

City of Tallahassee South City

Technical Assistance Panel
May 19-20, 2015 | Tallahassee, Florida





Preface

About ULI

The Urban Land Institute (ULI) is a nonprofit education and research institute supported by its members. Its mission is to provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide. Established in 1936, ULI has more than 35,000 members worldwide representing all aspects of land use and development disciplines. The North Florida District Council was formed in 2005 and has more than 400 members in 34 counties, including the cities of Jacksonville, St. Augustine, Gainesville, Tallahassee, Panama City and Pensacola.

What are Technical Assistance Panels (TAPs)?

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

How do TAPs work?

The District Council works closely with the Sponsor to create a scope of work and convenes a panel of ULI members to address the issues outlined. The Sponsor also provides background information to the TAP panelists prior to the panel sessions. When convened, the TAP members tour the study area, hear from stakeholders, public and private, and then deliberate on the issues presented. At the conclusion of its work, the panel presents its findings and recommendations to the Sponsor and then produces a written report for the Sponsor within six weeks.



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South City Revitalization Action Items



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Acknowledgements

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

- England Thims & Miller, Jacksonville
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Technical Assistance Panel

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TAP Scope

The City of Tallahassee (City) engaged the ULI North Florida District Council to convene a Technical Assistance Panel (TAP) for the purpose of studying South City, a Tallahassee neighborhood that is plagued by unemployment, poverty, crime and distressed properties. Of particular concern are the health disparities exhibited among residents, including chronic diseases and a high incidence of low birth weight infants and infant mortality.

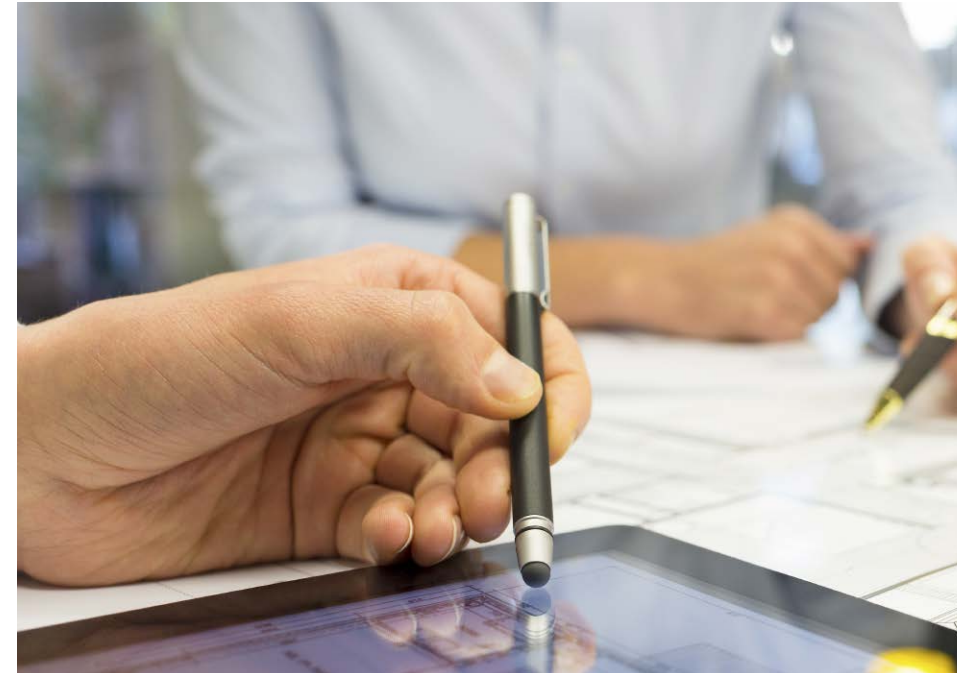
The City asked for assistance in developing a collective vision for the area that addresses the challenges faced by South City residents in keeping with ULI's Building Healthy Places initiative, which acknowledges the impact of the built environment on health and provides 10 principles of planning that can foster healthy outcomes.

The goals of the TAP were to:

- Identify a collective vision for investment and redevelopment of the South City area.
- Identify the major issues creating obstacles to healthy living in the South City area.
- Identify long-term goals and objectives for neighborhood redevelopment.
- Identify short-term objectives that will spur new development consistent with the long term plan for the area; and,
- Recommend specific strategies for attracting financing and development to the area to overcome obstacles to healthy living.

Panel Questions were:

- Prioritize the major issues creating obstacles to healthy living in South City and suggest programs, strategies, ideas and financing/partnership opportunities to address those obstacles. Provide a recommendation for timing (immediate, short term, middle term, long term) to address each of the identified issues.
- How can we use design features within and along the periphery of the neighborhood (as depicted in the study area map) to instill a sense of place, character, vision that, in turn, provides a healthier place to live, play, shop, commute and work?
- What are the determining factors for framing and promoting a strong emphasis on economic development and local entrepreneurship through this initiative, while keeping in mind community health issues? For example, this area is a food desert – what policies, incentives, and financing strategies can be employed to resolve the food desert issue, short term and long term, and ensure easy and equitable access to healthy choices.
- How can we foster healthy choices that best utilize the natural and built environment? Review City owned property holdings and identify/suggest potential highest/best use keeping in mind the program's goal/objectives of BHP and this program and priority items identified above.



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

Panel Process

The ULI North Florida District Council assembled a group of accomplished ULI members who have expertise in public health, economic development, neighborhood planning and urban design for an intensive two-day workshop to address the challenges facing South City.

Prior to convening, TAP members received information on South City demographics and economic data; public projects, programs and plans in place or planned for the study area; school data; maps; other background information and information on area stakeholders.

Orientation on day one included a tour of the study area as well as stakeholder presentations and interviews. Stakeholders included Courtney Atkins, executive director, Whole Child Leon; Kenny and Marie Bryant, South City Neighborhood Association; Christopher Edwards, business advocate, City of Tallahassee; Dr. Cynthia Harris, director, Florida A & M University's Institute of Public Health; Betsey Henderson, broker, Innovation Realty, Inc.; Christic and Karlus Henry, Kingdom First Realty; Terence Hinson, Hinson Realty; Jimmy Miller, vice president, Communication and External Relations, Florida A & M University; Edward Murray, president, NAI TALCOR; Torrio Osborne, South City Revitalization Council; Michael Parker, director, Economic and Community Development, City of Tallahassee; and Wayne Tedder, director, Tallahassee-Leon County Planning Department. In addition, Roxanne Manning, executive director, Community Redevelopment Agency, provided insight on CRA projects under way or proposed.

Day two focused on a review of the prior day's discussions. Dr. Karen Jumonville, director of the Growth Management Department; Gabe Menendez, director of Public Works, and other members of the City's staff were extremely helpful in answering panelists' questions regarding floodplain, stormwater management and sidewalk issues. Wendy Grey, AICP, a volunteer assisting the Built Environment Committee of the South City Revitalization Council, also provided valuable suggestions. The panelists discussed potential solutions to the issues to be addressed, formalized their observations and made recommendations based on ULI's Ten Principles for Building Healthy Places. At the day's end, the recommendations were presented to the Mayor, members of the City Commission, the City Manager and other City officials, as well as members of the press and many Tallahassee citizens interested in learning about the recommendations firsthand.



“It is possible to change the trajectory of South City. There must, however, be the institutional capacity to do so, a sense of urgency, and strong city leadership and governance to move a strategic plan forward.”

- ULI Senior Resident Fellow Tom Murphy, former Mayor, Pittsburgh, PA.

Executive Summary

The South City neighborhood and the commercial corridor that connects it with downtown exhibits many of the ills found in urban cores nationwide. The area has languished from a lack of economic development, offers few job opportunities for residents and suffers from a high crime rate. Residents have little access to healthy food options and recreational activities. Health disparities abound, particularly as they relate to low birth weight infants and infant mortality.

Numerous measures have been proposed in recent years to improve the area’s infrastructure, including sidewalks, lighting, etc., with little apparent progress. Some projects that have been planned are unfunded. As a result, nonprofit organizations and neighborhood associations have sought to fill the void, creating a variety of programs to support South City’s populace. The recognition that South City is a hotspot for low-birth weight infants has alarmed organizations working in the area and City officials. It appears that the City is at a point of action.

ULI North Florida was asked to form a Technical Assistance Panel (TAP) to review the issues facing South City with an eye toward development that can create a healthier place to live, work and play. The TAP was impressed with the level of commitment on the part of community activists and the programs being offered. However, a more urgent and concentrated effort is needed to break down silos and bring disparate entities together in one unified plan that addresses South City revitalization.

The TAP’s recommendations below are based on ULI’s Ten Principles for Building Healthy Places, which take a cross-disciplinary approach to urban development by incorporating healthy options into the built environment. These options include building sidewalks, creating safe pedestrian crosswalks, incorporating traffic calming devices, establishing recreational facilities and opportunities for walking and biking, and increasing access to healthy food.

A complete set of recommended projects, action steps and a proposed timetable are included in the Appendix of this report. However, in broad terms, the TAP recommends the following:

Immediate

- Establish a City Commission-appointed task force composed of stakeholders to create a community- and vision-based strategic plan for revitalization of South City, with dedicated staff for implementation.
- Improve pedestrian facilities in the study area by adding sidewalks, incorporating energy-efficient lighting and improving pedestrian street crossings, signage and wayfinding.
- Work with nonprofits to promote a mobile farmer’s market to provide better access to healthy foods in South City.
- Accelerate Magnolia Drive Multi-Use Trail phases that will connect South City to FAMU.

Short-term (0-5 years)

- Establish a Community School to serve South City and environs and explore other innovative models to support cradle-to-career education.
- Create east-west connector through South City on Putnam Drive.
- Identify catalytic retail sites and mixed-use developments.
- Create a South City brand identity.
- Implement infrastructure improvements (sidewalks, roadways, lighting, streetscapes, FAMU Way, etc.).
- Engage FAMU as a key player in the revitalization of South City.
- Support non-governmental organizations and health-related initiatives.
- Build the best playground in Tallahassee for South City youngsters, using City-owned property.

