

**City of Jacksonville**

**Mayor Deegan**

**Transition  
Infrastructure  
Committee**



# **Parks and Recreation Subcommittee Report**

**August 14, 2023**

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# Introduction

## Overview



The City of Jacksonville boasts the largest urban park system in the United States, spanning 80,000 acres and encompassing a remarkable variety of natural and recreational spaces. This extensive system includes 10 state parks and five (5) national parks, alongside an impressive 392 city parks covering 36,831 acres. The city offers a diverse array of outdoor activities, with 59 miles of paved trails and 141 miles of unpaved trails for hiking, biking and exploring.

The recreational offerings are abundant, catering to various interests and age groups. The city provides ample opportunities for community engagement and programming, including park maintenance, tennis centers, pools, senior centers and community centers. Notable initiatives like Summer Enrichment, Rec-n-Roll and Summer Night Lights contribute to an active and vibrant community. Specialized programs such as Specialty Camps, Drowning Prevention, Teen Warehouse and Club Rec offer unique experiences.

The park system differentiates between Active Parks, equipped with sports courts, playgrounds and fields, and Preservation Parks, which offer natural spaces for passive recreation.

The city places significant emphasis on updating and enhancing playgrounds, with 195 playgrounds in total. Notably, 64 playgrounds have been replaced within the past five years, and ongoing efforts include six playground projects currently underway, 23 slated for replacement in the near future, and 37 identified for replacement by 2023-2024 according to the Special Committee on Parks. The average cost for a playground is \$150,000, reflecting the commitment to providing safe and enjoyable play areas for the community.

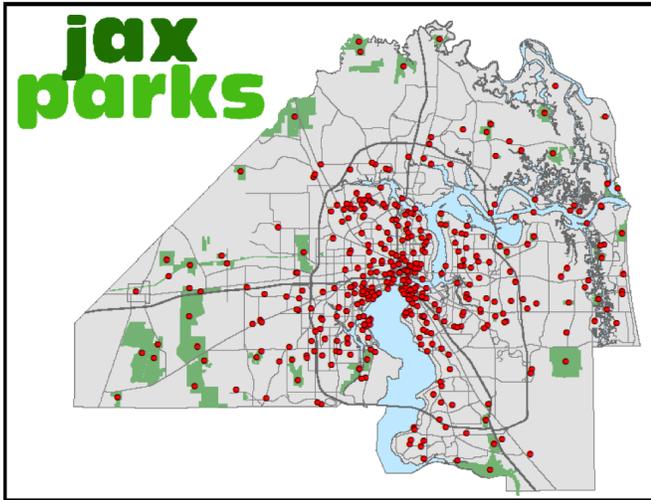
Jacksonville offers a robust selection of court facilities across its park system. With a total of 137 parks featuring various types of courts, the city accommodates a wide range of sports and activities. Specifically, there are 18 parks equipped with pickleball courts and a total of 167 basketball courts available. The park system also provides 171 tennis courts for enthusiasts.

The city has been proactive in enhancing its court infrastructure, as evidenced by recent efforts. Notably, 18 basketball courts have been resurfaced or reconstructed, ensuring improved quality and safety. Additionally, a total of 16 new pickleball courts have been introduced to meet the growing popularity of the sport. Furthermore, the city has invested in its tennis facilities, resurfacing 6 tennis courts to provide better playing conditions. Overall, Jacksonville's commitment to maintaining and expanding its court offerings underscores its dedication to fostering an active and engaged community, providing residents with ample opportunities to enjoy various sports and recreational activities.

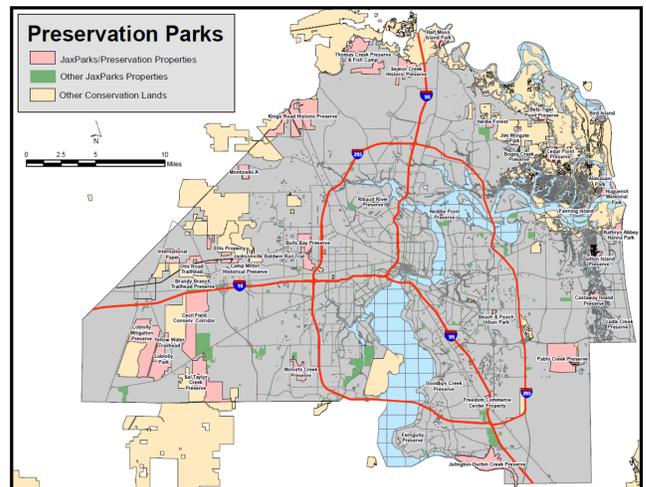
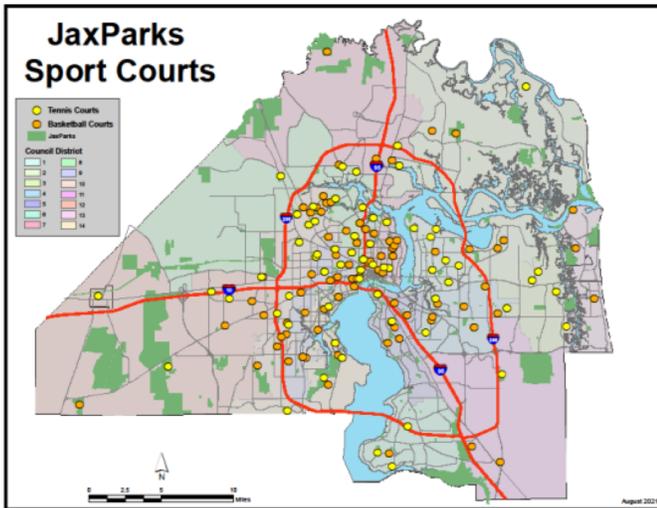
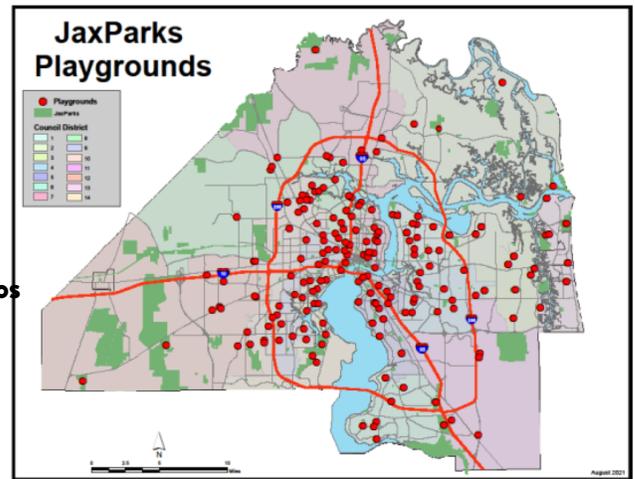
Preservation Parks, like Hanna, Huguenot and Castaway Island, provide parking, trails, picnic areas, and waterfront access, inviting residents to immerse themselves in nature. Recreational opportunities abound, including picnic spots, pavilions, paved and unpaved trails for walking, running, biking, or horse riding, kayak launches, boat ramps and designated fishing areas. The parks are home to a wide variety of wildlife, providing a chance for observation and photography.

# Introduction

## Overview



osphotos



# Introduction

# History



Mayor John Peyton appointed a task force in April 2004 to study Jacksonville's vast park system and make recommendations to take our park system from "biggest to best." The task force studied all of the city's parks, including the newly acquired Preservation Project properties. It also studied state and federal parks, other publicly held lands and property within the city limits owned by The Nature Conservancy. The work was divided into three segments. The first entailed taking an inventory of our parkland assets and learning about all of the different types of parks in the city. We did this by means of presentations from parks personnel and by visiting many existing parks, maintenance facilities and preservation areas. The second phase defined "best" as it relates to parks. The task force conducted some 30 public meetings and hearings and heard presentations from some of the country's leading experts on park systems. Most importantly, task force members spoke with hundreds of citizens and park goers, in public hearings and out in the parks, to find out what they expect from their local government. The task force then created several subcommittees to take this information and review process, governance, funding, safety and maintenance issues. It also created a vision for the future of the city's parks.

In the third phase, the task force discussed and debated these subcommittee reports to create its final recommendations to Mayor Peyton to take Jacksonville's parks from "biggest to best."

From August 22, 2017 to May 24, 2018, the 2017 – 2018 Special Committee on Parks 'performed a community-wide assessment of parks for access, maintenance, and more robust integration of our parks system in youth development and youth engagement. They determined what measures should be used to determine the quality of parks. They commissioned an inventory of the quality, existing facilities, needed facilities, maintenance needs, location and sufficiency of all city active and passive parks and made recommendations about how parks should be improved to be more of an asset to the community in the areas of youth development and youth engagement.' Their final report was released on June 12, 2018.

# Introduction

# History



In May of 2021 the City Council engaged in a Strategic Planning Session. During that time the Council established improving Parks and Community Centers as one of the top five Council Priorities. The Special Committee on Parks and Quality of Life convened, discussed and made recommendations on the specific projects to be addressed with the funding in the 2022-2023 Fiscal Year budget. The committee was charged with providing a detail report that included but was not limited to the following matters:

- Evaluation on current levels of services for citywide parks, senior centers, learning facilities and community centers
- Current backlog of maintenance needs of citywide parks, senior centers, learning centers and community centers
- Recommendations for improvements to citywide parks, senior centers, learning facilities and community centers to address infrastructure, maintenance, and safety needs
- Past and current youth and senior programming to evaluate impacts and accessibility for all citizens
- Status of current recreational and learning facilities and provide recommendations for improving connectivity and providing a supportive learning environment for citizens of all ages.

See Section 5: References / Data

- [20050322.Parks Task Force Report](#)
- [201904.Parks and Recreation Maintenance Committee.Draft Final Report](#)
- [20220126 Presentation GAI Consultants Parks](#)
- [20211006 Handout CMs Park Binder](#)
- [20210909 Park Master Plan Presentation](#)
- [20230208 Presentation GAI Consultants -Parks Master Plan](#)

# Introduction

## Present Day



The Deegan Administration will be guided by the principle that every person should have a voice in City Hall and a seat at the table. Our culture will be an inclusive one where we encourage collaboration between leaders from all walks of life and who look like Jacksonville. Transparency, accountability, and innovation will be at the center of our decisions as we build a bridge to the next generation and industries of the future. These values will guide the next chapter in Jacksonville's history and the culture that we will strive to create.

Mayor Deegan is committed to a comprehensive review of opportunities and challenges facing Jacksonville and identifying policy solutions that give every person the opportunity to have a good quality of life. To fulfill that pledge, the transition team is forming a series of policy and outreach committees charged with developing plans that move forward Mayor Deegan's vision of a healthy, safe, resilient, inclusive and innovative city that works for all of us.

As part of the transition process, Mayor Donna Deegan's transition team is conducting a review of the opportunities and challenges facing Jacksonville. Today she is announcing the committees and leaders who will identify policy solutions that give every person the opportunity to have a good quality of life. The focus areas include infrastructure; health; economic development; public safety; arts culture and entertainment; constituency and community outreach; and military and veterans.

The Infrastructure Committee will focus on neighborhoods, the downtown riverfront, parks and recreation, resiliency, affordable housing, and homelessness. The Deegan Administration will work to fix Jacksonville's crumbling infrastructure and make good on the broken promises of the past. These investments include better streets and sidewalks, septic tank removal, stormwater drainage systems, bulkheads, tree planting, parks, trails and more. Infrastructure efforts will emphasize resilience, smart growth, and a good quality of life for all neighborhoods.

### The Parks and Recreation Subcommittee

**SCOPE:** The Parks and Recreation committee will find that although Jacksonville is surrounded by water, it is also green. There are national parks, state parks and preserves, urban parks and beachside parks. Plus, there are dozens of unique gardens and an arboretum and botanical garden.

**CHARGE:** This focus area will meet publicly with COJ Parks and Recreation leadership, Groundwork Jacksonville, and other organizations involved with key green spaces, including the Emerald Trail, to discuss any unfinished or pending projects and to identify opportunities for improvement downtown and citywide. Additionally, this focus area will solicit community input from at least one public hearing.

