



Opened the 1st
**FINANCIAL
OPPORTUNITY
CENTER**
in the state of Florida

Leeandra Members and her three daughters near LISC Jacksonville's new Financial Opportunity Center in New Town

CATALYZING *Change*

Being a catalyst means creating or accelerating change. That's what LISC Jacksonville has been doing in Downtown and surrounding neighborhoods since 1999. This report to our stakeholders and our community highlights some of the exciting ways LISC Jacksonville has catalyzed positive change during the last two years.

That work includes everything from helping revive essential park space to building sustainability in disinvested residential neighborhoods to supporting new community groups that are creating momentum for revitalization in a challenged industrial area. It includes working with small business owners who are sparking a renaissance in Springfield's commercial corridor and large-scale developers restoring historic buildings to create new affordable housing options Downtown.

These are some of the stories we are sharing with you as examples of the wide variety of work that LISC Jacksonville does to support renewal in Jacksonville's urban core.

For almost two decades, LISC Jacksonville has worked hand-in-hand with residents, business owners, entrepreneurs and community leaders in Jacksonville's most challenged urban communities. Our experience has given us an unmatched level of expertise on the issues crucial to success in this important work.



Redevelopment of the historic Barnett Bank Building was among those projects LISC Jacksonville has helped to make happen Downtown during the last two years.

While this report illustrates some of the amazing successes of which LISC Jacksonville has been part, we know that none of this would have happened without the incredible community partnerships we've built over the years.

Credit for the progress we proudly feature in this publication is shared among all of those with whom LISC Jacksonville's staff and volunteers work every day. We thank you for helping us create and accelerate positive change in Jacksonville.

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James Coggin
Community Development Officer

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Real Estate and Lending Officer

Kathie Silvia
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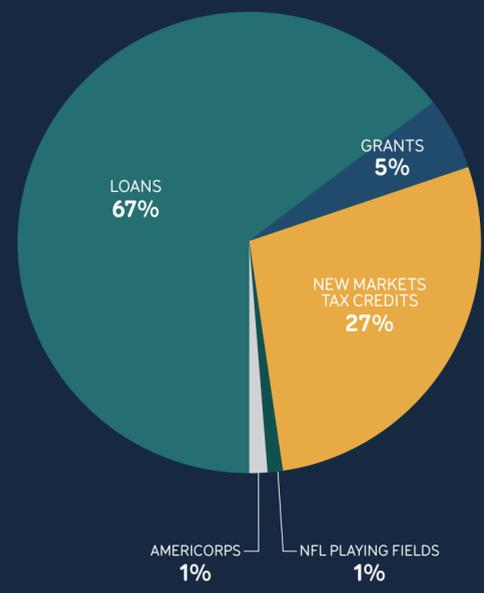
Devin Thompson
Economic Development Officer

Richard Manson
LISC National Program Vice President

OUR *Results*

LISC Jacksonville's community support covers a wide range of community needs, including wealth-building, safe/affordable housing, education, health, recreation, community engagement and economic development. In 2017 and 2018, we provided or helped secure \$30 million in grants, loans and equity to revitalize neighborhoods through partnerships that build communities and improve lives. Those investments leveraged more than \$48 million in total development for this type of work.

Since 1999, LISC Jacksonville has invested \$100 million in capital, which has leveraged more than \$365 million in total cumulative project investment for some of Jacksonville's most distressed and under-resourced neighborhoods.



TOTAL INVESTMENTS (Values in Millions)



DOLLARS LEVERAGED (Values in Millions)



OUR FUNDERS

LISC Jacksonville thanks these community partners who have contributed to our success.

CATALYST

- Anonymous
- Bank of America Charitable Foundation
- Jessie Ball duPont Fund
- Florida Blue Community Fund
- National Challenge Program
- Weaver Family Foundation
- Weaver Family Foundation Fund

GUARANTOR

- J.F. Bryan, IV
- The Community Foundation for Northeast Florida
- Jacksonville Jaguars Foundation
- TIAA Bank
- Wells Fargo Foundation

INVESTOR

- The Arthur Vining Davis Foundations
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- JPMorgan Chase Foundation
- Joan W. Newton
- The Prudential Foundation
- St. Vincent's Health System
- Scheidel Family Foundation
- David A. Stein Family Foundation
- SunTrust Bank, North Florida
- Jack Uible
- Edna Spruill Williams Foundation

