). North of Atlantic Boulevard, the current land use is Residential Professional Institutional and Light Industrial adjacent to FEC railroad with corresponding zoning designation of Community Residential Office (CRO maximum height of 60 feet) and Industrial Light (no height limit).

There are some pockets of deteriorating structures and infrastructure on the north and east side of this district. This is facing redevelopment pressure due to the I-95 interchange currently under construction. Although this area was thought to have potential to redevelop in a manner that compatible and complimentary to the art community concept, the interchange may influence this concept. However, retaining the small bungalow style building form not to exceed 1 to 2 stories, or 35 feet maximum, is still desirable. Homes



Light industrial properties adjacent to the railroad track on the north east side of this are not compatible with proposed district character and have been associated with criminal activity.

The area in the southwest portion of this district could benefit from a unified redevelopment strategy. SMPS should facilitate a dialogue with the church in this area.

Improvements to the pedestrian environment to increase safety are recommended by the walkability survey. Sidewalks and crosswalks have been installed for Mitchell Avenue and Arcadia Avenue through the Safe Routes to School project. More should be considered, since traffic lanes are the sole walking links among several popular neighborhood parks. Additional sidewalks could shelter pedestrians from cut-through traffic.

Cut-through traffic from Hendricks Avenue to Atlantic Boulevard, and the proposed East San Marco PUD have created demand for traffic calming in this district. Speed limits on the local streets should be reduced to 20 mph, while one-way options and stop signs should be

Village District Opportunities



BELOTE PLACE HAS POTENTIAL FOR A NORTH/SOUTH SIDEWALK TO CONNECT NEIGHBORHOOD PARKS, AND SHELTER PEDESTRIANS FROM CUT-THROUGH TRAFFIC.



EXPLORE PARTNERSHIP WITH FEC TO USE LAND ADJACENT TO RAILROAD FOR DOG PARK.

INDUSTRIAL PROPERTIES ARE UNSIGHTLY AND HAVE BEEN IDENTIFIED AS UNSAFE.

CREATE AND ENFORCE SCREENING STANDARDS FOR STORAGE AREAS.



Landon District

The Landon District consists of a middle school, library, community center, park and tennis courts. It also has a mix of single family, multifamily and small businesses scattered throughout. As an important activity node and there is an opportunity to increase connectivity to this area through enhanced pedestrian paths and entry features.

The current land use is primarily Residential/Processional/Institutional with zoning designations of Residential Medium Density (RMD-A maximum height 45 feet) and Commercial Residential Office (CO maximum height of 35 feet). Julia Landon College Preparatory (JLCP) middle school is located this district as well as Southside Tennis and Park. This area is a major activity node in North San Marco. .

This area has redevelopment potential to increase density but a maximum building height up to 3 stories, or 35 feet, was thought to be appropriate. Modifications to building form and massing on the east side of Thacker Avenue with mixed use such would be a reasonable transition from commercial properties on Hendricks Avenue to



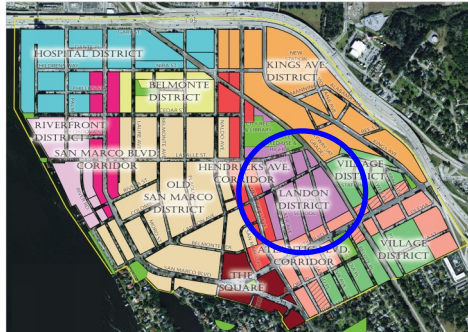
There are some pockets of deteriorating structures and infrastructure adjacent to the railroad tracks and north of JLCP. Directing redevelopment in this area would reduce the perceived and real crime activity suspected in this area.

Throughout this district missing crosswalks and deteriorating paving surfaces were improved as part of the Safe Routes to School infrastructure grant, although some streets still have no sidewalks, notably Arcadia Place. It is recommended that speed limits on local streets be reduced to 20 mph and a school zone be established.

Cooperation between the City of Jacksonville and Duval County Public Schools has led to an agreement to open the Landon Track and field to the public on weekends. Discussions of the school drop-off and pick-up traffic need to occur periodically to mitigate impacts to flow on Atlantic Boulevard and Hendricks Avenue.



Landon District Opportunities



CREATE SECONDARY ENTRANCE TO PARK. WORK WITH PROPERTY OWNERS TO CREATE A GATEWAY AND INCREASE SAFE

CROSSWALK IS NEEDED AT THE INTERSECTION

SIDEWALKS AND CROSSWALKS IMPROVEMENTS WERE INSTALLED ON THACKER FROM THE SCHOOL TO THE LIBRARY. IMPROVED CROSSWALK AND SIGNS WERE ADDED THROUGH SAFE ROUTES TO SCHOOL PROJECT. CONSIDER SIDEWALKS ON ARCADIA

ADD FITNESS EQUIPMENT TO PARK TO INCREASE OPPORTUNITIES FOR ACTIVE LIVING.



WORK WITH SCHOOL BOARD TO IMPLEMENT THE JOINT USE REQUIREMENTS OF SCHOOL FACILITIES—PLAYFIELDS, TRACK, COURTS. EXPLORE PRIVATE/PUBLIC PARTNERSHIPS TO IMPROVE SCHOOL GROUNDS.

SINGLE-FAMILY RENTALS ON THE EAST SIDE OF THACKER HAVE THE POTENTIAL TO BE REDEVELOPED INTO WORK/LIVE UNITS WITH HIGHER DENSITY AND BUILDING HEIGHT OF 3 STORIES.

Kings Avenue District

Kings Avenue was identified as an area that has great potential for redevelopment. There is an opportunity for increased connectivity to the other activity nodes in the community. Property in this area is not as constrained as it is along San Marco Boulevard and Hendricks Avenue providing an opportunity for commercial chains requiring more land area.

The proposed development of the former power plant site, and the opening of an interchange at Atlantic Boulevard will most likely make Kings Avenue the main route from I-95 to “The District: A Life Well Lived”, and the MD Anderson parking structure planned for Nira Street.

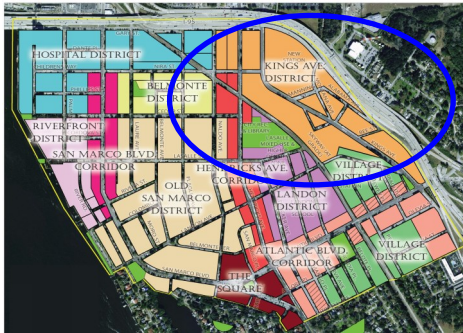
The area surrounding Montana Avenue will be the doorstep to The District, and could support redevelopment for retail, restaurants, and services. Pedestrian connections from The District to the Shared Use Path on Nira Street, to the Hendricks Avenue Commercial Corridor, and towards San Marco Square should be encouraged. The areas below the overland bridge should be targeted for public parking, while lighting, and public art would enhance highway underpasses for pedestrian safety and enjoyment.

The current land use is primarily Light Institutional and Commercial General Commercial with corresponding zoning designations of Industrial Light (no height limitations) and Community General Office (CCG-1 with a maximum building height of 60 feet).

Improvements to the streetscape on Kings Avenue, including bike lanes and street amenities, would make it more appealing to the community and potential businesses. Bus Rapid Transit lanes have been designated on Kings Avenue. Access to the Skyway should be promoted through better connectivity from Nira Street. This corridor is



Kings Avenue District Opportunities



POTENTIAL LOCATION FOR A TRANSIT ORIENTED DEVELOPMENT.