# Section One

## Executive Summary



The City of Jacksonville Mayor Deegan’s Transition Infrastructure Committee Parks and Recreation Subcommittee was tasked to meet with local leadership representing key organizations involved with the City of Jacksonville’s expansive park and recreation system to discuss current and pending projects, as well as to identify opportunities for improvement.

The Subcommittee’s objective is to offer suggestions that will influence future policies for a comprehensive parks and recreation system. These recommendations emphasize the vision for a system that encompasses **both active and passive activities**, adapts to changing climates, embraces diversity, fosters connections, encourages collaboration, preserves cultural and historical significance, promotes education, captivates engagement, ensures financial sustainability, prioritizes environmental sustainability, ensures inclusivity, maintains facilities, creates memorable and inspiring experiences, enhances health and well-being, responds effectively, prioritizes safety and features thoughtful design.

The Subcommittee conducted comprehensive research by delving into previous reports and recommendations. They orchestrated a series of seven public meetings and workshops, providing opportunities to engage in meaningful discussions with key stakeholders, collaborating closely with notable organizations **Acuity Design Group, Biederman Redevelopment Ventures, Build Up Downtown, City of Jacksonville Parks, Recreation and Community Services, Downtown Investment Authority, Friends of James Weldon Johnson Park, Memorial Park Association, Groundwork Jacksonville, Jacksonville Equestrian Center, Jessie Ball duPont Fund, LS3P, Riverfront Parks Conservancy, Riverfront Parks Now, Riverside Avondale Preservation and Timucuan Parks Foundation**. These efforts were further enriched by the Subcommittee’s active involvement in the **City of Jacksonville Parks, Recreation and Community Services Open House**. During this event, the Subcommittee not only gathered valuable feedback from local citizens regarding the revitalization of James Weldon Johnson Park but also obtained crucial information necessary for the completion of the COJ Parks Master Plan update. Furthermore, the Subcommittee harnessed the collective expertise of its committee members to inform its work.

Throughout this process, presentations were conducted, illuminating vital topics such as the **City of Jacksonville as a whole, Downtown Jacksonville’s dynamics, the significance of P3 relationships and insights into successful park and public space projects in other cities**. This inclusive approach, which encompassed research, engagement with stakeholders, public input, and a focus on diverse subject areas, underscores the Subcommittee’s commitment to shaping a parks and recreation system that thrives.

**Our biggest takeaway: Make no small plans. It’s Never Just About the Parks.**

# Section Two

## Current Observations



### STRENGTHS | WEAKNESSES | OPPORTUNITIES | CHALLENGES

#### Strengths

- **Public Spaces:** Abundance of public spaces throughout the city.
- **Existing Riverwalk:** Infrastructure offers opportunities for recreation and connectivity.
- **City-Owned Lands:** Potential for new or renovated parks and connected riverwalk.
- **Prior Plans:** Commissioned and adopted riverfront plans provide valuable ideas.
- **Community Engagement:** Strong community interest and engagement.
- **High Line Network Membership:** Emerald Trail and Downtown Riverwalk are part of the prestigious High Line Network.

#### Weaknesses

- **Trust for Public Land Parkscore:** Lower national ranking in access, acreage, investment, amenities, and equity.
- **Programming Gap:** Lack of diverse and regular programming, especially smaller activities. \*Exception is Friends of James Weldon Johnson Park; they have festivals and cultural celebrations that attract participants from diverse areas and celebrate Jacksonville's culture.
- **Parks Permitting and Special Event Permitting:** Permitting process is not streamlined
- **Construction Impact:** Facilities out of service and connectivity issues during construction.
- **Ongoing Projects:** Delayed or unfinished projects (e.g., Friendship Fountain).
- **Funding Constraints:** Insufficient funding to complete projects and address needs.
- **Aging Infrastructure:** Presence of aging infrastructure limits potential.
- **Unimplemented Plans:** Existing plans not fully implemented.
- **Sparse Amenities:** Insufficient amenities such as restrooms, shade, art, and furniture.
- **Limited Private Funding:** Projects funded predominantly by public funds, lacking private balance.
- **Vacant Riverfront Properties:** Unattractive, unused properties hinder enjoyment.
- **Community Pools:** Understaffed and many closed

# Section Two

## Current Observations



### STRENGTHS | WEAKNESSES | OPPORTUNITIES | CHALLENGES

#### Opportunities

- **Federal Funding:** Favorable funding cycle for federal grants for infrastructure projects.
- **Downtown Momentum:** Leverage ongoing downtown development to enhance the riverfront.
- **Public Demand:** Respond to public desire for improved riverfront utilization.
- **Completion of Parks:** Opportunity to finish ongoing park designs and constructions.
- **Iconic Riverfront Parks and Marinas:** Develop additional funding sources for completion.
- **Riverfront Conservancy:** Utilize established conservancy for focused riverfront efforts.
- **Post-COVID Demand:** Increased public interest in parks and outdoor spaces post-COVID.
- **Partnerships for Programming:** Collaborate with partners for diverse programming.
- **Corporate Sponsorships and Donations:** Tap into private sector support for funding.

#### Challenges

- **Coordination Challenges:** Overcoming silos, unclear responsibilities, and decision-making.
- **Limited Activities:** Addressing the lack of diverse activities along the Riverfront.
- **Construction Costs:** Navigating increased construction and development expenses.
- **Labor Challenges:** High labor costs due to limited urban/riverfront contractors and skilled labor.
- **Connectivity Gap:** Ensuring full connectivity of the Riverwalk for seamless experiences.
- **Private Development Delays:** Potential delays in private development projects.
- **Climate Change:** Addressing challenges posed by climate change and sea-level rise.
- **Timely Funding and Maintenance:** Ensuring timely funding for construction and ongoing maintenance.
- **Diversity of Programming:** Offering diverse programming to cater to different audiences.
- **Marketing and Communication:** Effectively communicating park offerings to the public.

# Section Two

## Current Observations

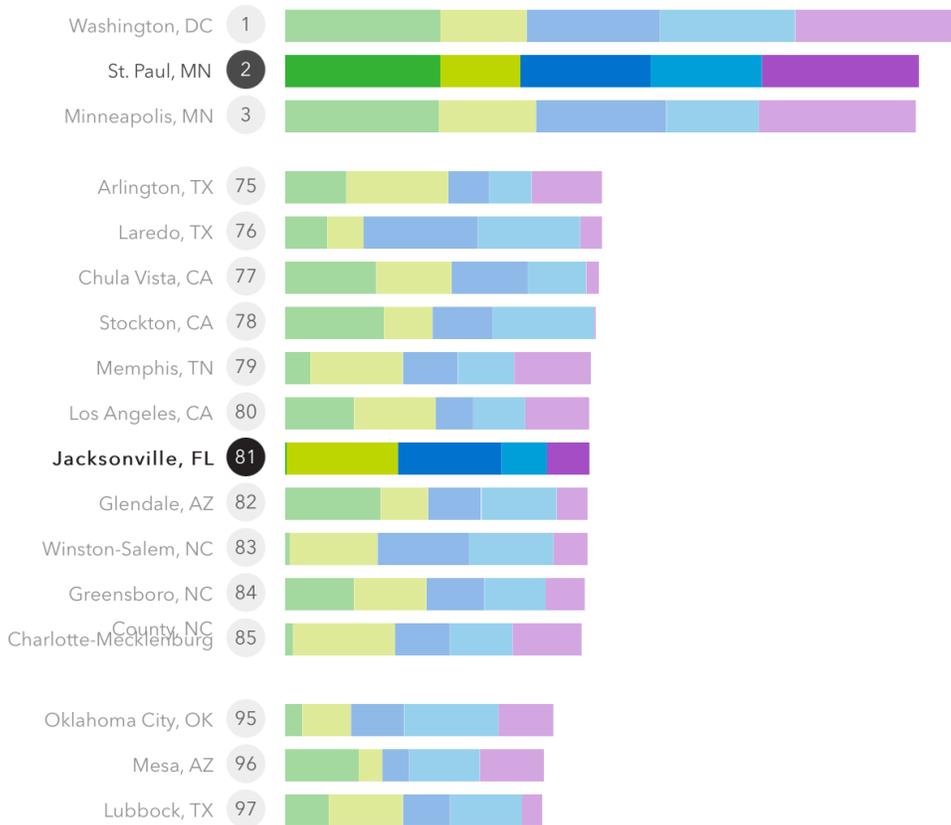
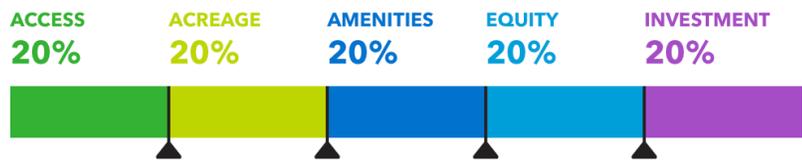


### 2023 ParkScore® Index Custom Rankings

Customize the weights of each scoring category

PARKSCORE WEIGHT ⓘ

Reset



# Section Three

## Key Takeaways | Overview



Between July 7, 2023 and August 14, 2023, The Transition Infrastructure Committee Parks and Recreation Subcommittee conducted comprehensive research by delving into previous reports and recommendations. They orchestrated a series of seven public meetings and workshops, providing opportunities to engage in meaningful discussions with key stakeholders, collaborating closely with notable organizations Acuity Design Group, Biederman Redevelopment Ventures, Build Up Downtown, City of Jacksonville Parks, Recreation and Community Services, Downtown Investment Authority, Friends of James Weldon Johnson Park, Memorial Park Association, Groundwork Jacksonville, Jacksonville Equestrian Center, Jessie Ball duPont Fund, LS3P, Riverfront Parks Conservancy, Riverfront Parks Now, Riverside Avondale Preservation and Timucuan Parks Foundation. These efforts were further enriched by the Subcommittee's active involvement in the City of Jacksonville Parks, Recreation and Community Services Open House. During this event, the Subcommittee not only gathered valuable feedback from local citizens regarding the revitalization of James Weldon Johnson Park but also obtained crucial information necessary for the completion of the COJ Parks Master Plan update. Furthermore, the Subcommittee harnessed the collective expertise of its committee members to inform its work.

Throughout this process, presentations were conducted, illuminating vital topics such as the City of Jacksonville as a whole, Downtown Jacksonville's dynamics, the significance of P3 relationships and insights into successful park and public space projects in other cities. This inclusive approach, which encompassed research, engagement with stakeholders, public input, and a focus on diverse subject areas, underscores the Subcommittee's commitment to shaping a parks and recreation system that thrives.

The relationships that exist within and between these entities are positive. The leaders of these groups and the community are willing participants and are already putting forth strong efforts to ensure that various projects and initiatives are completed and objectives met. The needs that exist or the current challenges faced along with opportunities for improvement are listed below by the presenter.

# Section Three

## Key Takeaways | Overview



The key themes that continue to emerge are more evident in our overall recommendations report though generally all of the information we heard as a subcommittee is summarized below. We sincerely thank you for allowing us to amplify the voices of so many organizations both public and private to ensure our parks and recreation services are some of the most well used, loved and beneficial to our citizens.

We would like to highlight the presentation by LS3P, whose overall message conveyed was that parks are not just physical spaces; they are dynamic hubs that contribute to community well-being, economic growth, and social cohesion. By involving the community, tapping into diverse funding sources, fostering partnerships with conservancies, and strategically planning for the long term, cities can create vibrant and meaningful public open spaces that enrich the lives of residents and visitors alike.

*\*In the future, we recommend meeting with CPACs, Friends of Jax Playgrounds, Garden Club of Jacksonville, Greenscape of Jacksonville, Jacksonville Beach Parks and Recreation Department, Jacksonville Civic Council, Jacksonville Zoo & Gardens, JEA, JTA, Private Developers, The Cummer Museum of Art & Gardens, The Florida Department of Environmental Protection Division of Recreation and Parks.*

# Section Three

## Key Takeaways | Projects



### PRESENTERS

The City of Jacksonville Parks, Recreation and Community Services  
 Downtown Investment Authority

The following links provide full presentations on projects in the works and proposed, as well as status updates, visuals and funding needs.

