

CITY OF JACKSONVILLE

ACTION PLAN

Fiscal Year October 1, 2009- September 30, 2010

EXECUTIVE SUMMARY

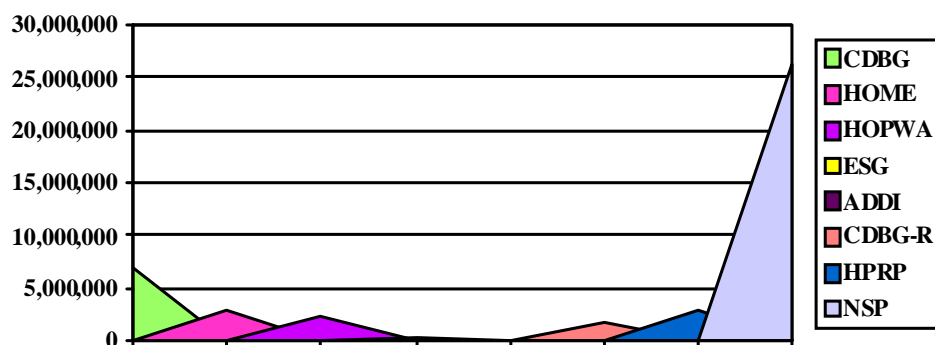
In accordance with the funding requirements mandated by U.S. HUD, the City of Jacksonville Housing and Neighborhoods Department prepared the 2005-2010 Consolidated Plan. The Consolidated Plan identified the needs related to housing, homelessness, community and economic development in Duval County and how those needs will be addressed through the expenditure of CDBG, HOME, ESG and HOPWA funds in a strategic and one-year action plan. The one-year action plan with specific goals and objectives is required to be updated on an annual basis. The following action plan is how this jurisdiction will address those needs during the 2009-2010 fiscal year. The 2009-2010 Action Plan includes the applications for federal assistance (SF-424 Forms) for the four consolidated plan programs, resources regarding action to be undertaken and the geographic distribution, homeless and other special needs activities, other actions, public housing, program specific requirements, consultation and citizen participation, Section 3, affirmatively furthering fair housing, list of proposed projects, monitoring, certifications, Neighborhood Action Plan areas the Brownfield Redevelopment Program.

The City of Jacksonville held public hearings to establish priorities and to set goals and objectives for the expenditure of the anticipated funding allocation for the 2009-2010 Consolidated Plan programs.

RESOURCES

*Federal Resources

Community Development Block Grant (CDBG) Program	\$6,781,111
HOME Investment Partnership Program (HOME)	\$2,748,052
Housing Opportunities for Persons with Aids (HOPWA) Program	\$2,265,720
Emergency Shelter Grant (ESG) Program	\$297,923
Community Development Block Grant – Recovery (CDBG-R)	\$1,817,335
Homelessness Prevention Rapid Re-Housing Program	\$2,779,039
Neighborhood Stabilization Program	\$26,175,317
TOTAL	\$42,864,497



Community Development Block Grant (CDBG) Program

For the past thirty years, the City of Jacksonville has received an entitlement grant from the U.S. Department of Housing and Urban Development under the Community Development Block Grant (CDBG) program. The CDBG program was established by Congress through the Housing and Community Development Act of 1974 as amended, for the purpose of meeting the primary objective of providing decent housing, and a suitable living environment and expand economic opportunities, neighborhood facilities and public services that will principally benefit low and moderate income persons, prevent or eliminate slums and blight, or meet an urgent need.

In the 33rd CDBG year (October 1, 2009 through September 30, 2010) the City of Jacksonville expects to receive \$6,781,111, which will be used for eligible community development activities throughout Duval County. Of that, we estimate \$6,481,111 (95.57%) of CDBG funds will be used for activities that benefit persons of low and moderate income as indicated in Section III Fiscal Year 2009-2010 Proposed Projects.

The City of Jacksonville's priority non-housing community development needs includes public facilities, public improvements and public services. We have one potential economic development activity that is not finalized but will possibly be funded with CDBG program income.

2009 National Community Development Week



NCDK Kick-Off at the
ARC Jacksonville
(Roslyn Phillips, Mayor's Office, Councilman Dr.
Johnny Gaffney, LaCree Carswell, Chief of
Community Development



NCDK Kick-Off at the
ARC Jacksonville
LaCree Carswell presents framed CDBG posters to
Vicky Meeks



Vicky Meeks poses for a photo with King
Cannan and family.

Housing and Neighborhoods Department
2009-2010 Action Plan
August 15, 2009

HOME Investment Partnership Program

The City of Jacksonville proposes to use \$2,748,052 in HOME funds to increase the availability of decent, safe and affordable housing, particularly housing for low and very low income families. Ten percent (10%) or \$274,805 will be used to provide for the administration of the HOME program. Twelve point eighty-five (12.85%) or \$353,247 of HOME funds will be set aside for the exclusive use of nine (9) certified Community Housing Development Organizations (CHDO's). One hundred twenty thousand dollars \$120,000 or 4.36% of the HOME allocation will be used to provide general operating assistance to four (4) CHDO's receiving set-aside funds. These funds shall be used by CHDO's for reasonable and customary operating expenses. The remaining funds will be used to provide for the development of affordable housing to include housing acquisition and rehabilitation activities, new construction of owner-occupied single family housing and the promotion of homeownership through down payment and closing cost assistance through the Headstart to Homeownership (H2H) program.

All HOME-assisted and home-qualified projects match requirements will be maintained on the HOME-Match Log. The HOME-Match Log will track match liability and match credits as they occur. The match requirement for HOME projects will be satisfied by private, state, and local funds. The type of match will be identified on the HOME-Match Log with a brief description and will be maintained by the Housing Services Division (HSD).





American Dream Downpayment Initiative (ADDI)

There is no funding for the American Dream Down Payment Initiative in FY 2009.

CDBG-Recovery (CDBG-R)

Funds activities designed to preserve and create jobs and promote economic recovery, assisting those most impacted by the recession, providing investment needed to increase economic efficiency, investing in transportation, environmental protection, or other infrastructure that will provide long-term economic benefits, minimize or avoid reductions in essential services and/or fostering energy independence. The CDBG-R application to HUD can be found at <http://www.coj.net/Departments/Housing+and+Neighborhoods/2008-09+CDBG-R+Substantial+Amendment.htm>

Homelessness Prevention and Rapid Re-Housing Program

Funds activities designed to provide financial assistance includes: short-term rental assistance, medium-term rental assistance, security deposits, utility deposits, utility payments, moving cost assistance, and motel or hotel vouchers, housing relocation and stabilization services to include case management, outreach, housing search and placement, legal services, mediation, and credit repair, debt collection and evaluation includes costs associated with operating HUD-approved homeless management information systems for purposes of collecting unduplicated counts of homeless persons and analyzing patterns of use of HPRP funds. The HPRP application to HUD can be found at

<http://www.coj.net/Departments/Housing+and+Neighborhoods/2008-09+Homeless+Prevention+Fund+Substantial+Amendment.htm>

HOME-Tenant Based Rental Assistance (TBRA)-\$757,140.94

The City of Jacksonville will partnership with Ability Housing, Inc. and the Jacksonville Housing Authority (JHA) to administer the Housing Link Jax program as a Tenant Based Rental Assistance (TBRA) program designed to prevent homelessness. It is targeted to working families encountering situational challenges which have them at risk of homelessness. The challenges include, but are not limited to, car repairs, illness, loss of employment, etc.