COORDINATE WITH FDOT DURING OVERLAND BRIDGE PROJECT TO RELOCATE STORMWATER POND TO CREATE MORE DEVELOPABLE ARE ADJACENT TO KINGS ROAD.



CREATE STRONGER CONNECTION ON NIRA STREET FROM SAN MARCO BOULEVARD IMPROVE

WORK WITH JEA TO INSTALL ADDITIONAL PLANTING TO INCREASE SCREENING OF UTILITIES.



POTENTIAL FOR DEVELOPMENT. AN ENTRANCE TO "THE DISTRICT" SHOULD RE-ORIENT SIDE STREETS TO SERVE RESIDENTS, ENCOURAGE RETAIL, AND SUPPORT SERVICES.

EXTEND SKYWAY TO PROPOSED ATLANTIC BLVD. STATION.

San Marco Boulevard Corridor

San Marco Boulevard includes many established businesses, typically 1 to 2 stories in height, multi-family buildings and a few scattered single family homes. During the recession, a number of businesses closed, but reinvestment, renovation, new construction, and streetscape improvements have recently reduced the number of vacant properties. This area was identified for future infill development, and for a pump station to mitigate street flooding.

The land use designation is Community General Commercial (CGC) with a corresponding zoning designation of Community General Commercial (CGC-a with a maximum height of 60 feet).

This portion of San Marco Boulevard is ideal for mixed use development that includes residential on upper levels. Pedestrian scale should be maintained and streetscape can be enhanced with greater consideration to urban design elements and building façade. Increased building height up to three stories or 35 feet maximum may yield better return for property owners. Opportunities for shared parking should be considered as a viable alternative to minimum individual parking standards. Appropriate areas for a shared structured parking facility should be explored instead of creating

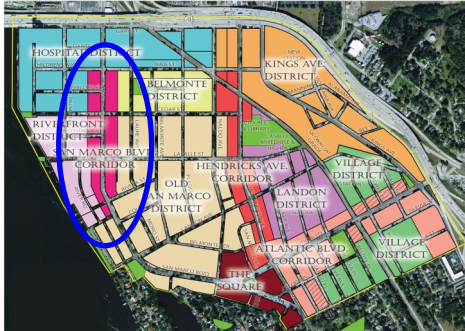
surface



numerous individual parking lots.



San Marco Boulevard Corridor Opportunities



DEVELOP STANDARDS FOR BETTER PLACEMENT OF STREET AMENITIES SO THAT SIDEWALKS PROVIDE AN UNOBSTRUCTED PATH TO ACCOMMODATE ALL PEDESTRIAN ACTIVITY.

ENCOURAGE SHARED PARKING FACILITIES IN THE REAR OF BUILDINGS FRONTING SAN MARCO



ENCOURAGE INFILL AND REDEVELOPMENT IN THIS AREA. WORK WITH PROPERTY OWNERS ON REDUCED OR NO PARKING REQUIREMENTS, SHARED STORM WATER TREATMENT AND FACILITATE INTERAGENCY APPROVALS.

Hendricks Avenue Corridor

Hendricks Avenue is a major street that connects San Marco to the South Bank. This corridor includes many established businesses typically 1 to 2 stories in height. Some redevelopment has occurred and the streetscape was improved several years ago. During the recession a number of businesses closed and this area was identified for future infill development.

Since then, façade renovations to two commercial strips have attracted new businesses, while repurposed historic structures have brought patrons into parts of this corridor for the first time.

Several historic properties are located on this corridor including South Jacksonville City Hall (SJCH) that was rehabilitated a number of years ago and is now the offices of San Marco Preservation Society. Adjacent to SJCH is South Jacksonville utilities building, another historic property. Across the street on the east side of the road is the Old Ice House that is occupied by Aardwolf Brewery and is an



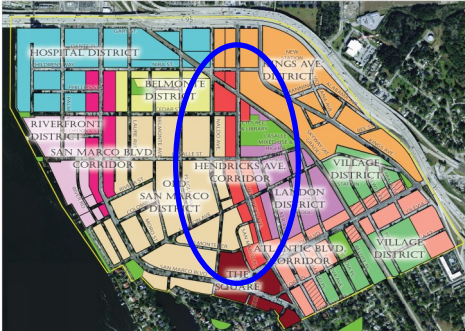
The land use designation is Community General Commercial (CGC) with a corresponding zoning designation of Community General Commercial (CGC-1 with a maximum height of 60 feet).

Hendricks Avenue between LaSalle and Cedar Streets is fertile ground for mixed use development, including residences on upper levels. Pedestrian scale should be maintained and streetscape can be enhanced with greater consideration to urban design elements and building façade. Increased building height up to 3 stories or 50 feet maximum may yield better return for property owners. Opportunities for shared parking should be considered as a viable alternative to minimum parking standards. Appropriate areas for on-street parking on Hendricks and adjacent side streets should be explored in lieu of more surface parking areas.

Adjacent to this corridor is the Southside Park complex, a major activity node which includes the library, community center, park and tennis courts. Combined with the many restaurants on this corridor, this node draws pedestrian and bicycle traffic from multiple districts in San Marco. Cedar Street and Nira Street could provide greater connectivity with these districts through improved sidewalks and pedestrian crossings. A signaled crosswalk at Cedar Street would enhance safety for patrons of new restaurants and bars.

In addition, increased access to Southside Park from Cedar Street should be provided. It is highly recommended to work with adjacent property owners to create an entry feature to the park with an enhanced pedestrian environment. This will compliment the redevelopment efforts of the adjacent property and provide a safer environment by integrating CPTED (crime prevention through

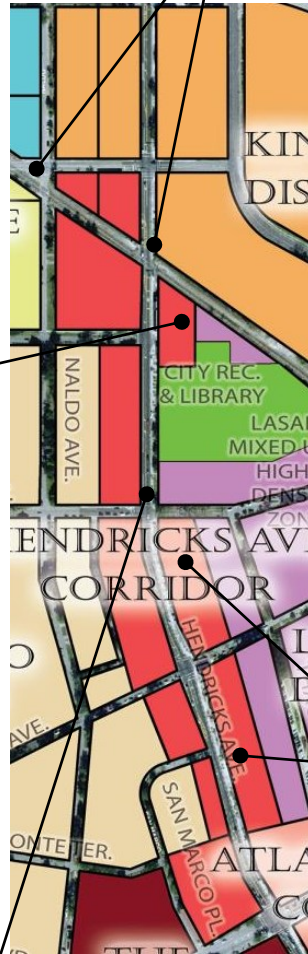
Hendricks Avenue Corridor Opportunities



CREATE QUIET ZONE IN NORTH SAN MARCO AND INSTALL WAYSIDE HORN AT RAILROAD CROSSING TO REDUCE NOISE.



CREATE SECONDARY ENTRANCE TO THE PARK AND ENHANCE SENSE OF ARRIVAL TO THE PARK FROM CEDAR. ADD SIDEWALKS, AND CROSSWALKS.



ENCOURAGE INFILL AND REDEVELOPMENT IN THIS AREA. WORK WITH PROPERTY OWNERS ON REDUCED OR NO PARKING REQUIREMENTS, SHARED STORM WATER TREATMENT AND FACILITATE INTERAGENCY APPROVALS.

FACILITATE SHARED PARKING LOTS ALONG THE CORRIDOR.