Mid-term (6-10 years)

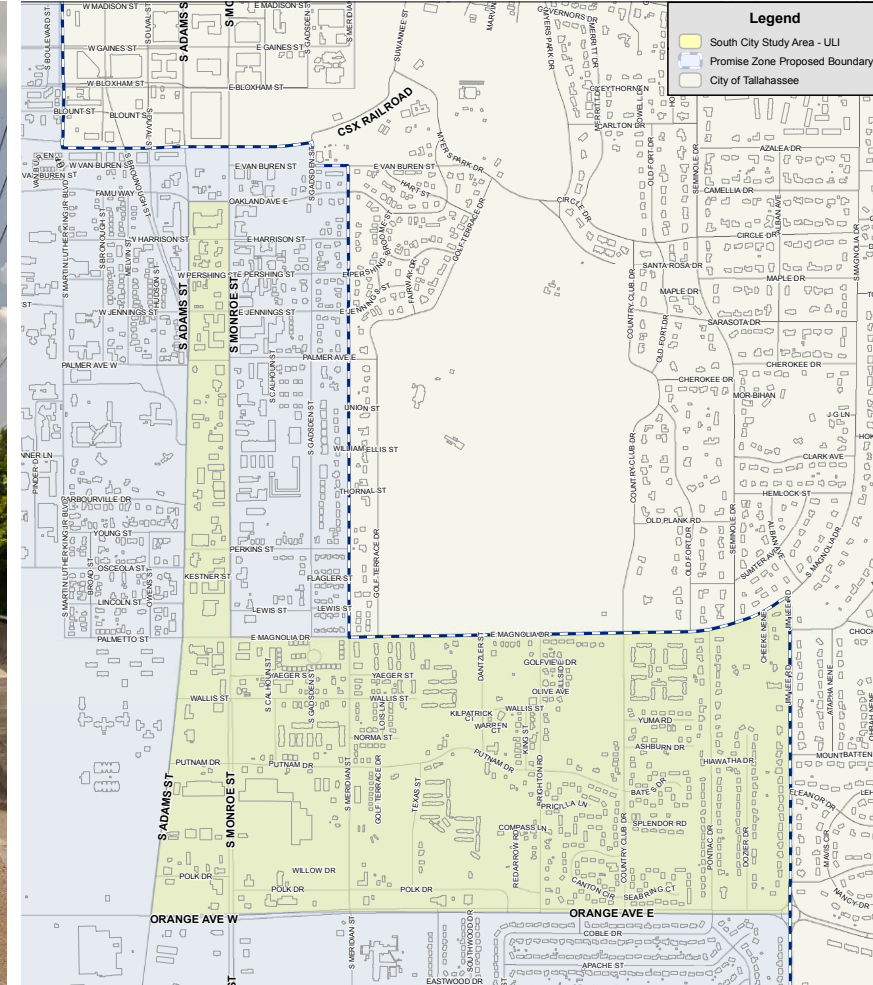
- Develop new greenway trails in South City and connections with FAMU.
- Expand adult education and job training.
- Implement crime prevention programs.
- Develop economic investment opportunities along the commercial corridor.
- Develop parks and recreational facilities.

Long-term (more than 10 years)

- Establish small business incubator in partnership with FAMU.
- Connect multiple and proposed points of destination.
- Create partnership opportunities with FAMU and FSU for ongoing training, crime prevention and community health assessments.
- Maintain and improve infrastructure as required.
- Consider expanding the Digital Canopy to South City.

Some barriers and threats to success exist and should be addressed. First and foremost is inertia and a lack of institutional capacity. There must be a sense of urgency to address the issues facing this community, along with strong City leadership and governance to bring proposed plans to fruition. There also must be a long term, “forever” commitment to this community. Other barriers include environmental contamination from some existing businesses, crime and gun violence, lack of coordination among stakeholders, and lack of investment and available funding.

The TAP believes that these barriers can be overcome or at least minimized with a concerted, long-term City effort in conjunction with the efforts of other governmental institutions, South City community leaders and other stakeholders. If the built environment is properly addressed, the South City neighborhood can emerge economically stronger, aesthetically more appealing, and physically healthier. Given conditions in South City, elevating that neighborhood to a healthier and higher plane can provide lift for the entire South Side of Tallahassee.



Background

Sitting little more than a mile from City Hall in downtown Tallahassee, the neighborhood of South City is bounded on the north by East Magnolia Drive, Jim Lee Road on the east, Orange Avenue on the south and South Monroe Street on the west. The area is predominantly low to medium density residential, with most of it designated Central Urban on the City's official future land use map with a portion on the eastern end of the study area designated Residential Preservation.

The TAP study area included a commercial corridor from FAMU Way south to Orange Avenue and from South Monroe to South Adams. The commercial corridor of the TAP study area and the western portion of South City to South Meridian Street on the east is included in the Frenchtown/Southside Community Redevelopment Area (FSSCRA).

South City sits in the shadow of Florida Agricultural & Mechanical University (FAMU), which abuts the west side of the study area. FAMU is the largest historically black college in the United States. The university went through a series of top administrative changes in recent years and enrollment has been declining since 2012. But FAMU remains a major economic driver in the neighboring area. Florida State University (FSU) has a declining enrollment and is farther from the study area, but also has resources that could contribute to revitalization of South City.

Demographics

South City has a population of about 2,740, of which 83.5 percent is African-American. A large portion of the population, 40 percent, is under age 18. This compares with 17.2 percent for the city as whole, 20.6 percent for the state of Florida and 23.3 percent nationwide. Families with a husband, wife and related children make up only 8.3 percent of the population. One third of households are headed by single women with children under age 18.

Median household income is \$14,181 and 68.5 percent of the population lives below the poverty level. Unemployment in the City of Tallahassee is 5.6 percent compared with 22 percent among South City residents. Of those South City residents who are employed, 60 percent work in the services industry.

Rentals make up nearly 74 percent of housing units. Median home value is \$100,926, and almost 15 percent of housing units are vacant. The Tallahassee Housing Authority (THA) owns and operates more than 540 subsidized apartments and scattered homes throughout the city and county, including a 200-unit apartment complex in South City. The THA plans to spend \$40 million in four phases to redevelop and rehabilitate their subsidized housing project financed through tax credits, although the Authority still needs to secure financing.

Among the myriad challenges facing the South City neighborhood is the high crime rate. The Community Leadership Council on Gun Violence found South City to be one of two areas experiencing the greatest concentration of gun violence in Tallahassee, based on statistics assembled by the Tallahassee Police Department.



Commercial Development

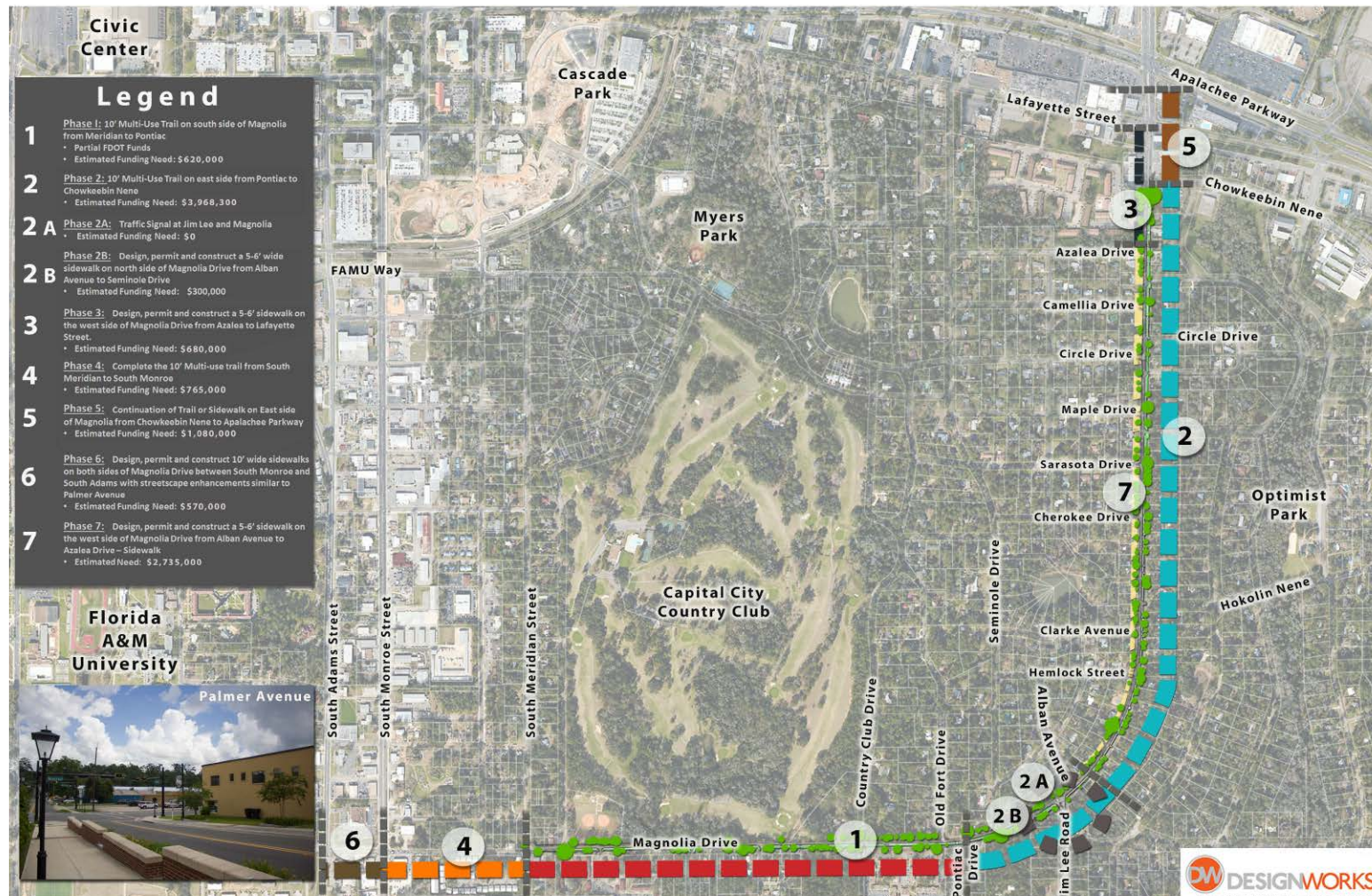
In stark contrast to downtown Tallahassee, the South City neighborhood is a blighted area pockmarked with dilapidated properties. The commercial corridor along South Monroe Street, referred to as “auto alley,” is dotted with auto parts and repair shops. Empty storefronts speak to the lack of commercial development.

There are two shopping centers on South Monroe serving the area — Town South Shopping Center built in 1981 and Southside Shopping Plaza built in 1969. The latter also fronts on South Adams. Current tenants in Town South include Save-A-Lot and Dollar General. The Southside Shopping Plaza includes Family Dollar. In September 2014, the FSSCRA board approved the addition of \$200,000 to the 2015 budget for improvements to the Town South shopping center. The property owner has indicated a willingness to provide an additional \$200,000 (\$100,000 for each center) in order to make some needed improvements in lighting, parking and landscaping. The owner is not willing, however, to re-skin the two centers.

Southside Shopping Plaza was the previous location for a Harveys Supermarket, which was closed in May 2014 amid impassioned pleas from local residents to remain open. For many, Harveys was their primary source for fresh produce and healthier food options. Additionally, the supermarket was a popular destination for FAMU students who could walk there from the campus. Bi-Lo Holdings, LLC, parent company of Winn-Dixie, purchased three supermarket chains, including Harveys.

The decision to close the South City store was based on its proximity to a Winn-Dixie supermarket on South Monroe and Paul Russell Road, approximately a mile away. Winn-Dixie continues to pay the lease on the prior Harveys location, which remains vacant. A regional grocery chain has indicated interest in leasing the property, and a deal may be worked out in about a year. In the meantime, however, residents have limited choices, with Save-A-Lot as the only neighborhood grocer providing readily accessible groceries. South City has been declared a food desert pursuant to USDA standards. To enhance the ability to access healthy produce, the CRA wants to create a farmers market in South City, and has subsidized a new community garden to serve South City.

Among restaurants along the commercial corridor, Olean's Cafe on South Adams near West Palmer Avenue and across from the FAMU campus is a popular local landmark serving home cooked soul food for almost 20 years. A Wendy's sits across from the shopping centers, and construction is expected to begin in the next few months on a Zaxby's nearby. Several other fast food restaurants dot Orange Avenue.



Infrastructure

Currently, South City lacks parks, public green space and sufficient sidewalks or pedestrian/bike access. Roadways are narrow and vegetation in areas is overgrown around the streets. In particular, the lack of sidewalks hinders pedestrian connectivity. The City uses a formula to prioritize where new sidewalks are to be built. However, the formula tends to disadvantage an area like South City because of its high unemployment rate and lack of job opportunities. In 2010, a priority was given to providing sidewalk access to StarMetro stops. The City spent about \$10 million over five years to build “missing” sidewalks. Currently, 95 percent of StarMetro stops have sidewalks.