The objective of the program is to assist 75-100 families that require time-limited assistance but have a realistic expectation of being self-sufficient once the assistance ends.

The program parameters of the Housing Link Jax program are as follows:

- ❖ Participants will be provide one-year of rental assistance to working families with incomes 20-40% of the median family income (MFI), adjusted by family size and Fair Market Rents as determined by HUD. Rental assistance is projected to range from \$140-\$825 per month
- ❖ Participants will be provided a one-time security deposit assistance up to \$500 per family



Housing Opportunities for Persons with AIDS (HOPWA) Program

The City of Jacksonville has received \$2,265,720, which will be used by non-profit agencies along with \$34,785 in reprogrammed funds to carry out activities that address the priority needs and community identified objectives associated with housing persons with HIV/AIDS. The geographic area of the Jacksonville Eligible Metropolitan Area (EMA) is comprised of Duval, Clay, Nassau, St. Johns and Baker Counties. The method of selecting project sponsors is through a competitive application process. Full access is provided to grass roots faith-based and other community organizations and they are encouraged to submit applications.

During FY 2009-2010, grants will be awarded to sub-recipients who administer programs that address the needs of homeless and persons with special needs who are infected with HIV/AIDS. The programs provide four major components of assistance to achieve the annual goals of 1,471 for the number of households to be provided with housing through the following activities: (1) shared housing program will be provided for 30 persons; (2) short-term rent/mortgage assistance, security deposits and utility assistance will be provided to 1256 persons; (3) shelter and supportive services for HIV/AIDS persons dually diagnosed with substance abuse and/or mental health problems in addition to a permanent supportive housing facility for 185 HIV/AIDS infected persons; (4) emergency

housing and supportive services for 85 women with HIV/AIDS and their children. The City of Jacksonville does not provide tenant based rental assistance or housing facilities that are being developed, leased or operated with HOPWA funds.

The Metropolitan Jacksonville Area HIV Health Services Planning Council of the Ryan White CARE ACT is a coalition of health service providers from all of the counties in the EMA. These organization plan, consent, network and study the HIV/AIDS issues for the area. Outreach and education is also conducted through meetings, public hearings and neighborhood workshops and health fairs, designed to reach grass roots faith-based and community organizations.

I.M. Sulzbacher Center for the Homeless
611 East Adams Street



Emergency Shelter Grant (ESG) Program

The City of Jacksonville expects to receive \$297,923, which will be dedicated to assist with the operating costs and support services provided by the I.M. Sulzbacher Center for the Homeless. The Center addresses the emergency shelter and transitional housing needs of two-thousand (2,000) homeless persons and families (including significant sub-populations such as those living on the streets). The center is a comprehensive multi-service homeless facility that provides supportive housing including shelter nights for the pavilion and shelter nights for the dorm programs. The center also provides meals primary

care, mental health care, vision care, dental care, social services, outreach and case management.

***Other Public and Private Resources**

Other public and private resources received by non-profit organizations, other City agencies, and for-profit entities will be encouraged and coordinated with the funding from the four Consolidated Plan programs and documented in the Grantee Performance Report (GPR) and the Consolidated Annual Performance and Evaluation Report (CAPER).

***State Resources**

The Housing and Neighborhoods Department will receive approximately \$0 in SHIP funds, per Florida Legislation Action; however we will receive \$806,179 for Down Payment Assistance. The SHIP funds will be disbursed to sub-recipients such as the Housing Partnership of Northeast Florida, Jacksonville Urban League, Northeast Florida Builders Association Builders Care, and the Northeast Florida Community Action Agency. The funds will be allocated on a competitive basis to sub-recipient service providers in the areas of Owner Occupied Rehabilitation, New Construction, Rental Rehabilitation, and Emergency Utility Assistance and Rental Deposit Assistance.

***Local Resources**

The City's annual contribution to the Mental Health & Welfare Division of \$1,851,335 is considered to meet the FHUD requirements for matching Emergency Shelter Grant Funds.

***Private Resources**

The Housing Services Division manages the Headstart to Homeownership (H2H) program, which uses HOME funds to provide first-time homebuyers with down-

payment and closing cost assistance. An estimate of \$17M in private resources from various banks that participate in the program will be leveraged to contribute to the success of the program.

ACTIVITIES TO BE UNDERTAKEN

Specific activities to be undertaken in this program year are described in Section III, FY 2009-2010 Proposed Projects. These activities continue to address the high priority needs in terms of local objectives that were identified in the Strategic Plan of the Five Year Consolidated Plan. The estimated number and type of beneficiaries from each activity are indicated in the proposed accomplishments.

Obstacles to Meeting Underserved Needs - The priority areas 1-3 previously identified in this document were developed in response to numerous public hearings, during which the public identified those items as underserved needs.

GEOGRAPHIC DISTRIBUTION

The City of Jacksonville will direct Community Development Block Grant (CDBG), HOME Investment Partnerships Program (HOME), Housing Opportunities for Persons with AIDS (HOPWA) and Emergency Shelter Grant (ESG) funds to the following categories during the ensuing program year:

- *Housing Services/Housing Rehabilitation
- *Public Facilities and Improvements
- *Economic Development / Job Creation
- *Public Services
- *Neighborhood Revitalization
- *Acquisition
- *Code Enforcement
- *Historic Preservation

- *Housing Development
- *Planning and Community Development
- *Housing Counseling
- *Homeless Prevention
- *Rent/Utility Assistance

The majority of CDBG funds are allocated to the City's low and moderate income neighborhoods that include HUD eligible target neighborhoods, especially in the Neighborhood Action Plan areas, and address important community need of low and moderate income persons. To further illustrate the HUD eligible target neighborhoods, especially the Neighborhoods Action Plan (NAP), we have attached two maps which provide overlays of both the Low and Moderate Income areas and the Areas of Minority Concentration provided in Section V of the plan. The estimated percentage of funds the City of Jacksonville plans to dedicate to these targeted areas is \$1,821,865 (26.9%).

ALLOCATION OF PRIORITIES

The priorities for allocating investments geographically are as follows:

- * **Priority #1:** Neighborhood Revitalization/Beautification projects located in city-wide and target neighborhoods. In CDBG funds, \$1,518,363 dedicated to 7 public facility and improvement activities.

Neighborhood Revitalization
Projects



Shands Eastside Family Practice
Phase II
1155 E. 21st Street

- * **Priority #2:** Housing Rehabilitation/Development projects city-wide and in target neighborhoods. \$2,000,000 in CDBG funds have been dedicated to complete 80 housing units.

Limited Repair Program
1540 W Union Street



Before



After

- * **Priority #3:** Economic Development/Job Creation loan activities to small businesses city-wide. Five hundred fifty thousand dollars (\$550,000) in CDBG funds have been dedicated to providing direct technical assistance to business owners and potential business owners.

Jacksonville Chamber of Commerce
5000-3 Norwood Avenue



Atlantic Beach Donner Park
2072 George Street



In addition to the low and moderate income areas in the inner city, low and moderate income areas also exist in the City of Jacksonville Beach, Atlantic Beach and Neptune Beach as a part of the Consolidated City of Jacksonville. Projects identified by the Beaches address the same primary priorities for allocating investments geographically.

Sub-priorities in these areas are as follows:

- Crime prevention (\$63,945), utility bill assistance (\$20K), after-school (\$18K), and (\$68,820) for recreational activities in Jacksonville Beach's San Pablo Beach neighborhood and a senior activity center in Neptune Beach (\$55,375) totaling \$226,140 in CDBG funds have been dedicated to these activities.
- Infrastructure improvements to include sidewalks to Donner Park Neighborhood (\$43,732), Jordan Park Drainage (\$30,000), install water fountain (\$5,000) and install a cover shelter (\$25,000) in CDBG funds will be used for Housing Rehabilitation in support of the Mayport Corridor Revitalization efforts in the Atlantic Beach area.