Atlantic Boulevard Corridor

Atlantic Boulevard has the potential to continue to redevelop as the economic climate improves. Redevelopment has occurred around the East San Marco development site, both on the north and south sides of Atlantic Boulevard. New development has been sensitive to urban design elements and building façade. There is potential for continued infill development with increased density and building height that may yield better return for property owner/developers.

Pedestrian scale should be maintained and streetscape can be enhanced with greater consideration to sidewalk width and addition of bicycle lanes. Relocation of street amenities, utility boxes and bus benches will improve safety and accessibility for pedestrians.

The proximity to Julia Landon Middle School creates traffic flow and pedestrian safety issues, which could be mitigated by routing wait lines to side streets, and adding a school zone or a pedestrian activated crosswalk somewhere between Hendricks Avenue and the



Opportunities for shared parking should be considered as a viable alternative to minimum parking standards. The Hendricks Avenue Presbyterian Church has the potential to work with future development efforts to utilize their property in a more efficient manner.

Atlantic Boulevard is a major east/west corridor in Jacksonville within walking distance of thousands of residents. There is great potential to integrate a multi-modal transit stop in this area. The proposed Skyway extension to an “Atlantic Boulevard Station” could be a catalyst for redevelopment. Planning efforts should be coordinated with Jacksonville Transportation Authority master transportation plans.

The land use designation is Community General Commercial (CGC) with a zoning designation of Community General Commercial (CGC) with a maximum height of 60 feet. Given recent PUD exceptions to the zoning, a maximum height of 75 feet or 6 stories is recommended.

Atlantic Boulevard Corridor Opportunities



DESIGNATE ATLANTIC AS SCHOOL ZONE AND IMPLEMENT ROAD DIET

RELOCATE OBSTRUCTIONS



THE OVERLAND BRIDGE PROJECT HAS ADDED AN ON/OFF RAMP TO I-95.

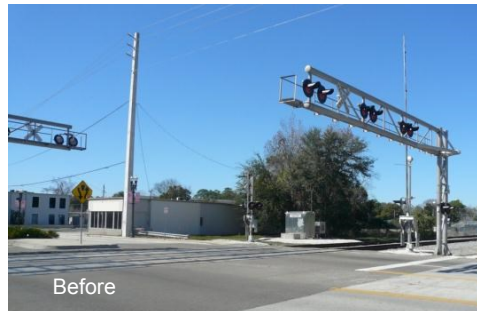
IDENTIFIED FOR BIKELANES AND MEDIANS WITH PLANTINGS.

POTENTIAL MULTI-MODAL TRANSIT STOP. SKYWAY STATION AT-GRADE.

LOCATION OF PROPOSED EAST SAN MARCO. CONTINUE TO WORK WITH DEVELOPER ON THIS PROJECT.



OPPORTUNITY FOR SHARED PARKING LOT WITH CHURCH.



PUD Planning on Hendricks Avenue and Atlantic Boulevard: The San Marco Overlay Development Standards

Sec. 656.399.6. The aggregation of lots lying within the [Overlay] Zone is allowed if the aggregation is proposed as a Planned Unit Development (PUD) pursuant to Subpart F of Part 3 of the Zoning Code and meets the requirements thereof. Unless the property is commercially zoned and located in a Transportation Corridor, such a PUD shall be limited to the issue of aggregation and shall not be utilized for a change in use or to waive or alter any other development standard established in the Overlay or the historic plats within the San Marco Overlay Zone. If the property is located in a Transportation Corridor and is commercially zoned, an increase in height may also be addressed by the PUD pursuant to [Section 656.399.7](#). However, for any PUD application pursuant to this [Section 656.399.6](#), the applicant's proposed PUD rezoning must demonstrate through an analysis of the Overlay requirements as part of the Department Report on the rezoning, that the aggregation maintains the economic vitality, character, aesthetic appeal, historical integrity and overall charm of the Zone.

Sec. 656.399.7. Transportation Corridor Height Standards.

(a) **Atlantic Boulevard:**

For lots located abutting the north side of Atlantic Boulevard from Hendricks Avenue east to the railroad tracks, and on the south side of and abutting Atlantic Boulevard from Hendricks Avenue to Arcadia Place, and then on Atlantic Boulevard from the railroad tracks east to Philips Highway, the maximum height of structures may be 50 feet in a conventional zoning district, or the height may be increased above 50 feet through a PUD pursuant to the following criteria:

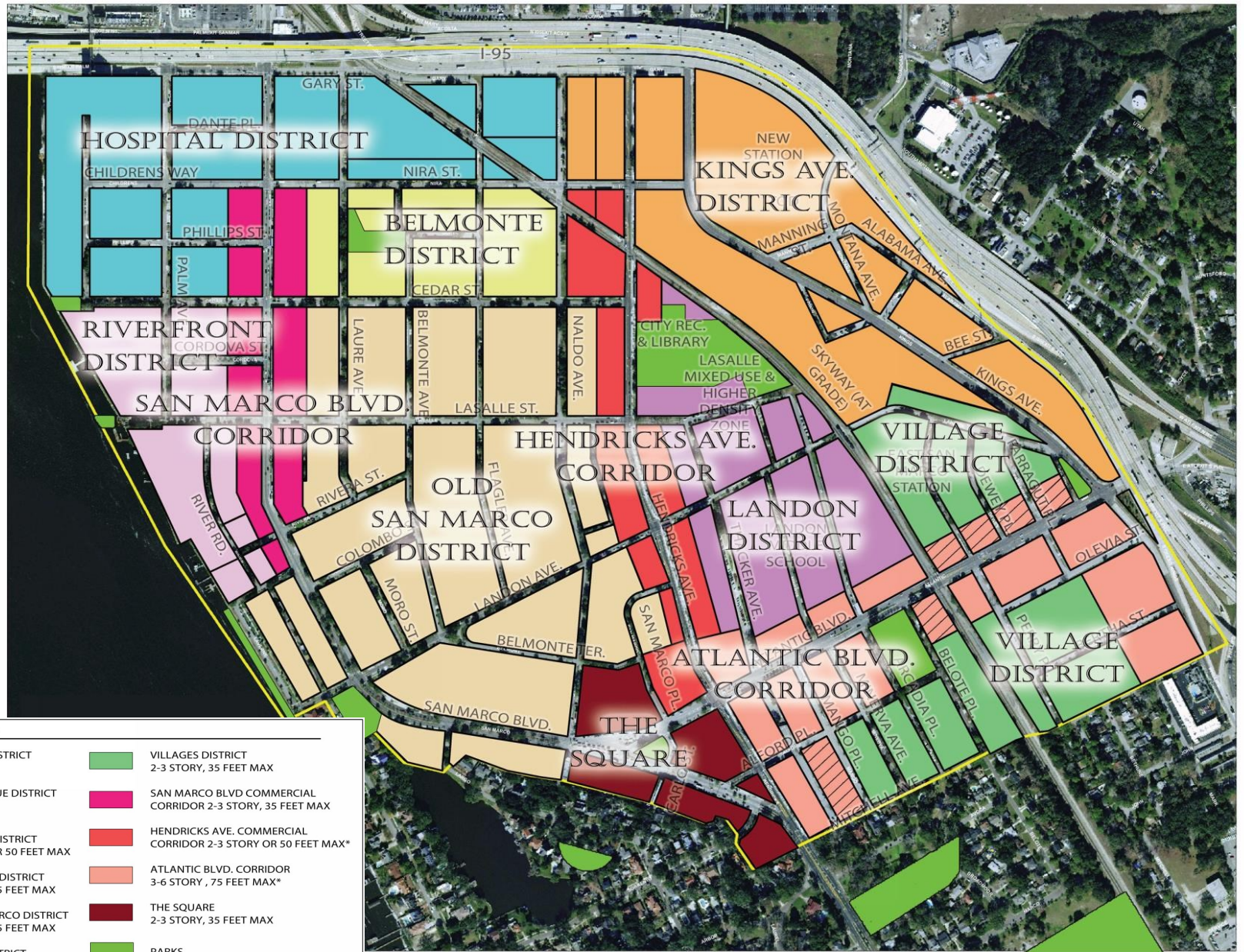
- (i) For every 1 foot increase in height of the structure over 50 feet, the setback from an adjacent residential use shall be increased by one foot for every extra one foot of structure; and
- (ii) If the nearest residential use is across a public right-of-way, for every two feet of increase in height of the structure over 50 feet, the setback shall be increased by one foot; and
- (iii) The design must provide a transition from the proposed height to the height of adjacent uses. Criteria such as casting shadows and reduction in privacy, as well as the impact on adjacent residential uses, shall be considered.

