

St John's Cathedral Cathedral District

Technical Assistance Panel
January 12-13, 2016 | Jacksonville, Florida





Preface

About ULI

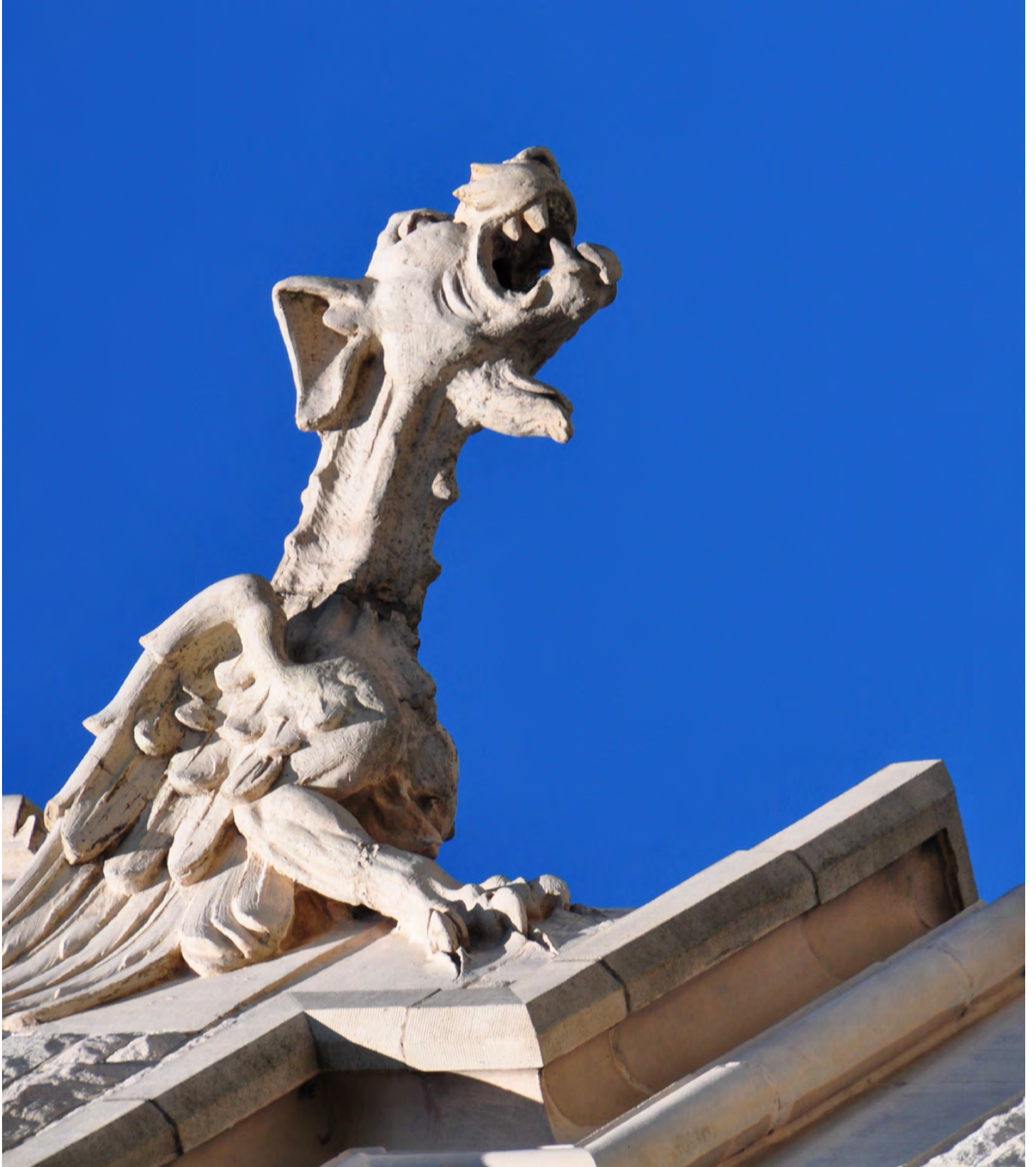
The Urban Land Institute (ULI) is a nonprofit education and research institute supported by its members. Its mission is to provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide. Established in 1936, ULI has more than 37,000 members internationally representing all aspects of land use and development disciplines. The North Florida District Council was formed in 2005 and has more than 440 members in 34 counties including the cities of Jacksonville, Gainesville, Tallahassee, Panama City and Pensacola.

What are Technical Assistance Panels (TAPs)?

Technical Assistance Panels (“TAPs”) are one- to two-day panels convened by the local ULI District Council at the behest of a community, public entity or private enterprise (Sponsor) facing real estate or land-use issues. The District Council assembles a panel composed of highly qualified professionals chosen for their experience with the types of issues facing the Sponsor. The interdisciplinary team of seasoned real estate professionals may include land planners, architects, financiers, developers, engineers, attorneys and brokers who are well qualified to provide unbiased, pragmatic advice on complex real estate issues. Panel members are not compensated for their time, but they are reimbursed for out-of-pocket expenses, such as overnight lodging and transportation to attend the TAP. To ensure objectivity, panel members cannot be involved in matters pending before the Sponsor, currently work for the Sponsor or solicit work from the Sponsor during the six months following the TAP.

How do TAPs work?

The District Council works closely with the Sponsor to create a scope of work and convenes a panel of ULI members to address the issues outlined. The Sponsor in conjunction with ULI also provides detailed background information to the TAP panelists prior to the panel session. When convened, the TAP members tour the study area, hear from those who may have stakes or claims in the outcome, and then deliberate on the issues presented. At the conclusion of its work, the panel presents its preliminary findings and recommendations to the Sponsor and then produces a written report for the Sponsor within six weeks.





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Sponsor and Participants

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Acknowledgements

On behalf of the Urban Land Institute, the TAP Committee Chair and TAP panelists wish to thank the following members and sponsors for their contributions:

- Ginny Myrick, Myrick Policy Group
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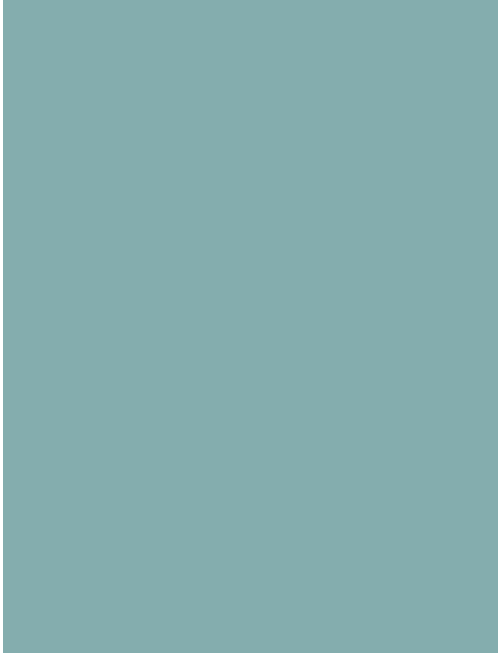
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TAP Scope

St. John's Cathedral engaged the ULI North Florida District Council to convene a Technical Assistance Panel (TAP) for the purpose of identifying strategies to drive redevelopment efforts within the "Cathedral District," a 17-block neighborhood around the Cathedral in Jacksonville's downtown Cathedral District. The TAP study area encompasses 33.2 acres extending north to south from E. Beaver Street to E. Monroe Street and east to west from Ocean Street to N. Liberty Street.

Currently underutilized, the area is dotted with vacant properties and surface parking lots. The District is beset by homelessness and lacks vibrancy and a sense of place. With a high density of empty lots and higher than average vagrancy rates, the neighborhood is perceived as unsafe. There appears to be little connection between the area's churches, businesses, nonprofit organizations, riverfront amenities and residents. The Cathedral seeks to leverage its leadership, District land holdings and relationships with affiliated nonprofits to jump start revitalization efforts.