Mayport Road Right-of-way



Geographic Distribution Maps Narrative

Maps are provided in Section V of this plan illustrating the low-income and minority areas of the city. A low-income area is defined as a census tract that has at least fifty one percent (51%) of residents whose incomes do not surpass eighty percent (80%) of the median income as established by HUD Section 8 income limits- with adjustments for family size.

The 2000 Census – By Census Tract percentage of minority population illustrates, in various shades of green, approximately 60 low-moderate income census tracts. These census tracts contain the highest concentration of low-moderate income persons and make up the Planning Districts of the city known as the Urban Core and Northwest. Other regions, Northeast, Southside, and the Beaches have pockets of low-income census tracts disbursed throughout.

Define the City of Jacksonville's Areas of Minority Concentration (AOMC):

The City's definition of area of minority concentration (AOMC) is defined by utilizing the Planning and Development Statistical Package 2005 and Geographical Information System (GIS). The AOMC is defined as the Planning Districts that contain 51% of more minority concentration by census tracts. One of the planning districts that meet the definition is Planning District 1-Urban Core- 78% minority concentration. In Section V is a map of the Urban Core District which indicates low and moderate income percentages by census tract. Census tract 19 is not included this AOMC. Planning District 5-Northwest-with 61% minority concentration is the other AOMC. The following census tracts are not included in this AOMC: 20, 21, 25, 106, 117, 118, 119.01, 119.02, 119.03, 120, and 121. It was estimated during the '08-09 fiscal year that \$1,199,290 (17.3%) of CDBG funds would be dedicated to the targeted areas included in the AOMC.

Minority Concentration Maps Narrative

The minority concentration maps include Map 2-African American Concentration, Map 3-Hispanic Concentration, Map 4 –Native American Concentration, Map 5-Asian American Concentration, and Map 6-White Population are also provided in Section V of this plan. The first map illustrates minorities as a whole and identifies the number of minorities in each census tract. The dark green areas of this map show that the Northwest region of the city has the highest concentration of minorities. Further examination of the supplemental maps, reveal that Blacks are the largest minority group in the Northwest region of the city.

Census tract (143.13) in the Northeast region is also shaded dark green and contains a high concentration of minorities. Further examination of the supplemental maps for this tract, reveal that the minority concentration of this tract is diverse and relatively high numbers of Blacks, Native Americans, Asians, Native Hawaiians and Others are present. These supplemental maps provide valuable insight when examining each group independently and making comparisons. All minority maps are derived from the U.S. Census 2000 data.

NON-HOMELESS AND OTHER SPECIAL NEEDS ACTIVITIES

To address the one-year goals of special needs of persons with AIDS who are not homeless and to help homeless persons make the transition to permanent housing and independent living, the HOPWA grant will provide funds to the agencies that provide short term rent, mortgage and utility assistance, coordinate a Shared Housing Program and provide rental and transportation assistance for HIV positive individuals who are seeking transitional and permanent housing, provide caretakers and other supportive services for those persons critically ill with HIV/AIDS, and provide services to persons with HIV/AIDS for substance abuse, alcohol abuse and mental problems. The \$2,265,720 in HOPWA funds will provide 1,471 non-homeless special needs persons with assistance.

The one-year goals for CDBG funded activities that provide direct services to 13,625 low and moderate income persons with special needs include: the Adult Day Care Program (\$150,000), Independent Living, Senior Services (\$139,600) – SPOA (\$55,800), Neptune Beach – Senior Activity Program (\$54,756) and The ARC Jacksonville, Inc (\$32,000). Four (4) Public Facilities and Improvements projects are directed toward assisting persons with special needs include: Community Connections of Jacksonville – Florence N. Davis Center Plumbing and Air Conditioner Upgrades (\$85,000), Hubbard House Emergency Shelter Repairs (\$170,373) and the I. M. Sulzbacher Dormitory Renovations (\$579,218).



Community Connection of
Jacksonville

The ARC Jacksonville
1050 N. Davis Street



Independent Living Program
17th Volunteer Appreciation
Luncheon



SPECIFIC HOMELESS PREVENTION ELEMENTS

Sources of Funds – Emergency Shelter Grant funds (\$297,923) will be dedicated to address homeless needs and prevent homelessness through social services. CDBG funds in the amount of \$199,043 will be used for activities specifically designed to prevent homelessness which include funding Catholic Charities – Homeless Prevention Program (\$60,788), Jacksonville Beach – Utility Bill Assistance Program (\$20,000) and the Clara White Mission Vocational Training Program (\$68,250) and the Jacksonville Housing Authority – Family Self-Sufficiency (\$50,000). These specific homeless prevention elements will assist 8,080 low and moderate income persons with homeless prevention.

Homelessness Prevention Rapid Re-Housing funds activities designed to provide financial assistance includes: short-term rental assistance, medium-term rental assistance, security deposits, utility deposits, utility payments, moving cost assistance, and motel or hotel vouchers, housing relocation and stabilization services to include case management, outreach, housing search and placement, legal services, mediation, and credit repair, data collection and evaluation includes costs associated with operating HUD- approved homeless management information systems for purposes of collecting unduplicated counts of homeless persons and analyzing patterns of use of HPRP funds.

Homelessness

The one-year goals for Emergency Shelter Grant (ESG) funds will be used to assist with the operating costs for the I. M. Sulzbacher Center for the Homeless, which provides food, shelter, medical and dental services, and case management services to approximately 250 homeless individuals on a daily and 2,000 unduplicated persons annually.

Current Conditions and Barriers

The Blueprint Task Force identified trends over the next 5 years that are expected to impact the homeless situation in northeast Florida due in part to the following factors:

- Population increase in northeast Florida (older, more diverse);
- Government funding for social services will continue to be unreliable;
- Funding streams will be more directed to services that are effective;
- There will be increased collaboration among service providers and funders;
- The gap between the haves and have-nots will widen as we move to a service-based economy;
- Advances in technology will enable us to better track problems and help us better direct our resources;
- Our overall health care “crisis” will continue, including an under funded and inadequate mental health systems;
- The affordable housing crisis will continue to worsen, placing a greater cost burden on families and individuals who live at or below the poverty level.

Long-term or Chronic homeless population

The strategy to address the provision of housing and supportive services for persons who are chronically homeless, (i.e., those with extended period of homelessness generally more than one year). The population is more likely to have a serious mental illness, sometimes with co-occurring substance addiction disorders and/or physical disabilities, unstable employment histories of hospitalization on and/ or incarceration. Included in this population are persons, who are episodically homeless, i.e., they experience recurrent periods of homelessness. This population is usually younger and uses the shelter system more sporadically. Approximately one-third of the total homeless population is chronically/episodically homeless in Jacksonville.

The strategies for this population include the following:

- Housing and supportive services (long-term/permanent housing), including engagement/low demand housing models.
- Outreach to get people off the street into housing;
- Access to mainstream income sources, i.e., Supplemental Security Income (SSI), and representative payee services.

Goal

Stabilize persons who are chronically or long-term homeless by ensuring timely access to appropriate permanent supportive housing; and to income sources through public benefits programs and employment.