Right-of-way issues have been stumbling blocks in the City’s efforts to build sidewalks in some residential areas. Typically, the City asks property owners to donate right of way. However, they have had little success in getting all property owners to cooperate. The City has not historically used eminent domain to acquire right of way for sidewalks on local residential streets.

Sidewalks for South City have been proposed and are awaiting funding as part of a \$25 million Southside Connectivity Completion Project to be funded by Blueprint 2000 tax revenue. The Blueprint 2000 Intergovernmental Agency, composed of the Tallahassee City Commission and the Leon County Board of County Commissioners, administers infrastructure improvements funded by a one-cent local-option infrastructure sales tax collected in Leon County. Projects have included Cascades Park, stormwater improvements, greenway and trail development, bike lanes, traffic calming and road construction, among others. Two current projects with particular importance to South City are the Magnolia Drive Multi-Use Trail from Apalachee Parkway to South Adams Street, and the FAMU Way extension creating a new east-west roadway.

Other projects awaiting funding include aesthetic upgrades on South Adams and South Monroe, a StarMetro “Super Stop” at the intersection of Orange Avenue and Meridian Street and stormwater improvements at that site. The Super Stop will include four shelters with benches, bus bays and bike racks. In April 2015 the Leon County Board of County Commissioners approved the submittal of a TIGER grant application for \$12.5 million to supplement Blueprint 2000 funding for South City sidewalks and the Super Stop. Previous attempts to receive TIGER grants have failed.

Another major concern in South City has been stormwater drainage and flooding. FEMA mapping shows 30 percent of the study area, mostly in the southern portion of the neighborhood, covered by the floodplain. However, the City has completed \$20 million in drainage projects not reflected on the map. It is expected that a revised FEMA map will be forthcoming, possibly by year-end 2016. In the meantime, construction costs are prohibitive.

Health Care

As a community, South City is plagued by health disparities and poor health outcomes. In particular, the area is a hotspot for low birth weight infants and infant mortality. In 2012, approximately 13 percent of infants in the South City census tracts were born with a low birth weight, the highest rate in Leon County. About 22 percent of South City adults have no health insurance. There are no hospitals within the South City neighborhood. Bond Community Health Center, located about one-half mile north from South City’s East Magnolia boundary, was a Federal Qualified Health Center (FQHC) but lost its designation in 2013. FQHCs are safety-net providers that offer primary care services to individuals in underserved urban and rural communities regardless of their ability to pay. Subsequently, Neighborhood Medical Center applied and received FQHC status. It is located west of the study area, approximately 1.6 miles from South Monroe.

Located within South City is Big Bend Cares, the only agency providing comprehensive HIV/AIDS services in the eight-county Big Bend region. The nonprofit agency plans to construct a new two-story, 25,000-square-foot medical facility at South Monroe and South Adams Streets at East Magnolia Drive, across from its current home. The new facility plans to use the patient-centered medical home model, offering a complete range of primary care services as well as those for infectious diseases. Clients will be able to receive care at one location, rather than multiple locations for different services. The center will offer dental, medical, OB-GYN, laboratory, pharmacy and case management services as well as substance abuse and mental health treatment. The advent of the new facility could jump start further investment in the area.

Schools

Currently, there are no elementary, middle or high schools in South City. Wesson Elementary School, located on South Meridian just south of Orange Avenue, was merged with Bond Elementary located on the west side of FAMU’s campus. The Wesson facility was closed in 2006. Renamed the L.N. Gooden-Nancy Russell Center at Wesson, the facility hosts nonprofit groups’ events, prenatal education classes, pre-kin-dergarten classes, a Head Start program and educational administration office space.

Neighborhood Revitalization Projects

Over the last decade, several plans for South City have been developed and public work projects have been under way. More recently, the newly formed, citizen-led South City Revitalization Council (SCRC) has worked with the City of Tallahassee and re-established the South City Neighborhood Association. The SCRC is working to develop a plan for neighborhood improvements that encompasses public safety, traffic, health and wellness, mobility, education and arts.

The SCRC Built Environment Committee has undertaken a master land-use planning process for the neighborhood. The SCRC effort is looking to combine their efforts with the development of a database that will integrate basic demographic data, a physical inventory of the built environment and resident health conditions across the lifespan.

Among other programs is Tallahassee CARES (Creating Awareness of Resources and Educational Services), a collaborative initiative. The City partnered with more than 40 entities to look at health disparities. Established in 2014, the effort focuses on South City as an initial target area with an emphasis on public health.

Ten Principles for Building Healthy Places

1. Put People First
2. Recognize the Economic Value
3. Empower Champions for Health
4. Energize Shared Spaces
5. Make Healthy Choices Easy
6. Ensure Equitable Access
7. Mix It Up
8. Embrace Unique Character
9. Promote Access to Healthy Food
10. Make It Active



Ten Big Ideas - Creating a Healthy Parramore Community

Nestled against I-4 west of Orlando's downtown core sits the 819-acre community of Parramore. In 2013, it was dubbed one of America's most dangerous places according to FBI crime statistics.

Demographically, Parramore is a reflection of at-risk communities across Florida and the country with long-simmering issues eating at its core. In 2013, the neighborhood's predominantly African-American population stood at 6,175 with an unemployment rate of 23.8 percent. Median household income was \$15,493. Approximately 73 percent of Parramore residents rent rather than own their home and 19 percent of housing units are vacant. The community suffers disproportionately with health issues 41 percent of children have chronic health problems.

In October 2013, the City of Orlando began planning a wide-ranging vision to revitalize the community. The general goals were to improve public health, increase mobility options and connectivity, revitalize the physical appearance, and increase opportunities for neighborhood-serving businesses within the area. Parramore had seen other revitalization initiatives come and go with little success in reversing the area's decline, so residents initially viewed the effort with skepticism.

Creation of the plan included extensive community engagement from January to May 2014, including stakeholder interviews, small group meetings, a Community Kickoff and Planning Fair, a Walking Audit and four Community Workshops. This multifaceted approach allowed for each person involved to voice their opinions and record their input.

This collaborative process identified potential redevelopment sites, as well as ways to improve economic and business development policies, support the needs of children and education, increase housing opportunities, and improve public safety and quality of life. The resulting strategic plan, based on an adaptation of ULI's Ten Principles for Building Healthy Places, was intended to be both realistic and market-based. Existing conditions, previous planning efforts, and the current demographics, economics, and market conditions of the community were used to focus and sequence the strategies.

Ten distinct character districts were envisioned and 14 catalyst projects identified for consideration over a 20-year period. Three catalyst projects were deemed as high priority, and a financial feasibility analysis was included.

The Orlando City Council approved the Parramore Comprehensive Neighborhood Plan in January 2015. A responsible party was assigned to implement each short-, mid- and long-term action item. City staff is expected to report implementation results periodically to neighborhood leaders and obtain feedback.

“Changing communities is a forever commitment.”

- Dr. Michael Frumkin, Dean, College of Health and Public Affairs, University of Central Florida

Recommendations

South City residents face a multitude of challenges to healthy living, not least of which are crime, lack of jobs and poverty. The built environment exacerbates the issues and hinders investment and development. The City and Leon County have put many measures into place and appear committed to addressing some of the infrastructure needs in the community through Blueprint 2000. TAP members also were struck by the energy and commitment of the local organizations working in the South City community. There are numerous ad hoc efforts under way to improve the quality of life for South City residents; there are many champions for health.

Nevertheless, it appears that the many pieces of the jigsaw puzzle are not necessarily connected and coordinated. Silos within the community must be broken down and various entities brought together in order to develop a common vision and comprehensive, long-term strategy for revitalization of the area. That includes the City, County, FAMU, FSU, Tallahassee Community College (TCC), Leon County Schools, the business community, church leaders, community organizations and neighborhood associations.

There are no quick fixes to the social ills impoverished neighborhoods face. As panelist Dr. Michael Frumkin noted, “Changing communities is a forever commitment.” But it is possible to change the trajectory. There must, however, be the institutional capacity to do so, a sense of urgency and strong City leadership and governance to move a strategic plan forward, as ULI Senior Resident Fellow and three-time Pittsburgh Mayor Tom Murphy said. Given conditions in South City, elevating the neighborhood to a healthier and higher plane can provide lift for the entire South Side of Tallahassee.

In analyzing the challenges facing South City, the TAP used ULI's Ten Principles for Building Healthy Places as the basis for its recommendations. A mounting body of evidence shows the relationship between the built environment and public health. Healthy places are designed, built and programmed to support the physical, mental and social well-being of the people who live, work, learn and play there. The City and other institutions already have planned some of the projects the TAP recommends and others may be in progress. Their inclusion in the TAP recommendations is intended to reinforce their value and the sense of urgency that should be shown in their implementation.

Numerals for specific recommendations do not represent priorities or ranking. Recommended action steps and a proposed timetable are included in the Appendix.



Big Land Use Ideas

- Make Putnam Drive an east-west corridor
- Create a park at Putnam and Country Club
- Build a farmer's market on Orange Avenue
- Convert drainage ditch into Greenway Trail to FAMU
- Turn shopping centers into "Town Center"
- Create pedestrian way to Bond School through FAMU



Put People First

1. Improve pedestrian facilities by adding sidewalks at appropriate locations and improving pedestrian street crossings, improving signage and wayfinding, and incorporating energy-efficient street lighting.
2. Create an east-west Putnam connector.
3. Develop new Greenway Trail along drainage canal from Brighton Road to FAMU with additional green spaces along the trail. Consider development of trailheads.
4. Provide safe intersections for pedestrians (traffic calming).
5. Roadway improvements should include improved lighting and reduction in overgrown vegetation.
6. Encourage higher community involvement in crime prevention and implement more police foot and bike patrols.
7. Provide safe pedestrian connection through FAMU to Bond Elementary School.
8. Utilize existing criminal justice department resources at FAMU and FSU for partnership opportunities, as well as university-wide volunteer programs.
9. Form partnerships to create economic opportunities, particularly in commercial areas, opening a career link facility in the neighborhood (Tallahassee Community College, CareerSource Capital Region).
10. Develop programs to empower women in the community.
11. Continue to support the Gang Response Unit and create a police substation in South City.

Putting people first is about designing the urban setting around people's needs. Creating greater connectivity and providing an attractive and safe environment are basic tenets.

