



# Jacksonville Housing Alignment and Collaboration Initiative

September 24, 2019  
Strategic Planning Session

THE FLORIDA HOUSING COALITION 

Strategic Planning Report

Prepared by the Florida Housing Coalition

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## Purpose of the meeting

The City of Jacksonville requested that the Florida Housing Coalition facilitate a Housing Strategy Workshop with the goal of aligning the strengths and resources of the public and private sectors in Jacksonville to advance an affordable housing initiative. Topics for deliberation included: public/private partnerships, leveraging private and philanthropic funds with public resources for effective housing programs, community land trusts, and nonprofit capacity building. The results of this workshop and follow-up sessions will help to form a comprehensive strategy for addressing the continuum of housing needs in Jacksonville, from homelessness to homeownership, and to inform the City's 5-year Consolidated Plan which has identified three priority needs to address housing affordability and build inclusive communities: neighborhood revitalization, housing development for homeownership, and affordable housing preservation and development.

## Participants

The workshop was attended by the following participants from the public, private, and philanthropic sectors:

1. Dwayne Alexander, Jacksonville Housing Authority
2. Todd Aubuchon, Jacksonville Housing Authority
3. Stephanie Burch, City of Jacksonville
4. Nadine Carswell, Jacksonville Housing Finance Authority
5. Tom Daly, City of Jacksonville
6. Nate Day, Northeast Florida Builders Association
7. Katie Ensign, Jessie Ball DuPont Fund
8. Sarah Green, City of Jacksonville
9. Bill Killingsworth, City of Jacksonville
10. Mari Kuraishi, Jessie Ball DuPont Fund
11. Dawn Lockhart, City of Jacksonville
12. Chiquita Moore, City of Jacksonville
13. Bryan Mosier, City of Jacksonville
14. Janet Owens, LISC
15. Chuck Shealy, LISC
16. Jesse Spradley, Northeast Florida Builders Association
17. Paul Tutwiler, Northwest Jacksonville CDC



## Structure of the Workshop

The objective of the workshop was to identify strategies to better deploy public and private resources to improve the housing stock in Jacksonville. To that end, the agenda for the day sought to address the following areas:

- What resources can each organization bring to the effort?
- What would you like to accomplish today?
- What is working well in Jacksonville?
- Identification of goals to address the continuum of housing needs
- Individuals or organizations to include going forward
- Identification of next steps

The Florida Housing Coalition staff made a brief presentation on housing tools and strategies that have been used in Florida and other states including community land trusts, maximizing the use of surplus land, promoting infill development, housing for the missing middle, adaptive reuse, opportunity zones, and permanent supportive housing. The purpose of the presentation was to collect the participants' views on each tool/strategy and to help formulate ideas for the housing tools and strategies to adopt in Jacksonville.

## Key Takeaways

### Jacksonville's Successes

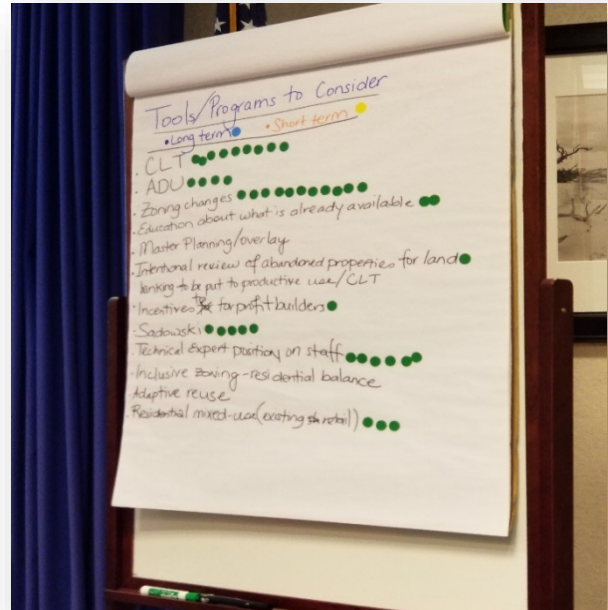
Participants were asked to identify the things that are working well in Jacksonville and can help achieve the goal of better public-private partnerships to use resources in a collaborative manner. The following list was generated from the discussion:

- The relationship between the Mayor and the community
- LISC's relationship with the City
- Revolving Loan Fund
- Neighborhood Dept.'s creation and alignment with public, private, and philanthropic sectors
- Jessie Ball DuPont Fund
- Relationship between City, Jacksonville HFA, and FHFC (e.g. local preference)
- Momentum in revitalization of downtown
- Ease of working with Planning Director and Building Official
- Accessibility of City staff and cooperative culture – e.g. Duval County's willing to help Jessie Ball DuPont fund when preparing Market Value Analysis (MVA)
- Community of collaborative, high-capacity nonprofit organizations
- LISC relationship with NFL makes affordable housing attractive
- Engaged business community and the second largest Chamber of Commerce in the country
- Diversity and uniqueness of each of the neighborhoods

## Tools or Programs to Consider

The workshop participants were asked to identify and prioritize strategies to address the housing needs of Jacksonville’s residents. The following strategies were identified in order of priority:

STRATEGY	
1.	Zoning changes to promote infill development
2.	Community Land Trust
3.	Technical Expert on City staff
4.	Sadowski Advocacy
5.	Accessory Dwelling Units
6.	Incentives to developers/builders
7.	Overlays/Master Planning
8.	Adaptative Reuse
9.	Intentional review of properties to be put to productive use (Land banking)



## Individuals and organizations to include going forward

The participants in the workshop identified the following stakeholders to invite to future planning sessions:

### Philanthropy

- Community Foundation – James Coggin, Program Director

### Banks

- BB&T - Debbie Bucklin, 2019 JAX Chamber Chair, BB&T
- VyStar Credit Union – Bryan Wolfburg, President & CEO

### Business

- FL Blue - Darnell Smith, FL Blue Market President and Council Chamber of Commerce
- Lift Jax - David Garfinkle, Project Lead
- Jacksonville Transportation Authority – Jessica Shepler, Director of Government Affairs

### Development/Real Estate

- Matovina & Company - Greg Matovina, President
- JWB Real Estate Capital – Alex Sifakis, Owner
- Corner Lot Properties – Andy Allen, Owner
- American Classic Homes – Richard Briggs, Owner
- Northeast Florida Association of Realtors – Nancy Garcia, Government Affairs Director

- Vestcor – Kevin Troup, Vice President TVC Development, Inc. and Ryan Hoover, President TVC Development, Inc.

### **Government**

- COJ – Stephanie Burch, Deputy Chief Administrative Officer
- COJ – Dawn Lockhart, Director of Strategic Partnerships
- COJ – Scott Wilson, City Council President

### **Legal**

- Legal Aid – Don Freeman

### **Community/Nonprofit**

- Neighborhood Associations – CPACS or another neighborhood association
- Urban Land Institute – Bill Byers, Chair the Affordable Housing & Revitalization Task Force
- Homeless advocate – Dawn Lockhart, leading the Downtown Homelessness Task Force

### **Next Steps**

- Complete attached partnership matrix to provide a framework to begin moving forward
- Florida Housing Coalition to stand up a Community Land Trust in Jacksonville
- Invite individuals and organizations identified as key stakeholders to be a part of the follow-up sessions
- Schedule follow-up convenings
- Form task forces/working groups comprised of private and public sector stakeholders around the high priority items
- Set a timeline for the task forces/working groups to implement each strategy

### **Attachments (Separate Documents)**

A. Sign-in sheet

B. Presentation

C. Partnership Matrix



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