- COJ Projects
  - [20230713.subcommittee.pr.coj.parks recreation and community services.mp4](https://20230713.subcommittee.pr.coj.parks%20recreation%20and%20community%20services.mp4)
  - [20230713.subcommittee.pr.coj.parks recreation and community services.pptx](https://20230713.subcommittee.pr.coj.parks%20recreation%20and%20community%20services.pptx)

### Lonnie C. Miller Regional Sr. Park



Council District	Upcoming	Est. Install Date	Council District	Completed	Completion Date
14	Angels Forest Park	Summer 2023	6	Adolph Wurm Park	Summer 2023
1	Blue Cypress Park *	Fall 2023	8	Banney Bromberg Park	Fall 2022
14	Boone Park - North	Spring 2024	1	Cesary Park	Spring 2023
10	Clyde George Road Park	Summer 2023	10	Charles Ryan Memorial Park	Spring 2023
8	Diamond Park and Center	Summer 2023	5	Clubhouse Park	Spring 2023
2	Ed Austin Regional Park *	Fall 2023	7	Eartha Napoleon Park	Fall 2022
1	East Carolina Playground (Overlook Park)	Summer 2023	2	Ed Austin Regional Park - Ball Field	Spring 2023
11	Fort Family (Blenheim Regional Park) *	Fall 2023	9	Florida C. Dwight Park	Spring 2023
8	Grumler Park	Summer 2023	7	Franklin Square Park *	Spring 2023
7	Henry L. Brown-Kickler Park	Summer 2023	10	Forebrow Park & Fitness Inland	Fall 2022
10	Jama Field Park	Summer 2023	11	Greenland Park	Spring 2023
2	Johnnie W. Walker Park (Grand)	Spring 2024	10	J. Gardner Mc Serna Memorial Park	Spring 2023
3	Louise Adams Park	Fall 2023	5	Joe Deas Memorial Park	Spring 2023
7	Liberty Park	Spring 2024	1	Jackson Road Elementary Park	Spring 2023
12	Lynn Park	Fall 2023	13	Kathryn Abbey-Hanna Park (Cemeterground)	Spring 2023
7	Normandy Park	Summer 2023	14	Lake Shore Middle School Park	Spring 2023
7	Oceanway Park *	Spring 2024	9	Malcolm Park	Spring 2023
7	Parsons Park	Fall 2023	8	Marion Park	Spring 2023
1	Parvood Heights Community Park	Spring 2024	10	May Lena Gibbs Park	Spring 2023
8	Riverdale Park	Summer 2023	13	Mayport Community Center	Spring 2023
8	Shirley-Johnson Park	Summer 2023	10	Martin Park	Spring 2023
14	Tide & Fowler Regional Park *	Spring 2024	14	Murray One Playground	Spring 2023
8	Westside Park	Spring 2024	6	North Shore Park	Spring 2023
			14	Osage Hills Playground	Spring 2023
			13	Our Community Club Park	Spring 2023
			12	Thomas Jefferson Park	Spring 2023
			9	Westwood Park	Spring 2023
			4	Windy Hill Elementary Park	Spring 2023
			8	Yankee Park	Spring 2023

\* Destination Playgrounds



### Upcoming Playgrounds



### Lift Ev'ry Voice and Sing Park

# Section Three

## Key Takeaways | Projects



### PRESENTERS

The City of Jacksonville Parks, Recreation and Community Services  
Downtown Investment Authority

The following links provide full presentations on projects in the works and proposed, as well as status updates, visuals and funding needs.

- COJ Projects
  - [20230713.subcommittee.pr.coj.parks recreation and community services.mp4](#)
  - [20230713.subcommittee.pr.coj.parks recreation and community services.pptx](#)
- DIA Projects
  - [20230720.subcommittee.pr.dia.v2](#)



**DTJAX Park Programming**



**Kayak Launches**



**Artist Walk**



**Friendship Fountain**



**Shipyards West**

# Section Three

## Key Takeaways | Open House



### PRESENTERS

The City of Jacksonville Parks, Recreation and Community Services

Acuity Design Group

Share Your Thoughts and Ideas for Jacksonville Parks Plan Update and James Weldon Johnson Park

Transition Infrastructure Committee | Parks and Recreation Subcommittee

Tell Us Your Thoughts On Our Parks

**OPEN HOUSE**  
*join us!*

Jacksonville Public Library Main • 303 N Laura St. • Jacksonville, FL 32202 (enter on the Laura Street side)

SHARE YOUR THOUGHTS AND IDEAS FOR  
**JACKSONVILLE PARKS**  
Master Plan Update

**JAMES WELDON JOHNSON**  
PARK

We're offering **TWO** windows of time for you to stop by and provide feedback!

**Thursday August 10<sup>th</sup> 4-7PM**

**Friday August 11<sup>th</sup> 9AM-1PM**

Pursuant to the Americans with Disabilities Act, accommodations for persons with disabilities are available upon request. Please allow 1-2 business days to process. Last minute requests will be accepted, but may not be possible to fulfill. Please contact Disabled Services at VM 255-5486, TTY 255-5475, or email your request to Karol@coj.net.



### WE WANT YOUR INPUT

Tell Us Your Thoughts  
On Our Parks!

- Strengths
- Weaknesses
- Opportunities
- Challenges
- Recommendations
- Benefits and Impacts
- Who Needs to be Involved
- Evaluation and Success

City of Jacksonville  
Mayor Deegan

Transition  
Infrastructure  
Committee

Parks and  
Recreation  
Subcommittee

<https://www.coj.net/mayor/office-of-mayor-elect-donna-deegan/transition-committees>



# Section Three

## Key Takeaways | COJ PR&CS



### PRESENTERS

\*for full presentations, see section 5: Speaker Presentations

The City of Jacksonville Parks, Recreation and Community Services

\*with supplemental information from Acuity Design Group

COJ Master Plan Update

What?

- The City of Jacksonville, in partnership with GAI Consultants, is updating the Jacksonville Parks Master Plan to create a 10-year vision for the City's future parks system. By developing recommendations and action plans that improve, grow and maintain the City's parks, trails and recreation facilities, the Plan will help the City continue providing quality recreation options to the Jacksonville community.
- The new Master Plan will examine the parks system's needs and address social and environmental resilience, climate adaptation, build social capital and enhance the bonds and bridges of social cohesion.

Why?

- The City of Jacksonville has set a goal to update the Parks Master Plan every 10 years to address social and demographic changes, climate adaptation, resource allocation, new improvements, priorities and management systems.
- A previous Master Plan was completed in 2003, but since that time there have been many changes in population, park usage and demand for facilities. This update to the Master Plan creates an opportunity to take a fresh look at the parks system and ask the community to share their thoughts, opinions, needs and desires for the future of Jacksonville Parks.

When?

- The first phase of the Jacksonville Parks Master Plan was completed in 2022. During the first phase, the project team assessed the existing conditions of the park system and developed a list of improvement priorities.
- The second phase of the Plan kicked off in January 2023 and created an initial vision and framework for the park system. When the vision is completed, the public will provide feedback and the draft Plan and recommendations will be developed.

The final Master Plan is expected to be completed by Summer 2024.



# Section Three

# Key Takeaways | COJ PR&SC



## PRESENTERS continued

\*for full presentations, see section 5: Speaker Presentations

## The City of Jacksonville Parks, Recreation and Community Services continued

\*with supplemental information from Acuity Design Group

### COJ Master Plan Update

#### Preliminary Ideas: Common Themes

- Resilient - What Does It Mean to be Resilient?
  - Ecological Resilience
  - Social Cohesion
  - Institutional Coordination
  - Departmental Resilience
  - Land Development Regulations
- Equitable - What Does It Mean to be Equitable?
  - Access to Parks
  - Park Quality
  - Vulnerable Populations
- Authentic - How Can the Parks System be Responsive to the Unique Culture of Jacksonville?
  - Needs assessment
  - Public Engagement
  - Types of Amenities
- Quality - How Can Jax Parks Maintain and Provide High Quality Parks?
  - Capital Planning
  - Department Resilience
  - Land Development Regulations



# Section Three

## Key Takeaways | COJ PR&CS



### PRESENTERS continued

\*for full presentations, see section 5: Speaker Presentations



### The City of Jacksonville Parks, Recreation and Community Services continued

\*with supplemental information from Acuity Design Group

#### Needs

- Needs will require \$100,000 in budget
  - Sports Courts Manager Coordinator for increased Pickleball, Tennis and Basketball Activities
  - Public Outreach Coordinator/Manager The position would be tasked with marketing and community outreach highlighting the programs, activities, planning projects and facilities the Department has to offer.
  - Foundations/Trust fund Coordinator/Manager This role would work with the companies, organizations and individuals to generate additional financial support for programs and facilities.
  - CIP Account Compliance Coordinator of CIP projects to ensure the funding is tracked, expended and publicly updated in a timely manner.
  - Park Maintenance Crew (Qty 6) Development of a Downtown Maintenance Crew
  - Park Maintenance Crew (Qty 2) Additional staff as we provide more access to the Preservation Parks
  - Park Ranger - Hanna Park (Qty 2) Staffing to improve the level of service at our most visited park.
  - Park Ranger - Huguenot Park (Qty 2) Staffing to expand the hours year round at this beachfront facility.
  - Certified Pool Operator Training Opportunity to Increase the knowledge of Aquatic facilities to additional team members
  - Park Maintenance Software Technology that will allow for electronic update inspection and service records for park facilities
  - Park Partnership Partners Program Creation of a volunteer force of citizens that will become the champions for parks in their neighborhoods. The group of volunteers will meet quarterly with Parks Management (Director) to obtain updates regarding parks and hold a listening session for new ideas/opportunities. Volunteers will receive a polo style shirt which can be worn when they are out in their parks.

# Section Three

## Key Takeaways | COJ DIA



### PRESENTERS continued

\*for full presentations, see section 5: Speaker Presentations

#### The Downtown Investment Authority (DIA)

##### Vision for the Riverfront

A series of large signature parks and smaller unique nodes all connected by a welcoming and accessible Riverwalk that together form an extraordinary Riverfront destination for residents and visitors. This destination public riverfront is enhanced by interspersed private developments that bring activity, safety, dining and people to the waterfront and assist with funding of programming and maintenance.



#### The 'Big 5' Initiatives

- #1: Unify the Northbank and Southbank Riverwalk and complete adjacent signature parks as a premier Jacksonville destination
- #2: Connect parks through trails, sidewalks and bikeways
- #3: Activate parks via capital improvements, maintenance upgrades and programming
- #4: Develop new neighborhood parks
- #5: Update Downtown codes and standards

#### Additional Budgetary Needs

- Musical Heritage Garden will require approximately \$750,000 in additional funding to complete full park buildout in 2024
- Riverfront Plaza Phase II and art funding estimate is \$20M in FY 25-26; art TBD in future
- Liberty Street Marina not yet fully funded but moving up in the CIP
- Shipyards West Park- recommend additional \$33-40M in FY 24/25 to proceed uninterrupted with construction.
- Metropolitan Park will likely require an additional \$7mil in FY 24/25
- St. Johns River Park & Friendship Fountain will require additional \$3 million in this year's CIP to complete park components

# Section Three

## Key Takeaways | COJ DIA



### PRESENTERS continued

\*for full presentations, see section 5: Speaker Presentations

### The Downtown Investment Authority (DIA) continued

#### Issues and Concerns

- Timely CIP funding for completion of construction -- phasing dilemma
- Ongoing maintenance once a destination park is completed
- Management of regular programming in Destination parks
- Adequate funding support for above
- Diversity of programming and audiences
- Marketing and communication of offerings to public
- Timing of closures and construction over next several years

#### Opportunities

- Mayor Deegan's support to fully fund and complete Riverfront parks and Emerald Trail which includes the Riverwalk
- Post-COVID increase in public demand for parks
- Riverfront Conservancy – could manage maintenance and possibly programming of riverfront parks as well as raise private funds
- \$500,000 available for Downtown parks maintenance and programming via DIA managed economic development fund and plan for annual transfers from CRA
- Federal and State grants
- Corporate sponsorships, philanthropic and private donations, membership
- Earned income via park rentals, event fees, permits, concessions, etc.
- Partnerships for programming