The Guiding Principles of the Cathedral project were:

- Develop a sense of place through branding, programming and other land-use techniques
- Capitalize on the beauty of the Cathedral District architecture, the multicultural aspects of the area and programming/events as focal points; i.e., Cloister, Gardens, Medieval Village
- Land bank from willing sellers only and maximize the use of those spaces
- Develop partnerships with neighbors and various stakeholders from the public and private sector
- Integrate the five successful nonprofits affiliated with the Cathedral

The TAP Panel was tasked to provide short, mid-term and long-term solutions to outstanding issues in three categories:

Housing/Real Estate Development:

- Identify ways to integrate the area's melting pot of people, generations and backgrounds.
- Identify the highest and best uses for development of parcels in the Cathedral District, including future development partners.

- Determine the future development potential of existing Cathedral-owned property, including the Cathedral School, which currently has a 100-student waiting list.

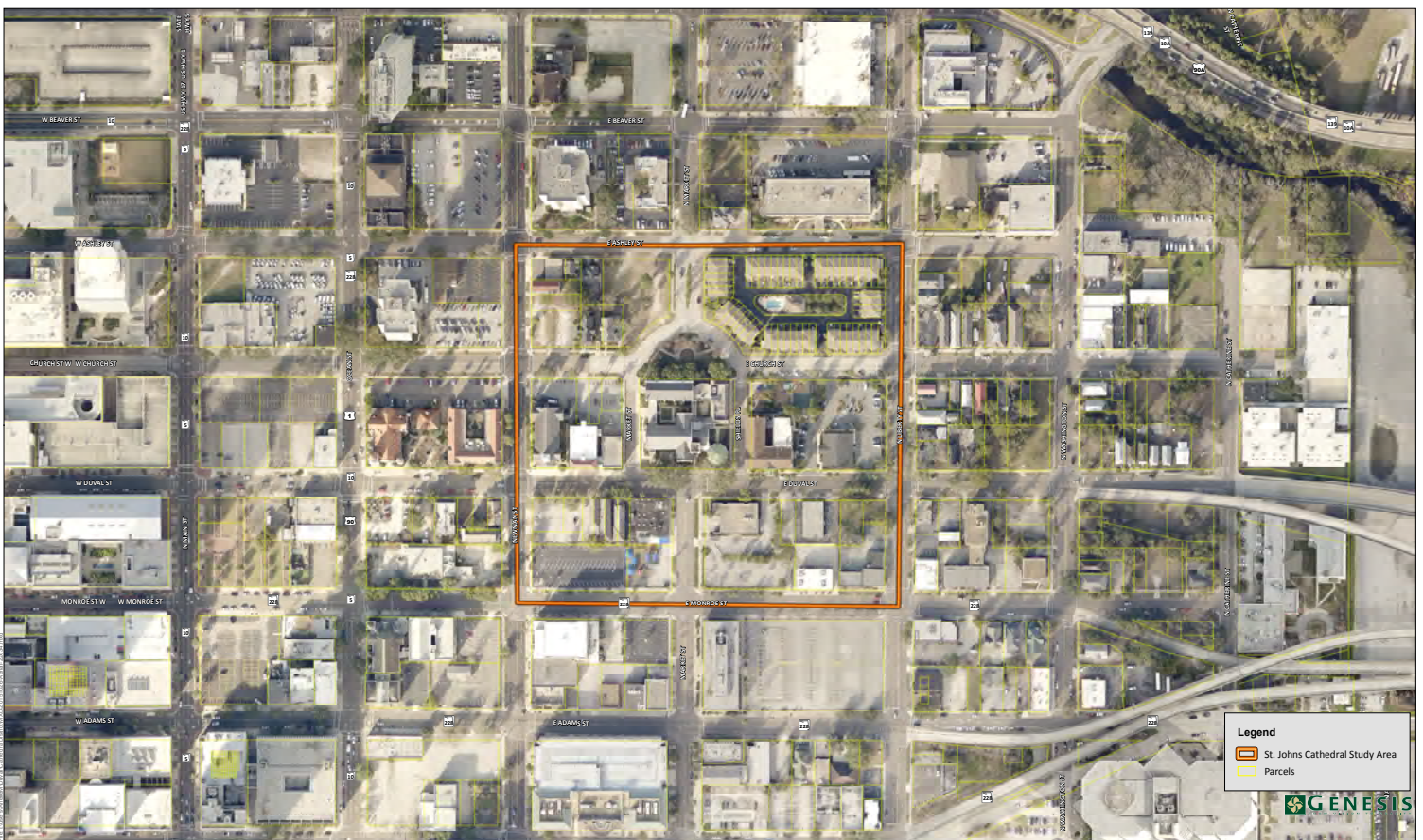
Mobility

- Increase walkability, bikeability, pedestrian-scale streetscape and lighting within the Cathedral District.
- Integrate ULI Building Healthy Places principles.
- Address the transportation/mobility infrastructure issues affecting current Cathedral District residents and inhibiting development of the neighborhood.

Branding/Community Building

- Create a sense of place by building a Cathedral District brand.
- Develop an 18- or 24-hour neighborhood and improve connectivity to other Downtown activity nodes.
- Provide strategies, land-use insights and other real estate ideas to engage and integrate senior residents of the Cathedral District into the community.

“We have a long-term vision but don’t know how to get there.”
 — St. John’s Cathedral Dean Kate Moorehead





ULI adopted the Building Healthy Places initiative in 2013 as a cross-disciplinary theme to promote health in planning and designing thriving communities.

Building Healthy Places

10 Design Principles

- Put People First
- Recognize the Economic Value
- Empower Champions for Health
- Energize Shared Spaces
- Make Healthy Choices Easy
- Ensure Equitable Access
- Mix It Up
- Embrace Unique Character
- Promote Access to Healthy Food
- Make It Active

Panel Process

The ULI North Florida District Council assembled a group of accomplished ULI members who have expertise in redevelopment, neighborhood planning and urban design for an intensive two-day workshop to address ways to revitalize the Cathedral District.

Prior to convening, TAP members received information on the area’s demographics and economic data and various maps identifying the study area, existing land use, zoning, bus routes, and downtown plans.

Day one included a walking tour of the study area led by Ginny Myrick, Myrick Policy Group, as well as stakeholder presentations and interviews. Stakeholders included Dean Kate Moorehead, St. John’s Cathedral; Aundra Wallace, Downtown Investment Authority; Allison DeFoor, Cannon to Bishop Howard, Episcopal Diocese of Florida; Jake Gordon, Downtown Vision, Inc.; Wiatt Bowers, AICP, ATKINS; Teresa Barton, AgingTrue; Carl Weckenmann, Jacksonville Transportation Authority; and Ted Pappas, Architect.

Day two focused on potential strategies and solutions to the issues. Panelists formalized their observations and developed recommendations. At the day’s end, the TAP panelists presented their recommendations to the public at St. John’s Cathedral.



Executive Summary

St. John's Cathedral is a historic church that sits on the highest point in Jacksonville, Billy Goat Hill. The Cathedral is full of life, with a diverse and growing congregation that hails from many parts of greater Jacksonville. The affluent and the economically disadvantaged worship side by side. The Cathedral sits at the core of the City-designated Cathedral District, a small area that is home to numerous historic churches that, like St. John's, are architectural gems.

The Cathedral District, however, is a neighborhood in decline, beset by poor connections and vacant spaces, homelessness and vagrancy. Unsightly surface parking lots that are underutilized mar the aesthetics of the area with large expanses of asphalt. There is a perception that the neighborhood is unsafe and seniors in the area feel isolated.

Of the Cathedral District's 1,583 residents, the U.S. Census Bureau identifies 58 percent as black or African-American and 37 percent white, with Hispanics and others making up the balance. About 23 percent are 65 years of age or older, more than double the citywide senior population of 10.9 percent. The majority of seniors live in one of three rent-subsidized high-rise apartment buildings (638 units) operated by AgingTrue, one of St. John's Cathedral's nonprofits. They also own a low-rise building for the disabled and a skilled nursing home. The Cathedral District includes numerous single-family homes, most of which house professional offices or are vacant. A 51-unit townhouse project, The Parks at the Cathedral, is the only relatively new residential development. It was built in the early 2000s, but home prices seriously eroded after the 2008 housing crisis and have not recovered. The Cathedral owns some property and is seeking to determine the highest and best uses for them.