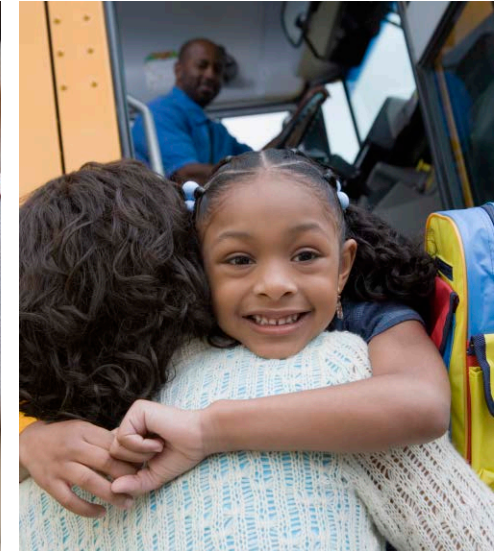
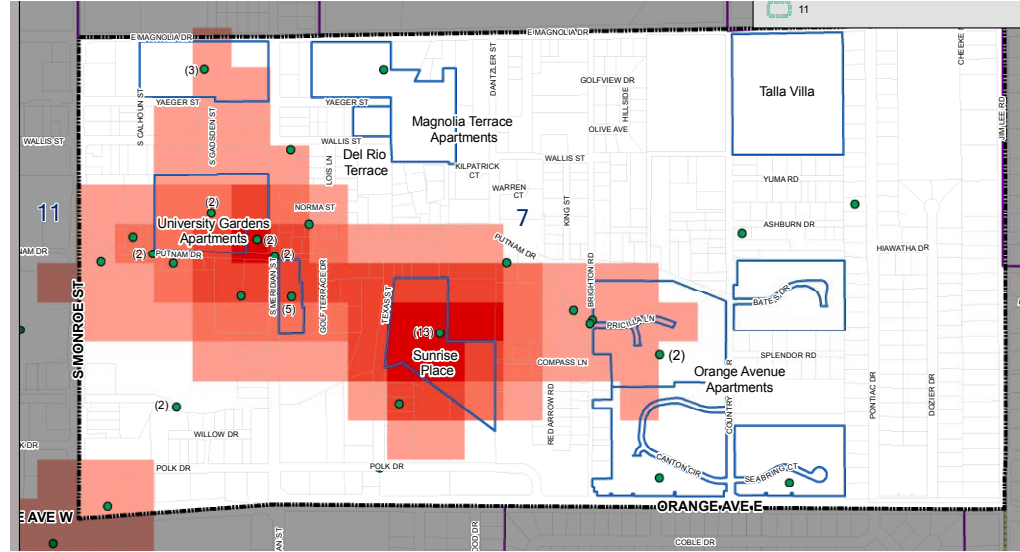
The TAP's perception is that FAMU is not well connected to the South City neighborhood. Nevertheless, FAMU is a potential economic driver and resource and can serve as a catalyst for community revitalization. Breaking down the barriers between South City and FAMU is essential for strengthening the FAMU-South City link. Therefore, an underlying concept of the TAP's recommendation is connecting FAMU on the west to the residential area on the east. Central to both FAMU and South City residents is what the TAP has billed "Town Center" — the South Monroe shopping centers. As the commercial hub, Town Center can be a bridge between South City and FAMU, serve as a gathering spot and host community events, such as festivals, outdoor concerts, art shows, etc.

Putnam Drive, which runs east and west across the central portion of South City, can serve as the center spine of the neighborhood and the "education corridor." Roadway improvements, including enclosing ditches and adding sidewalks on both sides of the road, have been proposed and should be funded. The improvements will enhance connectivity to the Town Center for residents as well as FAMU students and may encourage student migration into the neighborhood for student housing and other community engagement exercises.

Deeper into the neighborhood along Putnam, the Friendship Baptist Church is a well-accepted gathering spot. The TAP recommends creating a neighborhood park space toward the end of Putnam, forming the shape of a dumbbell—FAMU on the west, quiet residential area and park on the east, with commercial development in the center.

The City should explore turning the drainage canal that runs from Brighton Road (off Orange Avenue) to FAMU into a Greenway Trail with green spaces along the way. Such a project is an opportunity to increase recreational walking and biking, to encourage more connectivity with FAMU and to turn a liability into an asset.

Another opportunity to increase connectivity exists with Bond Elementary School, attended by the majority of South City elementary students. The school sits west of FAMU's campus. A pedestrian connection through the FAMU campus to Bond Elementary School would enhance that connectivity and provide children with a safe way to the school. Such a cross-campus connection for South City youngsters could be incorporated into the next five-year update that is required by Florida law for the FAMU Campus Master Plan.



South Adams and South Monroe are major roads that should be made safe for crossing. East Magnolia on the north end at South Adams is a strong connector to FAMU. The TAP recommends consideration of traffic calming and intersection improvements at the site to encourage connectivity between students and the South City neighborhood. That area also is the proposed site of the Big Ben Cares medical facility. Coordination with the Florida Department of Transportation will be necessary on state-owned roads.

In a healthy urban environment, basic necessities and community amenities are accessible by walking and biking. Constructing sidewalks in South City is already proposed as part of Blueprint 2000. The TAP recommends that this project be done in the short-term, since it is one of the most visible improvements that can be made in the community, there is deep interest among community stakeholders in adding sidewalks, and it will be a confidence builder. There also is a need for improved street lighting, which can serve as a deterrent to criminal activity.

Residents should feel safe and secure where they live, work and play. South City is one of two areas in Tallahassee with the highest incidence of gun violence. Crime and gun violence in South City must be addressed for real progress to be made in changing the neighborhood's dynamic. The Tallahassee Police Department's program to combat criminal street gangs is an important step toward that end, as is the Community Oriented Policing and Problem-Solving (COPPS) program.

The City also should implement the recommendations of the Community Leadership Council on Gun Violence. Among its recommendations is adoption of the "Cure Violence" program. It uses methods and strategies associated with disease control to reduce violence, such as detecting and interrupting conflicts, identifying and treating the highest risk individuals, and changing social norms. When first launched in West Garfield Park, one of Chicago's most violent communities, shootings were reduced by 67 percent in its first year. The program has expanded to Baltimore, New York, New Orleans, Oakland, Puerto Rico and other locales.

The TAP also recommends adding police foot and bike patrols. They enable officers to get to know the residents, businesses, community groups, churches, and schools on their beat and work with them to identify and address public safety challenges. At the same time, consideration should be given to creating additional Neighborhood Watch programs in the area. A 2008 U.S. Department of Justice meta-analysis found that on average, there was a 16 percent decrease in crime in Neighborhood Watch communities when compared with control areas.

College students offer a resource pool for mentoring community youth. Graduate students in criminal justice can work with first-time juvenile offenders to help divert them from further criminal activity. Some students may come from similar neighborhood environments and, thus, have a solid understanding of the challenges at-risk youth face.

With crime a major South City issue, improved lighting and trimming vegetation can help to make walking safer and increase the perception of safety. Vegetation on many local streets is overgrown. Unmaintained vegetation, including weeds and tall grass, as well as poor and/or broken lighting, encourage a perception of a neighborhood in decline and can abet crime by shielding criminal activity. Furthermore, a study by two Temple University researchers in 2012 found that well-maintained vegetation lowered the rates of certain types of crime, such as aggravated assault, robbery and burglary, in urban neighborhoods. The effect was attributed to a greater sense of social control. The City may be able to approach the need for vegetation trimming through code enforcement or a community cleanup project designed to bring residents together.

The health and well-being of South City as a community also is contingent on improving economic and employment opportunities. Few job skills and a lack of local job opportunities prevent many South City residents from becoming economically mobile, creating an economic divide between Tallahassee citizens. Place-based investments are needed to break the economic isolation and help spur job growth in the area. South City is included in the Tallahassee Enterprise Zone, which offers an assortment of tax incentives to businesses and residents that encourage private investment and increase employment opportunities within the area. These should be fully explored. Funds from the CRA funds should be allotted for incentives as well to draw businesses to the area and to encourage mixed-use developments.

For many impoverished women, a lack of affordable child care often prevents them from entering the workforce. Young unwed mothers also often lack skills needed to get well-paying jobs. In South City, about 85 percent of single women with children under age 18 are living below the poverty level. Two-generation programs can address this challenge by providing early learning for the child simultaneously with adult education and training for the parent. These programs have been successful in several areas of the country, including New York City and Atlanta. One caveat: It is important that training provided by workforce development programs match job skills locally in demand.

The TAP was informed that CareerSource's Leon County office on South Monroe Street plans to move its office out of South City to be more centrally located. Efforts should be made to maintain a presence in South City.



Recognize the Economic Value

1. Identify brand and promote South City as a place where everyone can celebrate and experience African-American history and culture (CRA & partnerships organize regular programming).
2. In partnership with the FSSCRA, seek opportunities to secure private-sector investment along the South Adams and South Monroe corridors with emphasis on providing job opportunities for local South City residents.
3. Make health issues a design consideration in review of land development projects.
4. Partner with FSU, FAMU, Tallahassee Community College and other nonprofits to find training and access to new job opportunities for South City residents.
5. Promote awareness of and access to financial incentives to existing businesses (such as New Market Tax Credits and facade grants).
6. Establish small business incubator in partnership with FAMU.
7. Identify potential catalytic retail sites.

A key concept for economic development is community differentiation. The study area's commercial corridor lacks an identity, except as "auto alley." Auto repair shops are pervasive. Developing local businesses that protect and enhance the cultural heritage of the area can help create an identity.

In the short-term, it is important to identify potential catalytic redevelopment sites and focus efforts there. An example is South Adams from Olean's Cafe south. Make it a destination by creating a restaurant row with outdoor cafes that highlight Soul, Southern and Caribbean cuisines, add public art, enhance the streetscape and heavily promote it as a place where everyone can celebrate and experience African-American culture.

Both shopping centers, part of what we are calling Town Center, are in the FSSCRA district. The TAP recommends building out from those shopping centers with new commercial development that is constructed with green and healthy design. Timing of the planned shopping center facelift should be accelerated as a means of spurring additional investment in the area. The centers can become a gathering spot for festivals, art shows and similar events, such as concerts performed by FSU and FAMU music students.

Creating a "Main Street" district should be explored. This is a national program designed to revitalize downtown and neighborhood business districts. The State-run Florida Main Street program provides technical assistance and training for cities. Nine such districts have been established in Orlando with positive results. The City of Orlando supported the effort during the first five years in order to get it operational. This is a long-term effort requiring local capacity building.

Many universities, such as University of Pennsylvania, University of Buffalo and Arizona State, are locating some major facilities in their local communities in addition to on their campuses. FAMU's new president is reassessing the school's economic development presence in the community. Plans are under way to develop the area along MLK, Barbourville Drive and South Adams, and the university may be interested in helping to spur redevelopment of the area north of Orange Avenue.

FAMU's Campus Master Plan, last updated in November 2012, must be updated again soon. The campus master-planning process presents an opportunity for the City and members of the South City community to pursue the TAP's recommendations in partnership with FAMU. These include a pedestrian way across campus for children attending Bond Elementary School and locating a major school facility off campus in the South City neighborhood. The TAP strongly recommends partnering with FAMU in this endeavor.

Domi Station Business Incubator, which opened in a refurbished county-owned warehouse in May 2015 with the help of Leon County and \$100,000 from FSU, is seeking a funding commitment from FAMU. The City should make every effort to support the initiative and encourage entrepreneurs to locate their small startups in South City.

Numerous programs are available to fund investment in underserved communities, including New Market Tax Credits, City incentive programs, the Tallahassee/Leon County Enterprise Zone and various other tax incentives through City, County and State programs. Tax incentives should be heavily promoted, and efforts concentrated on bringing businesses to South City should emphasize a need for hiring from within the community.



Empower Champions for Health

1. Work with FAMU and FSU to establish baseline health metrics for South City, identify healthy outcomes and assign responsibility for each action.
2. Have local universities conduct periodic health impact assessments.
3. Build on healthy baby initiatives and explore sustainable way to provide quality health care such as Federally Qualified Health Care Centers (FQHCs).
4. Strengthen and support the South City Neighborhood Association.
5. Research Community Reinvestment Act investments through local banks, such as Wells Fargo, Bank of America and Capital City Bank, to create capital investments through partnerships.
6. Dedicate staff for these efforts.
7. Establish and empower a City Commission-appointed Task Force comprised of community partners including the City, the County, the Leon County Schools, FAMU, FSU, TCC, residents, health care providers, faith-based community, nonprofits, etc., to create and implement a community- and vision-based strategic plan.