(b) **Hendricks Avenue:**

For lots located abutting the west side of Hendricks Avenue from Alford Place to Cedar Street, and for lots located abutting the east side of Hendricks Avenue from the rear of lots fronting on Atlantic Boulevard, north to LaSalle Street, a PUD may be filed to request an increase the height above 35 feet so long as setbacks established by the Overlay are maintained or increased and the design techniques utilized create a transition from the proposed height to the adjacent uses. Transition criteria that shall be considered to determine whether an increase in height is warranted include, but are not limited to:

- (i) The casting of shadows;
- (ii) The reduction of privacy;
- (iii) The impact on adjacent residential uses; and

- (iv) The impact on nearby non residential structures and sites that are eligible for historic designation.



LEGEND	
	HOSPITAL DISTRICT 3 + STORY
	KINGS AVENUE DISTRICT 3 + STORY
	BELMONTE DISTRICT 2-3 STORY OR 50 FEET MAX
	RIVERFRONT DISTRICT 2-3 STORY, 35 FEET MAX
	OLD SAN MARCO DISTRICT 2-3 STORY, 35 FEET MAX
	LANDON DISTRICT 2-3 STORY MAX, 35 FEET MAX
	VILLAGES DISTRICT 2-3 STORY, 35 FEET MAX
	SAN MARCO BLVD COMMERCIAL CORRIDOR 2-3 STORY, 35 FEET MAX
	HENDRICKS AVE. COMMERCIAL CORRIDOR 2-3 STORY OR 50 FEET MAX*
	ATLANTIC BLVD. CORRIDOR 3-6 STORY, 75 FEET MAX*
	THE SQUARE 2-3 STORY, 35 FEET MAX
	PARKS
	TRANSITIONAL. MINIMUM STORY/ HEIGHT LIMIT: 3 STORY OR 35 FT MAX

*REFER TO SAN MARCO OVERLAY, SECTION 656.399.7 OF THE CITY OF JACKSONVILLE CODE OF ORDINANCES

RECOMMENDED ACTIONS

This section provides neighborhood residents with a toolbox of recommended actions, which when applied, can unify the micro-level district concepts into a cohesive neighborhood and provide a foundation for residents to inform and influence sustainable growth and development throughout the neighborhood. Each theme states the over-arching issues and opportunities that have been identified by the community; recommendations and strategies, which address the issues and opportunities; and who is responsible for implementation.

Through these recommendations, residents can participate in development discussions and negotiations and deliver a united message to city staff, elected officials, and the development community. These recommendations also provide guidance for decision-makers to act according to the will of the community. While the issues, opportunities, and recommendations have been sorted by focus theme in order to more easily address, prioritize, and implement actions, theme areas are not mutually exclusive. To the contrary, they act as an overlapping system for neighborhood enhancement and should be viewed as such. Actions implemented in one theme area will produce ripple effects throughout the others.

A number of agencies and organizations are listed as playing a significant role in carrying out the recommendations as outlined in this section. The practice of this collective impact occurs when organizations from different sectors agree to work together toward a common agenda and aligning their efforts. SMPS has had extraordinary success using this approach and will continue to lead this effort for success outcomes. Understanding that this Neighborhood Action Plan is dynamic in nature and will need to respond to changes in the marketplace, economic trends and the

Recommended actions are based on development strategies that are aligned with each objectives identified throughout this community engagement process..

Strategies try to answer the question, "How can we get from where we are now to where we want to be?" Solid strategies take into account existing barriers and resources (people, finance and materials). Well defined strategies typically do the following:

- *Point out the overall path and specific approach*
- *Fit resources and opportunities, taking advantage of current assets and public opinion*
- *Minimize resistance and barriers by attracting partners and deterring opponents*
- *Involve many sectors of the community*

PARTNER AGENCIES

The following list are agencies referenced in this section:

- SMPS: San Marco Preservation Society
- SMMA: San Marco Merchants Association / San Marco Dining District Collaborators
- COJ PDD: City of Jacksonville Planning and Development Department
- COJ P&R: City of Jacksonville Park and Recreation Department
- COJ PW: City of Jacksonville Public Works Department
- OED: City of Jacksonville Office of Economic Development
- JTA: Jacksonville Transportation Authority
- TPO: North Florida Transportation Planning Organization
- FDOT: Florida Department of Transportation
- JEA: Jacksonville Electric Authority
- JSO: Jacksonville's Sheriffs Office

Others:

Visit Jacksonville

Jacksonville Chamber of Commerce

Cultural Council Art in Public Places

Community Character and Urban Design

North San Marco is a historic gateway neighborhood to downtown Jacksonville. The historic character of the neighborhood should be viewed through this concept of a gateway location in order to capitalize on the neighborhood’s unique sense of place, as suggested in the *Southeast Vision Plan*. Issues and opportunities when seen through this lens can be taken advantage of in an effort to achieve a cohesive community aesthetic that promotes the existing community character.

Implementing a clear vision of North San Marco as a historic gateway to downtown involves developing a distinct marketing message, developing a cohesive design aesthetic, and recognizing that each district contributes to the overall neighborhood. This “gateway” is created or emphasized through North San Marco’s unique relationship to downtown – a residential neighborhood with a high degree of connectivity to downtown through events and programs as well as cultural and transit infrastructure.

An opportunity exists to more clearly define the identity of the North San Marco neighborhood. This would not only emphasize the important geographic identity of the neighborhood, but would also promote the existing assets of the area and encourage growth that is in alignment with the marketed identity. The current San Marco Dining District campaign can be used as an asset and a starting point.

Developing or honing the identity of North San Marco can be reinforced through the provision of streetscape amenities, public art, architectural consistency, and mobility-friendly linkages between activity nodes. Coordinating these features results in a community-wide urban design aesthetic that not only manifests residents’ vision

The streetscape along San Marco Boulevard reflects both an issue and an opportunity. Care and attention is paid to the streetscape through the Square. However, the quality of the existing streetscape begins to deteriorate north of the Square, approaching downtown. An opportunity exists to work with organizations that are located in the Hospital District such that the design and character of this area represents a gradual transition from the scale and design of the Square to the increased density and intensity that occurs in the Hospital District and north of the I-95 study area boundary.