SUSTAINER

- Anonymous
- Chartrand Foundation
- CIBC National Bank
- Deutsche Bank

- DuBow Family Foundation
- Fifth Third Bank
- Florida Rock Industries Inc.
- GMAC Financial Services
- David M. Hicks
- The Thomas M. Kirbo and Irene B. Kirbo Charitable Trust
- Irene & Gasper Lazzara
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- The Diane T. and Charles E. Rice Family Foundation, Inc.
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- The Stellar Group
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- The Home Depot Foundation
- Fanny Landwirth Foundation

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PUBLIC PARTNER

- City of Jacksonville
- Fannie Mae Foundation
- Federal Home Loan Bank
- U.S. Department of Housing and Urban Development



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LISC JACKSONVILLE'S 2017-18 REPORT TO THE COMMUNITY

Catalyzing Change



Kara and Luch Scremin
The Scremins own The Glass Factory.
See our story inside about LISC
Jacksonville's work with the Scremins
and others in the Rail Yard District.

A CATALYST FOR *Community Change*

Dear Friends,

The late urbanist Jane Jacobs said: "Cities have the capability of providing something for everybody, only because, and only when, they are created by everybody." Her statement was aimed at planners and influencers of city development. Yet, it rings true and relevant regarding neighborhoods and communities where LISC Jacksonville works today. LISC is a catalyst for community change, working with partners on the ground to strengthen neighborhoods and improve the lives of residents. Since the opening of our Jacksonville office 19 years ago, we continue to strive each day to keep "resident and community voice" front and center in our efforts to help neighborhoods thrive.

During our 19-year history, we have combined corporate, government and philanthropic resources and have invested more than \$100 million (and leveraged more than \$365 million) in Jacksonville's neighborhoods. We have helped build and preserve 2,100 affordable homes and helped develop 1,700,000 square feet of retail, community and educational space (including 12 athletic playing fields created in collaboration with the Jacksonville Jaguars and the NFL). Our goal is to create neighborhoods of choice and opportunity, where every resident has a chance to thrive.

In reflecting on our work over the past two years, we're delighted to share major accomplishments and strategic partnerships that helped bring exciting new projects and programs to realization. Highlights include:

- Served as the catalytic force behind opening the first Financial Opportunity Center in Florida in Jacksonville's New Town neighborhood. Based on a model developed by The Annie E. Casey Foundation, Financial Opportunity Centers, (FOCs) use a family-centered, outcomes-driven approach, providing families focused support through opportunities to: improve or gain employment, improve credit scores and build assets (home purchase, savings accounts, retirement savings, etc.).
- Invested in Downtown's revitalization by helping finance the restoration of the historic Barnett Bank Building and Laura Street Trio and the conversion of the Lerner Building to the site of Florida State College at Jacksonville's student housing and culinary lab/café.
- Received three program-related investments (PRIs) totaling \$9 million through the Jessie Ball duPont Fund (\$3 million), BBVA Compass (\$1 Million) and TIAA Bank (\$5 million) to provide much-needed credit enhancements for housing and small business and economic development projects. As a result of this source, LISC was able to impact nearly 300 units of affordable housing and spur nearly \$70 million in small business and economic development growth.

These are a few examples of how LISC and our partners work together to close the opportunity gap and build the capacity for neighborhoods and people to thrive. We invite you to learn more in the pages of this report.

We extend special thanks for the ongoing commitment of our partners, stakeholders and investors who believe, as we do, in the importance of this work.

Warmly, J.F. and Janet



J.F. Bryan, IV
J.F. Bryan, IV, Chair
LISC Jacksonville Advisory Board



Janet Owens
Janet Owens
Executive Director



LISC Jacksonville helped business partners James Smith and Truitt Moreland with development of their building on Main Street in Springfield.

HELPING FOSTER *'Comeback Neighborhoods'*

Jacksonville's Springfield neighborhood developed as the city's first suburb largely in the wake of the Great Fire of 1901. By the late 1990s, however, the grand Queen-Anne and Prairie-style homes built there by the city's early business leaders had grown decrepit, unsafe and largely unoccupied.

Today the community is experiencing a remarkable renaissance, one that inspired Southern Living magazine to name Springfield one of "The South's Best Comeback Neighborhoods." And LISC Jacksonville has been a major part of that comeback.

"Our project would not have happened without LISC Jacksonville," said James Smith, one of the partners who bought and renovated a 4,000-square-foot 1930s commercial building on Main Street last year. "I never dreamt I would own a business in Springfield, much less buy a building on Main Street. But we've watched so many projects start here in the last few years, all of them funded or helped by LISC. That's a pretty good sign."