ULI North Florida was asked by St. John's Cathedral to form a Technical Assistance Panel to review the issues facing the Cathedral and the Cathedral District with an eye toward revitalizing the neighborhood. TAP members' number one takeaway was the need to break down silos that exist among area constituents and to bring the various stakeholders together.

Recommendations

The overarching recommendation is to create a community advocacy organization that can speak with one voice for the District and focus on housing and real estate development, infrastructure/transportation needs and brand/marketing. It should be led by a full-time employee who is knowledgeable in planning, financing and attracting business expansion to the area. Responsibilities may include developing a land stewardship strategy, identifying parcels for redevelopment, developing a database of all available properties with information regarding each for interested investors, seeking interested investors and developers, and exploring Downtown Investment Authority (DIA) loans, available grants, and public-private partnerships.

The Cathedral District, for purposes of the community advocacy organization and other planning efforts, should include the complete area designated as the Cathedral District by Jacksonville's Downtown Master Plan. Additionally, consideration should be given to how the Cathedral District is connected to greater Downtown in terms of the St. Johns River, Hemming Plaza and Hogan's Creek. Those areas should be included in planning efforts and serve as keystone community connections.

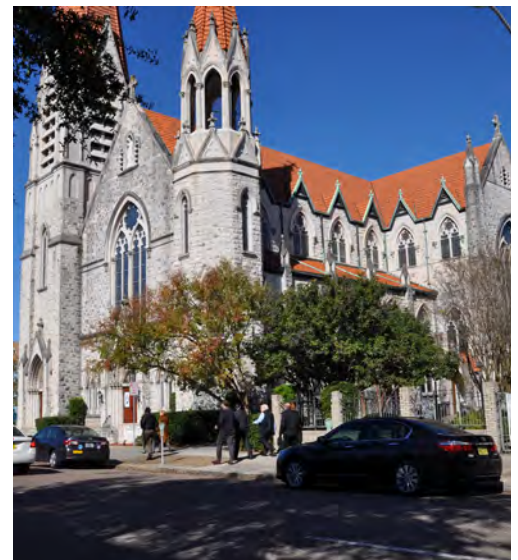
Recommendations for the Proposed Community Advocacy Organization

- Promote development of low-rise multifamily market-rate housing and student housing within the District.
- Generate a pro forma analysis of two or three catalytic projects and identify entities that may be interested in developing or investing in them.
- Seek to increase the area's mix of for-profit businesses in order to bring greater balance and diversity to the District, which currently houses a heavy concentration of nonprofits.
- Contact Jacksonville University regarding a potential downtown presence tied to a mixed-use performing arts/community programming/senior center and expansion of student housing into the District.

- Recommend that the City study crosswalk signalization, traffic calming bulb-outs and other enhancements to ensure safe pedestrian crossing.
- Develop a Cathedral Trail that emphasizes the north/south link to the river and the east/west link from Hogan’s Creek to Hemming Plaza and the Downtown core.
- Seek streetscape improvements , prioritizing Duval and Monroe Streets to Hemming Plaza and Market Street to the river. Consider “road dieting” main corridors in the District.
- Coordinate with District organizations a shared parking strategy for all District landowners to allow for better use of surface parking areas.
- Work with the DIA and the City for enhanced lighting and sidewalk repairs.
- Advocate for Hogan’s Creek cleanup and Greenway improvements.
- Create a District brand based on the arts and focused on District assets – they are unique and authentic!
- Incubate the arts by nurturing the growth and development of artists, arts organizations and arts enterprises within the District.
- Establish historic tours of District churches and other historic buildings and coordinate with other events (e.g., Art Walk).
- Activate empty lots for use as event venues.
- Support the work of nonprofits, such as the Sulzbacher Center.
- Work with JTA for a trolley to run from the Cathedral District along the Cathedral Trail to Brooklyn, Riverside and Avondale.
- Create a Cathedral District gateway (clear entrance point) at the southern and western edges of the District.
- Establish a pre-K to 8th grade magnet, charter or community school focused on art, performing arts/music and/or culinary arts.

Recommendations for St. John’s Cathedral

- St. John’s Cathedral should take the lead in establishing the formal community advocacy organization.
- Evaluate the Bishop’s office/property, the Cathedral School site and the property at 221 Church Street to determine the highest and best uses.
- Identify key properties for purchase, potential uses and real estate opportunities, and act as a land steward for such land holdings/assets.
- Partner in developing real estate by leveraging patient capital available through existing holdings.
- Evaluate the cost-effectiveness of relocating AgingTrue offices to the District.
- Activate the parking lot on Newnan and Ashley to connect the three AgingTrue buildings and serve as a central gathering place by establishing a weekly farmers market, food trucks and/or community garden until another use can be established.



Background

The area designated by the Downtown Jacksonville Master Plan as the Cathedral District extends further north and west than the area identified for the TAP study. The extended area is bordered on the north by State Street, on the east by Hogan’s Creek, on the south by E. Adams Street and on the west by Main Street. At its center on Billy Goat Hill, the highest point in the City, sits St. John’s Cathedral, a church steeped in history.

One of the oldest churches in Jacksonville, St. John’s Cathedral’s roots go back to 1829, when the first Episcopal services were held in Jacksonville on the banks of the St. Johns River. Dedicated in 1851, the church was burned to the ground twice, once during the Civil War and again in 1901 during The Great Fire that consumed almost all of downtown. Rising from the ashes, however, was the current Gothic Revival church, which was designated in 1951 as the first cathedral of the Episcopal Diocese of Florida. The Cathedral sits on the only parcel in the downtown area that is off the grid, creating a unique setting.

Today, St. John’s Cathedral is full of life, with a diverse and growing congregation that hails from many parts of greater Jacksonville. The affluent and the economically disadvantaged worship side by side. The Cathedral’s \$20 million campus includes various buildings and surface parking lots.

In April 2014 the Cathedral launched its motto, “Love at the Core,” to define the essence of the parish’s identity. Committed to education and helping children, the poor and the elderly, St. John’s has birthed five nonprofits largely serving these constituents. The Episcopal School of Jacksonville offers private education to 900 middle and high school students, while The Cathedral School serves as an early learning center for nearly 100 children from birth to 4 years of age. Parents of the children who attend the preschool include professionals and administrative staff who work downtown. The Cathedral School is widely popular and has growth potential but for the current school’s space limitations. The Cathedral Arts Project is an after-school program teaching music and arts to some 2,000 underprivileged children in Duval County schools. AgingTrue houses 600-plus



rent-subsidized senior citizens in three high-rise buildings in the Cathedral District, and Cathedral Court provides housing for disabled adults age 18 and older. Cathedral Care is a 120-bed skilled nursing and rehabilitation care facility for seniors.

St. John's also hosts Clara's at the Cathedral in collaboration with the Clara White Mission. A training café featuring an upscale menu, the café is open to the public each Friday and offers a buffet lunch in the Cathedral's historic Taliaferro Hall. Clara's at the Cathedral is an outgrowth of Clara White's Culinary Arts Program, providing students with extensive hands-on training in production, presentation and front-of-the-house restaurant service. About 60 percent of those who have gone through the program are still employed in the food industry.

The Built Environment

From its perch atop Billy Goat Hill, the Cathedral overlooks a neighborhood full of beauty and promise but in decline, due to many years of urban flight, homelessness and vagrancy. Surface parking lots stand mostly empty and do little to enhance the area's aesthetics but do offer opportunities for development.

The Cathedral District hosts little new residential development other than the afore-mentioned rent-subsidized senior and disabled housing projects, the 52-unit Stevens Duval Apartments for seniors, and The Parks at the Cathedral. The latter is a 51-unit townhouse development built in the early 2000s across from the Cathedral on land donated by the church. The complex features a swimming pool, park and private parking within the development. The Great Recession and subsequent housing crisis, however, has depressed prices by as much as 55 percent. One stakeholder reported that no home has sold for more than \$110,000 in the past five years. A lot across the street from the townhomes was to be the site of additional units, but that project has not materialized and the area is used for Cathedral parking. 16:Flat, a condominium proposed and designed in 2007 for a .19-acre lot at the corner of Duval and Liberty streets, was never built. However, Elena Flats, a beautiful historic building a block from the Cathedral, is being restored. When renovations are completed, Elena Flats will be turned into a luxury quadruplex that is anticipated to attract market-rate rents.