Strategy

A Housing First/Supportive Housing approach will be used as the underlying premise for efforts to minimize the length and frequency of homelessness. Direct placement from streets and shelters will be emphasized. Residents will pay 30% of their income for rent. Services that help the tenants maintain their housing will be an integral, but separate, component of the housing. A sufficient stock of affordable housing must exist to accomplish this result (see “Supportive Housing Plan).

Actions – The details on actions for each district population can be found on pages 152-170 of the Consolidated Plan.

Discharge Policy

Prevention includes strategies to forestall homelessness for individuals and families at imminent risk of homelessness, including:

- short-term rent/mortgage and utility assistance and coordination of emergency assistance;
- legal assistance programs, i.e., landlord/lender intervention;

- housing resource and placement services;
- institutional discharge planning (jails/prisons, foster care, hospitals, mental health and substance addiction treatment facilities);
- care management;
- targeting crisis intervention in neighborhoods that have a high number of people seeking shelter or financial assistance.

Goal

Prevent individuals and families from becoming homeless by ensuring timely access to resources that will enable them to maintain or obtain affordable, decent housing.

Strategy

Strategies will be based on a Housing First approach and will be tailored for distinct populations:

1. Families who are in crisis due to:
 - Financial/job loss
 - Illness
 - Domestic violence
2. Persons who are institutionalized and will be discharged from:
 - Prison/jail
 - Hospital
 - Mental health facilities (Crisis Stabilization Unit/state mental hospital)
 - Substance addiction treatment programs
 - Foster care

Actions – The details on actions for each distinct population can be found on pages 152-170 of the Consolidated Plan.

Source: Ending Homelessness in Jacksonville: A Blueprint for the Future, December 2004

Homeless Prevention

CDBG funds will fund a homeless prevention program, which provide rent and utility assistance, as well as housing counseling to low moderate income persons

which will be administered by Catholic Charities Bureau, Inc. The City of Atlantic Beach will also operate a utility bill assistance (UBA) program to low and moderate income persons as a homeless prevention tool. Clara White Mission, Inc. will operate a transitional housing, vocational training, case management, and supportive services to homeless persons.

OTHER ACTIONS

The majority of the activities in this year's Action Plan, covering the period from October 1, 2009 - September 30, 2010, will address the following areas:

***Foster and Maintain Affordable Housing** - The HOME activities outlined in the Proposed Projects section of this Action Plan, coupled with the multi-year Brentwood HOPE VI Redevelopment Project, constitute the City's specific efforts to foster and maintain affordable housing.

***Remove Barriers to Affordable Housing** - The Community Development Division and Housing Services Division continues to work with other City Departments, especially and specifically the Planning and Development Department to promote efforts to remove barriers to affordable housing. A number of factors influence the housing delivery process, primarily the availability of land, financing government rules and regulations, cost of development, land use and zoning, public infrastructure and private land. The goals, objectives and policies of the City of Jacksonville 2010 Comprehensive Plan is developed by the Planning and Development Department, Current Planning Division pursuant to the requirements of Chapter 163, Part II, Florida Statutes (F.S.) and Chapter 9J-5, Florida Administrative Code (FAC). The City of Jacksonville Adopted the 2010 Comprehensive Plan, which included a Housing Element,

Capital Improvement Elements, Future Land Use Element, Infrastructure Element, and Intergovernmental Element, on September, 1990.

To address Fair Housing and Equal Opportunity (FHEO) concerns, the specific one-year goals that address the strategies to remove barriers to affordable housing as stated in the Analysis of Impediments to Fair Housing Choice include, but are not limited to the following:

- **Community Support and Citizen Participation** - The development of Community Development Corporations and Community Housing Development Organizations (CHDOs) support new construction, rezoning, requests around density or design issues. These organizations are required to have low and moderate income persons on their boards, neighborhood meetings, for input and the buy-in of citizens, and sell houses to low and moderate income persons. Staff does an annual re-certification and currently we have nine (9) active CHDOs. Also, in the Community Development Division, three (3) Neighborhood Planners are assigned to the six (6) Citizen Planning Advisory Committees (CPACs). The details of the CPACs can be found in Section VIII. Jax Area Legal Aide, Inc. will be provided \$35,000 in CDBG funds to provide legal assistance to neighborhood organizations to become 501(c)(3).
- **Neighborhood Revitalization** – The Neighborhood Action Plans Narrative on pages 42-48 indicates the coordinated and comprehensive effort the City of Jacksonville has toward neighborhood revitalization. Habijax Beaches neighborhood revitalization efforts include twenty (20) scattered site properties. We are encouraging efforts that include commercial revitalization and economic development opportunities various city, private, and federal funds are committed to the success of this effort. CDBG Funds will provide \$1,518,363 in public facility and improvement projects to assist with neighborhood revitalization.

- **Rental Housing** - Due to a substantial reduction in the City of Jacksonville's allocation of State Housing Initiatives Partnership (SHIP) funds and moderate reduction in the HOME Program funds; the Rental Rehabilitation Program strategy was not funded for the 2009-10 fiscal year. During the course of the fiscal year, larger multifamily rental projects requesting funding may be funded through the Jacksonville Housing Finance Authority's bond or tax credit program and/or the Neighborhood Stabilization Program, provided they meet the program requirements. In addition, should any eligible smaller projects come to fruition, the staff of the Housing and Neighborhoods Department may elect to use HOME or SHIP program income to fund these projects.
- **Capacity Building** – The initiative to build capacity of non-profit housing developers includes technical assistance workshops to CHDO's. Five percent or \$120,000 of HOME funds is dedicated to operating funds for the development of affordable housing, and facilitating partnerships between for-profit and non-profit developers.

Additional information regarding the on-going actions taken by the City of Jacksonville to continue to advocate the ameliorate strategies negative effects of public policies can be found in the 2005-2010 Consolidated Plan.

***Evaluate and Reduce Lead-Based Paint Hazards** - The Housing and Neighborhoods Department (HAND) is acting accordingly to ensure that lead-based paint is not being used in rehabilitation programs funded through the CDBG or HOME program. Rehab specifications include the statement that no lead-based paint may be used when painting. In addition, all CDBG and HOME contracts contain a prohibitive statement regarding the use of lead-based paint, as well as a copy of the federal regulations pertaining to the use and removal of lead-based paint. The amount of federal subsidy provided will determine the

course of action taken when the repair or removal of painted surfaces is necessary during rehabilitation.

REHABILITATION: REQUIRED ACTIVITIES TO ADDRESS LEAD-BASED PAINT

	≤ \$5,000	\$5,000 - \$25,000	> \$25,000
Approach to Lead Hazard Evaluation and Reduction	1. Do no harm	2. Identify and control lead hazards	3. Identify and abate lead hazards
Notification	Yes		Yes
Lead Hazard Evaluation	<ul style="list-style-type: none"> Paint Testing of surfaces to be disturbed by rehabilitation 	<ul style="list-style-type: none"> Paint Testing of surfaces to be disturbed by rehabilitation Risk Assessment 	<ul style="list-style-type: none"> Paint Testing of surfaces to be disturbed by rehabilitation Risk Assessment
Lead Hazard Reduction	<ul style="list-style-type: none"> Repair surfaces disturbed during rehabilitation Safe work practices Clearance of work site 	<ul style="list-style-type: none"> Interim Controls Safe work practices Clearance of unit 	<ul style="list-style-type: none"> Abatement Safe work practices Clearance of unit
Ongoing Maintenance	For HOME rental properties only	For HOME rental properties only	For HOME rental properties only
EIBLL	No	No	No
Options	<ul style="list-style-type: none"> Presume lead-based paint Use safe work practices on all surfaces 	<ul style="list-style-type: none"> Presume lead-based paint and/or hazards Use standard treatments 	<ul style="list-style-type: none"> Presume lead-based paint and/or hazards Abate all applicable surfaces

***Reduce the Level of Poverty-level Families** - As indicated in the Comprehensive Plan, the City recognizes that poverty is primarily an economic issue, and is continuing its economic development activities through the Chamber of Commerce, Small Business Development Center, and the Florida Community College at Jacksonville's plan to assess the needs of the poverty-level families. In addition, the City will continue to help increase the availability of jobs for low and moderate income residents through its JEDCO and Section 108 Loan Programs. The variety of housing assistance and public service programs funded through the Community Development Block Grant and HOME Programs may be viewed as at least indirectly helping to prevent poverty by lessening the financial strain on residents from housing repairs, high mortgage payments, down payments and closing costs.