Smith's vision for his project was dead in the water in 2017. He didn't qualify for an SBA loan. He didn't have the down payment. "LISC stepped in and brought the plan back to life," he said.

LISC provided Smith technical support along with financing, and helped connect him with resources including commercial tenants for his building, according to Devin Thompson, economic development officer for LISC Jacksonville. "This project touched on all the various pieces that LISC can bring to the table."

Smith said Thompson and others at LISC provided more than funding and advice. "We weren't just a customer or a client to them," he said. "They bought into our vision and became personally invested in our project."

Smith's building on Main Street is surrounded by numerous new projects that have benefitted from LISC Jacksonville's technical expertise and/or financial support.

Crispy's Restaurant, the Dozier Apartments, Hyperion Brewing, Social Grounds Coffee Shop, Strings Sports Brewery and other projects have sprung up in Springfield's revived commercial corridor since LISC Jacksonville launched its EPIC Communities program there in 2012. LISC officials have worked diligently with groups like Springfield Area Merchants and Business Association and Springfield Preservation and Revitalization to improve the area's business climate and foster the recent progress.

With his Main Street building renovated and open, Smith is turning his attention to helping LISC and others in efforts to revive the commercial corridor and support the community. He worked with other area merchants to organize a regular night market event with food trucks, street vendors and live music. They held a St. Patrick's Day street celebration and raised money to buy equipment for new afterschool and summer programs for neighborhood kids in the skate plaza behind Smith's Block Skate Supply store.

"We're activating a space." Smith said. "People in this community are just so hungry for this stuff. A lot of it is because of LISC."

LISC Gave the Scremins and other PIONEERS IN THE DISTRICT *a Voice*

Luch and Kara Scremin didn't need LISC to ignite their vision. They needed a voice.

Long before they met LISC Jacksonville staff members, the couple had been fighting tough battles in their efforts to transform aging warehouse space in Jacksonville's blighted railroad corridor. LISC added the technical expertise and organization the Scremins and other early pioneers in the district needed to be heard.

"LISC helped us organize, set goals and develop a plan for the community," said Luch Scremin, one of the founders of Engine 15's Downtown Tap Room and Biergarten. "These were game-changers."

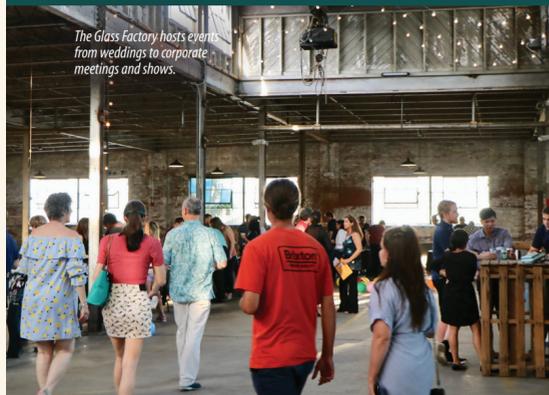
In 2013, the Scremins were among the first to see the adaptive reuse possibilities in the industrial area west of Downtown. Once a hub of logistics commerce, the area had been long neglected and decaying. They spent two years working with officials on zoning and code issues before finally seeing their vision come to reality in 2015.

During that time a handful of others faced similar challenges in bringing an eclectic group of new businesses to the district. Their efforts caught LISC's attention in early 2017.

LISC staff and consultants brought technical expertise as well as grant funding that helped transform the community's various enterprises into a unified entity that they branded The Rail Yard District, said James Coggin, community development officer with LISC Jacksonville.

LISC's support to the district included help with stakeholder and infrastructure research, organizing community meetings and forums, incorporating a new business council and securing grants to help promote the community's sense of place.

"It's still at an embryonic stage," Kara Scremin said. "But we're using the lesson we learned early on and what LISC gave us to make it easier for others to consider coming into this area."



The Glass Factory hosts events from weddings to corporate meetings and shows.

In 2017 and 2018, the NFL and ESPN **INVESTED \$225,000** through the LISC/NFL Foundation Grassroots Program



The Rev. Aaron Flagg

Renovated Community Park PROVIDES A SAFE HAVEN *for Kids*

Coaches at Yancey Park describe the space as a safe haven for kids in their challenged urban community.

"There's nothing in the world like the park," said Rev. Aaron Flagg who began coaching at Yancey in the 1980s and continues bringing structure and mentorship to the teenaged boys on his teams. In addition to football, the park hosts youth baseball, softball and cheerleading teams.