Recommendations

- Develop and institutionalize a brand and localized marketing message for North San Marco. In order to promote a cohesive community character and design that communicates the feel of the neighborhood, a unified brand should be developed and distributed throughout the neighborhood. This brand should be the result of a marketing message, which promotes North San Marco as a gateway to downtown and a destination for cultural heritage, shopping, and dining.
- Utilize landscaping or public art to screen uses or utilitarian features that do not contribute to the aesthetic character of the neighborhood. Native landscaping features such as those that are used in low impact development and/or public art projects should be used to enhance community character, while screening undesirable uses or features that, while necessary, do not exhibit the desired community aesthetic.
- Ensure that streetscape amenities such as transit features, garbage cans, and light poles; alley ways; and traffic calming devices are provided, maintained, and utilized in a

safe and effective manner.

- Review recent Planned Unit Development (PUD) zoning districts within North San Marco to identify architectural and urban design features that are being constructed in the area. Catalogue these features as appropriate architectural design guidelines for future development.
- Implement a San Marco Design Review Board (SMDRB) or similar, as a goal for the long-term implementation of this plan. The SMDRB would be responsible for reviewing and approving projects for compliance with the San Marco by Design Neighborhood Action Plan and the San Marco Zoning Overlay. It is recommended that the SMDRB process be a two-tiered process with a conceptual review and a final design review. Further, it is recommended that the SMDRB work closely with the Jacksonville Planning and Development so that the SMDRB process is flexible and streamlined. North San Marco development is guided by the following documents in which staff would use in evaluating a proposed project and are as follows:

San Marco by Design: The neighborhood action plan that guides the growth and development of North San Marco. The plan ensures that proposed developments are consistent with the vision of the community and is recognized by the City of Jacksonville Comprehensive Plan as a tool for implementing the community’s vision.

San Marco Overlay: The San Marco Overlay Zone provides zoning restrictions, standards and processes supplemental to the general terms of the Zoning Code.

Responsibilities—Community Character & Urban Design

Recommendation	Responsibility
Develop and institutionalize a brand and localized marketing message for North San Marco.	SMPS; SMMA; San Marco Dining District collaborators; City of Jacksonville Office of Economic Development (COJ OED); Visit Jacksonville; Jacksonville Chamber of Commerce
Utilize landscaping or public art to screen uses or utilitarian features that do not contribute to the aesthetic character of the neighborhood.	COJ Public Works (PW); Art in Public Places Program; SMPS; COJ Planning and Development Department (PDD)
Ensure that streetscape amenities such as transit features, garbage cans, light poles and traffic calming devices are provided, maintained, and utilized in a safe and effective manner.	COJ PW
Review recent Planned Unit Development (PUD) zoning districts within North San Marco to identify architectural and urban design features that are being constructed in the area.	COJ PDD; SMPS
Implement a San Marco Design Review Board (SMDRB) or similar, as a goal for the long-term implementation of this plan.	COJ OED; COJ PDD; SMPS

Economic Development

Whereas a detailed discussion regarding economic development incentives has been provided in the previous section, “Guide for Future Development,” these recommendations look at the neighborhood as a whole and what issues and opportunities have the potential to unite the North San Marco neighborhood.

The success of local shops and restaurants should be enhanced through the pursuit of partnership opportunities and capacity-building through the existing Merchant’s Association and the “San Marco Dining District” campaign. It is the intent that these partnerships and growth opportunities would provide spillover benefits, or at the very least guidance and encouragement, to those areas that are in need of quality redevelopment, such as but not limited to portions of the corridors (San Marco Boulevard, Hendricks Avenue, and Atlantic Boulevard) and the Kings Avenue District.

The existing large institutions and businesses located in the Hospital District provide a potential source of collaboration and investment, both in-kind and monetary, in the shared interest of building a cohesive and healthy neighborhood. These large-scale institutions should partner with community stakeholders and public agencies to improve the neighborhood and act as a champion for sustainable growth and a healthy and safe built environment.

While the railroad that runs through North San Marco is often viewed as a physical barrier, an object of blight, or simply as an annoyance, it can be viewed from an economic development standpoint as a benefit in the sense that it ensures a captive audience in very specific locations. When looked at from this perspective, local businesses could promote the neighborhood and its amenities in unique and innovative ways in locations where the railroad crosses the primary thoroughfares.

Natural amenities such as local parks and the riverfront provide economic value to the neighborhood as they increase the desirability of the

neighborhood and enhance a “sense of place.” These amenities should be protected, preserved and enriched when possible.

Recommendations

- Continue cultivation of the “San Marco Dining District.” Expand the campaign to encourage visitors to frequent local shops and entertainment attractions before and after the dining experience.
- Encourage businesses to join and participate in the San Marco Merchant’s Association (SMMA). Focus efforts on those areas that could benefit from redevelopment or rehabilitation. Local business owners play a fundamental role in revitalizing their community. Merchant associations represent the interests of businesses in the neighborhood and allow the merchants to promote their business and make improvements. The SMMA should work to establish funding from the City of Jacksonville Office of Economic Development to be used for façade improvements and other aesthetic enhancement projects.
- Provide regulatory incentives. Work with the City of Jacksonville Office of Economic Development to determine the feasibility of or implement regulatory incentives to attract appropriate businesses and improve deteriorating or abandoned buildings.
- Research and implement parking alternatives for commercial development. In order to plan and prepare for future growth, parking solutions and/or transit opportunities will need to be expanded.
- Utilize code enforcement in order to preserve the integrity of the community’s character and neighborhood aesthetic.
- Promote, preserve, and enhance where possible natural amenities and neighborhood institutions. Neighborhood clean-up events encourage environmental stewardship and social cohesion by bringing residents together for a common cause.

Low impact development should be implemented when possible so as to protect the natural environment and preserve the desirability of the neighborhood for future residents.

- Talk with representatives and decision-makers from the hospitals, organizations, and large businesses within the Hospital District to see how they can more visibly participate in championing quality growth within North San Marco.
Opportunities for partnership include funding or in-kind support for neighborhood projects, distributing positive press or delivering a marketing message for the neighborhood, and/or advocating for action regarding a neighborhood “hot topic” or urgent issue.
- Explore the feasibility of a business improvement district (BID) model for North San Marco as a goal for the long-term implementation of this plan. A BID is a special taxing district in which businesses within the district pay an additional tax in order to fund neighborhood projects.

Responsibilities—Economic Development

Recommendation	Responsibility
Continue cultivation of the “San Marco Dining District.”	San Marco Dining District collaborators; SMPS
Encourage businesses to join and participate in the San Marco Merchant’s Association.	SMMA; SMPS
Provide regulatory incentives.	COJ OED
Research and implement parking alternatives for commercial development.	COJ PDD; SMPS; COJ PW
Utilize code enforcement in order to preserve the integrity of the community’s character and neighborhood aesthetic.	COJ Code Enforcement; SMPS
Promote, preserve, and enhance where possible natural amenities and neighborhood institutions.	COJ PW; COJ PDD; SMPS; COJ Environmental Quality Division (COJ EQD)
Talk with representatives and decision-makers from the hospitals, organizations, and large businesses within the Hospital District to see how they can more visibly participate in championing quality growth within North San Marco.	SMPS; Hospitals, institutions, and other business entities within the Hospital District
Explore the feasibility of a business improvement district (BID) model for North San Marco as a goal for the long-term implementation of this plan.	COJ OED; SMPS

Land Use and Transitions

North San Marco consists of a distinct balance between residential uses and commercial uses. Maintaining this balance is essential as the neighborhood looks to the future. As the neighborhood continues to become a popular destination, developers may look to increase the density and intensity of the existing designations, resulting in development pressures, as well as stress, to residents' quality of life and to existing infrastructure.