Much of the Cathedral District is home to nonprofit organizations, including a homeless shelter and other nonprofit agencies that serve the community. Few retail establishments are available to serve the community's residents. To the north of the Cathedral within a walking distance of three to four city blocks are Winn-Dixie, Burger King, Family Dollar and McDonald's, but senior citizens must cross busy streets with lights that cycle too quickly in order to get there. The area lacks businesses like hair salons, dry cleaners, coffee houses, book stores, etc., that would normally support local residents.

However, the Cathedral District boasts many landmark churches in addition to St. John's Cathedral. They include First Presbyterian Church, First United Methodist Church, Historic Mt. Zion AME Church and the Basilica of the Immaculate Conception Catholic Church.

“We shape our dwellings, and afterwards our dwellings shape us.”
— Winston Churchill

Most area buildings are in good condition, and many historic residential frame structures serving as professional offices, particularly for attorneys, have been well preserved. Unfortunately, the 2012 relocation of the Duval County Courthouse from East Bay Street to West Adams prompted the move out of the District by several law firms, leaving some vacant properties.

Demographics

Middle class “urban flight” begun during the 1960s left Jacksonville with an inner core that is largely poor and predominantly African-American. Households in zip code 32202, a broad swath that includes the Cathedral District, Downtown and areas to the east, have a mean income of \$28,006 and median income of \$14,219, according to U.S. Census Bureau 2010-2014 American Community Survey 5-Year Estimates.







Aundra Wallace, chief executive officer of the DIA, puts Jacksonville’s inner city population at about 3,725. The DIA is pursuing residential development in Downtown with the goal of increasing the population to 8,000 by 2025. This will require the construction of 350 dwelling units per year to reach a minimum of 3,850 built and occupied dwelling units by that date.

An analysis of 2010 U.S. Census Block data shows a Cathedral District population of 1,583 of which 58 percent are black or African-American and 37 percent white, with Hispanics and others making up the balance. About 23 percent of those living in the Cathedral District are 65 years of age or older, more than double the citywide senior population of 10.9 percent.

Most of the seniors in the area live in one of AgingTrue’s high rises which were constructed in the late 1960s. Cathedral Towers and Cathedral Townhouse are Section 202 senior housing. Under Section 202 HUD supports housing for low-income elderly individuals by providing interest-free capital advances to private, nonprofit sponsors to finance senior housing development and by subsidizing rental costs. Cathedral Terrace is Section 8 housing, which provides rental subsidies for eligible individuals and families. Efficiencies, one-bedroom units and a limited number of two-bedroom apartments are available. The rent is about \$600-\$700 a month, including electric and water. Most residents are female with an average age of 78. About half are white and 40 percent are African-American. Most residents live alone. Cathedral Court is Section 202 housing for the disabled of any age. The low-rise building provides one- and two-bedroom HUD-subsidized apartments.

There are an estimated 48,000 workers in zip code 32202. The majority of these workers live elsewhere. The area under study provides a total of only 193 jobs, according to 2013 U.S. Census Bureau data. The majority of the jobs (55.4 percent) pay between \$1,251 and \$3,333 per month. Less than one-quarter of available jobs (23.3 percent) pay more. The Health Care and Social Assistance industry sector is the largest employer (32.1 percent), followed closely (29.5 percent) by Other Services (excluding Public Administration) and Professional, Scientific and Leasing (27.5 percent). Females hold most of the jobs (70.5 percent).

“We need to drive residential development to at least 350 units per year over the next decade to get the population to 8,000.”

— Aundra Wallace, CEO, Downtown Investment Authority

Safety and Crime

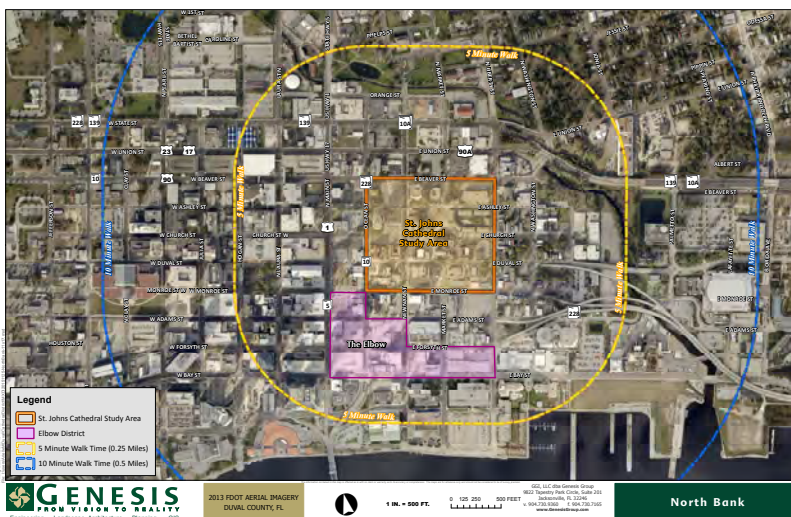
The District experiences its share of crime, and there is a lingering perception that it is not safe fueled by illicit activity ranging from aggressive panhandling to drugs and prostitution. In addition, the built environment feeds residents’ and visitors’ fears and enhances a perception of an unsafe neighborhood. Office buildings and parking lots are empty at night and street lighting is poor. Some area sidewalks are uneven or broken, making walking hazardous, particularly for elderly and physically challenged residents. The Cathedral hires off-duty police officers to manage security during evening gatherings, such as the weekly choir meeting, and many attendees ask to be escorted to their cars out of fear.

In Close Proximity

The Cathedral District is within walking distance of many of Jacksonville’s most desirable attractions, including the Northbank’s Riverwalk, the Jacksonville Landing, the main branch of the Jacksonville Public Library, the Museum of Contemporary Art, the Florida Theater, restaurants and bars in the newly branded Elbow District along Bay and Ocean streets, and Hemming Plaza, which is the site of the monthly Art Walk, Jaxson’s Night Market, Thursday Beer Garden and other arts and entertainment events. Major venues are within little more than a mile, including Metropolitan Park, EverBank Field, the Baseball Grounds, the Jacksonville Fairgrounds, the Jacksonville Memorial Arena, the Times-Union Center for the Performing Arts and the Prime Osborn Convention Center. Just two miles away is the Cummer Museum and Gardens and the Saturday Riverside Arts Market.

An amphitheater and flex field is expected to be added next to EverBank Field this fall, and Jacksonville Jaguars owner, Shad Khan, has proposed to redevelop the 48-acre Jacksonville Shipyards off Bay Street, linking Downtown to the Sports Complex. The mixed-use complex could possibly add additional entertainment and dining venues within a mile of the Cathedral District, as well as an estimated 4,483 permanent jobs and 2,109 construction jobs.

The Cathedral District is also well located in relation to major corporate employers in the Civic Core District, such as CSX, EverBank, Citizens Property Insurance Corporation, Swisher International, Fidelity National Financial, Hyatt Regency and the Omni Hotel, among others. UF Health sits just north of the area. Adjacent to the Cathedral District is the newly designated Spark District that runs from Market to Broad Street and from E. Church to Bay Street. The Spark District was created to serve as a concentrated area for startups and entrepreneurs in the urban core and to provide them with connections and resources.



Analysis

“In my time in Jacksonville, I am astonished how similar the visions are. What is not going on is dialogue.”

**— The Rev. Canon Allison DeFoor, The Episcopal Diocese of Florida,
in speaking of neighborhood stakeholders**

The panel members’ number one takeaway from the presentations made by the Cathedral and other stakeholders was the need for the Cathedral District stakeholders to speak with one voice. The neighborhood appears to be a series of silos. Connectivity, cooperation and dialogue are lacking among stakeholders, creating inertia. The silos need to be broken down and stakeholders brought together and mobilized if the community is to move forward with positive change.