# Section Three

## Key Takeaways | COJ DIA



### PRESENTERS continued

\*for full presentations, see section 5: Speaker Presentations

### The Downtown Investment Authority (DIA) continued



#### Short Term + Quick Wins

- Allocating additional CIP funds of \$3.5M in FY 23-24 for St. Johns River Park to allow completion in 2024
- Allocating \$750,000 additional CIP funds for Musical Heritage Garden in FY 23-24 to allow completion in 2024
- Allocating additional \$2.5 million in FY 23/24 CIP funds for Emerald Trail Hogan Street Connector completion (recommending \$2.5M in FY 23-24)
- Continue to grow programming through employee on loan short-term
- Support Riverfront Parks Conservancy or similar non-profit to manage programming and maintenance of riverfront as parks come on-line (similar to Groundworks for Emerald Trail)
- Amend current year CIP to include:
  - Additional \$20 million for Riverfront Plaza Phase Two in FY 25-26 (full park funding except art)
  - Additional \$33-40 million in FY 24/25 to fully fund Shipyards West Park and Piers allowing constructing to proceed in one phase
  - Additional \$7 million in FY 24/25 to fund Metropolitan Park based on current estimates

#### Core Recommendations

- Fully fund construction of Riverfront Parks, marinas, Emerald Trail and Riverwalk improvements to create a Downtown Destination available to the public
- Review and increase staff capacity in Parks, Public Works and Procurement as needed to facilitate faster project implementation
- Establish model for programming and maintenance of Riverfront Parks, as well as Emerald Trail and other Downtown Destination Parks, such as Lift Ev'ry Voice and Sing Park, that will likely include a partnership with a single-purpose non-profit entity
- Review and streamline form agreements with operating partners and program providers

# Section Three

## Key Takeaways | COJ DIA



### PRESENTERS continued

\*for full presentations, see section 5: Speaker Presentations

### The Downtown Investment Authority (DIA) continued

#### Long-term

- Fully complete network of parks and riverwalk (complete all Northbank and Southbank)
- Regular, diverse & accessible programming 7 days/week
- Sustainable funding for Park maintenance and programming
- Activated parks help attract workers back to the office, new businesses and residents to Downtown and investment in new development Downtown



# Section Three

## Key Takeaways | FOJWJ



### PRESENTERS continued

\*for full presentations, see section 5: Speaker Presentations

### Friends of James Weldon Johnson Park

#### Key Strategic Issues

- Park Redesign
  - How do we create a public space that exists as a hub of community enrichment and economic development for a thriving downtown
- Funding
  - HOW do we create long-term financial viability for continued growth as part of a robust public/private partnership with COJ?
- Awareness and Identity
  - How do we educate our key stakeholders about FJWJ as an innovator and change agent for Downtown?
- Leader Awareness and Identity
  - How do we raise awareness and develop a stronger sense of community ownership of the public space?



#### Goals

- Be a vital asset and amenity for Downtown, valued by all
- Promote/increase quality of life for our residents and visitors
- Increase diverse funding
- Build champions for the public space/for the organization
- Be a recognized leader in placemaking

# Section Three

## Key Takeaways | FOJWJ



### PRESENTERS continued

\*for full presentations, see section 5: Speaker Presentations

### Friends of James Weldon Johnson Park continued

#### Recommendation:

- **Fund Construction Money for JWJ Park**
  - James Weldon Johnson Park, Jacksonville's oldest and most historic park, was in Isaiah Hart's master plan to be the city's hub of commerce and Downtown life. Today, it is the epicenter of Jacksonville's civic activity, the front lawn of City Hall and still the heartbeat of Downtown. However, the last time it received any type of design work was in 1978. Once a lawn, it is now filled with brick pavers that are showing their age with settling that occurs naturally, broken curbs and outdated design.
  - Friends of James Weldon Johnson Park assisted the COJ Parks Department in securing a \$1,250,000 grant to create a new Park design. The design will be revealed in the coming weeks and will go through a process of public input. The construction money is currently estimated to be \$10M to implement the design, which should be prioritized within the upcoming CIP Budget. City Hall and Jacksonville, deserves to have a showcase front lawn.



# Section Three

## Key Takeaways | MPA



### PRESENTERS continued

\*for full presentations, see section 5: Speaker Presentations

#### Memorial Park Association

##### Funding

- Sponsorship of Events
- Adopt the Park Program
- Legacy Givers
- Fall and Spring Appeals
- \$.5 Million in CIP Fund

##### Maintenance

- The park is maintained through the partnership of the city and Memorial Park Association.
  - COJ - Darryl Joseph
    - Lawn Maintenance
    - Pinestraw
    - Irrigation
  - MPA
  - Weekly weed maintenance
  - Replace dead plants
  - Esplanade renovation



# Section Three

## Key Takeaways | MPA



### PRESENTERS continued

\*for full presentations, see section 5: Speaker Presentations

### Memorial Park Association continued

#### Challenges and Opportunities

- Hurricanes
- Flooding
- Infrastructure
- Security
- Aging Donor Base
- Construction Delays
- Permit Process
- 400+ parks
- Budget
- Forgotten Story of “Why”

#### Opportunities

- Endowment
- Funding for Centennial Celebration – 2024
- Emerald Trail
- Funding of Donor Wall
- Example for other parks



# Section Three

## Key Takeaways | GWJ



### PRESENTERS continued

\*for full presentations, see section 5: Speaker Presentations

#### Groundwork Jacksonville

##### Challenges

- 30-Year Gas Tax vs 2029
- Slow Procurement Process
- Lacks Flexibility
- Leadership Changes
- Unrestricted Funds
- Major Foundations

##### Benefits

- Vision
- Speed & Flexibility
- Decisions
- Process
- Community Engagement
- Apolitical
- Consistent Leadership
- Expertise
- Focus
- Stewardship/Maintenance
- Activation



# Section Three

## Key Takeaways | Equestrian



### PRESENTERS continued

\*for full presentations, see section 5: Speaker Presentations

### Jacksonville Equestrian Center

#### Priority Projects

- Replace parking lot lighting, main arena lighting and barn lighting with LED fixtures
- Continue stall floor clay replacement
- Replace gutters in all barns to prevent frequent flooding in stalls
- Seal and re-stripe paved parking lots
- Repair/replace aging freezers, walk-in coolers and ice machines
- Collaborate with Fair Board and City for construction of Livestock barn and additional RV hookups
- Improve existing gravel roads and RV pads with asphalt
- Install additional security cameras
- Improve WiFi access for entire facility, including administration, RV areas and event spaces
- Continue (or accelerate if possible) old equipment replacement



# Section Three

## Key Takeaways | JBdF



### PRESENTERS continued

\*for full presentations, see section 5: Speaker Presentations

### Jessie Ball duPont Fund

#### SWOT

- **Strengths**
  - Industrially diversified (170/501)
  - 7th most affordable city in the US (2021)
  - Racially and ethnically diversified (138/501)
- **Weaknesses**
  - Lack of access to patient capital
  - Public expenditures per capita low even by FL standards
  - Not a top destination for college grads within FL
  - Unclear city identity
  - Gerrymandered
- **Opportunities**
  - People are discovering Jacksonville organically
  - Mayor has made inclusive downtown development a legacy issue
  - Fiscal
- **Threats**
  - The war for talent
  - Rising housing costs attracting investor landlords
  - Higher interest rates stall development



# Section Three

## Key Takeaways | JBdF



### PRESENTERS continued

\*for full presentations, see section 5: Speaker Presentations

### Jessie Ball duPont Fund continued

#### Recommendations

- **MORE City & Public funding to support the maintenance, operations and programming of our existing nonprofit stewards (to name a few):**
  - Downtown Vision Inc.
  - Emerald Trail
  - James Weldon Johnson Park
  - Riverfront Parks Conservancy
  - Memorial Park Association
  - Friends of Jacksonville Playgrounds
- **Build local capacity for community stewardship of Public Parks and Spaces**
  - We need more Park Stewardship
- **Placemaking & Placekeeping**
  - Make public spaces inclusive and accessible and pleasant to visit
- **Don't reinvent the wheel! Understand how high quality, destination public spaces that are operated, managed, maintained by nonprofits work:**
  - Tampa Riverwalk
  - The Underline, Miami
  - Bryant Park, NYC
  - The Highline, NYC
  - Waterfront Park, Seattle
- **Be Creative & Flexible**
  - Now is the time to figure it out
- **Be the Change you want to see**
  - Instead of **ONLY** complaining on Twitter, form a park group to care for your local park
- **City must consider the costs and feasibility of programming and maintenance of its downtown destination parks before grand opening**



# Section Three

## Key Takeaways | RPC



### PRESENTERS continued

\*for full presentations, see section 5: Speaker Presentations



### Riverfront Parks Conservancy

#### Current Situation

- Conservancy is in start up mode: all volunteer organization and initial partnership with city (Parks, DIA, etc.)
- High demand and expectations for our Riverfront Parks to be built and maintained and programmed at a world class level
- There is not yet an identified and agreed upon funding/business model for parks governance and operations management in the short term and the long term.
- Friends of the Park Agreement with the City of Jacksonville is for a one year term.

#### Key Messages

- Conservancy has been created with the sole intent to support the City of Jacksonville with the connected network of world class downtown riverfront parks.
  - To be successful, the Conservancy needs to have a long-term commitment and agreement with the city.
  - Conservancy needs to have a true seat at the table, with input into the front end of design for future management of amenities.
  - We see our role as the community's voice for outreach and ongoing support.
  - The Conservancy model must be created specific to Jacksonville and with full support of DIA, DVI, Parks, city administration and other key stakeholders.
    - Governance, funding and management/operations

# Section Three

## Key Takeaways | RPC



### PRESENTERS continued

\*for full presentations, see section 5: Speaker Presentations



### Riverfront Parks Conservancy continued

#### Opportunities

- Potential Sources of Operation Revenue for Urban Riverfront Parks
  - Funding Model Options:
  - Earned Revenue (venue rentals, food and beverage, events, etc.)
  - Developer fees or contributions (RiversEdge CDD, Iguana for Met Park)
  - City and County
  - Philanthropy – individuals and foundations
  - Corporate Sponsorships
  - Grants
- Conservancy can alleviate the challenges facing the City of Jacksonville to
  - care for and program the connected network of world class urban parks.
- Parks are not built yet; time to grow organization and business model.
- Established collaborative partnerships with downtown leaders and organizations.
- With a longer term Friends of the Park agreement, the Conservancy is ready to begin fundraising for longer term operational and programming needs.
- The DIA's TIF funding (through the Economic Development Fund and City Council) appears to be a source for annual funding.

#### Recommendations

- Establish Riverfront Parks as a Mayor's Initiative, with a point person identified on the Mayor's staff.
- Commit to the Conservancy partnership as the governance model for the downtown riverfront parks.
- Immediately begin to include the Conservancy as a key partner for riverfront parks design, operations and programming.
- Renegotiate the Friends of the Park Agreement for a five-year term with successive renewable five-year terms. This will help with fundraising and partnerships and long term commitments.

# Section Three

## Key Takeaways | RPN



### PRESENTERS continued

\*for full presentations, see section 5: Speaker Presentations



### Riverfront Parks Now

#### Priorities

- Active parks and public space with sweeping views, kayak ramps, walking piers, splash zones, cultural institutions, public art, shade and beautiful gardens, spaces dedicated for retail, dining and more.
- People-focused, Resilient, Beautiful Waterfront Places
  - for Community Gathering, Events, Recreation and Health and Wellness
- Inspired by world class parks across the US and the World
- With public art as a destination and an experience
- Providing Long Term, Tangible, Positive Economic Impact
  - Developing a world class, urban riverfront park system is a smart economic development strategy:
    - Adds value to adjacent or surrounding properties and attracts further investment
    - Reduces reliance on city incentives to developers
    - Attracts talent and younger generations who want urban, walkable places
    - With green infrastructure, shade trees and stormwater features, the riverfront parks can help provide our downtown protection from flooding, increase adaptation to sea level rise and cool and clean the air.