As noted in ULI's Ten Principles for Building Healthy Places, without respected leaders to elevate and promote the concept of healthy places, the shared vision of building a healthy community will not be achieved. Therefore, the TAP strongly recommends that the City Commission form a task force headed by the mayor and FAMU's president to create and implement a community- and vision-based strategic plan for South City. As a valuable resource, FAMU should be a key player empowered to reach out to the community. Additionally, the task force should include a broad spectrum of community partners. This unified approach is intended to ensure that all stakeholders are working in tandem toward common goals rather than pursuing uncoordinated ad hoc initiatives.

Individual health data is difficult to assess for the study area. The TAP recommends establishing baseline health metrics through a community Health Impact Assessment that is repeated at five-year intervals. This initiative would identify significant changes in community health risks, disease incidence rates and gaps in services. Additionally, the assessment would quantify the health impact of improvements and changes within the community over time. The TAP suggests partnering with a local university, such as FAMU's Institute of Public Health or FSU's College of Medicine, to conduct the study.

Numerous health care initiatives are under way through partnerships with various nonprofits and companies such as Florida Blue. The TAP suggests building on healthy baby programs of organizations like Whole Child Leon, by creating an initiative such as a healthy baby clinic through the local FQHC.

Other champions, like the South City Neighborhood Association and South City Revitalization Council, should be strengthened with the assistance of City staff who can help them seek alternative sources of funding (e.g., crowdfunding through ioby.org) for projects like the new community garden.

A partnership with the private sector is crucial to the success of any redevelopment plan. Insurance companies and national banks have obligations under the Community Reinvestment Act to meet the needs of borrowers in neighborhoods like South City. Research what investments lenders have made in South City and look for ways to partner with them to create capital investments there. The City might consider depositing its funds and investments in local and national financial institutions on the basis of their involvement in South City and similar neighborhoods.





Energize Shared Spaces

1. Develop a centralized community park for the residents of South City (Country Club Drive and Putnam Drive).
2. Accelerate Magnolia Drive Multi-Use Trail to FAMU.
3. Develop new Greenway Trail along drainage canal from Brighton Road to FAMU with additional green spaces along the trail. Consider development of trailheads.
4. Energize and design a shared, unified retail corridor to enhance walkability (Town Center).
5. Enhance the landscaping along the streets and all public spaces (trees, plants and public art).
6. Expand the existing community garden at Texas Street/ Orange Avenue (pavilions, sheds, supplies).
7. Plan festivals, health fairs, and other community events.
8. Design StarMetro Super Stop with community input; preserve tree canopy and create a facility to offer a safe and fun gathering place for residents.
9. Work with Leon County Schools to better utilize available space in the Wesson School to offer residents programming, educational classes, health care workshops, after-school programs, etc.
10. Evaluate the capacity for programming and offerings at the community's churches.

Public gathering and green spaces are an important component of healthy living. Whether small or large, parks enrich the life of a community for both young and old and promote physical and psychological well-being. There is a strong correlation between children's physical activity and options for outdoor play. Studies have shown that the closer people, particularly children, live to parks and green space, the more physically active and less stressed they are.

South City sorely lacks park space and green trails, and future land-use maps do not show areas designated for open space or parks. With 40 percent of the neighborhood's population under age 18, development of parks and trails can have a large impact on South City's revitalization and the health and well-being of not only children but residents of all ages.

The TAP recommends creating several parks and greenway trails. City-owned parcels of land in South City could be turned into a public park with a signature playground and water feature where kids can frolic. Several sites may be suitable for small parks serving a specific area. Known as pocket parks, these small outdoor spaces are usually no more than one-quarter of an acre. They function as a place for children to play, a small event space for neighbors and an inviting area for walking a dog. There also may be opportunities to create small pedestrian plazas where people can sit and rest.

The TAP suggests exploring a centralized park for single-family residents on Putnam Drive at vacant areas near Country Club Drive or Brighton Road. Another opportunity for a park-like setting is at the planned StarMetro Super Stop. Effort should be made to preserve the tree canopy and provide seating and other park amenities. The nearby community garden is an excellent location to bring additional energy to the South City as well. The TAP recommends providing a pavilion, shed and supplies to enhance the community garden area.

Of particular note is the Magnolia Drive Multi-Use Trail from Apalachee Parkway to South Adams Street, ultimately providing a connection from South City to FAMU. The project phases that would install sidewalks and streetscape improvements between South Meridian and South Adams currently are shown as among the last phases to be completed. The TAP believes these phases should be accelerated to the highest priority, given their potential to connect South City and FAMU.

Additionally, consideration should be given to creating other greenway trails connecting to FAMU and the commercial corridor along South Monroe and South Adams. An opportunity exists along the drainage canal that runs from Brighton Road to FAMU. Developing this unsightly trough into an east-west greenway trail would serve to beautify the area, offer new recreational opportunities and increase connectivity to both Town Center and FAMU.

Connectivity can be more than just roads and sidewalks that move people from place to place. Currently, there is no visual connectivity between downtown and the commercial corridor that is the gateway to South City. The TAP recommends developing a unified look along South Adams and South Monroe with facade and streetscape improvements that link the corridor's aesthetics to that of downtown.

An important element in energizing shared spaces is good programming to draw people out of their homes and into the community. The new Town Center and proposed public green space will provide venues for holding festivals, health fairs and other community events. Other venues include the old Wesson School, now the Leon County Schools' L.N. Gooden-Nancy Russell Center at Wesson. This facility hosts nonprofit groups' events, prenatal education classes, pre-kindergarten and Head Start programs. There may be an opportunity to further utilize the center for after-school activities and other community programming. The former school's campus provides a perfect setting for a festival or outdoor event. The TAP also recommends exploring the capacity of local churches to hold community offerings.

Criteria for Tallahassee Sidewalk Projects

Tallahassee sidewalk projects are divided into two tiers streets without existing sidewalks and those that have sidewalks on one side. As explained by the City's Public Works staff, projects then are scored on six criteria with "Mode to Work" having the greatest weight:

- Safety (deep ditches, curb and gutter, speed)
- Safe route to school, primarily elementary schools
- Latent demand (residential density - more density, more need)
- Mode to Work (percentage of people who walk to work or walk to transit)
- Existing demand (within 1/4 mile from a transit stop, proximity to jobs, shopping, trails, universities)
- Connectivity (greater weight on tie into a collector road vs. arterial road with lowest weight on residential roads)



Make Healthy Choices Easy

1. Increase mobility (transit, bicycles, walking) to promote maximum access for residents to shopping, jobs, schools, recreation, etc.
2. Add additional criterion for prioritizing sidewalks in South City and in similar neighborhoods.
3. Conduct a walk audit to determine deficiencies of sidewalks in the study area and to prioritize improvements for ADA requirements and overall connectivity.
4. Improve pedestrian facilities by adding sidewalks in appropriate locations and improving pedestrian street crossings, improving signage and wayfinding and incorporating energy efficient street lighting.
5. Leverage and partner with FAMU to utilize their recreational amenities for the residents of South City.
6. Create a culturally sensitive campaign to engage the community in physical activity and healthy eating and connect back to existing trails and infrastructure (Winter Park Health Foundation).

The built environment is a vital element in any effort to increase mobility. The key to encouraging healthy habits, like walking, biking and exercise, is to make the healthy option an easy one.

Mobility is recognized as an issue in South City due to lack of sidewalks, lack of neighborhood parks and recreational facilities, and inadequate lighting, among other challenges. The current ranking system used by the City to prioritize areas for new sidewalks puts South City at a distinct disadvantage, due to the residential nature of most streets, high unemployment, lack of jobs in the immediate vicinity and no elementary schools within its boundaries. The TAP recommends adding to the City's sidewalk criteria a new criterion that gives additional weight to distressed areas like South City.

The TAP also recommends conducting a walk audit. A design professional can identify those places where there are impediments to pedestrian traffic and individuals with disabilities. In addition to analyzing sidewalk deficiencies, the audit can help the City prioritize areas that may not meet requirements of the Americans with Disabilities Act (ADA).

As previously noted (see Put People First), the TAP believes sidewalk construction should be on the list of immediate action items in South City. Sidewalks are already proposed for the area, and community stakeholders are keenly interested in seeing those improvements realized. Early installation of sidewalks in South City can be an important confidence-builder about the City's long-term commitment to South City.

Pedestrian and cyclist safety also is impeded by traffic conditions and poor street design. Traffic calming strategies, proper crosswalks, and safe bike lanes are necessities, as is efficient street lighting. According to NHTSA's Traffic Safety Facts 2010 Data on Pedestrians, 68 percent of pedestrian fatalities in 2010 occurred during non-daylight hours.

Accessibility of public transportation options is equally important. Bus routes should promote maximum connectivity to jobs, shopping, schools, recreation, etc., and signage should make it easy for people to understand the various routes.

To expand exercise opportunities, the TAP recommends exploring a joint-use agreement with FAMU to leverage the school's recreational facilities for use by South City youth programs. Other initiatives can include a community-based challenge to engage in physical activity. Such an initiative is under way with Move.Tallahassee.com, a social networking community created by the Tallahassee Democrat and Tallahassee.com to support health and fitness through organized community walks in various parts of Tallahassee, including the South Side. In Winter Park, Maitland and Eatonville in metropolitan Orlando, residents are being motivated to eat healthy, be physically active and stop smoking through the work of Healthy Central Florida (HCF), a partnership between Winter Park Health Foundation and Florida Hospital. HCF has created numerous programs and events in collaboration with the three community mayors. Events include an annual community walk and a 90-day walking competition. The 104 participants in the competition collectively walked 36,633,879 total steps and lost 471 pounds. The winner received a year's membership to a local gym.

“When children lose hope in the future, you lose a generation.”

- Dr. Michael Frumkin, Dean, College of Health and Public Affairs, University of Central Florida



Ensure Equitable Access

1. Make education the cornerstone of revitalization (Cradle-to-career).
2. Ensure age-in-place design philosophy is utilized as public housing is renovated.
3. Establish a Community School to serve South City and environs.
4. Explore innovative models such as Harlem Children's Zone and/or Parramore Kidz Zone to provide educational and social support and hope to youth throughout the community. Provides mentoring, college visits, illustrations of unique opportunities.
5. Provide educational opportunities to elementary, middle school and high school comparable to the best in the County.
6. Motivate the family to be engaged throughout the process.
7. Provide availability to books and reading.
8. Provide adult educational opportunities such as computer training facilities within community, housing facilities for family members of all ages.
9. Consider expanding the Digital Canopy to include South City.

Panelist Dr. Michael Frumkin noted that when children lose hope in the future, the community loses a generation. With 40 percent of South City's population under age 18, the commitment to change the trajectory in the community must begin with the children. Education should be the cornerstone of revitalization.

Currently, Bond Elementary is a “D” rated school. Children can't succeed when schools are not functioning well. The TAP strongly recommends the establishment of a Community School or comparable model to serve South City and the vicinity.

The Evans Community School in the Pine Hills area of Orlando was established as a partnership among Orange County Public Schools, the University of Central Florida (UCF), and the Children's Home Society and operates with the support of various contributors. Programs offered at the school, like the food bank and YMCA after-school activities, were already in place in the area. Bringing them together in one local hub creates synergy with greater access to benefits, amenities and opportunities.

The Florida Legislature approved \$900,000 this year for grants to plan additional community schools in Florida, to be administered by the UCF's Center for Community Schools and Child Welfare Initiatives. The City should partner with Leon County Schools and nonprofits like the Children's Home Society to seek a planning grant for a community school to serve South City and the vicinity.