Many areas of the City are competing for attention and dollars. The panel believes establishing a formal organization led by an informed advocate would best serve the interests of the District. The leader should have extensive planning, financing and knowledge on how to bring businesses to the area. This person would be focused on bringing the Cathedral District together, tuned into real estate and financing opportunities, and be able to effectuate positive change for the collective.

The Organization’s Responsibilities Would Include:

- Creating a community advocacy association, bringing together stakeholders in the District, including faith-based groups, nonprofits, property owners, businesses and residents. This association should seek recognition by the City through acknowledgement as a Neighborhood Organization and membership in the Citizen Planning Advisory Committee (CPAC).
- Developing a land stewardship plan and program. This includes also, in part, identifying assets of willing sellers available for development and determining the highest and best use for those assets, so that they are available at the right time for a developer. This should be done early in the process.
- Testing the viability of assets by undertaking a pro forma analysis on three potential catalytic projects — estimating cost, revenue potential and return on investment. If there is a gap, funding should be sought from the DIA or other sources.
- Exploring grants from the Historic Preservation Trust Fund and other entities, as well as public-private partnerships for redevelopment.
- Promoting the Cathedral District as a potential site to appropriate entities, such as schools and developers.
- Developing a shared parking strategy to optimize land for development and other opportunities.
- Working with the Jacksonville Transportation Authority (JTA) on traffic and roadway issues, including pedestrian/bike crossings and trolley access.
- Advocating for sidewalk and streetscape improvements through the Department of Public Works.
- Collaborating with DIA, Downtown Vision, the Cultural Council of Greater Jacksonville, and governmental agencies to bring resources and events to the District.
- Creating a Cathedral District website, developing the District’s brand, and developing and promoting events that bring people to the Cathedral District.
- Collaborating with efforts to clean up Hogan’s Creek and develop the Hogan’s Creek Greenway.
- Supporting groups such as Changing Homelessness, which work to improve the lives of homeless populations with a goal of ending homelessness.
- Reviewing and evaluating the District’s action plan periodically with respect to implementation and accountability.

While the TAP study area was smaller than the entirety of the Cathedral District, for purposes of this report the District advocacy organization should include the area designated as the Cathedral District by Jacksonville's Downtown Master Plan. Market Street is an anchor corridor, as is Duval Street. Therefore, consideration also should be given to how the Cathedral District is connected to greater Downtown in terms of the river, Hemming Plaza and Hogan's Creek, and encompassing those areas in planning efforts.

The Cathedral should take the lead in getting this advocacy organization established and funded. Parishioners and volunteers in the residential towers may help facilitate the works of this organization.



Housing and Real Estate Development Opportunities

The Cathedral District has a plethora of senior and rent-subsidized housing, as well as a large number of nonprofits providing social services. The DIA has a stated desire to drive residential development in the Downtown core. With its close proximity to the Downtown business district, the river and a growing number of dining, arts and entertainment venues within walking distance, the Cathedral District offers a unique location for a residential environment. The area around the Cathedral and churches have a peaceful sense and are architecturally rich and authentic.

A number of vacant properties are available for development or redevelopment in addition to an overabundance of unfilled surface parking lots that the panel urges be repurposed. A District-wide shared parking strategy should be implemented to optimize the land for higher use and make best use of existing parking structures.

Moody's Analytics' inclusion of Jacksonville in the Top 10 markets with the highest expected 2016 employment growth bodes well for multifamily rentals and investment in this area. Nationwide, robust multifamily construction is expected to continue in 2016.

The Cathedral District's goal should be to diversify the neighborhood by "going strong" on low-rise multifamily market-rate housing. It is difficult to get financing for condominiums. Workforce rental housing provides the best opportunity in the near term. Retail will follow once critical mass has been established. It is desirable to ensure that buildings within the Cathedral's viewshed not exceed the height of the Cathedral and be designed to complement the historic elements within the District.

The District's advocacy organization should work with the City to create a GIS-based property inventory that can be used to attract potential developers to assemble and acquire property for residential development.

At a minimum, the property asset inventory should identify location, ownership, size, zoning and property appraiser parcel identification or a link to the Property Appraiser file. This inventory should be updated at least quarterly and include an overall District map with each available property numbered.

Infill projects do not have to be large projects. The Cathedral District will be competing with other areas of the city where projects are in the planning stages or underway with big institutional investors that have already determined the best locations for redevelopment. Local smaller investors may be more amenable to providing financial support for small infill projects. The more research and project-ready information these investors can be given, the more likely projects will commence.

Millennials, who value walkability and mixed-use neighborhoods, can be a prime demographic target for this area, as can Generation Z, those in college or soon to be, who have been described as “Millennials on steroids.”

According to an Urban Land Institute survey conducted in November 2014, the top six factors millennials consider most important in choosing a future residential community are:

- The cost of housing
- Neighborhood safety
- Proximity to work
- Community character, including ambience and visual appeal
- Proximity to family and friends
- Proximity to shopping, dining and entertainment

Both Millennials and Generation Z prize independence and entrepreneurship. Should a coalescence of startups in the adjacent Spark District come to fruition in the near future, the Cathedral District would be an attractive location for those entrepreneurs who want to live close to where they work.

At the same time, today’s college students are demanding a live/work/play setting for student housing, particularly in downtown areas, making this another option for real estate development in the Cathedral District — one that can be complementary to the area’s senior population. Members of Generation Z are socially conscious with 26 percent of 16- to 19-year-olds volunteering, according to 2013 U.S. Department of Labor data. In Europe, intergenerational projects are springing up, whereby college students and the elderly live side by side. With students volunteering, the elderly are no longer isolated in “care ghettos.”



Florida State College at Jacksonville (FSCJ), which has a downtown campus half a mile from St. John’s Cathedral, plans to refurbish 20 W. Adams Street for use as student housing with a culinary arts program café on the first floor. The school worked with the DIA to secure grants and a forgivable loan of \$60,000 a year for 10 years, and the City Council approved the plan on January 27, 2016. The property, which has been vacant for 25 years, will accommodate 60 dorm rooms. FSCJ has a growing population that seeks housing, and the college has indicated that additional student housing in the area would be considered.

Beyond FSCJ, the Cathedral District should explore potential opportunities with other area institutions. The University of Florida College of Medicine has limited dorm capacity and may consider expansion. Darren Dailey, the Artistic and Executive Director of the Jacksonville Children’s Chorus (JCC), identified a need for a performance venue with seating capacity between 600 and 1,000. JCC was founded in 1995 at Jacksonville University to fill a void for a children’s music program in the area. More than 350 singers participate in five choirs. Currently, JCC uses University of North Florida’s theater for performances. Jacksonville University may consider expansion of a downtown presence tied to a mixed-use center for performing arts and community programming. The school has a strong arts curriculum, and its two on-campus concert halls seat only 400 each.

The advent of student housing and/or a mixed-use performance/community center provide an opportunity to jump start new businesses, such as coffee shops, book stores, and other retail expansion. The state-owned Fuller Warren Building on E. Adams and Market Street was recommended as a potential site to research for consideration.

DIA’s CEO, Aundra Wallace, will support catalyst projects that spur other development with revenue enhancement grants. With respect to revenue grants, the DIA seeks mixed-income housing, preferably with a 70/30 split (market rate/workforce), but at a minimum, the DIA would like a 60/40 split.

Wallace indicated an interest in creating a “holistic urban core,” and would like to see an educational link in the downtown area. Good schools are a draw for residents. They can help to stabilize a neighborhood and foster residential development.

While those at St. John’s Cathedral have not gotten any traction in their efforts to draw a school to the area, establishing a charter or magnet school should be a mid- to long-term goal for the advocacy organization, working with the DIA on that effort. A magnet school could focus on music, art or culinary arts as a tie in to other arts programs in the area. A community school that features extended hours, such as those in New York City, Orlando and other cities across the country, would provide wrap-around support services, including extended-learning and after school programs, school-based health programs, and adult education opportunities.