#### Summary of Current Situation

- We have consensus and momentum among business leaders, city leaders, citizens and non profit organizations that achieving the vision of a connected network of destination riverfront parks and green spaces downtown is critical to our city's future.
- The Riverfront Activation Study, conducted in 2021, provides a framework and principles to follow along with general community desires.
- The 2022 DIA Master Plan CRA-BID Update identified a major priority "Capitalizing on the River" and in FY 2022/23 the Curry administration allocated substantial CIP funding for the riverfront parks, the riverwalk extension, creek restoration and the Emerald Trail.
- The Riverfront Parks Conservancy is formed with support of DIA and Parks Dept. A Friends of the Park agreement between the City and RPC was executed in March 2023.
- DIA, DVI, Build Up Downtown, Riverfront Parks Now, the duPont Fund and the Riverfront Parks Conservancy collaborate extensively. Together we produced the Riverfront 2025 Update in February 2023.

# Section Three

## Key Takeaways | RPN



### PRESENTERS continued

\*for full presentations, see section 5: Speaker Presentations



### Riverfront Parks Now continued

#### Challenge or Gaps in the Plan

- There is a gap in unifying the public spaces from a design, cohesiveness and planning/timing perspective. Among the planned riverfront parks and along the riverwalk, on Bay Street, A. Philip Randolph, Liberty Street. And inland connections to the Emerald Trail, LaVilla, OutEast and the Southbank.
- Resilience in riverfront design is currently focused on grey infrastructure versus green: building up, raising bulkheads and building parking on ground floor. Trees & shade are among the #1 public needs for heat and health; plans are not designing around maintaining existing mature shade trees.
- Process for public input, decision making and communications of changes and updates.
- With the exception of Metropolitan Park, there is not yet a long-term park designation/legal/deed protection on many of the city lands that are to become parks.
- Funding for completion and for long term operations and maintenance.

#### Challenges: Funding for Short and Long Term

- While we should not “value-engineer” or dumb down the designs to cut costs, a steering-level review process with public input is needed to make sure the expected benefits match the design and investment and understand if there are equally good or better alternatives.
- We must commit to a high level of park maintenance, operations and programming, which will require reliable funding.
- Park designs must include an integrated plan for the city to benefit from earned revenue within the parks, while keeping the majority of programming free to the public.

# Section Three

## Key Takeaways | RPN



### PRESENTERS continued

\*for full presentations, see section 5: Speaker Presentations



### Riverfront Parks Now continued

#### Opportunities

- New leadership in Jacksonville embraces resilience as a core strategy of the riverfront.
- We have made much progress in reserving and planning for public park space along the riverfront. There is much excitement and support for this effort from citizens across our city.
- Involved nonprofits and other organizations have capable leaders-champions who are committed to moving the project through and who are collaborating on a regular basis.
- Other cities' experiences have proven blueprints to follow and adapt to Jacksonville's needs and situations.
- The DIA leadership, Board and CRA Plan have embraced the riverfront's public space as a core downtown strategy.
- The Riverfront Parks Conservancy has been established and is dedicated to the stewardship, enjoyment and ongoing improvement of the riverfront parks. (Separate presentation).
- The Emerald Trail is forging ahead and will intersect the Riverfront in four locations, providing riverfront access and connectivity to the 35 neighborhoods served by the Trail.
- Arts, culture and history can be woven into the riverfront through design, activation, events, festivals.

# Section Three

## Key Takeaways | RPN



### PRESENTERS continued

\*for full presentations, see section 5: Speaker Presentations



### Riverfront Parks Now continued

#### Recommendations: Short Term (1 -3 years)

- Get the design right and take steps to ensure there is unified approach
- Engage professional design & urban planning resources to unify the planned uses, designs and phased construction – among the parks, across the linear riverwalk park and for critical streetscapes & connections.
  - What kind, where and how many built structures, including parking.
  - Evaluate and plan for appropriate types and levels of earned revenue.
  - Consider smaller or interim solutions to test the retail, restaurant and entertainment venues.
  - Prioritize resilience and streetscapes with shade trees (existing and new), incorporation of green infrastructure and increased riverwalk and sidewalk widths and building setbacks.
- Provide additional CIP funding to ensure world class design, construction and dedicated funding options for ongoing operations and maintenance.
  - Explore grant/funding opportunities from federal, state and foundations sources: for green infrastructure, adaptive reuse (shipyards piers), resilience, health and wellness, etc.
  - Solidify the mechanism for TIF Funding to move Economic development and be designated for annual park maintenance, operations and programming.
  - Require new private development adjacent to one of the riverfront public spaces/parks to provide dedicated funding for park maintenance and programming.
  - Plan for earned revenue by designing appealing kiosks/cafes or food venues and at least one wedding/event venue that has all the requisite facilities/amenities to make it a desirable space.
- Develop and implement a “best practices” core competency in park planning, engagement and decision-making process.
  - For each major project, a steering team should guide the process. Ideal team size is 8-12 people.
  - Clearly define the decision-making process, community engagement process and timeline.
  - Provide multiple ways for input, ensuring in person but also utilize digital tools effectively.
  - Keep the community informed throughout the process.
  - Be clear and consistent, so the public knows what to expect.
  - The process should become efficient, transparent and effective and produce a better outcome.
- Support the Riverfront Parks Conservancy
  - Work collaboratively to develop the partnership model that will fit Jacksonville, evolve and be successful beyond administrations.
- Build Riverfront Plaza in one phase and get it done
  - Demonstrate success and allow the public to enjoy the park without interruptions.
  - Adapt design if development is not moving forward
- Prioritize green infrastructure for resilience, especially shade and existing shade trees.
  - A new tree planted today will take 20 years to mature.

# Section Three

## Key Takeaways | RPN



### PRESENTERS continued

\*for full presentations, see section 5: Speaker Presentations



### Riverfront Parks Now continued

Recommendations: Long Term (3-5+ years)

- Plan for continued capital upgrades and maintenance needs – CIP and annual operating budgets
- Park designation to protect the identified riverfront park lands; consider long term deed restrictions to prevent future land swaps.
- Consider city owned riverfront land as a special category for protection and determine appropriate citizen and government approvals to give away or sell.
  - Across the 3000 miles of St. Johns River, the vast majority is privately owned.

# Section Three

## Key Takeaways | RPN



### PRESENTERS continued

\*for full presentations, see section 5: Speaker Presentations



### Riverfront Parks Now continued

#### The Riverfront: The Time is Now to Get it Right

For the first time in decades, there is significant funding, momentum and collaboration to create a world class “Riverfront for All.” Riverfront Parks Now appreciates Mayor Deegan’s desire to realize this vision and make it a reality. We are at a critical stage with investment, design and operational decisions that require thoughtful attention and we urge the following actions:

- **1. Holistic, Strategic Approach and Sweat the Details**
  - Engage world class expertise to unify the entire riverfront to ensure an appealing continuous, connected, flexible, green, destination linear park and connected trails.
  - Define the overall strategy and specific plans for: revenue generation venues, food and beverage, parking, connectivity, amenities, events/activities of different kinds and sizes and audiences.
- **2. More Eyes & Voices: Collaboration, Community & Leadership**
  - Provide liaison/point person from the Mayor’s Office. (Mayor Delaney precedent)
  - Support the Conservancy as the lead partner.
  - Appoint an 8-10 member riverfront steering team for park direction, design and final recommendations for approval.
  - Implement best practice community feedback at multiple stages and for major changes/decisions.
  - Include public art and culture: Cultural Council, LaVilla, Historic Eastside, MOSH, JHS, etc.
- **3. Prioritize Resilience, Shade, Stormwater Management and Protection from Heat**
  - Prioritize green resilient solutions and incorporate features into visitor education.
  - Protect existing mature shade trees and plan for abundant new shade trees.
  - Make the Riverwalk a beautiful, shade-tree lined haven for walkers, runners and strollers.
- **4. Funding**
  - Identify and seek grant opportunities to assist with remaining funding needs.
  - Additional CIP for world class park construction in a defined timeline.
  - Support the Conservancy for capacity building.
- **5. Maintenance & Operations Planning**
  - Design revenue opportunities into the parks and public spaces.
  - Support additional city funding for maintenance, operations and activation.
  - Require neighboring developers to meaningfully contribute to long term maintenance.
  - Transition TIF Funding to Economic Development Funds for parks.
- **6. Strengthen Riverfront Property Protection and Standards**
  - Legally protect new and existing parks to ensure they remain as parks in perpetuity. • Raise design standards and rethink disposition requirements for riverfront development. • Require higher ROI from potential riverfront developers.
- **7. Timing and Phasing**
  - Build Riverfront Plaza now, in one phase. Adapt plan if private development is not happening. • Complete Friendship Park and the Musical Park at the Performing Arts Center.

# Section Three

## Key Takeaways | TPF



### PRESENTERS continued

\*for full presentations, see section 5: Speaker Presentations

#### Timucuan Parks Foundation

##### Challenges

- Westside Trail Corridor
  - Incompatible economic development at I-10 underpass (addition of a 2nd train line at north end of Cecil Field corridor)
    - At risk: Loss of continuity, trail connections and opportunity to be part of a statewide network of trails and conservation corridors - \$70 million investment
- Hodges Tract
  - Lack of public access (potential loss of private road)
    - At risk: Bad publicity - \$32 million taxpayer investment for property which will have no public access
    - Loss of an opportunity for Healthy Park development
- Castaway Island Preserve
  - Safety and Security
    - At risk: The park becoming a neighborhood nuisance
    - At risk: Loss of an opportunity for Healthy Park development
- Cedar Point Rezoning
  - Issue with development adjacent to preservation properties and fire-managed public lands



**TIMUCUAN**  
PARKS FOUNDATION

##### Recommendations

- Engage with TPF to build COJ awareness of the economic, health and resiliency value of the parks and preserves as well as threats and challenges
- Support TPF as a \$250K line item to assist parks department with protection of key parks and park corridors, community outreach, volunteer programs and the Healthy Parks initiatives
- Paving of the road into the Ribault Club, Historic St. George Episcopal Church and the Kingsley Plantation

# Section Three

## Key Takeaways | RAP



### PRESENTERS continued

\*for full presentations, see section 5: Speaker Presentations

#### Riverside Avondale Preservation

**Mission:** Preserve the historic fabric of Riverside and Avondale, promote local businesses, arts and culture; advocate with and for the neighborhood.

**Vision:** Connect residents and visitors to our parks and cultural destinations in a way that enhances our history, nature, and the arts through placemaking.