Because North San Marco contains a clearly delineated area designated for residential uses, the issue and opportunity are to protect this existing residential designation. One way to do this is through the gradual transition of densities and intensities, with the higher densities and more intense development occurring adjacent to I-95, and a reduction in intensity/density traveling south, approaching the Square. This transition should also occur adjacent to the commercial corridors, with commercial uses fronting the corridors and transitioning to less intense uses for the parcels that abut these commercial designations. This framework currently exists in the city's Comprehensive Plan and is encouraged as a means to protect established neighborhoods.

Planned Unit Development (PUD) designations and frequent variance applications may present an issue if they are being approved of in order to solve a problem that is common to the parcels in the neighborhood and that has not been accounted for in the Zoning Code. Reviewing the intensity of existing commercial uses and the feasibility of alternative and/or shared parking solutions are additional opportunities for improving the compatibility of both existing and proposed uses of land. This would not change or challenge what uses are currently protected but would help to guide conversations about

future uses, including surface parking lots, and appropriate intensities.

Recommendations

- A gradual transition of intensities and densities should be implemented and enforced in order to ensure neighborhood protection. This transition will help to maintain the balance between residential and commercial uses and prevent encroachment of commercial uses into residential areas. Further, gradual transitions prevent abrupt changes in or the deterioration of community character. Scale transition, as defined in the Future Land Use Element, should also be applied when new development is proposed so as to ensure scale compatibility between different land uses.
- Research and implement parking alternatives, including shared parking for commercial development. In order to plan and prepare for future growth, parking solutions and/or transit opportunities will need to be expanded. Commercial parking lots should be kept to a minimum and should be landscaped using the principles of low impact development and in keeping with the character of the neighborhood.
- Requests for intensification of zoning (through exceptions, rezoning, or Planned Unit Developments) should not be supported by the Planning and Development Department unless it can be demonstrated that there will be a benefit to the neighborhood. In particular, Planned Unit Developments that include very intense uses such as but not limited to those allowed in the CCG-2 zoning designation should not be supported in the study area, as these uses are potentially too intense to complement the existing community character and to ensure the delicate balance of residential and commercial uses. This plan recommends that the COJ PDD be sensitive

to the relationships between commercial and residential uses when proposed land use and zoning applications are reviewed. The intent of this recommendation is to help developers, designers, and builders to enhance the neighborhood and contribute to the community character.

- “Up-zoning” requests along the commercial corridors should be carefully reviewed with consideration for existing residential uses, and existing commercial uses should be evaluated for appropriateness and compatibility. Areas along the commercial corridors in the study area are zoned for commercial uses and abut developed residential areas. Increasing the intensity of residential uses that are commercially zoned could be detrimental to the quality of life in the neighborhood. As previously mentioned, evaluation of existing uses would not change or challenge what uses are currently protected but would help to guide conversations about future uses and appropriate intensities.
- Review Planned Unit Development (PUD) zoning and variance applications to see if these applications were filed in order to “solve” a common problem facing North San Marco parcels, which was not accounted for within the Zoning Code.
- While an in-depth zoning analysis is outside the scope of this plan, it is clear that there is a lack of coordination between the 2030 City of Jacksonville Comprehensive Plan and the existing Zoning Code. Therefore, it is recommended that the Zoning Code be re-written so as to provide a clear and meaningful relationship to the Comprehensive Plan and to modernize those elements of the code that have not kept up with recent findings regarding best practices in city planning and urban design. This long-term goal will not only help to implement this neighborhood action plan but will also provide city-wide guidance for future development, rehabilitation, and revitalization plans.

Responsibilities—Land Use and Transitions

Recommendation	Responsibility
A gradual transition of intensities and densities should be implemented and enforced in order to ensure neighborhood protection.	COJ PDD; SMPS
Research and implement parking alternatives, including shared parking for commercial development.	COJ PDD; COJ PW
Requests for intensification of zoning (through exceptions, rezoning, or Planned Unit Developments) should not be supported by the Planning and Development Department unless it can be demonstrated that there will be a benefit to the neighborhood.	COJ PDD
“Up-zoning” requests along the commercial corridors should be carefully reviewed with consideration for existing residential uses, and existing commercial uses should be evaluated for appropriateness and compatibility.	COJ PDD
Review Planned Unit Development (PUD) zoning and variance applications to see if these applications were filed in order to “solve” a common problem facing North San Marco parcels, which was not accounted for within the Zoning Code.	COJ PDD; SMPS
It is recommended that the Zoning Code be re-written so as to provide a clear and meaningful relationship to the Comprehensive Plan and to modernize those elements of the code that have not kept up with recent findings regarding best practices in city planning and urban design.	COJ PDD

Recreation, Parks, and Open Space

Issues related to recreation, parks, and open space involve challenges and opportunities regarding drainage, access, and connectivity. These issues identify opportunities for improving those elements which are essential components to residents' quality of life. North San Marco has a full palate of "green infrastructure," from active and passive parks to river front access.

Within North San Marco, the opportunity exists to provide/promote a "green ring" of open and recreational space around the neighborhood. This is a unique opportunity at the neighborhood-level and should be considered for future planning. Parks that front the St. Johns River could be enhanced through pocket piers and kayak launches. These amenities would draw attention to restoring neighborhood access to the river as well as providing a genuine opportunity for interaction and interplay with the river.

To take full advantage of this "green ring" concept, connectivity between the parks should be improved and safe passage to, from, and through each park should be a priority. In order to increase use of the neighborhood parks, each park could be programmed to draw members of the community to San Marco's "green ring."

Other issues that exist and should be addressed include the need for additional shade trees or more generally, an increased tree canopy in those parks that lack shade. Drainage has been a systemic issue throughout San Marco for years. Recent improvements have relieved some of the stress to the existing system. Parks, however, which are typically located in low-lying areas, are often last on the list of priorities for drainage improvements. As a result, there is an opportunity to give these locations some much-needed attention with regards to drainage improvements.

Recommendations

- The development of a small-scale neighborhood parks plan to further the "green ring" concept should be a long-term goal towards implementing this neighborhood action plan. At a minimum, the plan should include a monthly program calendar/schedule for each location, a marketing message that could be incorporated into the overall North San Marco marketing message, and a prioritized list of park infrastructure needs including access and connectivity improvements.
- Improve drainage on park properties.
- Pursue local, state, federal, and grant funding to provide safe and effective passage to, from, and through local parks.
- Provide park amenities that enhance the user experience and increase the value of the neighborhood. Items may include kayak launch, pocket piers, and shade trees.
- Ensure that city policies require the improvement of park sites and connectivity to park sites when resurfacing roadways, making drainage improvements, or performing other neighborhood infrastructure improvements.