The Cathedral School

The Cathedral School needs new quarters. It has space limitations and is in high demand. The 6,000 square-foot facility cannot be expanded in its current location. One consideration is to relocate the school across the street to the site of the Diocese's 5,000 square-foot building. This would require adding an additional floor to the building, expanding into the adjacent parking lot, or replacing the current structure to accommodate the school's needs and finding new quarters for the Episcopal Diocese of Florida. Currently, the property houses the Bishop's administrative offices and includes an adjacent parking lot that is used for the Cathedral School's staff during the week and parishioners on Sundays but mainly sits empty. The Episcopal Diocese of Florida's building is currently underutilized.

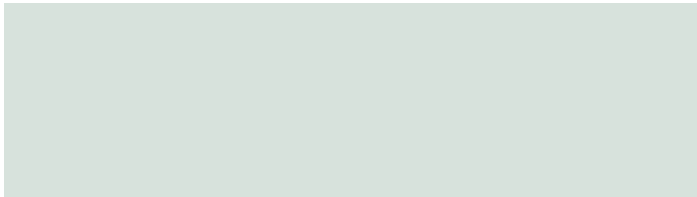
St. John's Cathedral owns a surface parking lot on N. Market Street between Church and Ashley. The lot had been planned for Phase II of The Parks at the Cathedral and has been under consideration as the site for the new school. In the short-term, the school, Diocesan House and parking lot should be evaluated to determine the highest and best use for the properties. For the short term, this may serve as a gathering place for arts markets, food vendors and other special events.

The Cathedral as Developer

In 2014, the Cathedral purchased and rehabilitated a frame structure on Church Street that formerly housed attorney offices. Discussions are underway to determine its use, and there is the potential to rent the property to local nonprofit(s). However, the panel believes priority should be given to renting the property to a for-profit business to achieve more diversity; e.g., an engineering firm. The latter would bring developers to the area who might see the Cathedral District's potential. Another idea is to move the Diocese's offices to this structure, opening up the 5,000 square-foot space and parking area to other potential catalytic uses.

The Cathedral should take the opportunity to invest in other properties with an eye toward being a land steward and partner in developing and holding real estate. Unlike investors seeking a return on investment within five to seven years, the Cathedral can leverage its patient capital to attract other investors and developers. The Cathedral should develop an action plan for its real estate holdings as part of this effort.

The Cathedral also should evaluate the cost effectiveness of relocating AgingTrue to the District. An estimated 400 employees moving into the District could serve to drive retail demand and have a positive effect on perceptions of safety by virtue of numbers on the street. People feel safer when more people are around.



Mobility and Safety

Safety and lighting issues are major concerns of stakeholders in the Cathedral District. Dark streets, vacant properties and the number of panhandlers in the area feed into this fear. Updated statistics for 2015 show 113 crimes reported within 1,000 feet of the intersection of Duval and Market Streets, most (44) for larceny.

Crime Prevention Through Environment Design (CPTED) is a concept that suggests how we design our buildings, streets and landscaping can have an effect, good or bad, on crime and the perception of safety. Physical features such as dark streets make criminal acts easier. In the Cathedral District, enhanced lighting would be a near-term positive to discourage crime, as would the addition of surveillance cameras. In Orlando's Parramore neighborhood, an area wrestling with drugs and prostitution, crime is down 36 percent since cameras were installed.

Improved downtown lighting is one piece of Jacksonville's business investment development strategy. A \$70,000 DIA-sponsored study is currently underway to determine where new lighting will be installed. DIA's Aundra Wallace is working with the Public Works department on the study, results of which are to be released in March 2016. LED lights were installed on Adams Street toward the courthouse last year as part of a pilot program with G.E. The Downtown Core to the Elbow District is expected to be an area to benefit from the new lighting. Cathedral Park on Church Street is the only park to have the new Downtown standard, but the rest of the area is dark. The Cathedral should work with the DIA immediately to seek new lighting for the area as part of this initiative.

From a safety perspective, there is a need for traffic calming on the busier one-way streets. The City of Jacksonville is aware of the problem and is looking at converting Adams and Forsyth to two-way streets for fiscal 2016-17, since they include the most retail businesses. Other street conversions will be considered in the future. A short-term recommendation is to work with the City to reverse the traffic pattern around the Cathedral. A clockwise pattern would facilitate traffic flow more effectively, enabling cars to drive north on Market Street without detouring to Newnan and circling back to Market on Church Street. This would also allow the safe drop off of elderly and physically impaired parishioners, as well as anyone attending special events in and around the area.

There also is a significant need to evaluate crosswalk signalization. Stakeholders indicated that the area's elderly residents find it difficult to cross busy streets due to the short timing of the traffic signals, as does the average pedestrian.



Current research suggests that if there are more than 20 percent elderly people in an area, a walking speed of 3.0 feet per second should be used to calculate pedestrian crossing time. Count-down Walk/Don't Walk signals and corner bulb-outs at key intersections can also make busy streets more pedestrian-friendly and improve safety.

Pedestrian safety should include the improvement of area sidewalks. Broken and uneven sidewalks hinder pedestrian mobility, particularly for the elderly and the disabled. This should be a short-term effort working with the City's Public Works Department.

Connectivity

The Cathedral District is an enclave somewhat isolated from other areas of Downtown. Increasing connectivity not only would bring more people into the area but enable residents to walk, bike and otherwise travel to other parts of town more easily.

One of the most important things that can be done initially is to develop a "Cathedral Trail." It should emphasize the north/south link to the St. Johns River and the east/west link from Hemming Plaza to the Hogan's Creek Greenway. The City has allocated funds for streetscape improvements and is developing a city biking plan. Given that Duval and Market Streets are anchor corridors, the Cathedral District's advocacy organization should seek to secure improvements on Market Street to the river and on Duval and Monroe Streets from the Cathedral to Hemming Plaza. Improvements should include better lighting, landscaping, public art (potentially around the pedestrian bulb-outs) and bike paths, as well as markers identifying the streets as part of The Cathedral Trail.

The cleanup of Hogan's Creek and the development of the Hogan's Creek Greenway can offer an opportunity to help revitalize the Cathedral District's east end, along with Downtown as a whole. There is an effort underway to eventually link the Northbank Riverwalk to the S-line Greenway along Hogan's Creek. The Cathedral District should work with other groups, such as Groundwork Jacksonville, to advocate for this effort. In the long term, a cleaned up Hogan's Creek would be an ideal location to promote residential development overlooking the water and could become a major catalyst for Downtown development.

Bus service in the downtown area was reduced in December 2014 as part of an effort to simplify the route structure. Hogan and Newnan Streets provide a north-south spine with a goal of bus service every five to 10 minutes within two blocks in Downtown. Bus service to Five Points and Riverside and service to other locations are not direct and first go through the Rosa Parks Transit Center on State Street.

The Jacksonville Transit Authority (JTA) also operates a community shuttle to parts of the city that have little demand for regular bus service as well as a trolley that circulates through Riverside, Avondale and Five Points on the first Friday and Saturday of every month, from 6 p.m. to 2 a.m. The trolley service will be expanded to every weekend provided the JTA is able to get some level of financial sponsorship from the business community. JTA experimented with trolley service during lunch time from the Jacksonville Landing area to Five Points every 10 minutes, but it was eliminated a year ago due to poor ridership and before many of the new projects in Brooklyn were completed (i.e., residential and commercial).

With the development of a Cathedral Trail along Duval to Hemming Plaza, the construction of multifamily housing with an influx of new residents, and the promotion of the Cathedral District as an arts mecca, the District can build critical mass over time. The addition of a rubber-wheel trolley should be considered in the mid-term. It could loop from the Riverwalk to the District, across Duval Street to Hemming Plaza, then to Brooklyn and Riverside.



Branding and Community Building

There is an opportunity to create a Cathedral District brand that celebrates the arts — visual arts, music, dance, culinary arts, architecture, and more. This brand could be connected to the Cathedral’s motto, “Love at the Core,” which will also appear on Cathedral District wide banners. The District offers a unique, authentic character, so the table is already set. Its historic churches offer much in the way of ambience. Many are architectural gems constructed in Gothic Revival and Romanesque Revival styles, and bejeweled with beautiful stained glass windows. These houses of worship create visual appeal, while adding a sense of serenity to the neighborhood. Worldwide, churches are leading attractions for people interested in history and awe-inspiring architecture. Many of these also serve as the heart and soul of the community and as educational beacons to the broader community.