#### A Cultural Trail in Riverside Avondale

##### Goals

- Establish wayfinding that will support our cultural destinations, hospitality/retail merchant districts and historic parks
- Highlight our architectural history through stories of what has been preserved and what is lost
- Promote the arts through what is existing and what is to come
- Create a safe space to enjoy the tree canopy, landscaping and the river
- Build partnerships between the many stakeholders supporting the 5 Points community (Parks Dept., Groundwork Jax, Rotary)

**Funding Need:** \$120,000 to complete Phase I of the trail



# Section Three

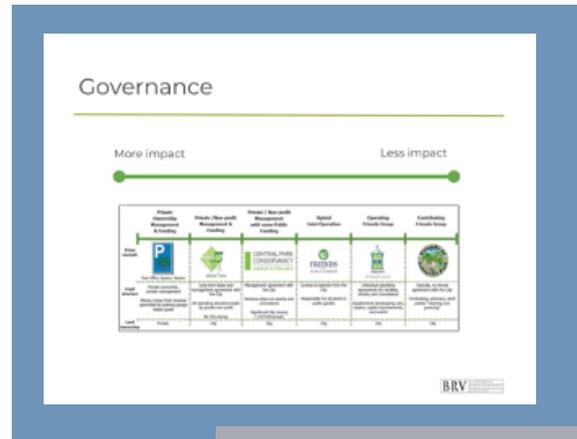
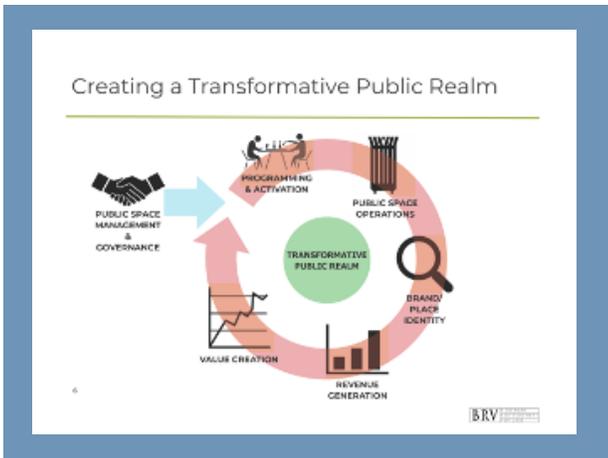
## Key Takeaways | Bierderman



PRESENTERS continued

\*for full presentations, see section 5: Speaker Presentations

### Bierderman Redevelopment Ventures



# Section Three

## Key Takeaways | LS3P



### PRESENTERS continued

\*for full presentations, see section 5: Speaker Presentations

### LS3P

+ Parks and open spaces are uniquely suited to deliver **big impacts.**

+ A simple strategy for iconic open spaces: **focus on action!**

## LS3P

Employ Short Term, Mid Term, and Long Term Strategies

SHORT TERM	MID TERM	LONG TERM
Programming + Activation	External Support Outreach Advisory	Outstanding Design
Social + Civic Engagement	Civic Structure + Partnerships	Resilience

Walk on a Mission to Create Great Places

Leveraging our insight of **urbanism, architecture, policy, and economics**, we create great places that benefit **people, communities, and planetary health.**

Implementing a Bright Future for Jacksonville

- + Building a healthy, safe, resilient, inclusive & innovative city for all
- + Incorporating smart growth
- + Providing a good quality of life for all neighborhoods
- + Enhancing mental and physical health
- + Addressing public safety concerns
- + Integrating arts, culture, and entertainment
- + Taking a quantum leap forward for an award winning parks system

Parks and Open Spaces are Uniquely Suited to Deliver Big Impacts.

**01** Drive **Economic** Development

**02** Enhance **Community Health + Wellness**

**03** Advance **Equity + Social Stability**

**04** Integrate **Resiliency** Strategies

**05** Connect **Mobility** Strategies + **Public Safety**

**06** Communicate Awareness of the **Natural Environment**

**07** Foster a Strong Sense of **Community**

**08** Nurture **Civic Pride + Spirit**

What we Understand as Outcomes you Aspire to?

- |   |  |   |  |  |
|---|--|---|--|--|
| <b>01</b> Create a Bold, Unified Vision | <b>02</b> Craft a Crystal Clear Strategy for Iconic Open Space | <b>03</b> Cultivate Key Partners and Actions - City, County, Community + Private Sector | <b>04</b> Create Visionary Leadership + Greater Community Impact | <b>05</b> Craft Distinct Capital Open Space Projects with Tangible Timelines + Metrics |
|---|--|---|--|--|

# Section Three

## Key Takeaways | LS3P



### PRESENTERS continued

\*for full presentations, see section 5: Speaker Presentations



### LS3P

The conversation involved participants who are experts in urban design, planning, and community engagement. The presenters, Blake Reeves and Melissa McCann, both of LS3P, express their gratitude for the opportunity to share their expertise on parks and urban development. The key topics they discussed are outlined below:

- **Community Engagement and Ownership:** The participants highlight the critical role of community engagement in the development and revitalization of public parks. They emphasize that involving local residents and stakeholders fosters a sense of ownership, pride, and attachment to these spaces. They discuss how engaging the community in the planning process ensures that the parks cater to the specific needs and preferences of the residents.
- **Diverse Funding Sources:** The conversation delves into the funding challenges associated with park development. The participants explore a range of funding mechanisms, including public funds, grants from organizations, corporate sponsorships, and the establishment of conservancies. They emphasize the importance of utilizing a mix of funding sources to ensure the sustainability of park projects.
- **Role of Conservancies:** The participants discuss the role of conservancies in managing and maintaining parks. They explain that conservancies can play a pivotal role in fundraising, programming, and community engagement. These organizations can collaborate with local communities to create events, activities, and amenities that align with the residents' interests.
- **Creating a Parks Culture:** The conversation addresses the concept of building a "parks culture" within a city. The participants underscore the significance of making parks central to community life by organizing various activities and events. This helps to foster a strong sense of community identity and connection among residents.
- **Strategic Planning:** Strategic planning emerges as a crucial theme throughout the conversation. The participants stress the importance of identifying key parks that can have the most substantial impact on the community. They advocate for long-term planning that considers community needs, accessibility, and sustainability. Strategic planning also involves setting clear goals and benchmarks to measure the success of park initiatives, and social cohesion. By involving the community, tapping into diverse funding sources, fostering partnerships with conservancies, and strategically planning for the long term, cities can create vibrant and meaningful public open spaces that enrich the lives of residents and visitors alike.

# Section Three

## Key Takeaways | LS3P



### PRESENTERS continued

\*for full presentations, see section 5: Speaker Presentations



### LS3P

- **Marketing and Branding:** The participants discuss the role of marketing and branding in promoting parks and garnering public support. They suggest that effective communication about park development projects can create excitement and anticipation within the community. A well-defined branding strategy can also convey the broader vision and goals of park development.
- **Immediate Programming:** The conversation highlights the value of immediate programming and activation within parks. Even before significant physical changes are made, introducing events, classes, and activities can attract people to the parks and establish a sense of community engagement. These immediate initiatives can create a positive atmosphere and attract diverse groups of people.
- **Personal Experiences:** The participants share personal experiences and anecdotes that illustrate the transformative power of parks in urban environments. These stories underscore how well-designed and activated parks can bring people together, create lasting memories, and contribute to a city's identity.

The overall message conveyed is that parks are not just physical spaces; they are dynamic hubs that contribute to community well-being, economic growth, and social cohesion. By involving the community, tapping into diverse funding sources, fostering partnerships with conservancies, and strategically planning for the long term, cities can create vibrant and meaningful public open spaces that enrich the lives of residents and visitors alike.

### Recommendations

#### Short Term

- Programming + Activation
- Social + Civic Engagement

#### Mid Term

- External Support
  - Outreach
  - Advisory
- Civic Structure + Partnership

#### Long Term

- Outstanding Design
- Resilience

+ Make no  
small plans:  
**It's never just  
about parks!**

# Section Four

## Recommendations | Actions



### ACTIONS

#### Review for Implementation: Historical Reports, Presentations and Other Resources

- [20050322.Parks Task Force Report](#)
- [201904.Parks and Recreation Maintenance Committee.Draft Final Report](#)
- [20220126 Presentation GAI Consultants Parks](#)
- [20211006 Handout CMs Park Binder](#)
- [20210909 Park Master Plan Presentation](#)
- [20230208 Presentation GAI Consultants -Parks Master Plan](#)
- [Maritime Management Plan - 2018-393 On File](#)

#### Establish a Parks and Public Places Advisory Board

- Communicate directly to Mayors Office
- Create Committees dedicated to:
  - Council Districts {14 committees}
- Develop, Oversee and Enforce Strategy and Metrics of Accountability
  - Implementation of the COJ Parks Master Plan (update 2023)
  - Activation
  - Public Engagement
  - Design of Parks and Public Places Outside of Downtown
  - Construction of Parks Outside of Downtown
    - Funding
    - Phasing
    - Timelines
    - Implementation
- Work with City of Jacksonville Department of Parks, Recreation and Community Services
- Comprise members with diverse and qualified subject area experts

# Section Four

## Recommendations | Actions



### ACTIONS continued

#### Hire a Senior Director of Downtown Public Spaces with additional staff as needed

- Communicate directly to Mayors Office
- Coordinates across city government, community organizations and the private sector to create “extraordinary public spaces” and aid the city’s economic recovery
- Develop, Oversee and Enforce Strategy and Metrics of Accountability
  - Activation
  - Public Engagement
  - Iconic Design of Downtown Parks and Public Spaces
  - Construction of Downtown Parks and Public Spaces
    - Funding
    - Phasing
    - Timelines
    - Implementation
  - A Parks and Public Spaces Conservancy
    - Riverfront
    - Downtown {other}
- Commit to a conservancy partnership as the governance model for the Downtown riverfront parks.
  - Example: Riverfront Parks Conservancy, who has requested:
    - Immediately begin to include the Conservancy as a key partner for riverfront parks design, operations and programming.
    - Renegotiate the Friends of the Park Agreement for a five-year term with successive renewable five-year terms. This will help with fundraising and partnerships and long term commitments.
- Delegate appropriate funds to grow and strengthen the capacity and work product
- Hire a consulting firm to quickly move forward smart and iconic urban planning and design of Downtown Parks and Public Places
  - ex: LS3P

# Section Four

## Recommendations | Actions



### ACTIONS continued

#### Review for Implementation: Resources Reports, Presentations and Other Resources

- [20230713.subcommittee.pr.coj.parks.recreation.and.community.services.mp4](#)
- [20230713.subcommittee.pr.coj.parks.recreation.and.community.services.pptx](#)
- [20230720.subcommittee.pr.acuity.design.group](#)
- [20230720.subcommittee.pr.dia.v2](#)
- [COJ FY 2024 Proposed CIP](#)
- [DVI DTJAX Survey Results 2023](#)
- [DVI State of Downtown 2022](#)
- [Riverfront 2025 Recording](#)
- [Riverfront Activation Plan](#)
- [Special Committee on Resiliency 2020-2021](#)
- [Summary DIA Master Plan](#)
- [Summary Riverfront Activation Plan](#)
- [Project for Public Spaces: The Power of 10+](#)
- [Build Up Downtown Website](#)
- [COJ Parks, Recreation and Community Services Master Plan Website](#)
- [COJ Parks, Recreation and Community Services Website](#)
- [Emerald Trail Website](#)
- [LS3P Urban Environments Website](#)
- [Riverfront Activation Plan Website](#)
- [Trust for Public Land Jacksonville Score Website](#)

#### Strengthen the overall safety, security and cleanliness of every facility to improve functionality, useability and enjoyment for everyone.

- Conduct a risk assessment to determine specific needs per park.
- Install
  - Water Fountains
  - Restrooms
  - Cameras
  - Lighting
  - Emergency Call Boxes
  - Phone Charging Stations
  - Signage
  - Trash / Recycle Receptacles
  - ADA accessibility

# Section Four

## Recommendations | Actions



### ACTIONS continued

Delegate appropriate funds to grow and strengthen the capacity and work product in the following areas, within the Parks, Recreation and Community Services department:

- **Maintenance**
  - Hire a {private} parks maintenance consulting firm to conduct a park assessment survey and recommendations
  - Implement recommendations of the {private} parks maintenance consulting firm
  - Hire a Chief of Maintenance with additional staff as needed
    - ex: Master Gardener
  - Funding for maintenance consultants (day to day and long term) in the areas of:
    - Horticulture
    - Equipment
    - Vandalism
    - Amenities
    - Janitorial
- **Marketing and Communications**
  - Hire a Chief of Marketing & Communications Director with additional staff as needed
  - Develop and successfully execute a more robust marketing strategy to increase the awareness and utilization of:
    - Existing Facilities
      - ex: Connected Trail Systems Map
    - Construction Timelines and Milestones
    - Programming and Activation
  - Dedicate funds to digital and print assets, etc.
  - Increase Public Engagement / Input
  - Advocacy for different types of parks
  - Regional park connectivity
  - Campaigns (Parade of Parks, Pride In Our Parks)
  - Guides

# Section Four

## Recommendations | Actions



### ACTIONS continued

Delegate appropriate funds to grow and strengthen the capacity and work product in the following areas, within the Parks, Recreation and Community Services Department:

- Grants
  - Hire a Chief of Grants with additional staff as needed
    - Enhance / Improve / Expand the management of public and private grants to result in an increase of available funding.
  - Parks Trust Fund
    - Hire a Chief of Development with additional staff as needed
      - Explore the potential to increase private partnership opportunities to result in an increase of available funding
  - Programming (Equitable, Inclusive, Capacity, Funding)
    - Develop a comprehensive strategy and implementation plan that enhances the current cultural assets by addressing the unique needs of each community
    - Identify parks that can host events, noting amenities
    - Streamline parks permitting process between City of Jacksonville departments, to include Office of Special Events
    - Identify programming strategic partners
    - Identify alternative uses for underutilized spaces, such as pocket parks
      - ex: community gardens
- Review the staffing request per Daryl Joseph | Chief of Parks, Recreation and Community Services | City of Jacksonville
  - see Section 3: Key Takeaways

Delegate appropriate funds to grow and strengthen the capacity and work product in the following Departments:

- Public Works
- Procurement
- Office of General Counsel

# Section Four

## Recommendations | Actions



### ACTIONS continued

Increase funding in CIP budget for all Downtown parks to ensure completion of projects to full and best potential as an iconic top ranked urban parks system.