Responsibilities—Recreation, Parks, and Open Space

Recommendation	Responsibility
The development of a small-scale neighborhood parks plan to further the “green ring” concept should be a long-term goal towards implementing this neighborhood action plan.	SMPS; COJ Parks Department
Improve drainage on park properties.	COJ Environmental Quality Division (EQD); COJ PW
Pursue local, state, federal, and grant funding to provide safe and effective passage to, from, and through local parks.	SMPS; COJ PW; North Florida Transportation Planning Organization (TPO); Florida Department of Transportation (FDOT); Jacksonville Transportation Authority (JTA); COJ PDD
Provide park amenities that enhance the user experience and increase the value of the neighborhood.	COJ Parks Department; COJ PW
Ensure that city policies require the improvement of park sites and connectivity to park sites when resurfacing roadways, making drainage improvements, or performing other neighborhood infrastructure improvements.	COJ PW; COJ PDD

Transportation and Infrastructure

North San Marco has the look and feel of a pedestrian-friendly neighborhood. However, significant barriers exist to making this “look and feel” a reality. Arguably, one of the largest obstacles to neighborhood circulation is the FEC railroad that crosses east-west through North San Marco. The railroad not only impedes bicycle, pedestrian, and vehicle circulation but also hinders the effective use of public transportation. This obstacle is not likely to be overcome any time soon. Therefore, in order to make the best of a bad situation in the short term, community stakeholders and public agencies should develop a series of solutions in order to improve public transit through the neighborhood. JTA may need to modify bus routes and should explore the feasibility of a trolley service for North San Marco and, as a long-term goal, expansion of the Skyway.

Unlike many of the neighborhoods in Jacksonville, the distance between residences and activity nodes in North San Marco is not a major concern. Access is the issue. Traffic calming improvements and an educational campaign regarding bicycle and pedestrian safety will help facilitate the walkability of the neighborhood and improve pedestrian access to and from local destinations.

Sidewalks should be improved and widened where possible. Sidewalks should be built and maintained such that they are unobstructed and promote usability. Bike lanes should be provided where possible, and if bike lanes are not feasible, the use of “sharrow” markers on major roadways should be explored.

As previously mentioned, drainage has been a long-standing issue in North San Marco, and environmental stewardship is paramount given the neighborhood’s location along the St. Johns River. Joint use storm water ponds and utility infrastructure provide a necessary solution for utilizing land in a compact and compatible way, befitting a historic community with limited land resources while providing the

Recommendations

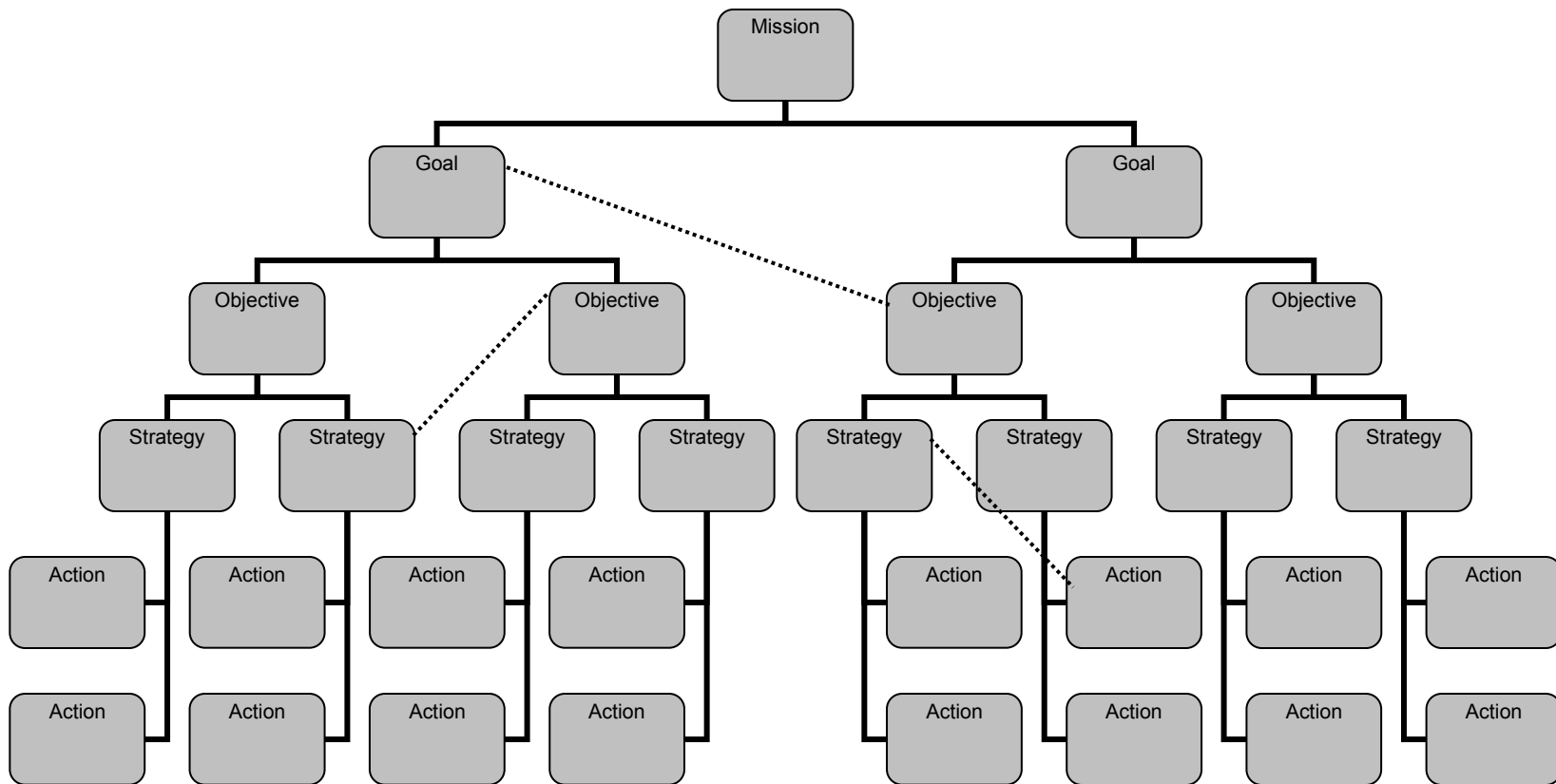
- Improve the pedestrian environment to increase safety. Install consistent and bold pavement markings to draw greater attention to crosswalks. Increase pedestrian signage. Design, build, and retrofit sidewalks so that they are unobstructed and wide enough to accommodate a wheelchair and baby stroller.
- Create a continuous network of bicycle lanes and/or paths. Explore the use of “sharrow” markers where bicycle lanes are not feasible.
- Maintain existing alleyways, and open alleyways that have been closed. North San Marco is fortunate to have a system of alleyways; however, these alleyways need to be maintained in order to service the neighborhood effectively.
- Require that low impact development be utilized in site design. Low impact development works with natural systems as a means to manage stormwater.
- Craft, support, and implement policies that result in joint use storm water ponds and joint use utility infrastructure.
- Explore the feasibility of expanding the Skyway to North San Marco, as a long-term goal towards implementation of this neighborhood action plan. Evidenced by the focus group summaries, residents identified expansion of the Skyway system, in conjunction with other public transit and bicycle/pedestrian improvements, as an opportunity to improve connectivity with downtown and support increased densities and intensities in the future.
- Provide traffic calming devices on major corridors. Traffic calming devices such as raised pavers, flashing signals, or similar devices help increase driver awareness regarding the presence of pedestrians and encourage drivers to slow down for safety. In doing so, local business owners receive the