Performing arts schools located in the area offer additional assets on which to build the brand. The Jacksonville Children’s Chorus and the Florida Ballet at Jacksonville provide professional training in music and dance to talented youth. St. John’s Cathedral already encourages the arts with its Cathedral Arts Project, which provides standards-based instruction in dance, music, theatre and the visual arts to more than 2,000 students in Duval County. The ability to bring a mixed-use performing arts venue to the area in collaboration with Jacksonville University or another institution would solidify the brand. In the interim, the District can use the collective churches’ musical assets to stage choral events and concerts on a regular basis in cooperation with Jacksonville Vision. This event could be coordinated with Art Walk to direct people to the Cathedral District.

The Cathedral’s tagline, “Love at the Core,” can be expanded to become the tagline for the District. Funded by the Downtown Investment Authority, banners with the tagline are already scheduled to be erected around the area to designate the Cathedral District. They will create a sense of identity for the neighborhood, since many people, including most Jacksonville area residents, do not know the Cathedral District exists.

A gateway would further build community identity and announce to visitors that they are entering an area with a distinctive character. Defined entrances can take many forms, including sculptures, archways, signs and pillars. A gateway could be placed at the entry point from the south that connects to The Elbow and another from the west. A roundabout at Monroe and Market Streets could provide an appropriate setting. Additional gateways can be added in the future. Creating a contest for artists to render gateway designs offers a way to promote the District and raise public awareness.

The establishment of the advocacy organization to speak with one voice for the Cathedral District should be responsible for promoting the brand and incubating the arts by nurturing the growth and development of artists, arts organizations and arts enterprises within the area, possibly along Liberty Street. Strategic placement of public art is recommended. The brand and events should be promoted online by Downtown Vision, in conjunction with Visit Jacksonville, the Chamber of Commerce and a marketing campaign involving stakeholders throughout the community.

Create events to generate interest and draw people to the District. For example:

- Historic tours of all the churches and other historic buildings, using seniors from the area as docents.
- Weekly or monthly music events in Cathedral Park, at the Cathedral or on available vacant property and tied to Art Walk.
- Annual arts and crafts festival, farmers markets and the like; these could tie into Art Walk.
- 5K Billy Goat Hill run around the District, from the river and across to Hemming Plaza — capitalize on being the highest point in Jacksonville!
- Art contest with “Love” as a theme.
- Add a second day to Clara’s Café if possible.

Community Building

There is a need to connect the senior citizens living in the Cathedral District to one another and the community. They appear to be isolated with no place to gather outside of their residences. Development will help to build critical mass that draws retail establishments, like a book store or coffee shop. A future community school would provide extended hours and encompass programs that could benefit seniors in the area, including medical assistance and continuing education opportunities.

“In community building, the producers must be members of the community. If outside actors are principally responsible for results, then the community will never change, be strengthened, or advance its capacity to deal with its own problems, solutions, and development.”

— Robert D. Lupton, Founder and President, FCS Urban Ministries



LOVE *at the* **CORE.**



In the meantime, seniors can be solicited to serve as docents for historic tours of the various churches in the area and to volunteer at the Cathedral School. The Cathedral District also could turn underutilized spaces, including parking lots and vacant land, into centers of activity. They can serve as sites for a weekly farmers market, food trucks or community garden. The parking lot on the northwest corner of Newnan and Ashley that is currently used for overflow parking is well situated to connect the three AgingTrue buildings and serve as a central gathering place.

Student housing in the District would draw young people interested in volunteering and increase demand for retail and social programming. Aquaponics, raising aquatic animals and cultivating plants in water, speaks to Generation Z's concern with sustainability. The Rev. Dr. Robert V. Lee of FreshMinistries, a 501(c)3 interfaith organization working to eliminate poverty, has an initiative to help churches and nonprofits establish aquaponics farms in Jacksonville and elsewhere. These farms can be built on vacant lots and offer another solution for bringing community members together, providing fresh and healthy food, and offering training and employment opportunities to area residents. The Cathedral District could partner with FreshMinistries on this initiative.



Recommendations

St. John's Cathedral

Immediate

ACTION	COMMENTS
Establish a formal community organization to unify faith-based groups, nonprofits, property owners, businesses and residents, and to advocate for the Cathedral District with one voice.	Hire a full-time employee with planning, financing and experience attracting businesses to work with investors, developers, community improvement organizations, and government agencies. St. John's Cathedral should take the lead in getting this advocacy organization established and potentially funded.
Advocate for the Cathedral District to the DIA and Public Works Department for lighting improvements.	A study is currently underway by the DIA and the Public Works Department to determine where lighting improvements are needed.

Short-Term (0-5 Years)

ACTION	COMMENTS
Evaluate the Bishop's office/property, Cathedral School site and corresponding parking lots for highest and best use.	Consider expanding the preschool at the Bishop's office and on the Cathedral-owned lot used for parking.
Determine highest and best use for 221 E. Church St.	Consider for-profit firm to help diversify area businesses.
Identify key properties for purchase, potential uses and real estate opportunities.	Cathedral should be a land steward.
Partner in developing real estate.	Leverage patient capital based on current assets.
Evaluate cost-effectiveness of relocating AgingTrue offices to the District.	Addition of approximately 400 workers to the area may drive retail and can help to increase safety by putting additional eyes on the street.
Activate the parking lot on the northwest corner of Newnan and Ashley currently used for overflow parking to connect the three AgingTrue buildings and serve as a central gathering place.	Establish a weekly farmers market, food trucks, and/or community garden until a future use can be built on the site.
Work with the District's advocacy organization to host a TAP or evaluation session periodically (3 to 5 years, with an initial review after one year).	Many previous Cathedral District plans and group initiatives have been shelved, overlooked or fizzled. TAP recommendations require implementation, follow up and accountability if they are to be successful.

Cathedral District Community Organization

Short-Term (0-5 Years)

ACTION	COMMENTS
<i>Housing/Real Estate Development</i>	
Create a GIS-based property inventory to attract potential developers.	Inventory should include location, ownership, size, zoning and Property Appraiser ID and be updated quarterly with a map showing each available property numbered.
Seek to diversify the District with the development of market-rate, multifamily rental housing.	Ensure that buildings within the Cathedral’s viewshed not exceed the height of the Cathedral and be designed to complement the historic elements within the District.
Contact Florida State College at Jacksonville (FSCJ) and other schools about placement of student housing in the Cathedral District.	FSCJ has indicated it will consider a second location in Downtown for student housing.
Generate a development pro forma for two or three catalytic projects and identify entities that would be interested in them.	Seek funding from the DIA for any gaps in Return on Investment (ROI).
Encourage landowners, including nonprofit organizations, to diversify the neighborhood by making lands available for market-rate office and retail uses.	Maximizing for-profit businesses in the District will enhance social and business activity throughout the day.
Contact Jacksonville University regarding potential downtown presence tied to a mixed-use performing arts center/community programming/senior center/student dorms.	Consider state-owned Warren Building as a potential site.
Review and evaluate the District’s action plan periodically (3-5 years) with respect to implementation and accountability.	Work with St. John’s Cathedral to host a TAP or evaluation session, initially after year one.
<i>Mobility and Safety</i>	
Recommend City study crosswalk signalization, traffic calming and other improvements to ensure safe pedestrian crossing.	Suggest count-down Walk/Don’t Walk signals, street diet, corner bulb-outs at key intersections.
Develop a Cathedral Trail that emphasizes the north/south link to the river and the east/west link connecting Hogan’s Creek to Hemming Plaza.	Markers identifying streets as part of the Cathedral Trail will draw attention to and help promote the District. Tap into City funds allocated for streetscape improvements.
Seek streetscape improvements, prioritizing Duval and Monroe Streets to Hemming Plaza and Market Street to the river.	Identify opportunities for public art, landscaping, bike paths; seek reversal of traffic flow around the Cathedral.
Coordinate a shared parking strategy for District organizations.	Free up underutilized parking lots for development.
Seek enhanced lighting for District streets.	Enhanced lighting will improve safety and deter crime.