Another successful model is the Harlem Children's Zone. A birth-to-college pipeline of programs, HCZ focuses not only on academic support but arts enrichment, character education, athletics and recreation, health programs, family support, and wraparound services for every child. About 75 percent of students served attend regular public school. Orlando has replicated the HCZ initiative in Parramore. Since implementation of the Parramore Kidz Zone in 2006, the juvenile arrest rate has declined by 81.3 percent, and FCAT reading and math scores have risen dramatically compared to the district and the state as a whole.

Equitable access also should encompass the Internet. In today's wired world, Internet access has become a basic utility. Yet, a digital divide remains. According to the National Digital Inclusion Alliance, as recently as 2013, one in five Americans mostly from lower-income households had no home access to the Internet due to the cost of the service. The TAP recommends that the City consider expanding Tallahassee's free wireless Internet, the Digital Canopy now available downtown and at the airport, to South City. The service not only would have the capacity to boost students' learning environment at home by providing access to online educational resources but it can assist adults seeking job opportunities and information about available community services.

What's a Community School?

The Community School model encompasses not just children and their families but all community members and provides a place where health disparities can be addressed. The key strategy is to provide wraparound support for at-risk youth and their families by integrating a focus on academics, health and social services, youth and community development, and community engagement.

As a community hub, the school is open all year, all day, evenings and weekends. Models vary based on community needs but organized around the goal of student success. Typical program components include after-school and summer enrichment programs, as well as support services such as onsite health care clinics, including medical, dental and mental health services, early childhood learning, adult education and training. The latter can provide needed job skills and further residents' job opportunities. Adults can attend ESL classes and earn their GEDs. Community involvement is an important program component. Parents and other community members are involved in school planning. Models include partnerships with colleges and universities, law enforcement and local business mentoring and internship programs.

Evidence shows this concept leads to improved student learning, stronger families and healthier communities. The community school model has had success in cities across the country, from New York to Chicago and Oakland, Calif. In Cincinnati, Community Learning Center students on average showed a 5.6 point increase in their reading scores from the 2009-2010 school year to the next and a 4.6 point advance in math. Furthermore, the achievement gap between black and white students narrowed from 14.5 percent in 2003 to 1.2 percent in 2010.

In Orlando, Evans Community School has progressed from an “F” rated school to a “B” rated school since it opened in 2012. The high school graduation rate has risen from 67 percent to 85 percent. UCF has signed a 25-year commitment to participate in the program at Evans. Additionally, UCF and its partners are planning a second community school in Parramore, another impoverished area of Orlando. The PS-8 school is expected to open in 2017.

Complete Streets are streets designed and operated to enable safe access for all users, including pedestrians, bicyclists, motorists and transit riders of all ages and abilities.

- Smart Growth America



South City is included as part of Tallahassee's Multimodal Transportation District, and the City has also adopted the "Complete Streets" approach to transportation planning. Smart Growth America defines Complete Streets as those designed and operated to enable safe access for all users, including pedestrians, bicyclists, motorists and transit riders of all ages and abilities. Both programs should be employed in the study area to enhance mobility and promote mixed-use development.

Mixed-use development provides efficient land use and, unlike sprawling single-use development, encourages walking. Studies have shown that people are more likely to walk to destinations, such as work, home, transit, shopping or restaurants, if those places are located no more than a quarter-mile to half-mile.

In the short-term, the TAP recommends identifying catalytic sites suitable for mixed-use development. FAMU's close proximity to South City and the South Adams and South Monroe commercial corridor provides an opportunity to create an intergenerational mixed-income, mixed-use development that can jump start further investment in the area. Currently there are few amenities on the east side of the campus. Such a development would build a strong connection between the campus, retail and recreational activities.

Additionally, FAMU seeks to expand its facilities and has indicated an interest in working with the City on revitalizing the area north of Orange Avenue. Many colleges and universities around the country are moving facilities, such as administrative offices, to urban core areas outside their campuses. The TAP would like to see FAMU extend its reach east and into the South City neighborhood. An educational corridor could be developed anchored by the FAMU campus on the west and the R.N. Gooden-Nancy Russell Center at Wesson on the east. Any FAMU facilities that are essential components of a South City revitalization strategy should be incorporated into the next five-year update that is required by Florida law for the FAMU Campus Master Plan.

With the FSSCRA planning to spend an estimated \$1 million on improving the South Monroe and South Adams business corridors, the TAP also recommends making those thoroughfares "Complete Streets." Improved crosswalks, enhanced bus stops and wider, well-marked bike lanes go hand-in-hand with the plan to install landscaped medians, trees and new street lights. Other considerations include adding bike racks at appropriate sites and public art.

Although Big Bend Cares plans to construct a two-story medical facility at South Monroe and South Adams at East Magnolia Drive, the South City neighborhood appears to lack sufficient health care options. The closest Federally Qualified Health Center (FQHC) is the Neighborhood Medical Center on West Orange Avenue. While school social workers can refer students and their families to health care agencies, the TAP suggests that embedding health care services in the schools, as with the Community School model, in coordination with Big Bend Cares, can provide better support and outcomes.

Mix It Up

1. Build a strong connection between retail, educational and recreational activities.
2. Identify catalytic sites suitable for mixed-use development.
3. Explore opportunity for FAMU to extend its reach into the South City neighborhood.
4. Encourage Tallahassee Housing Authority to step up efforts to do mixed income development.
5. Work to develop "Complete Streets" along South Monroe and South Adams, and program a mixture of uses throughout the corridor.
6. Encourage FQHC access and connection to this neighborhood. Encourage embedded health care in schools.
7. Provide amenities such as bike racks, street lights, public art and murals along corridors.
8. Ensure that the Multimodal Transportation District and other regulatory requirements promote mixed-use development



Embrace Unique Character

1. Build upon the existing retail corridor and unique restaurants that already exist. Celebrate the African-American culture.
2. Utilize existing natural features and proposed parks as a starting point to develop a unique character for the community.
3. Build the best playground in Tallahassee!
4. Create a community-driven process to identify the cultural character for the neighborhood.
5. Promote a relationship between FAMU and South City through pedestrian corridors and mutually beneficial projects.

The danger of gentrification not only is the displacement of citizens in a neighborhood but the destruction of the cultural character that defined the neighborhood. The underlying theme of any visionary plan should be anchored in the people who already live in the community. Protecting and enhancing the cultural heritage of an area is paramount in maintaining its unique character.

Revitalization of the study area can begin with celebrating African-American culture. Because food can be a placemaking tool for neighborhood and ethnic identity, the TAP suggests building on the unique restaurants entrenched in the area. As previously noted (see Recognizing Economic Value), a restaurant row with outdoor cafes that highlight Soul, Southern and Caribbean cuisines can become a destination. Add African-American public art, enhance the streetscape and attract customers from outside the neighborhood by heavily promoting it as a unique cultural experience. This dynamic can, in turn, spur additional development of shops and galleries, enriching the experience for customers.

Parks and natural features are focal points in neighborhoods. A South City park/playground can create a new and unique setting with a water feature that children can enjoy. Water features can include geysers shooting up from the ground, sprinklers and/or water shooting out of animal sculptures.

While FAMU is on the western boundary of South City, the TAP strongly favors embracing the educational and cultural activities inherent in the university setting by breaking down physical barriers between South City and FAMU. This report includes a number of suggestions on how the built environment can be altered in South City and at FAMU to bring the two communities closer together. The university can be the driver of mutually beneficial projects, such as an arts incubator that celebrates African-American music, literature and art along the TAP-proposed restaurant row.

A newly energized Town Center would be another gathering place that could host festivals celebrating ethnic music, dance, arts and food.



Promote Access to Healthy Food

1. Expand the existing community garden at Texas Street/ Orange Avenue (pavilions, sheds, supplies).
2. Identify appropriate fixed location and establish a regular Farmers Market within South City to provide access to fresh fruits and vegetables. Provide necessary capital improvements.
3. Attract and/or promote healthy restaurant options.
4. Assist commercial developers in re-establishing a grocer at the Town Center.
5. Partner with local organizations to expand food preparation to promote healthy food classes.
6. Work with nonprofits to promote mobile farmers market to serve this area and other neighborhoods that need better access to healthy foods.
7. Improve how residents within the neighborhood get adequate nutrition.

ULI firmly believes that access to healthy food should be considered as part of any development proposal that seeks to build a healthy community. The South City neighborhood has limited options for purchasing healthy fruits and vegetables, and many of the restaurants in and around the area offer high-fat, high-calorie fast food.

The City's program to support the creation of community gardens is commendable. The advent of the South City community garden will be a plus for the neighborhood and should be supported with additional amenities such as a pavilion for shade, picnic tables and benches, and a shed for tool and supply storage.

There are a number of farmers markets in the Tallahassee area; most are north of the study area. The TAP recommends establishing a farmers market within South City, not only to provide an option for fresh produce but to support local growers in and around the region. The CRA is currently planning a Southside Farmers Market, tentatively in the Town South Shopping Center with an estimated cost of \$500,000.

Mobile markets provide another model to address the dearth of healthy food choices in underserved neighborhoods. These markets-on-wheels sell locally grown fresh produce and, in some cases, dairy and other staples. Because of low overhead and greater flexibility when compared with bricks-and-mortar stores, mobile markets may offer more affordable prices. Additionally, many include nutrition education and cooking demonstrations during their stops. Mobile markets usually are operated by nonprofits, with the support of grants and donations, and accept SNAP and WIC benefits. The TAP recommends identifying a potential nonprofit mobile market operator and helping to establish the startup.

Grants administered by the USDA's Agricultural Marketing Services are available through the Farmers Market Promotion Program (FMPP) to establish and promote farmers markets and community-supported agriculture programs, as well as mobile markets.

The TAP also encourages the City's Economic and Community Development Department to assist in bringing a full-service supermarket to the area, and to seek the establishment of new restaurants offering healthy fare.

Make It Active

1. Improve pedestrian facilities by adding sidewalks in appropriate locations and improving pedestrian street crossings, improving signage and wayfinding and incorporating energy efficient street lighting.
2. Create an east-west Putnam connector.
3. Develop new Greenway Trail from Brighton Road over to FAMU; with additional green spaces along the trail. Consider development of trailheads.
4. Provide safe pedestrian connection through FAMU to Bond Elementary School.
5. Energize and design a shared, unified retail corridor to enhance walkability (Town Center).
6. Plan festivals, health fairs and other community events.
7. Design StarMetro Super Stop with community input; preserve tree canopy and create a facility to offer a safe and fun gathering place for residents.
8. Identify catalytic sites suitable for mixed-use development.
9. Ensure that the Multimodal Transportation District and other regulatory requirements promote mixed-use development.
10. Connect proposed multiple and diverse points of destination.

To build a healthy community, every infrastructure improvement should be planned within the context of how it will impact mobility and physical activity. Many of the unfunded improvement plans that the City has proposed in the study area work toward that end and should be moved forward, including the addition of sidewalks, improved crosswalks and enhanced street lighting.