Responsibilities—Transportation and Infrastructure

Recommendation	Responsibility
Improve the pedestrian environment to increase safety.	COJ PW; TPO; FDOT
Create a continuous network of bicycle lanes and/or paths.	COJ PW; FDOT; TPO; COJ PDD
Maintain existing alleyways, and open alleyways that have been closed.	COJ PW
Require that low impact development be utilized in site design.	COJ PW; COJ PDD; Jacksonville Electric Authority (JEA)
Craft, support, and implement policies that result in joint use storm water ponds and joint use utility infrastructure.	JEA; COJ PW; COJ PDD
Explore the feasibility of expanding the Skyway to North San Marco, as a long-term goal towards implementation of this neighborhood action plan.	JTA
Provide traffic calming devices on major corridors.	FDOT; TPO; COJ PW
Implement a neighborhood-wide educational campaign to educate residents on bicycle and pedestrian safety, from both a motorist viewpoint and a cyclist/ pedestrian viewpoint.	TPO; SMPS; Jacksonville Sheriffs Office (JSO)
Provide a trolley service to the neighborhood.	JTA
Connect with representatives from the COJ, FEC, JTA, and the TPO to develop a series of solutions to address the physical barrier of the FEC railroad.	SMPS; FEC; COJ; JTA; TPO

North San Marco Comprehensive Improvement Plan

The San Marco by Design Neighborhood Action Plan is a complete document in and of itself, providing recommended actions and guidelines to guide the positive growth and development of North San Marco. However, it is recommended that an improvement plan be utilized as funding and resources are made available. The intent of the North San Marco Improvement Plan is to prioritize actions and identify detailed steps to achieve these actions. This plan will clearly state goals, objectives, strategies, and actions. The improvement plan is organization-style chart that grows and increases in detail and specificity from initial formulation of the community's vision (San Marco by Design) to outgrowths of goals, specific objectives and strategies and action steps for achieving them. The plan will have several goals based on theme areas discussed in the workshops. Articulated goals may have one or many objectives, strategies and action steps for achieving them that may apply across the various sectors.



Overview: Goals, Objectives and Strategies

Differences among goals, objectives and strategies vary with individual definitions. For the purpose of developing the San Marco by Design improvement plan, the terms are defined in the following way:

A **goal** is a broadly stated, non-measurable community change.

An **objective** is a specific, measurable change in the community relative to the built and natural environments, policies that influence land use or systems that support land use and urban design.

A **strategy** is the method, approach, or process used to achieve the change

Based on the ideas generated during the San Marco by Design planning process, **goals** can be defined by a simple, clear statement of what the community wants to accomplish. The goals will pertain to the priority areas which are:

- Community Character and Urban Design
- Land Use / Transitions / Connectivity
- Transportation and Infrastructure
- Recreation and Open Space
- Economic Development

Following the development of goals, **objectives** will articulate outcomes in specific and measurable terms. Objectives add specificity to goals by stating “*who, what, why and where,*” and by stipulating “*how many, by how much, or how often*”. It is critical for objectives to follow the SMART pathway which that meet the following criteria:

- **Specific** (what will be achieved—a behavior or outcome, by whom, how much and when)
- **Measurable** (progress or attainment can be determined qualitatively or quantitatively)
- **Achievable** (taking into account available time and resources)
- **Relevant** (to mission, goals, needs, and interests of partners)
- **Time-phased** (includes time frame for achievement)

Issue: Transportation

Surface

- San Marco Boulevard – new construction will provide better traffic flow, on-street parking, need to look for ways to improve bike/ped issues
- Hendricks Avenue – good use of bike lanes, could use wider sidewalks, redeveloping commercial corridor.
- Kings Avenue – corridor treatment to promote business and light industrial development.
- Lasalle Street – create a complete-street for Lasalle Street that incorporates wider sidewalks, bike lanes, street parking and bio-swales. Work with COJ Public Works to address localized flooding on Lasalle and utilization of stormwater fee revenue.
- Shared Parking – need to encourage consolidation of small parking lots behind businesses along commercial corridors to share parking.
- Zip Cars – promote the implementation of a Zip Car system in Jacksonville with focus on walkable neighborhoods such as San Marco.

Transit

- Skyway – needs to be extended south from the Kings Avenue Station across the FEC railroad tracks to Atlantic Boulevard. Would promote the development of TODs at Kings Avenue, Lasalle Street and Atlantic Boulevard. Would provide locals an alternate route to Downtown that eliminates the potential for delays due to train traffic.
- Skyway – need to implement service on Saturday and Sunday to support hotels and restaurants.
- Trolley/Neighborhood Shuttle – need to re-instate a neighborhood trolley service that connects to the Skyway. Will require shorter headways and a route that avoids RR crossing to be successful.
- Wayside Horns – implement a quiet train zone from the Bowden Yard to the St Johns River by the installation of wayside horns. Quality of life and property values along the railroad tracks will improve significantly.

Bike/Pedestrian

- Safe Routes to School – continue to support efforts of Health Planning Council and work with FDOT to provide better access to neighborhood schools for bicyclists and pedestrians.
- Bike Share – evaluate the potential for Bike Share stations in San Marco that are part of a larger city-wide system. Ideal station locations would be San Marco Square, Kings Avenue and Friendship Fountain (southbank riverwalk).
- Crosswalks – work with COJ Public Works to improvement crosswalk safety at existing roads, through San Marco Square and look to provide new crosswalks in deficient areas.
- Sharrows – study the placement of sharrows on neighborhood roads, particularly San Marco Boulevard.
- Bike Connectivity – lobby for the improvement of bike infrastructure throughout the city, particularly Downtown.
- Parks – create greenways and established walking/biking routes through the neighborhood parks
- Discourage automobile access to parks
- Create more river access at each of our riverfront parks (Jim Rink,

Issue: Infrastructure / Stormwater

Regional Facilities

- Kings Avenue Station – support the redevelopment of the large surface ponds at the site
- Landon Athletic Field – evaluate the potential for an underground regional facility at the Landon Middle School athletic field. Such a system could serve and promote future development along the Atlantic Boulevard corridor.

Regulatory Changes

- Work with St Johns River Water Management District to establish an agreement for provision of alternative technologies in stormwater treatment of small sites. Surface ponds are not desirable because of a need for greater density in the neighborhood. Underground systems on a small scale are impractical because of high water tables and cost. Newer technologies are available to treat stormwater in urban areas that have not been accepted at the regulatory level. San Marco could become a test area for these systems.
- Change current regulation that requires redevelopment properties for those undergoing significant maintenance and/or repair, for which the proposed improvement value exceeds fifty percent of the Property Appraiser's assessment value of the primary structure, to bring all aspects of the building and site up to current development codes and standards.

This regulation can, and often does act as a detriment to re-investment and

redevelopment of older buildings that have depreciated to a minimal assessment value. Under this rule, a building undergoing only a few thousand dollars of interior renovation can trigger extensive site redevelopment costs, including the provision of on-site storm water retention facilities that may be a significant enough hardship to discourage redevelopment.

Replace the 50% Rule with a more progressive and rational schedule of values, using a building-to-site improvement expense ration. A balance in building versus site costs will promote redevelopment of properties in San Marco.

Green Infrastructure

- Bioswales – continue the implementation of bioswales along LaSalle Street.
- Pervious Pavement – encourage the use of pervious concrete pavement in streets scheduled for repaving to reduce pollutant loads to the St Johns River.
- Demonstration – provide a network of green demonstration projects of new technologies that increase awareness of San Marco and draws eco-tourists.



Planning is the action of formulating a program for a definite course of action.