The park's legacy includes players like NFL great Brian Dawkins, who found his love of football at Yancey Park. Dawkins gave the park a shout-out during his Hall of Fame induction speech.

"I was blessed to live around the corner from Yancey Park, Dawkins recalled. "That's where I spent a lot of time staying out of trouble."

Community leaders recently celebrated a rebirth at the 70-year-old park that's provided a safe place to play for generations of Ribault Hills kids. With help from LISC Jacksonville, the Jaguars and the NFL Foundation, Yancey Park received \$100,000 each from the City of Jacksonville and the NFL Foundation's Grassroots program in needed renovations. It was the twelfth such neighborhood park project that LISC Jacksonville and the Jaguars completed.

The NFL Foundation Grassroots Program is a partnership between the Foundation and LISC aimed at improving the quality, safety and accessibility of local playing fields. The program funded the Yancey Park project that was managed by LISC Jacksonville and Northwest Jacksonville Community Development Corporation.

Yancey Park's renovations included new Bermuda grass turf fields with laser grading, a state-of-the-art irrigation system and a new scoreboard. For coaches and community leaders, the changes couldn't come soon enough.

Flagg said the renovations have sparked positive changes. "This park is where people come together," he said. "It's a catalyst for community building and helping neighbors. When I heard we were finally getting improvements here for the kids, I just looked up and thanked God."

LISC Jacksonville Has Provided *Powerful Tools* TO DOWNTOWN DEVELOPMENT LEADER

When Aundra Wallace came to Jacksonville in 2013 as the Downtown Investment Authority's first CEO, he had big plans to create new vibrancy downtown by attracting private and public investments. He also had a secret weapon.

Wallace, who now serves as president of the Chamber's JAXUSA Partnership, had experiences in Miami and Detroit where he learned how LISC can be the difference between a development project's success or failure.

"When I first got to Jacksonville, I needed to jumpstart two key historic restoration projects downtown," Wallace said. "These were longstanding projects that the development community had been trying to get off the ground since before the Great Recession. I leaned on my relationship with LISC -- a relationship that's been good for me professionally and good for LISC in that they have someone who knows how to utilize the tools they offer."

Wallace worked with LISC Jacksonville to help developers of Downtown's historic Lerner Building secure \$5.2 million of financing that made their \$7.3 million restoration project viable. He also coordinated with LISC Jacksonville to help developers of the Barnett Bank Building and Laura Street Trio projects qualify for \$8 million in New Markets Tax Credit equity and \$8 million in bridge funding that completed the complex financing package for the \$90 million project.

"I can assure you that those two projects would not have moved forward without LISC being in this marketplace," Wallace said.

In each of the markets where Wallace has worked, he's successfully used LISC in different ways to solve specific development issues.

"I've used them for technical assistance and training, grants and credit that helped independent authorities, and deals that require bridge financing," Wallace said. "What LISC provides is not just a community development tool. It's a tool we use from an economic development aspect as well. It's not just about building houses, it's about making neighborhoods sustainable."

LISC Jacksonville's ability to move swiftly and make decisions locally is crucial, Wallace said.

"Jacksonville is very fortunate to have LISC here in this market," he said. "Our banking community understands the need to keep LISC here."

The benefits between LISC Jacksonville and the local development community are mutual, said LISC Jacksonville Executive Director Janet Owens. "Our support for DIA development projects helps us from a mission perspective," she said. "We're always seeking ways to bring more quality affordable housing for families whose budgets are being squeezed. Those types of enterprises can also set the stage for job creation in the communities where we are working."

Wallace agreed that LISC plays an important role in markets with dire needs for attainable, quality and safe housing as well as commercial and retail developments for people in marginalized communities.



LISC Jacksonville's Executive Director Janet Owens and former Downtown Investment Authority Director Aundra Wallace

\$8 MILLION secured in bridge financing to aid restoration of Barnett Bank Building and Laura Street Trio projects

"There is always a need for capital to do projects like that," he said. "Those projects may not fit the criteria that banks require, but are still projects that could have a great catalytic impact on an area."

What LISC brings to the table is having the people skilled in working in those neighborhoods doing the hard, day-to-day work as well as positioning those important projects to get loan underwriting and then achieving completion, Wallace said.

"That's not necessarily the role of a bank," he said. "Sometimes you have to work hand-in-hand with a community and help them build capacity to help them become sustainable neighborhoods. Few organizations do that well and LISC happens to be one of them."