



BOARD OF DIRECTORS MEETING

December 9, 2021 3:00 pm City Commission Chambers

Chair: Nick Maddox

Agenda

I. AGENDA MODIFICATIONS

II. CITIZENS TO BE HEARD

In Person: Citizens desiring to speak must fill out a Speaker Request Form. The Chair reserves the right to limit the number of speakers or time allotted to each. Speakers are limited to 3 minutes.

Written Comments: Please provide written public comment by emailing <u>Comments@BlueprintIA.org</u> until 5 p.m. on December 8, 2021. This will allow ample time for comments to be provided to the IA Board in advance of the meeting. Comments submitted after this time will be accepted and included in the official record of the meeting.

Live Comments via WebEx: If you wish to provide comments live during the IA Board meeting via WebEx, please register to join at <u>www.BlueprintIA.org</u> by 5 p.m. on December 8, 2021, and WebEx meeting access information will be provided to you via email. Speakers are limited to 3 minutes.

III. INFORMATIONAL ITEMS/PRESENTATIONS

- Presentation on the Northeast Connector Final Engineering Report
- <u>Receipt and File:</u>
 - Blueprint Infrastructure Quarterly Report
 - Draft Blueprint Citizens Advisory Committee November 17, 2021 Meeting Minutes
 - <u>Blueprint Infrastructure Community Engagement Update</u>

PAGE

IV. CONSENT

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1.	Approval of the September 27, 2021, Blueprint Intergovernmental Agency Board Meeting Minutes	5
2.	Acceptance of the 2021 Annual Report of the Blueprint Intergovernmental Agency	31
3.	Approval of an Appointment and a Reappointment to the Blueprint Citizens Advisory Committee	53
4.	Authorization to Procure Construction Services for the Capital Cascades History and Culture Trail Interpretive History Stations Along FAMU Way	67
5.	Approval to Modify the MGT of America Contract Scope to Include FY 2021 Expenditure Data for the Disparity Study Update	131
V.	GENERAL BUSINESS/PRESENTATIONS	
6.	Approval of Purchase and Sale Agreement for 1309 Alabama Street and Status Report on Private Sector Engagement	137
7.	Acceptance of the Fairgrounds Market Feasibility Report and Approval of Funding for Master Planning Services	273
8.	Authorization to Commence the Process to Obtain Bond Financing	503
VI.	CITIZENS TO BE HEARD In Person: Citizens desiring to speak must fill out a Speaker Request	

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VII. DIRECTOR DISCUSSION ITEMS

VIII. ADJOURN

NEXT BOARD OF DIRECTORS MEETING: February 24, 2022

In accordance with the Americans with Disabilities Act and Section 286.26, Florida Statutes, persons needing a special accommodation to attend this meeting should contact Susan Emmanuel, Public Information Officer, 315 South Calhoun Street, Suite 450, Tallahassee, Florida, 32301, at least 48 hours prior to the meeting. Telephone: 850-219-1060; or 1-80 0-955-8770 (Voice) or 711 via Florida Relay Service.

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Blueprint Intergovernmental Agency Board of Directors Agenda Item #1

December 9, 2021

Title:	Approval of the September 27, 2021, Blueprint Intergovernmental Agency Board of Directors Meeting Minutes
Category:	Consent
Intergovernmental Management Committee:	Vincent S. Long, Leon County Administrator Reese Goad, City of Tallahassee Manager
Lead Staff / Project Team:	Benjamin H. Pingree, Director, Department of PLACE Autumn Calder, Director, Blueprint Cristina Paredes, Director, Office of Economic Vitality

STATEMENT OF ISSUE:

This agenda item presents the summary meeting minutes for the September 27, 2021, Blueprint Intergovernmental Agency Board of Directors (IA Board) meeting minutes and requests the IA Board's review and approval of the minutes as presented.

FISCAL IMPACT

This item has no fiscal impact.

RECOMMENDED ACTION:

Option 1: Approve the September 27, 2021, Blueprint Intergovernmental Agency Board of Directors Meeting Minutes.