- Emerald Trail Hogan Street Connector completion | \$2.5M in fiscal year 2023 - 2024
- St. Johns Park | \$3.5 million in fiscal year 2023 - 2024
- Metropolitan Park | \$7 million in fiscal year 2024 - 2025
- Musical Heritage Garden | \$750,000 in fiscal year 2023 - 2024
- James Weldon Johnson Park | \$10 million in fiscal year 2024 - 2025
- Shipyards West | \$33 to \$40 million in fiscal year 2024 - 2025
- Riverfront Plaza (Phase Two) | \$20 million in fiscal year 2025 - 2026
- Riverwalk Extension and Connectivity
  - Northbank from Working Waterfront to Memorial Park
  - Southbank from Rivers Edge to Fuller Warren Shared Use Path (SUP)
- Emerald Trail

Identify and partner in shared stewardship for parks, community centers, etc. to share the lift of management operations, maintenance, activation, safety, inventory of assets, etc.

- Streamline agreements and requirements for partnerships.
  - examples include:
    - Athletic Associations
    - Community Organizations
    - 'Friends of ...' Groups
    - Conservancies

Review and streamline long-term, joint-use lease agreements with Duval County Public Schools

- Pools
- Parks

Improve recruitment efforts for lifeguards to maximize the number of open pools at any given time and provide reasonable access.

- Competitive Hourly Pay
- Marketing
- Public Private Partnerships

# Section Four

## Recommendations | Actions



### ACTIONS continued

#### Identify and provide alternative ways to experience local waterways.

- ex: jet ski, dinner cruises, kayak launches
- Review river taxi contract
- Specific attention should be given to use of facilities on Exchange Club Island; Pottsburg Creek.
- Reminder: Review for Implementation Maritime Management Plan - 2018-393 On File

#### Restore the original City Council legislative intent creating the historic freestanding Crime Victim Services Center (VSC).

- To this end move the VSC and crime victim services delivery to the Neighborhoods Department. This will provide the correct strategic placement to maximize the ability to deliver services effectively to innocent victims of violent crime as well as human trafficking. It will also facilitate better interface with JSO and the Office of the State Attorney.

#### Review for Information and Additional Needs: Speaker Presentations

##### \*See Section 3: Key Takeaways

- [20230713.subcommittee.pr.coj.parks recreation and community services.mp4](#)
- [20230713.subcommittee.pr.coj.parks recreation and community services.pptx](#)
- [20230720.subcommittee.pr.acuity design group](#)
- [20230720.subcommittee.pr.dia v2](#)
- [20230720.subcommittee.pr.riverfront parks conservancy](#)
- [20230720.subcommittee.pr.riverfront parks now](#)
- [20230720.subcommittee.pr.staff recommendations for parks, recreation and community services memo](#)
- [20230720.subcommittee.pr.victim services](#)
- [20230727.subcommittee.pr.friends of james weldon johnson park](#)
- [20230727.subcommittee.pr.memorial park association](#)
- [20230727.subcommittee.pr.groundwork jacksonville](#)
- [20230727.subcommittee.pr.jacksonville.equestrian.center](#)
- [20230727.subcommittee.pr.jesse ball dupont fund](#)
- [20230727.subcommittee.pr.timucuan parks foundation](#)
- [20230801.subcommittee.rf.coj.parks recreation and community services](#)
- [20230801.subcommittee.rf.dupont](#)
- [20230801.subcommittee.rf.riverfront parks now](#)
- [20230801.subcommittee.rf.riverfront parks now 2](#)
- [20230801.subcommittee.rf.wxy](#)
- [20230803.subcommittee.pr.biederman redevelopment ventures](#)
- [20230803.subcommittee.pr.riverside avondale preservation](#)
- [20230810.subcommittee.pr.ls3p](#)

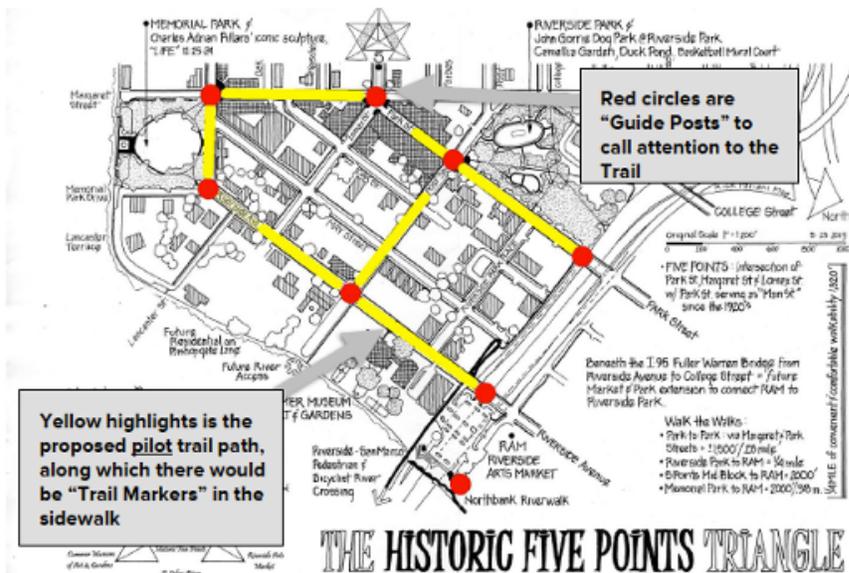
# Section Four

## Recommendations | Actions



### WE SUPPORT

- We strongly advocate for the expansion and improvement of public transportation systems to facilitate convenient access to a wide array of community resources. These resources encompass not only public parks and community pools, but also encompass essential amenities, senior centers and a host of valuable community services. By bolstering public transportation, we aim to ensure that every member of our community can easily and seamlessly enjoy these enriching and vital facilities.
- We support the connectivity of parks, celebration of art, recognition of vital aspects of Jacksonville’s history, boosted tourism and activation of areas already a destination but lacking context, wayfinding and connectivity.
  - ex: RAP proposal for a Riverside Avondale Cultural Trail
- We support the recommendations of the Transition Infrastructure Committee | Riverfront Subcommittee.
- We support the recommendations of the Transition Infrastructure Committee | Resilience Subcommittee.



# Section Four

## Recommendations | Benefit



### BENEFIT AND IMPACT

Thriving neighborhoods warrant effectively maintained parks and recreational facilities that can flexibly adjust to their surroundings, ensuring an ongoing capacity to evolve in response to the preferences of their inhabitants. A dynamic parks department offers a multitude of advantages and has a significant impact on communities:

- Community Well-Being
- Cultural and Artistic Expression
- Economic Growth
- Educational Opportunities
- Environmental Benefits
- Health Promotion
- Public Safety
- Social Cohesion
- Stress Relief and Mental Health
- Youth Development

A thriving parks department enhances the fabric of a community by providing spaces for recreation, social interaction, and cultural enrichment. Its positive impact is far-reaching, influencing the well-being, economy, and overall livability of the area it serves. Through fostering connections, promoting health, encouraging creativity, and contributing to environmental sustainability, well-designed public spaces play an essential role in creating vibrant and cohesive communities.

# Section Four

## Recommendations | Timeline



### TIMELINE

#### Immediately

- Review for Implementation: Historical Reports, Presentations, and Resources
- Review for Information and Additional Needs: Speaker Presentations

#### Short-Term

- Establish a Parks Advisory Board
- Hire a Senior Director of Downtown Public Spaces with additional staff and funding as needed
- Conduct a risk assessment for safety, security, and cleanliness enhancements
- Delegate appropriate funds to grow and strengthen the capacity and work product in the following areas, within the Parks, Recreation and Community Services department
- Streamline parks permitting process
- Develop comprehensive programming and implementation strategy
- Strengthen maintenance, marketing and communication efforts
- Increase funding for Downtown parks in CIP budget
- Streamline agreements and requirements for partnerships and shared stewardships
- Streamline joint-use lease agreements with Duval County Public Schools
- Improve recruitment efforts for lifeguards

#### Mid-Term

- Strengthen overall facility safety and security
- Complete network of Downtown Parks and Riverwalk
- Review streamlined parks permitting process
- Review comprehensive programming and implementation strategy
- Continue to cultivate partnership and shared stewardship initiatives
- Continue to delegate appropriate funds to grow and strengthen the capacity and work product in the following areas, within the Parks, Recreation and Community Services department
- Update comprehensive programming and implementation strategy
- Continue to increase funding for Downtown parks in CIP budget
- Review streamlined agreements and requirements for partnerships and shared stewardships
- Review streamlined joint-use lease agreements with Duval County Public Schools
- Identify and provide alternative ways to experience local waterways
- Restore City Council legislative intent for Crime Victim Services Center

# Section Four

## Recommendations | Funding



### FUNDING

Ultimately, the most successful public space funding strategies often involve a mix of these sources, tailored to the specific needs and goals of the community. Collaboration and engagement among government agencies, private partners, local residents and other stakeholders are key to creating and sustaining vibrant public spaces.

- Corporate Sponsorship
- Crowdfunding and Community Campaigns
- Earned Revenue (ex: Food and Beverage, Events)
- Government Funding
- Grants and Fundraising
- Land Development Contributions
- Matching Funds and Incentive Programs
- Private Philanthropy
- Public-Private Partnerships
- Special Tax Districts
- Tourism and Hospitality Taxes
- User Fees and Rentals

# Section Four

## Recommendations | Involve



### WHO NEEDS TO BE INVOLVED

#### Overall

- **Businesses and Economic Development Group**
- **Civic Leaders and Elected Officials**
- **Community Organizations**
- **Community Residents**
- **Cultural and Arts Organizations**
- **Educational Institutions**
- **Environmental and Sustainability Groups**
- **Health and Wellness Organizations**
- **Historians**
- **Local Government**
- **Philanthropic and Funding Organizations**
- **Private Developers**
- **Public Safety and Security Agencies**
- **Seniors and Elderly Services**
- **Technology and Innovation Experts**
- **Tourism and Hospitality Associations**
- **Transportation and Mobility Experts**
- **Urban Planners and Design Professionals**
- **Youth and Children's Organizations**

# Section Four

## Recommendations | Involve



### WHO NEEDS TO BE INVOLVED continued

#### Specific Recommendations (include, but are not limited to)

- City of Jacksonville Mayor's Office
- City of Jacksonville Parks, Recreation and Community Services Department
- City of Jacksonville Public Works Department
- City of Jacksonville Downtown Investment Authority
- City of Jacksonville Office of Economic Development
- City of Jacksonville Office Special Events
- City of Jacksonville Procurement Division
- City of Jacksonville Office of Resilience
- Build Up Downtown
- Cultural Council of Greater Jacksonville
- Downtown Vision, Inc.
- Jacksonville Civic Council
- Jessie Ball duPont Fund
- Riverfront Parks Now
- Riverside Avondale Preservation
- Visit Jacksonville

#### Reference

- Framework of a Collaborative Vision for Downtown Jacksonville
  - initiative of Build Up Downtown, Jessie Ball duPont Fund and Downtown Vision
  - currently being compiled
- Vibrant Jax Alliance
  - initiative of Build Up Downtown, Downtown Investment Authority and Jessie Ball duPont Fund

# Section Four

## Recommendations | Evaluate



### EVALUATION AND SUCCESS

Evaluating the success of public places requires a holistic approach that considers both quantitative and qualitative factors. Regular monitoring, feedback collection, and a willingness to make adjustments based on community needs and trends are essential for maintaining and enhancing the success of public spaces.