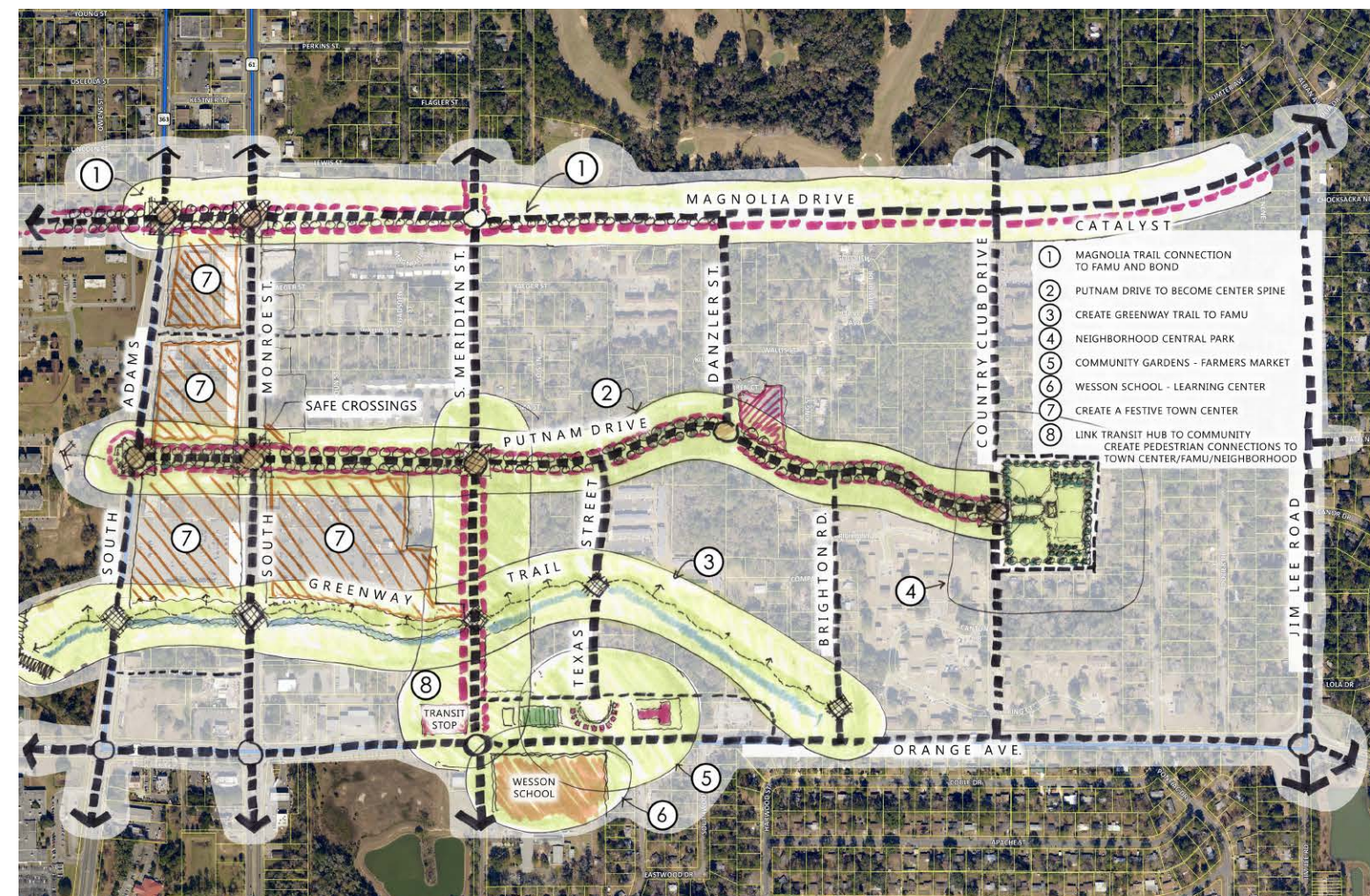
At the same time, more can be done to enhance connectivity, particularly as it relates to FAMU, the retail corridor and residential properties, and to create green and park spaces that can be enjoyed by children and adults alike.

As discussed elsewhere in the report, the TAP has identified the following opportunities to advance the goal of building a healthy South City through increased exercise and physical activity:

- Magnolia Drive Multi-Use Trail connecting to FAMU and the Bond community
- Putnam Drive as the center spine of the community
- Greenway Trail along drainage canal from Brighton Road to FAMU
- Neighborhood park/playground
- Community Garden and Farmers Market
- R.N. Gooden-Nancy Russell Center at Wesson (Learning Center)
- Town Center
- Super Stop

South City Catalysts

- Magnolia Trail Connection to FAMU and Bond
- Putnam Drive to become Center Spine
- Create Greenway Trail to FAMU
- Neighborhood Central Park on Country Club
- Community Garden and Farmer's Market
- Wesson School Learning Center
- Create a Festive Town Center





Barriers/Threats to Success

The greatest barrier to success is, first and foremost, inertia. There must be a sense of urgency to address the issues facing this community, along with strong City leadership and governance to bring proposed plans to fruition.

Threats include brownfield issues along the commercial corridor. South Monroe, in particular, is riddled with body shops, auto repair shops, transmission stores, and old oil companies. The cost of clean-up can inhibit private investment.

Redevelopment also may be undermined because of South City's reputation as a high crime, gun-violent area. If Tallahassee is to attract investors and businesses to South City, the red flags of crime and gun violence must be addressed. Furthermore, a drop in the crime rate can be touted as a reason to explore investment in South City.

Other threats:

- Lack of funding
- Lack of homeownership
- Concentration of public and publicly subsidized housing
- Infighting among stakeholders
- Regulatory/red tape issues
- Lack of investment incentives
- Economic downturn

Financing Options

Revitalizing South City will require sufficient funding. Much of the financial resources needed may come from Blueprint 2000 and through the CRA and FSSCRA. Other significant resources to be explored include:

- New Market Tax Credits
- Utility Funds
- Community Reinvestment Act
- Public Works/Sidewalk Fund
- Tree Bank
- Philanthropic Grants
- Workforce Investment Board (CareerSource)
- Enterprise Zone
- Federally Qualified Healthcare Centers (FQHC)
- Veterans Programs

Conclusion

Cities around the country are successfully revitalizing areas of their inner city neighborhoods using many of ULI's Ten Principles for Building Healthy Places. With a concerted City effort in conjunction with South City community leaders and other stakeholders, Tallahassee's South City neighborhood can emerge economically stronger, physically more appealing, and healthier. Given conditions in South City, elevating that neighborhood to a healthier and higher plane can provide lift for the entire South Side of Tallahassee.

About the Panelists



David Powell
TAP Chair
Hopping Green & Sams
Tallahassee

David Powell is a senior shareholder in the Tallahassee law firm of Hopping Green & Sams. He assists clients throughout Florida on large-area plans, master-planned communities, coastal resorts and redevelopment projects. Current projects include the 133,000-acre North Ranch Master Plan in Central Florida for Deseret Ranches of Florida, Inc. His prior work in Tallahassee includes the 2,000-acre Welaunee Critical Area Plan, the 3,400-acre Southwood DRI, and creation of the Northeast Gateway project approved as part of the Blueprint 2000 infrastructure sales tax extension in 2014. David holds a bachelor's degree from the University of Texas at Austin, a master's degree from Columbia University and a law degree from Florida State University. He is an adjunct law professor at FSU and has participated in a number of statewide policy reviews on real estate development.



Dale Brill, Ph.D.,
Thinkspot
Tallahassee

Dr. Dale Brill is founder of and obsessive thinker for Thinkspot, a Florida-based public policy and economic development consultancy. He has pursued innovation as an agent of change for more than 25 years. Prior to launching Thinkspot, Brill served as president of the Florida Chamber Foundation, the public policy research and development division under the umbrella of the Florida Chamber of Commerce. His experience includes public service as the director of the Florida Governor's Office of Tourism, Trade and Economic Development, chief marketing officer for VISIT FLORIDA, General Motors' first Dean of e-Commerce and Global Business Leader for General Motors-Europe. Dale earned his doctorate from the University of Tennessee.



Russell Ervin
Ervin Lovett & Miller
Jacksonville

Russ Ervin is a gifted designer with more than 25 years of diverse experience in the disciplines of architecture, planning and urban design for a broad variety of project types. His unique understanding of the relationship between building and site affords a valuable insight into the integration of specific elements of the built environment appropriately into their context, and the well-conceived resolution of complex project assignments and design issues. Russ also has extensive experience in sustainable urban design and redevelopment, community planning, mixed-use planning and design, and retail/commercial development. A partner at Ervin Lovett & Miller since 2001, Ervin previously was executive vice president of Powers & Merritt, where he managed design teams on complex architectural assignments. He was principal planner/designer for large scale developments ranging from oceanfront golf course communities and resorts to urban mixed-use infill projects.



Michael Frumkin, Ph.D.,
University of Central Florida
Orlando

As dean of UCF's College of Health and Public Affairs, Dr. Michael Frumkin is a national expert in the area of social work. Prior to UCF, he was a member of the faculty at Eastern Washington University in Cheney, Wash. Frumkin also has held faculty positions at Boston University, the University of Minnesota and Florida State University. He has served as president of the Council on Social Work Education, the sole accrediting agency for social work education in the nation. Frumkin earned his bachelor's degree from New York University, master's degree from the University of Michigan, and doctorate in social policy from the Florence Heller School for Social Policy and Management at Brandeis University.



Christopher Jones
RDBG Consulting Group
Jacksonville

Christopher Jones is the owner and president of RDBG Consulting Group, a construction, engineering and inspection firm primarily specializing in transportation road inspections for FDOT and local municipalities. He also is a partner in The Renaissance Group, a family-owned real estate development and construction firm specializing in development and re-development of shopping centers, office buildings and housing. Most recently, Jones served as a board member for the City of Jacksonville's Transportation and Mobility Task Force, appointed by the Mayor and confirmed by the City Council. He is a graduate of the University of Florida.



Paul Lewis
City of Orlando

Paul Lewis is the chief planning manager for the City of Orlando. Since 1986, Lewis has worked for Orlando's Economic Development Department, specializing in park and open space planning, socio-economic analyses, long-range planning, large-scale urban planning projects, the Downtown Area-wide DRI, and the Parramore Comprehensive Neighborhood Plan, which is based on Healthy Community Design principles. He is a member of the Planning Advisory Committee for University of Central Florida's Master of Urban and Regional Planning Program. Lewis graduated from Florida State University with a bachelor's degree in social work, and from the University of Central Florida with a master's degree in public administration.



Thomas Murphy
Urban Land Institute
Pittsburgh, Pennsylvania

Thomas Murphy is a senior resident fellow, ULI/Klingbeil Family Chair for urban development at ULI and has extensive experience in urban revitalization. Murphy served three terms as the mayor of Pittsburgh, from 1994 through 2005. During that time, he initiated a public-private partnership strategy that leveraged more than \$4.5 billion in economic development, and led efforts to secure and oversee \$1 billion in funding for the development of two professional sports facilities and a new convention center. Additionally, Tom developed strategic partnerships to transform 1,000+ acres of blighted, abandoned industrial properties into new commercial, residential, retail and public uses, and oversaw the development of more than 25 miles of new riverfront trails and urban green space. He holds a master's degree in urban studies from Hunter College, and a bachelor's degree in biology and chemistry from John Carroll University.



Wayne Reed
R-A-M Professional Group
Jacksonville

Wayne Reed is the president and principal of The R-A-M Professional Group, an award-winning civil engineering, landscape architecture, planning, and GIS consulting A/E firm. Reed leads the administrative and project management of multi-disciplinary military, public agency and private-sector projects; regulatory agency interfaces; public outreach; quality control; and office administration at R-A-M. He specializes in master planning and streetscape design. Prior to establishing R-A-M, Reed gained invaluable experience as a planning project manager at Bessent, Hammack and Ruckman, and RS&H. Wayne graduated from the Florida Institute of Technology with a bachelor's degree in environmental sciences.