Short-Term (0-5 Years)

ACTION	COMMENTS
Lobby Public Works Department to repair broken and uneven sidewalks.	Make sidewalks pedestrian friendly for seniors and those who are disabled.
Advocate for Hogan’s Creek cleanup and Greenway.	Hogan’s Creek Greenway can enhance efforts for redevelopment.
<i>Branding/Community Building</i>	
Create a District brand based on the arts and focused on District assets.	Create a Cathedral District website and incorporate “Love at the Core” as the District tagline.
Support the DIA’s District identification banner program.	Consider expanding to include a larger area than identified as the TAP study area.
Incubate the arts by nurturing the growth and development of artists, arts organizations and arts enterprises within the area.	Liberty Street might provide a good location for such development.
Establish historic tours of District churches and other historic buildings and coordinate with other events.	Engage Downtown Vision and the Chamber of Commerce to promote the tours and other District events.
Create festivals, choral events, concerts and other performing arts events to draw people to the District.	Engage Downtown Vision, Visit Jacksonville and the Chamber of Commerce to promote the tours and other District events.
Activate empty lots for use as event venues.	Music events, farmers market, art and crafts festivals.
Establish a Cathedral District website.	Populate with calendar of events (current and future cultural activities, Clara’s at the Cathedral, events planned around space activation).

Mid-Term (6-10 Years)

ACTION	COMMENTS
<i>Mobility</i>	
Lobby JTA for a trolley to run from the Cathedral District to Brooklyn, Riverside and Avondale.	Operate the trolley along the Cathedral Trail.
<i>Branding/Community Building</i>	
Create a Cathedral District Gateway at the southern and western edges of the District.	Create a contest seeking artists’ renderings for the gateway project to raise public awareness.

Mid- to Long-Term (6-10+ Years)

ACTION	COMMENTS
<i>Real Estate/Community Building</i>	
Establish an elementary, middle or K-8 school on a compact site with an urban design.	Schools help to stabilize a community; a good school draws residents. A magnet school focused on art, music, performing and/or culinary arts would fit in with the District’s brand.

About the Panelists



Robert M. Rhodes

TAP Chair

Attorney at Law

Jacksonville

Bob Rhodes is an attorney and real estate consultant. He is the former Executive Vice President of the St. Joe Company and also served as St. Joe's General Counsel. Bob held similar positions with Disney Development Company and Arvida Corporation.

Bob has been engaged in revitalization of Jacksonville's since 1999. He has chaired Jacksonville's Downtown Development Authority, Downtown Development Review Board, the Jacksonville Economic Development Commission and the Jacksonville Civic Council's Downtown Redevelopment Task Force.

Bob is a Fellow of the American College of Real Estate Lawyers and a former member of ULI Northeast Florida Council's Board of Advisors.

He is a graduate of Cal Berkeley and Harvard's Kennedy School of Government.



Craig Davisson, AIA

Studio9 Architecture LLC

Jacksonville

Craig Davisson, principal architect at Studio9, has been involved in a number of significant civic projects such as the Times-Union Performing Arts Center and the University of North Florida Fine Arts Center. As a key designer for the Jacksonville Federal Courthouse, Craig was also involved in the Initial Action Plan, River City Renaissance Plan, and the Better Jacksonville Plan. His career has been oriented towards residential housing with the Cathedral Housing Master Plan, the first Downtown Jacksonville housing project in 18 years. His recent background was partner of Rink Design Partnership Inc. in Jacksonville.

Craig is a recognized talent in senior living design, having master planned communities in West Palm Beach, St. Augustine, Atlanta, Marco Island and Naples that continue the dignity and quality of life for our aging population. Craig's diverse project experience includes oceanfront multifamily housing, award-winning commercial office designs, and master plans. His most recent civic work is with the Jacksonville Zoo, the Boys and Girls Club, and the Public Improvements Master Plan and Public Pier design for The Shipyards in Downtown Jacksonville. His design of the new Hendrick's Avenue Baptist Church after their tragic fire has become a community milestone.

Craig received bachelor of science and architecture degrees from Kent State University. He is a member of the American Institute of Architects and of the 2008 class of Leadership Jacksonville.



Toxey A. Hall, Jr., PE
Clearview Land Design
Tampa

Toxey Hall has 35 years of experience as a civil engineer. As president and owner, Toxey manages the operations of Clearview. He has design and administrative experience in all aspects of commercial and residential land development engineering, as well as administrative management experience with many multi-thousand acre mixed-use projects in the Tampa region.

Toxey is a former chairman of the ULI Tampa Bay District Council and currently serves on the national ULI Community Development Council. He has been involved in the rule making process during most of the formative and major revision phases for the Hillsborough County Land Development code, the City of Tampa Land Development code, Florida Department of Environmental Protection, Hillsborough County Environmental Protection Commission and Southwest Florida Water Management District.

He holds a bachelor of science degree in civil engineering from the University of Florida.



Jan Hirabayashi
BroadBased Communications
Jacksonville

Jan Hirabayashi is chief executive officer of BroadBased Communications, a full-service marketing and public relations firm celebrating 20 years in 2016.

A Jacksonville, Florida resident for 20 years, Jan is active in a wide variety of local organizations serving on numerous boards, committees and task forces. A volunteer for the Jacksonville Women's Business Center, she also is a member of the Jacksonville Women's Network, the Women's Giving Alliance, United Way's Women In Local Leadership (WILL) and the Regional Community Institute of Northeast Florida.

She is a graduate of Leadership Jacksonville and the Regional Leadership Academy. She also has been selected as a Woman of Influence by the Jacksonville Business Journal and is a recipient of the American Advertising Foundation's Silver Medal, which recognizes those who have made outstanding contributions to advertising.

Jan is a graduate of Ringling School of Art and Design.



James A. Moore, PhD, AIA, AICP, LEED AP, ENV SP

Jacobs

Tampa

James Moore has more than 25 years of technical and managerial experience and leadership in community planning, redevelopment consulting, architecture and urban design. As a principal with Jacobs, he is helping lead growth of the company's urban design, redevelopment consulting and community planning practices.

James is active with AIA, APA, CNU and ULI. A 22-year member of ULI, he is the past chair of ULI Tampa Bay and the current chair of ULI's Urban Revitalization Council. James lectures and writes regularly on urban redevelopment and related topics.

He received his Ph.D. from the University of Pennsylvania and holds degrees from MIT, including an M.S. in real estate development.



Coen V. Purvis

Hallmark Partners

Jacksonville

Coen Purvis joined Hallmark Partners in 2002 as Senior Vice President with more than 30 years of experience in real estate and planning. Coen has overseen the development operations of more than one million square feet of retail, office and mixed-use projects.

Prior to joining Hallmark Partners, he spent three years serving as Chief of Comprehensive Planning for the City of Jacksonville's Planning and Development Department. Appointed by Major John Delaney, Coen oversaw land use and zoning issues.

Coen is a member of AICP, APA, NAIOP, ICSC and ULI. He has a master of science degree in planning as well as a bachelor of arts degree from Florida State University.



Jim Sellen

VHB

Orlando

Jim Sellen has more than 35 years of experience in the public and private sector. As Florida Planning Practice Leader, Jim's focus is on strategic planning for community development and redevelopment. He specializes in developing a consensus between government and business to support decision making. Jim's work in community redevelopment has focused on the preparation of corridor redevelopment plans to transform traditional highway corridors and infill locations from their current underused, auto-centric condition to a new, more sustainable market-based, transit-supportive mix of uses.

Jim is engaged with Dr. Richard Jackson of the UCLA School of Public Health in a VHB corporate initiative to understand how the design of communities affects our health and how we can use active transportation and related solutions to promote greater physical activity and improve access to jobs, housing, education, healthy food, healthcare, recreation and greenspace.

Jim received his undergraduate degree from the University of Miami, Florida, and his master of science in Planning from the University of Tennessee.