Evaluating the success of public spaces involves assessing various aspects to determine their effectiveness, impact on the community, and whether they meet their intended goals. Key factors to consider when evaluating and measuring the success of public places:

- Accessibility
- Adaptability and Flexibility
- Aesthetic Appeal and Design Quality
- Community Engagement
- Cultural and Historical Relevance
- Economic Impact
- Environmental Impact
- Feedback and User Satisfaction
- Inclusivity
- Long-Term Sustainability
- Maintenance and Cleanliness
- Physical and Mental Well-Being
- Programs and Events
- Safety and Security
- Social Interaction and Cohesion
- Usage and Activity Levels

# Section Five

## References / Data



### SUBJECT AREA EXPERTS

- Brooks Andrews | Board Chair | Riverside Avondale Preservation
- Dan Biederman | President | Biederman Redevelopment Ventures
- Shannon Blankinship | Executive Director | Riverside Avondale Preservation
- Lori Boyer | CEO | Downtown Investment Authority
- Laura Phillips Edgecombe | Director of Development & Strategic Partnerships | Build Up Downtown
- Kay Ehas | Executive Director | Groundwork Jacksonville
- Patrick Emmet | President | Memorial Park Association
- Jill Enz | Chief of Natural and Marine Resources | City of Jacksonville Parks, Recreation and Community Services
- Sondra Fetner | Director of Placemaking | Jessie Ball duPont Fund
- Ashantae Green | Owner / FarmHer | Green Legacy Farms {and} Elected Official | Commissioner Duval Soil & Water Conservation District
- Barbara Goodman | Chairperson of the Board | Riverfront Parks Conservancy
- Katherine Hardwick | Vice President of Marketing | Downtown Vision, Inc.
- Cantrece Jones | CEO | Acuity Design Group
- Timothy Jones | Executive Director | Jacksonville Equestrian Center
- Daryl Joseph | Director of Parks, Recreation and Community Services | City of Jacksonville Parks, Recreation and Community Services
- Justin Kearnan, AIA | Planning & Urban Design Leader, Associate Principal | LS3P
- Liz McCoy | Executive Director | Friends of James Weldon Johnson Park
- Melissa McCann, ASLA | Senior Urban Designer | LS3P Ina Mezini | Strategic Initiatives Coordinator | Downtown Investment Authority
- Ina Mezini | Strategic Initiatives Coordinator | Downtown Investment Authority
- Mark Middlebrook | Executive Director | Timucuan Parks Foundation
- Nancy Powell | Executive Director | Riverfront Parks Now
- Bill Prescott | Board Chair | Friends of James Weldon Johnson
- Blake Reeves, AICP | Senior Urban Designer | LS3P

# Section Five

## References / Data



### REPORTS, PRESENTATIONS and RESOURCES

#### Historical

- [City of Jacksonville Neighborhood Bill of Rights](#)
- [20050322.Parks Task Force Report](#)
- [201904.Parks and Recreation Maintenance Committee.Draft Final Report](#)
- [20220126 Presentation GAI Consultants Parks](#)
- [20211006 Handout CMs Park Binder](#)
- [20210909 Park Master Plan Presentation](#)
- [20230208 Presentation GAI Consultants -Parks Master Plan](#)

#### Speaker Presentations

- [20230713.subcommittee.pr.coj.parks recreation and community services.mp4](#)
- [20230713.subcommittee.pr.coj.parks recreation and community services.pptx](#)
- [20230720.subcommittee.pr.acuity\\_design\\_group](#)
- [20230720.subcommittee.pr.dia v2](#)
- [20230720.subcommittee.pr.riverfront parks conservancy](#)
- [20230720.subcommittee.pr.riverfront parks now](#)
- [20230720.subcommittee.pr.staff recommendations for parks, recreation and community services memo](#)
- [20230720.subcommittee.pr.victim services](#)
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- [20230727.subcommittee.pr.jesse ball dupont fund](#)
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- [20230801.subcommittee.rf.wxy](#)
- [20230803.subcommittee.pr.biederman redevelopment ventures](#)
- [20230803.subcommittee.pr.riverside avondale preservation](#)
- [20230810.subcommittee.pr.ls3p](#)

# Section Five

## References / Data



### REPORTS, PRESENTATIONS and RESOURCES continued

#### Resources

- [COJ FY 2024 Proposed CIP](#)
- [DVI DTJAX Survey Results 2023](#)
- [DVI State of Downtown 2022](#)
- [Maritime Management Plan - 2018-393 On File](#)
- [Riverfront 2025 Recording](#)
- [Riverfront Activation Plan](#)
- [Special Committee on Resiliency 2020-2021](#)
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- [Build Up Downtown Website](#)
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- [Emerald Trail Website](#)
- [LS3P Urban Environments Website](#)
- [Riverfront Activation Plan Website](#)
- [Trust for Public Land Jacksonville Score Website](#)

# Section Five

## References / Data



### MEETING DATES, TOPICS and SUBJECT AREA EXPERT PRESENTERS

**Friday, 07.07.2023**

*Subcommittee Structure*

**Thursday, 07.13.2023**

*City of Jacksonville*

City of Jacksonville Parks, Recreation and Community Services

- Daryl Joseph, Director of Parks, Recreation and Community Services
- Jill Enz, Chief of Natural and Marine Resources

**Thursday, 07.20.2023**

*Downtown Jacksonville*

Riverfront Parks Now

- Nancy Powell, Executive Director

Riverfront Parks Conservancy

- Barbara Goodman, Chairperson of the Board

Acuity Design Group

- Cantrece Jones, CEO

Downtown Investment Authority

- Lori Boyer, CEO

**Thursday, 07.27.2023**

*P3 / P4*

Memorial Park Association

- Patrick Emmet, President

Timucuan Parks Foundation

- Mark Middlebrook, Executive Director

Jessie Ball duPont Fund

- Sondra Fetner, Director of Placemaking

Groundwork Jacksonville

- Kay Ehas, Executive Director

Jacksonville Equestrian Center

- Timothy Jones, Executive Director

Friends of James Weldon Johnson Park

- Bill Prescott, Board Chair

# Section Five

## References / Data



### MEETING DATES, TOPICS and SUBJECT AREA EXPERT PRESENTERS continued

**Thursday, 08.03.2023**

*P3 / P4*

Riverside Avondale Preservation

- Brooks Andrews, Board Chair
- Shannon Blankinship, Executive Director
- Wayne Wood, Founder

*How Other Cities Do Parks and Great Public Spaces*

Biederman Redevelopment Ventures

- Dan Biederman, President

*Subcommittee Workshop*

- Subcommittee Draft Report

**Friday, 08.04.2023**

*Subcommittee Workshop*

- Subcommittee Draft Report

*Working Meeting*

- Vote on Subcommittee Draft Report

**Thursday, 08.10.2023**

*How Other Cities Do Parks and Great Public Spaces*

LS3P

- Justin Kearnan, AIA, Planning & Urban Design Leader | Associate Principal
- Melissa McCann, ASLA, Senior Urban Designer
- Blake Reeves, AICP, Senior Urban Designer

*Subcommittee Workshop*

- Subcommittee Final Report

**Thursday, 08.10.2023 and Friday, 08.11.2023**

*Open House*

**Monday, 08.14.2023**

*Working Meeting*

- Vote on Subcommittee Final Report

# Section Five

## References / Data



### PUBLIC NOTICES, AGENDAS, SIGN IN SHEETS and PUBLIC COMMENT

- [20230707](#)
- [20230713](#)
- [20230720](#)
- [20230727](#)
- [20230803](#)
- [20230804](#)
- [20230810](#)
- [20230810 & 20230811](#)
- [20230814](#)

*Resiliency Tourism! Need A Sponsor! There are over 2,500 Billionaires in the World. Need A Billionaire!*

**PUBLIC COMMENT** For Neighborhood Subcommittee of the Infrastructure Committee

**PLEASE PRINT** \*Name & Address are required

NAME: John Philanthropic Resiliency Nooney DATE: 8/3/2023

ADDRESS: 8356 BALCOM RD. CITY: JACKSONVILLE COUNTY: DUVAL PHONE: 904-434-0839

REPRESENTING: POTTSBURG CREEK PUBLIC PARK NEXT TO A FEMA HOUSE IN DISTRICT 4, CPAC-3 STATE: FL ZIP: 32216

CATEGORY: 1 WATERWAYS NEXT TO A FEMA HOUSE

SIGNATURE: John Nooney

I DO NOT WISH TO SPEAK

COMMENTS FROM THE PUBLIC SUBJECT: Public Access To our WATERWAYS is being CRUSHED. POTTSBURG CREEK PUBLIC PARK NEXT TO A FEMA HOUSE IN DISTRICT 4 CPAC-3 POTTSBURG CREEK connects to the ARNOLD RIVER with 3 PRIVATE WITH 0 Public Access. KAN AMANO DIST. 1

SPEAKING TIME IS LIMITED TO THREE (3) MINUTES PER SPEAKER. ROWING CLUB NO SPEAKER MAY GIVE OR TRANSFER THEIR TIME TO ANOTHER PERSON.

### ZOOM RECORDINGS

- [20230707 - n/a](#)
- [20230713](#)
- [20230720](#)
- [20230727](#)
- [20230803](#)
- [20230804 - n/a](#)
- [20230810](#)
- [20230810 & 20230811 - n/a](#)
- [20230814 - n/a](#)

### GOOGLE DRIVE

- [COJ 2023 Transition Committee : Infrastructure: Parks and Recreation Subcommittee](#)

# Section Six

## Visuals



There are copious amounts of visuals in the presentations from City of Jacksonville Parks, Recreation and Community Services, as well as from the Downtown Investment Authority. Please see the links below.

- [20230713.subcommittee.pr.coj.parks recreation and community services.mp4](#)
- [20230713.subcommittee.pr.coj.parks recreation and community services.pptx](#)
- [20230720.subcommittee.pr.acuity design group](#)
- [20230720.subcommittee.pr.dia v2](#)



*Thriving neighborhoods warrant effectively maintained parks and recreational facilities that can flexibly adjust to their surroundings, ensuring an ongoing capacity to evolve in response to the preferences of their inhabitants. Aspire to make a quantum leap forward to be an award winning parks system.*

# Transition Infrastructure Committee Parks and Recreation Subcommittee Members



We sincerely appreciate the privilege of being included in the Transition Infrastructure Committee | Parks and Recreation Subcommittee for Mayor Deegan. Thank you for entrusting us with this important role, and we are excited to contribute our insights and efforts to facilitate a successful transition process.



**Co-Chair**  
**Laura Phillips Edgcombe**  
*Director of Development & Strategic Partnerships*  
**Build Up Downtown**



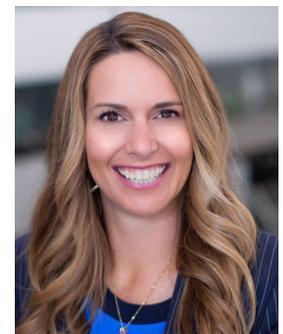
**Co-Chair**  
**Eric Smith**  
*Attorney*  
**Law Office of Eric Smith**



**Jeff Blount**  
*Chief Operating Officer - Meyer Najem Southeast*  
**Meyer Najem Construction**



**Darrin Eakins**  
*CEO*  
**Golden Age Innovations**



**Olivia Frick**  
*Business Development Associate*  
**LS3P**



**Barbara Goodman**  
*Chairperson of the Board*  
**Riverfront Parks Conservancy**



**Ivy Henderson**  
*Landscape Designer*  
**City of Jacksonville**



**Brandi Mathews**  
*Client Services Manager*  
**Stop At Nothing, Inc.**



**Americus Spencer**  
*Owner*  
**Spencer Construction & Engineering**



**Orlando Spencer**  
*Managing Realtor*  
**O-Luxury, LLC**