Appendix *South City Revitalization Action Items*

Immediate Action Items

Principle	Recommendation	Comments
Empower Champions for Health	Establish and empower a City Commission-appointed task force comprised of community partners including the City, the County, Leon County Schools, FAMU, FSU, TCC, residents, health care providers, faith-based community, nonprofits, etc., to create and implement a community- and vision-based strategic plan.	This is one of the panel's most important recommendations. It addresses the current lack of a focused plan that pulls together all available resources in the community toward a common goal of elevating South City. Such a coordinated effort offers the best opportunity to address issues in South City.
Put People First Make Healthy Choices Easy Make it Active	Improve pedestrian facilities by adding sidewalks in appropriate locations and improving pedestrian street crossings, improving signage and way finding, and incorporating energy-efficient street lighting.	Sidewalks are a high priority both for the community and the panel. Coordination may be required with City, County, and FDOT.
Put People First	Provide safe intersections for pedestrians (traffic-calming).	Improve public safety and ADA accessibility throughout the study area. Coordination may be required with City, County, and FDOT.
Promote Access to Healthy Food	Work with nonprofits to promote a mobile farmers market to serve this area and other neighborhoods that need better access to healthy foods.	Interim step until a regular farmers market can be established at a fixed location in South City.
Energize Shared Spaces	Accelerate Magnolia Drive Multi-Use Trail to FAMU.	The phases connecting South City to FAMU should be the first phases of this new trail, not the last. The phasing decision made by the Blueprint 2000 Intergovernmental Agency in April should be revisited.

Short-Term Action Items (0-5 years)

Principle	Recommendation	Comments
Put People First	Continue to support the Gang Response Unit and create a police substation in South City.	Implement recommendations of the Community Council on Gun Violence.
Put People First	Roadway improvements should include improved lighting and reduction in overgrown vegetation.	Utilize Crime Prevention Through Environmental Design techniques to increase safety and the perception of safety. Coordination may be required with City, County, and FDOT.
Put People First Make It Active	Create east-west Putnam connector.	Make it one of the spine roads through the neighborhood with a new centralized park at Country Club Drive.
Put People First Make it Active	Provide safe pedestrian connection through FAMU to Bond Elementary School.	Eliminate the need for children to cross busy Orange Avenue. Collaborate with FAMU during the periodic update of FAMU's Campus Master Plan. Coordinate with FDOT on state roads.
Make It Active Ensure Equitable Access	Establish a Community School to serve South City and environs.	City should partner with Leon County Schools and nonprofits to create a school similar to Evans Community School in Orlando that draws together educational, health, and social services for children and their families. The City and Leon County Schools should seek a planning grant from new state appropriations.
Ensure Equitable Access	Ensure age-in-place design philosophy is utilized as public housing is renovated.	Tallahassee Housing Authority's mixed-income project should encourage aging in place.
Ensure Equitable Access	Explore innovative models such as Harlem Children's Zone and/or Parramore Kidz Zone to provide educational and social support and hope to youth throughout the community.	Provides mentoring, college visits, illustrations of unique opportunities.
Recognize the Economic Value	Identify, brand, and promote South City as a place where everyone can celebrate and experience African-American history and culture (GRA and partnerships should organize regular programming).	Consider partnering with FSU's Dedman School of Hospitality, which is part of the university's business school.
Recognize the Economic Value	Promote awareness of and access to financial incentives to existing businesses (such as New Market Tax Credits and façade grants).	New Market Tax Credits can stimulate investment in a neighborhood like South City. Every \$1 of federal tax credits under the program has generated \$8 of private investment for new businesses and other needs in low-income and distressed neighborhoods.

Principle	Recommendation	Comments
Recognize the Economic Value	Make health issues a design consideration in review of land development projects.	
Recognize the Economic Value	Identify potential catalytic retail sites.	
Promote Access to Healthy Food Energize Shared Spaces	Expand the existing community garden at Texas Street / Orange Avenue (pavilions, sheds, supplies).	
Promote Access to Healthy Food	Identify appropriate fixed location and establish a regular Farmers Market within South City to provide access to fresh fruits and vegetables. Provide necessary capital improvements.	Consider co-locating a Farmers Market with the new community garden and planned StarMetro Super Stop.
Promote Access to Healthy Food	Assist commercial developers in re-establishing the grocery anchor at the Town Center.	
Empower Champions for Health	Strengthen and support South City Neighborhood Association.	
Empower Champions for Health	Work with FAMU and FSU to establish baseline health metrics for South City, identify healthy outcomes, and assign responsibility for each action.	
Empower Champions for Health	Dedicate staff for these efforts.	Adequate staffing for the task force and follow-up is essential.
Empower Champions for Health	Build on healthy baby initiatives and explore sustainable way to provide quality health care, such as Federally Qualified Health Care Centers (FQHCs).	Support expansion of work by Whole Child Leon.
Mix It Up Make It Active	Identify catalytic sites suitable for mixed-use development.	
Mix It Up	Work to develop “complete streets” along South Monroe and South Adams, and program a mixture of uses throughout the corridor.	Work to develop “complete streets” along South Monroe and South Adams, and program a mixture of uses throughout the corridor.
Mix It Up	Provide amenities such as bike racks, street lights, public art, and murals along the corridors.	Step up current efforts to enhance streetscape along South Monroe and South Adams.

Principle	Recommendation	Comments
Mix It Up	Encourage Tallahassee Housing Authority to step up efforts for mixed-income development.	Planning should leave adequate space to create a centralized park at Country Club Drive and Putnam Drive. No additional vouchers for publicly subsidized housing should be approved in South City.
Mix It Up	Encourage FQHC access and connection to this neighborhood; encourage embedded health care in schools.	City should partner with Leon County Schools and coordinate with Big Bend Cares and its new medical facility in the area.
Mix It Up Make It Active	Ensure that the Multimodal Transportation District and other regulatory requirements promote mixed-use development.	Create process incentives to make it easier for developers to do the right thing.
Make Healthy Choices Easy	Add additional criterion for prioritizing sidewalks in South City and similar neighborhoods.	Current criteria disadvantage neighborhoods like South City far from or without jobs.
Make Healthy Choices Easy	Conduct a “walk audit” to determine deficiencies of sidewalks in the study area and to prioritize improvements for ADA requirements and connectivity.	
Embrace Unique Character	Build the best playground in Tallahassee!!	City-owned property is an opportunity to create a unique place for South City youngsters.
Embrace Unique Character	Promote a relationship between FAMU and South City through pedestrian corridors and mutually beneficial projects.	Collaborate with FAMU during periodic updates of FAMU’s Campus Master Plan; coordination may be required with City, County, and FDOT.
Energize Shared Spaces Make It Active	Design Star Metro Super Stop with community input; preserve tree canopy and create a facility to offer a safe and fun gathering place for residents.	The City should use public resources to encourage the emergence of this site as a community gathering spot.
Energize Shared Spaces	Develop a centralized community park for the residents of South City (at Country Club Drive and Putnam Drive).	Planning for Tallahassee Housing Authority’s proposed mixed-income development should allocate space for creation of a new park for South City.
Energy Shared Spaces	Work with Leon County Schools to better utilize Wesson School to offer residents programming, educational classes, health care, workshops, after-school programs, etc.	Wesson is an under-utilized asset and in an ideal location to serve South City residents.

Mid-Term Action Items (6-10 Years)

Principle	Recommendation	Comments
Put People First	Encourage higher community involvement in crime prevention and implement more police foot patrols.	Planning should leave adequate space to create a centralized park at Country Club Drive and Putnam Drive. No additional vouchers for publicly subsidized housing should be approved in South City.
Put People First	Develop programs to empower women in the community.	Almost 60 percent of residents in South City are women, and women head an unusually high proportion of households.
Put People First Energize Shared Spaces Make It Active	Develop new Greenway Trail along drainage canal from Brighton Road to FAMU, with additional green spaces along the trail. Consider development of trailheads.	Turn this liability into an asset.
Ensure Equitable Access	Provide availability to books and reading.	Partner with the Leon County Public Library.
Ensure Equitable Access	Make education the cornerstone of revitalization (cradle-to-career).	Tallahassee has the full range of educational institutions at South City's doorstep. The City should partner with them with specific initiatives for South City.
Ensure Equitable Access	Provide adult educational opportunities such as computer training facilities within community housing for family members of all ages.	
Recognize the Economic Value	In partnership with FSSCRA, seek opportunities to secure private-sector investment along the South Adams and South Monroe Street corridors with emphasis on providing job opportunities for South City residents.	
Recognize the Economic Value	Partner with FSU, FAMU, TCC, and other nonprofits to find training and access to new job opportunities for South City residents.	
Promote Access to Healthy Food	Attract and/or promote healthy restaurant options.	
Promote Access to Healthy Food	Partner with local organizations to expand food preparation to promote healthy food classes.	

Principle	Recommendation	Comments
Empower Champions for Health	Have local universities conduct periodic health impact assessments.	Utilize health metrics created in partnership with FAMU and FSU to measure progress toward desired outcomes; periodically assess progress and adjust as warranted.
Empower Champions for Health	Research Community Reinvestment Act investments through local banks, such as Wells Fargo, Bank of America, Capital City Bank, to create capital investments through partnerships with lenders.	
Mix It Up	Explore opportunity for FAMU to extend its reach into the South City neighborhood.	Encourage FAMU and the Florida Board of Governors to target capital investments in South City.
Make Healthy Choices Easy	Create a culturally sensitive campaign to engage the community in physical activity and healthy eating and connect back to existing trails and infrastructure (Winter Park Health Foundation).	Encourage organized walks by Move.Tallahassee.com to be easily accessible to South City, and promote those walks in the neighborhood.
Make Healthy Choices Easy	Increase mobility (transit, bicycles, walking) to promote maximum access for residents to shopping, jobs, schools, recreation, etc.	
Embrace Unique Character	Utilize existing natural features and proposed parks as a starting point to develop a unique character for the community.	
Embrace Unique Character	Create a community-driven process to identify the cultural character for the neighborhood.	
Make It Active	Plan festivals, health fairs, and other community events.	
Energize Shared Spaces	Enhance the landscaping along the streets and all public spaces (trees, plants, and public art).	

Long-Term Action Items (More than 10 years)

Principle	Recommendation	Comments
Put People First	Utilize existing criminal justice department resources at FAMU and FSU for partnership opportunities as well as university-wide volunteer programs.	
Put People First	Form partnerships to create economic opportunities, particularly in commercial areas; opening a career link facility in South City (TCC, Career Source Capital Region).	
Ensure Equitable Access	Provide educational opportunities for elementary, middle, and high school students comparable to the best in the County.	
Ensure Equitable Access	Motivate the family to be engaged throughout the process.	
Ensure Equitable Access	Consider expanding the Digital Canopy to include South City.	
Recognize the Economic Value	Establish small business incubator in partnership with FAMU.	
Promote Access to Healthy Food	Improve how residents within South City get adequate nutrition.	
Empower Champions for Health	Have local universities conduct period health impact assessments.	Utilize health metrics created in partnership with FAMU and FSU to measure progress toward desired outcomes; periodically assess progress and adjust as warranted.
Mix It Up	Build a strong connection between retail, educational, and recreational activities.	
Make Healthy Choices Easy	Leverage and partner with FAMU to utilize their recreational amenities for residents of South City.	
Embrace Unique Character	Build on the existing retail corridor and unique restaurants that already exist. Celebrate the African-American culture.	
Energize Shared Spaces Make It Active	Energize and design a shared, unified retail corridor to enhance walkability (Town Center).	
Energize Shared Spaces	Evaluate the capacity for programming and offerings at the community's churches.	
Make It Active	Connect proposed multiple and diverse points of destination.	