***Develop Institutional Structure** - The institutional structure for the delivery of services to the jurisdiction is primarily the City of Jacksonville's Housing and Neighborhoods Department, Community Development Division (CDD) and Housing Services Division. The CDD and HSD carry out grant and loan programs by subcontracting to the private sector and non-profit organizations, the Jacksonville Housing Authority, and other city agencies. The City will again fund a mixture of city, private, and non-profit projects through the activities as described in Section III FY 2009-2010 Proposed Projects of this annual plan.

***Enhance Coordination Between Public and Private Housing and Social Service Agencies and Foster Public Housing Components and Resident Initiatives** - Coordination of all housing and community development strategies, as well as regular communication among agencies and organizations, is essentially the same as described in the City's original Consolidated Plan submission.

***Outcome Measures**

The outcome measure for activities have been identified on each individual project information sheet included in Section III of the Action Plan in accordance with the Federal Register Notice dated March 7, 2006.

***Affordable Housing Goals**

The affordable housing goals are to provide units of single residential family, new construction and down payment assistance. The one-year goals for those categories as well as the number of homeless, non-homeless, and special needs households are as follows:

- 80 units of Single Family residential assistance – Rehabilitation of existing units. – LRP/UTIP and other non-profits
- 13 units of Owner Occupied new construction – Production of new units
- 129 units of Down Payment assistance for Single family residential units – Acquisition of existing units. – H2H
- 334 units of Housing for Homeless through the Emergency Shelter Grant Program
- 1,471 units of Housing for Non-homeless through the HOPWA Grant

Table 3B Annual Housing Completion Goals found in Section VII of this report reflects these goals as well as the funding sources dedicated to completing the goals.

Jacksonville Housing Authority – Family Self -Sufficiency Training



PUBLIC HOUSING

The self-sufficiency programs operated by the Jacksonville Housing Authority are:

- 1) Neighborhood Network Centers (NNC) located in Brentwood Lakes and Fairway Oaks. The NNC in Fairway Oaks has received \$150,000 from HUD to be disbursed from 2007- 2010. It is to be used for computer and employment skills training for the 50 -75 residents of public housing. The Brentwood Lakes NNC is supported with HUD Capital Grant and Community Development Block Grant Program. It serves over 200 residents in computer literacy training, GED instructions, educational programs, job search activities, resume assistance, and internet access on an annual basis.
- 2) Resident Opportunities for Self-Sufficiency (ROSS) Program for Families provides job training stipends, child care, transportation and other supportive services to assist public housing residents with achieving goals in employment, education, and homeownership. This grant was awarded in the amount of \$350,000 from Department of Housing and Urban Development from 2007-2011.
- 3) Family Self-Sufficiency Program provides case management services to targeted families in the Section 8 Program. Its main focus is to help these families achieve goals in education, employment, and homeownership. Last year, this program assisted 30 families to become homeowners. It is financially supported by the Jacksonville Housing Authority and a grant

from the Community Development Block Grant Program in the amount of \$25,000.

- 4) Public Housing Family Self-Sufficiency Program provides case management services to public housing families to assist them in achieving goals in education, employment, and homeownership. Last year, 10 families were able to move to homeownership. Also, nearly 55 completed the financial literacy program. This program is supported with a grant from HUD to provide funding for a full-time staff person to serve public housing residents.
- 5) The Section 8 Homeownership Program was initiated by US HUD as a means to help Section 8 voucher holders become homeowners. Currently, this program is serving 37 families with the homeownership vouchers. These participants have been able to secure mortgages from companies such as Wells Fargo, BB&T, Wachovia Bank, and others. Several of these participants have purchased home with the local Community Development Corporations.
- 6) The Jacksonville Housing Authority implements a School Incentive Program called "Steps to Success" in partnership with Communities In School and the Community Foundation. This program helps public housing youth in targeted development to be rewarded with gifts for achieving goals in school attendance and academic success. Last year, this program had over 300 youth enrolled.
- 7) The Jacksonville Housing Authority continues to work with the Hicks Prep Club and the University of North Florida to encourage graduating high school seniors to take advantage of a scholarship that has been established at this university for public housing, Section 8, federally subsidized, and Habijax families. These students are eligible to receive a scholarship to cover tuition, room and board.

The JHA continues to work cooperatively with resident councils in each of the public housing communities to implement and enforce standards and expectations that families should make an effort to achieve self-sufficiency as a goal. The resident councils are strong force behind activities and services to aid residents in securing valuable resources to meet their needs. They are instrumental in working with staff to implement educational programs and self-sufficiency programs.

Public Housing and Section 8 Programs

The Jacksonville Housing Authority (JHA) provides quality housing assistance to individuals and families of low and moderate income in the northeast Florida area. JHA currently serves approximately 10,000 people through its public housing communities and the Housing Choice Voucher Program (Section 8).

The objectives of JHA is to:

- Provide safe, clean and affordable housing
- Provide effective social services
- Partner with our residents
- Improve the quality of life for residents
- Encourage employment and self-sufficiency
- Help residents move out of assisted housing

JHA is funded annually by the U. S. Department of Housing and Urban Development (U.S. HUD) with \$8.1M of operating subsidy for our 16 public housing sites and \$43.2M for the Housing Choice Voucher program (Section 8). Additional funds (CAP Grant) are also awarded annually for site improvements and rehab to keep the public housing communities in top notch repair. For the fiscal year of 2008, \$3.8M was awarded for this purpose and additional funds will be awarded for the FY09. In addition to these funds, JHA was awarded \$5,385,663 in stimulus funds under the American Recovery and Reinvestment Act (ARRA). These funds will be used over the next three (3) years to provide additional housing and site improvements above what would normally be funded.

The JHA has met all requirements of the Consent Decree and was released in December 2007 with the City of Jacksonville. The Housing Choice Voucher Program (Section 8) is also partnering with the COJ in a Tenant Rental Assistance Program (TRA), which is providing 100 temporary vouchers for one (1) year. This program may be renewed for an additional one (1) year in 2010.

PROGRAM SPECIFIC REQUIREMENTS

***CDBG**

Funds allocated from the previous program year that were not expended will be carried forward to continue existing eligible CDBG projects or reprogrammed for new eligible CDBG projects. We anticipate \$3M in carried forward funded activities will be managed during the next program year.

Program income generated by subrecipients that will be received before the start of the next program year is returned to the individual subrecipients' account. These funds are used to continue the program's eligible activities provided by the individual subrecipient.

The City anticipates receiving \$75,000 a year over a twenty (20) year period in program income from the Downtown Tax Increment District revenues from the Northside East Downtown Tax Increment District Trust Fund as stated in a City Council approved ordinance. We are currently in year 10 of the repayments. The majority of the installment for the current fiscal year has been earmarked for the Catholic Charities-Network of Care to Prevent Homelessness (\$60,788) and the remaining funds (\$14,212) are earmarked for Clara White Mission, Inc. - Vocational Training Program. CDBG funds provided an economic development

grant in the amount of \$1.5M to the Jacksonville Museum of Modern Art for acquisition (\$1.2M) and rehabilitation (\$300,000) through the Jacksonville Economic Development Commission. All regulating requirements will be adhered to. We estimate additional program income of \$288,386 to be received from old revolving and rehabilitation loan program.

The City has not identified an "urgent need" activity for the upcoming year. In the event that an "urgent need" is identified during the year, all guidelines for implementing an "urgent need" activity will be adhered to.

Clara White Mission's
Culinary Arts Class
613 W. Ashley Street



Housing and Neighborhoods Department
2009-2010 Action Plan
August 15, 2009

***HOME**

When HOME funds are used to finance a homebuyer program, properties must remain affordable in accordance with HOME guidelines for the applicable number of years from the date of initial purchase. If the resale of the property is completed prior to the end of the affordability period, the balance of the loan is immediately due and payable to the City. Recaptured funds will be returned to the HOME Trust fund as program income and be used for additional homeownership activities in accordance with the requirements set forth in 24 CFR Part 92 as amended or waived by HUD.

Information about the expenditure of new reprogrammed funds and program income is advertised in local newspapers. Public comment periods and public hearings are also held to inform citizens in order for them to determine the degree to which they will be affected.

The City of Jacksonville, Jacksonville Housing Services Division policy and procedures it will follow to affirmatively market housing containing five or more HOME assisted units includes monitoring the HOME assisted projects annually to insure that the units are marketed through diverse media outlets. In addition, local housing marketing magazines are collected and reviewed to insure that the HOME assisted apartments are included. Also, the Housing Services Division includes language in contracts to include Exhibit F Agreement Regarding Certifications of Property Owners Participating in the HOME program To Affirmatively Market Vacant Units – Use for Five (5) or more HOME Assisted Rental Units Only. Exhibit F includes marketing guidelines as well as a questionnaire and certification that must be signed by the applicant/property owner.

The Housing Services Division will continue to conduct initial inspections, progress inspections, and annual inspections, to ensure long-term compliance with both State and Federal Housing Quality Standards.



MONITORING

The professional staff of the Community Development Division and the Housing Services Division of the Housing and Neighborhoods Department will monitor all projects in the Consolidated Plan/Action Plan to ensure subrecipients are complying with projected performance standards, contractual requirements, and applicable federal regulations. The standards and procedures that will be used to monitor activities carried out in furtherance of the Consolidated Plan includes: Pre-award conferences that will be held to finalize contracts or letters of understanding and post award conferences will be conducted to discuss and explain in detail the terms of the contracts or terms of the letters of understandings. Technical assistance will be rendered on an on-going basis and at least one monitoring visit will be conducted for each subrecipient annually. The entire monitoring process will involve six basic steps: pre-monitoring contact, in-office review of recipient files and backup documentation, on-site monitoring visit, post review of documentation, written report, monitoring letter and follow-up.

Each contract and Letter of Understanding receives on-going monthly monitoring through review of monthly reports submitted by each subrecipient. Through this process, potential problems can be identified early in the program year and technical assistance and/or on-site visitation can be conducted as well. This process also allows staff properly manage timeliness of expenditures and have the subrecipient make adjustments accordingly for compliance.

SECTION 3 PLAN

The Section 3 provision of the Housing and Urban Development Act of 1968, as amended (12 U.S.C 1701u)(Section 3), requires the City of Jacksonville to insure that employment and other economic opportunities generated by the Department of Housing and Urban Development financial assistance, to the greatest extent feasible, be directed to low-income residents, particularly recipients of government housing assistance. Provisions also apply to contracting opportunities for business concerns that provide economic opportunities to low- and very low-income persons.

To accomplish these goals, the City of Jacksonville has adopted a Section 3 Plan for 2005-2010. The Section 3 Plan applies to projects over \$200,000 that are funded through the federal Community Development Block Grant (CDBG) and the Home Investment Partnership (HOME) programs, which are administered through the Housing and Neighborhoods Department.

The City requires that on housing and community development projects over \$200,000 and contractors over \$100,000 funded through CDBG and HOME programs, to the greatest extent feasible, fill new job openings with Section 3 residents and provide subcontracts to Section 3 business concerns. The Department works with all non-profit sub-recipients to examine contractor proposals for providing employment and business opportunities for Section 3 residents prior to recommending any contract award.

SECTION 3 PLAN IMPLEMENTATION

The Housing and Neighborhoods Department will continue to implement this plan and work to achieve the following five main goals and objectives during FY 2008-2009

- ❖ identify and certify Section 3 businesses;
- ❖ develop and implement a marketing strategy to inform residents of training and employment opportunities;
- ❖ establish a collaboration with private sector partners and contractors;
- ❖ facilitate workshops, training, and meetings;
- ❖ support the transition of Section 3 residents and businesses

Specifically, we will provide funding to for-profit businesses to expand training, employment, and contracting opportunities awarded to Section 3 residents and businesses. Businesses will be encouraged to provide long-term employment to public housing residents and low-income persons living in or near HUD-assisted housing projects. The goal is to have at least 30% of the permanent, fulltime employees hired be Section 3 residents. These businesses will be required to report monthly on their progress.

Businesses will be encouraged to recruit in neighborhoods and public housing developments funded by CDBG and HOME, informing residents about training and job opportunities. They will be encouraged to contact local CPAC organizations and community development organizations to post signs, distribute flyers, and other forms of advertisement.

In addition, we will continue to monitor our non-profit sub-recipients to ensure that Section 3 contractors are given a bid preference on projects for housing and community development in excess of \$200,000. Contractor bid proposals will be evaluated prior to contract award.

We will continue to partner with the Jacksonville Housing Authority and improve communication with the City of Jacksonville Procurement Office to ensure that Section 3 contractors are notified of opportunities to bid on joint City projects.

The Community Development Division will increase staff hours devoted towards training and monitoring Section 3 projects. Two or more workshops will be conducted by the Community Development staff, providing additional training and opportunities for contractors to become certified. Quarterly hands-on technical assistance and training will also be offered to CDBG and HOME sub-recipients to help them achieve their Section 3 employment goals.





AFFIRMATIVELY FURTHERING FAIR HOUSING

The Housing and Neighborhoods Department monitors the activities of the Jacksonville Human Rights Commission (JHRC), which include but are not limited to:

- **Fair housing marketing plans/implementation** - The JHRC will engage the services of the city's Public Information Office to conduct a fair housing media campaign during the month of April 2009, National Fair Housing Month. The objective of the 2009 campaign is to utilize a combination of paid radio advertising, paid television advertising, public service television advertising, and media and public relations to increase awareness of forms of discrimination, share information on available resources, direct a message to potential perpetrators, and to further affirmatively promote awareness and encourage equal opportunity in fair housing. Approximately \$6,500 will be expended to market and promote fair housing.
- **Local Fair Housing PSA's and Workshops** - In addition to monthly fair housing awareness presentations for housing providers, housing seekers, and local real estate associations, the JHRC will host its annual Fair Housing Symposium during National Fair Housing Month in April 2009. The JHRC will participate in Jacksonville's 2009 Black Expo, the World Congress & Expo on Disabilities, the Latino HOME Expo and other neighborhood/community events, as appropriate. Approximately \$15,000 will be expended on workshops and symposium, where all ethnic groups are invited.
- **The monitoring of compliance with fair housing requirements** – As the lead local government agency responsible for implementation and administration of fair housing compliance, the JHRC will continue to administer a compliance/complaint procedure that affords due process in the case processing and judicial process.

Pursuing and disposition of discrimination complaints — As of June 30, 2009, the JHRC completed approximately 34 complaints alleging fair housing discrimination dual-filed with the U.S. Department of Housing and Urban Development. This number exceeded HUD's goal of 25 complaints

of fair housing discrimination during the relevant time period. Of the 17 complaints closed, 55% were conciliated.

- **Establishing and maintaining a working relationship with the Fair Housing Partners in the implementation and administration of educational programs** — The JHRC will maintain active partnerships with the Jacksonville Housing Authority, Jacksonville Area Legal Aid, Inc., Jacksonville Urban League (Fair Housing Education and Counseling), and other private housing providers. In conjunction with its fair housing partners, JHRC will conduct monthly education and awareness programs for housing seekers and providers. The fair housing partners will exchange information and ideas on a monthly basis on affirmatively furthering fair housing through continuous education and outreach programs and initiatives for housing seekers and providers.
- **Identify and design educational programs for clients of community based organizations whose services are gender, race, ethnic immigrant, legal alien and refugee specific.** - Fair Housing Seminars were conducted by the JHRC in census tracts 133, 135.03, 135.21, 150.2, 167.21, 167.22, and 303.02. Seminars will also be conducted at WRH Realty Services, Inc., Jacksonville Townhouses, Mission Spring Apartments, Mt. Carmel Gardens, Nia Terrace, Ravenwood, Silver Creek and Spanish Oaks. These are just some of the areas where the underserved population such as ethnic immigrants, legal aliens and refugees reside.
- **Action taken to overcome impediments to fair housing include the following:**

The local Fair Housing Ordinance Chapter 408-FH was approved by the City Council in 1998. With this approval, the local ordinance is considered substantially equivalent to the Federal Fair Housing Act of 1989 and the JHRC is certified under the Fair Housing Assistance Program (FHAP). As a FHAP agency, complaints filed with the U.S. Department of HUD are dual-filed and referred to the JHRC for investigation. Designation as a FHAP also allows the JHRC to receive funding under a cooperative agreement.

The JHRC plans and hosts an annual Fair Housing Symposium that recognizes and supports the National Fair Housing Month campaign. In conjunction with local housing partners, the annual fair housing symposium increases awareness of the fair housing act, its protection of individuals and families and support of local organizations that support fair housing rights. The JHRC united with several agencies such as the Jacksonville Housing Authority, Jacksonville Area Legal Aide and

mortgage lenders to provide hands on assessments during the event. To make this event more convenient for parents, a “Kids Zone” was added so that parents can easily focus on the information being presented to them.

To ensure that our agency is accessible to everyone, we have installed a “TTY” (Text Telephone) line for individuals who may be deaf, hard of hearing, or speech impaired. The TTY number is (904) 630-4125.

2009 Fair Housing Symposium





CITIZEN PARTICIPATION

The City of Jacksonville held two (2) public hearings to gather citizen participation and public input regarding identifying the priority needs in their neighborhoods. One was held at the Beaver Street Enterprise Center on October 21, 2008. The other public hearing was held on October 23, 2008 at the Small Business Center. Mandatory Technical Assistance Workshops were also held at three sites on October 28, November 6, and 13. The site locations were Community Rehabilitation Center, Beaver Street Enterprise Center and the Housing and Neighborhoods Department. HOPWA funds were not accepted from agencies that did not attend a technical assistance workshop. All of the public hearings were advertised in two (2) local newspapers with information regarding the availability of the application and the due date, along with dates and times for interested parties to receive technical assistance from staff. The results of the public hearings were summarized and categorized into the three (3) priorities identified on pages 12-13.

The draft 2009 - 2010 Consolidated Plan-Action Plan was made available to the public at the Main Library and the Housing and Neighborhoods Department, as well as our website at www.coj.net/Departments/HousingandNeighborhoods/CommunityDevelopment/2009-2010ActionPlan.html.

The public hearing regarding the draft 2009-2010 Consolidated Plan -Action Plan will be held on August 6, 2009.

A tape of the public hearing and the sign-in sheet are available on file in the CDD.

Once the document is finalized, and submitted to HUD for approval, it will be placed in all twenty-one libraries throughout, Duval County to be accessible to all citizens specifically low and moderate income citizens of Duval County.



NEIGHBORHOOD ACTION PLAN (NAP) AREAS

During the next fiscal year Community Development and the Planning and Development Department have dedicated Planners to continue work and implement the Metro North Neighborhood Action Plan, which includes the Brentwood Strategic Implementation Plan (SIP). In August 2008, workshops and charrettes were held to create a Golfair and Moncrief Road corridor study. Although this study is located in the 29th and Chase NAP, it is being led by First Tee of Jacksonville and the Planning and Development Department and will include areas in the Metro North NAP. The following information is a brief overview of actions that have been taken and those scheduled for the next fiscal year:

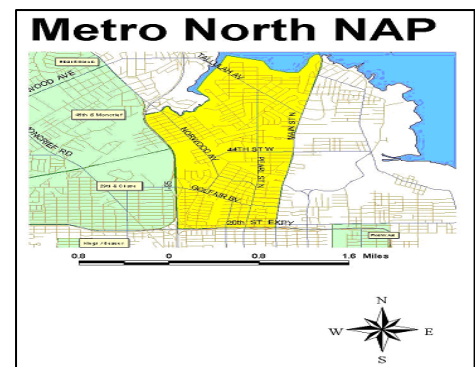
Metro North Neighborhood Action Plan Area – Project Overview

The City of Jacksonville's Planning and Development Department, consulting firm APD, Inc., and the Metro North Community Development Corporation worked together to create a revitalization plan for the Metro North community, which was initiated as the Metro North Neighborhood Action Plan (NAP) in the summer of 2003. This plan was developed with extensive input from neighborhood residents, business owners and community leaders. This extensive community involvement had four major results:

1. The resulting plan was a reflection of community needs and concerns;
2. Public awareness of neighborhood issues and planning was increased;
3. Community members were given the tools to build a vibrant neighborhood through capacity building workshops; and
4. Partnerships among the active organizations in the Metro North community were built.

The plan that resulted from this public involvement process included strategies and recommendations for the following key community issues: improvement of existing commercial areas, the need for a business association, increasing home-ownership, improvement of existing housing, design guidelines for new development, zoning issues, and the need for a strategic plan that establishes better links between the neighborhood and a new HOPE VI project within the community. Due to the high level of community involvement and buy-in, many of the NAP recommendations are currently being implemented.

Significant progress has already transpired with respect to numerous aspects of the SIP project area. Specifically, the Metro North CDC has secured ten residential parcels of land, rehabilitated or constructed six new homes, with three more currently under construction. In the months to come, the Metro North CDC will



rehabilitate or construct 12 new homes. This is a significant increase over the number of parcels that Metro North rehabilitated in 2007!

The City of Jacksonville's Town Center Initiative (TCI) Program, in partnership with Metro Jax CDC, finished construction in June 2009. Approximately one-million dollars has been spent for sidewalk, landscaping, and bus stop improvements. Historic pedestrian street lights have also been installed to fulfill most of the visioning from the 2004 community sessions. JEA has spent \$1,164,863.67 for drainage and electrical improvements, so far. The Florida Department of Transportation has finished complete streetscape and infrastructure improvements to the segment of Main Street, from 21st Street to the Trout River.



(Photos from before and during construction of the Town Center Initiative.)

Innovation & Comprehensiveness: Raising Public Awareness Through Planning

Community members were involved in the Metro North planning process from the very beginning. The Planning Team worked closely with the Metro North Community Development Corporation (CDC) to get the word out about public workshops. The diversity of workshop participants reflected the diversity of the community. Planning workshops were used to obtain feedback from community

members about key community issues, as well as community assets. Workshops focused on a range of issues, including zoning, housing conditions, community design and commercial redevelopment. In addition to the valuable input participants gave the Planning Team, community members walked away from the Metro North NAP process with a better understanding of community conditions and how to address them.

Transferability: Giving Citizens the Tools to Build a Vibrant Neighborhood

One key goal of the Metro North planning process was to maximize consensus and community involvement. A series of workshops devoted to building community capacity were held as a parallel process to the overall NAP public involvement process. These workshops were rooted in the principles of Asset Based Community Development (ABCD). Five major topics were covered through these workshops:

1. Mobilizing Citizens
2. Community Partnerships
3. The Role of Institutions
4. Building Inclusive Communities
5. Organizing for Housing Implementation Planning

There were two key goals of the capacity-building workshops: giving community members tools to support the implementation of plan recommendations and improve their community overall and building relationships among community leaders that will aid neighborhood mobilization and decision-making.

One important outcome of the planning process and capacity-building workshops is the revival of the North Shore Neighborhood Association, an organization that was dormant for several years. Participants from the North Shore neighborhood, located in the northern section of the Metro North community, realized the

importance of community organizations and revived the neighborhood association with great response.

Team Building: Partnerships for the Future

The Metro North Community Council formed as a result of this planning process. Metro North is a large and diverse community with several active community organizations. The Metro North Community Council is a partnership among these organizations that meets regularly to share community concerns and successes. This partnership enables the neighborhoods of Metro North to work together in order to have a greater impact on the larger community.

The Metro North NAP planning process raised community awareness of neighborhood issues and the importance of planning in one key way: it got people talking. By providing a forum for the diverse population of the Metro North community to come together, the Metro North NAP planning process enabled community members to discover common goals and issues. Members of the Metro North community are now using these common goals to move toward building a stronger neighborhood.

Metro North CDC is also working with other neighborhood groups to develop the 48th and Main Street Progressive Village. This multi-use, 20+ acre development will include a state of the art child development center, job training facility, grocery store, credit union, and 200 units of work force rental housing. The impact of this project could be felt for years to come. Unfortunately because of the economic downturn, the project has been put on hold as of June 2009.

Execution: Brentwood Strategic Implementation Plan

The Metro North NAP study area is fairly large and for implementation purposes, a Strategic Implementation Plan (SIP) area was designated in the southernmost region of the study area being the most in need. The Brentwood boundary consists of Golfair Boulevard to the north, Main Street to the east, Martin Luther

King Boulevard/20th Street Expressway to the south, and I-95 to the west. The PDD and APD, Inc. continue to further the original efforts set forth in the Metro North NAP, as well as, developing new, additional projects and services throughout the Brentwood Community.

The SIP has been designed to compliment the HOPE VI Housing Development Project completed in Brentwood. Funding for Brentwood Park came from a variety of sources, including a U.S. Department of Housing and Urban Development (HUD) HOPE VI grant for \$20 million, a nine percent tax credit from the Florida Housing Finance Corporation, and syndicated by the Related Capital Company in the amount of \$15,741,000. The funding also includes a grant from JEA for \$1.5 million to replace water and electrical lines and \$1.25 million from the City of Jacksonville Housing Commission to assist with infrastructure costs. The earned developer's fee is used to provide ongoing social services and new affordable housing in the City of Jacksonville.

The SIP specifically addressed connectivity and linkage between the HOPE VI project area and the adjoining neighborhood to insure a seamless neighborhood redevelopment initiative.

The SIP has integrated the following specific housing and community development actions, which are currently being implemented:

- New in-fill housing
- Renovation of existing vacant and abandoned housing
- Land Use and Zoning changes to make consistent with existing area
- Streetscape and landscape improvements
- Community involvement and capacity building
- Marketing and community outreach
- Expansion and redevelopment of local small businesses
- Public transportation improvements
- Park facilities rehabilitation and new development
- Continuing local school achievements
- Creation of neighborhood associations

The SIP has provided specific project scenarios to suggest funding sources for maintaining and improving the existing housing stock, build new in-fill single-family homes, and renovate existing neighborhood retail buildings. The Metro North NAP has stimulated communities to form neighborhood associations. As mentioned, the North Shore Neighborhood Association has been a pillar in the community for many years and has had resurgence in activity. Other CDC's such as Grace & Truth have assisted in the formation of the Norwood Neighborhood Association. The Brentwood SIP inspired the creation of the Brentwood Manor and Metro Gardens Neighborhood Associations with four more in the process of organizing officially.

The Community Development – Neighborhood Services planners continue to encourage the residents of the area to get involved in the Urban Core Citizens Planning Advisory Council by visiting the neighborhoods, including the multi-family housing developments in the area. Since January, Jackson Neighborhood Revitalization has formed and met on a monthly basis. The East 21st Neighborhood Association elected a board and officers and in this neighborhood, The Housing Partnership of Northeast Florida, a local non-profit housing provider conducted a “Paint the Town” event in April with the cooperation of the Housing and Neighborhoods Department, City Councilman Dr. Johnny Gaffney, and the East 21st Neighborhood Association.

The NFL made a substantial contribution as a result of the City of Jacksonville hosting the Super Bowl in 2005 which was utilized to develop the Youth Education Town Center in Catherine Hester McNair Park, also known as Brentwood Park, to serve the community's youth in multiple capacities. A grand opening ceremony took place in March 2008 and the next steps will be for the Recreation and Community Services Department to improve the surrounding park and continue to add to the programs available at the center.



(Grand opening with Wayne and Delores Weaver, majority owner of the Jacksonville Jaguars NFL team.)

A commercial property, currently a convenient market, at 21st Street and Flanders applied for and received permission for a road closure to enhance the building and connect it to more currently vacant retail to the east. (Ordinance 2008-168 was approved in March 2008.) The enlargement of this commercial center could serve the immediate neighborhood with goods and services that otherwise might be located miles away. The owners of the property are now in the permitting phase of the project and hope to begin work soon.

In the heart of the Metro North NAP and on the northern edge of the Brentwood SIP, \$2.6 million has been invested in the Pearl Plaza medical/office/commercial center. The city was able to leverage a \$250,000 and \$450,000 grant from various sources for this privately owned property originally built in 1955. Now completely renovated, this plaza is walkable to the surrounding neighborhood and could provide a catalyst for other residential and commercial developments in the immediate vicinity. In 2009, CRC was able to secure \$300,000 of CDBG

funds to continue the expansion and development of the Pearl Plaza.

Finding funding sources from local, state and federal agencies continue to contribute to the ability for the revitalization of Brentwood. These organizations include the Planning and Development Department, the Housing and Neighborhoods Department, and the Jacksonville Economic Development Commission. The inception of the Metro North NAP and the ongoing Brentwood Strategic Implementation Plan have not only sparked the attention of the residents but other city agencies, organizations and associations who are bringing their services, assistance and support as contributions to this neighborhood's revitalization.