OPTIONS:

Option 1: Approve the September 27, 2021, Blueprint Intergovernmental Agency Board of Directors Meeting Minutes.

Option 2: IA Board Direction.

Attachments:

1. Draft Summary Minutes of the Blueprint Intergovernmental Agency Board of Directors Meeting on September 27, 2021.

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Blueprint Intergovernmental Agency Board of Directors Meeting Minutes

Date:December 9, 2021To:Board of DirectorsFrom:Benjamin H. Pingree, PLACE DirectorSubject:Summary Minutes to Board of Directors Meeting of September 27, 2021

MEMBERS PRESENT

COUNTY	<u>CITY</u>
Commissioner Nick Maddox, Chair	Mayor John Dailey
Commissioner Kristin Dozier	Commissioner Curtis Richardson
Commissioner Carolyn Cummings	Commissioner Jeremy Matlow
Commissioner Brian Welch	Commissioner Jacqueline Porter*
Commissioner Rick Minor	Commissioner Dianne Williams-Cox
Commissioner Bill Proctor	
Commissioner Jimbo Jackson*	
*Indicates virtual / telephonic participa	ation

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TELEPHONIC PARTICIPATION

Commissioner Williams-Cox moved, seconded by Commissioner Richardson, to allow Commissioners Jackson and Porter to participate in the IA Board meeting virtually.

The motion passed 10-0 (weighted 58-0).

I. AGENDA MODIFICATIONS

There were two agenda modifications, the addition of a presentation by FAMU on the Bragg Stadium Renovations and the replacement of item 5, Approval of the Blueprint Intergovernmental Agency 2022 Meeting Schedule.

Commissioner Williams-Cox moved, seconded by Commissioner Dozier, to accept the agenda modifications.

The motion passed 12-0 (weighted 70-0).

II. CITIZENS TO BE HEARD ON NON-AGENDAED ITEMS

Public comments were received by email to Comments@BlueprintIA.org through 5:00 p.m. on September 26, 2021. All emails received were provided to the IA Board. Live comments were also taken in person and via WebEx during the meeting. Those comments are summarized below.

Page 2 of 24

Citizen Comment

Jeff Blair spoke on meaningful citizen engagement and encouraged the IA Board of Directors to convene a process, comprised of citizen stakeholders and public engagement and consensus building professionals to develop a comprehensive policy for consistent, accessible, transparent, and equitable procedures for citizen engagement, public policy development, and citizen participation at IA Board meetings.

III. INFORMATIONAL ITEMS/PRESENTATIONS

• Bragg Memorial Stadium Renaissance Project – Dr. Shawnta Friday-Shroud

Dr. Friday-Stroud provided a brief presentation on the progress of the Bragg Memorial Stadium Renaissance project including the completion Phase 1, ahead of schedule and the first home game. Phase I used approximately 40 percent of the \$10-million allocated by the IA Board and included structural repairs and the installation of new seating. Phase II was scheduled to begin November 1, 2021, after the last home game of the season. Based on current cost estimates for material, renovations to concession stands and restrooms might not be funded.

Commissioner Williams-Cox noted the swiftness of the presentation and requested that the slide deck be made available to each of the Directors for further consideration of the funding shortage it outlined.

- Employment Trends and CareerSource Update Jim McShane
 - Receipt and File:
 - Draft Blueprint Citizens Advisory Committee September 9, 2021 Meeting <u>Minutes</u>
 - Draft Economic Vitality Leadership Committee September 8, 2021 Meeting <u>Minutes</u>
 - o <u>Blueprint Infrastructure Community Engagement Update</u>

IV. <u>CONSENT</u>

Citizen Comments

Max Epstein spoke on Orange Avenue Community Park concept noting the lack of improvements to water quality available with the proposed pond. He encourage the IA Board to reconsider the Blueprint ethos regarding building walking trails around stormwater facilities without including additional filtration systems to the facility.

ACTION TAKEN: Commissioner Richardson moved, seconded by Commissioner Williams-Cox to approve the Consent Agenda.

The motion passed 12-0 (weighted (70-0).

1. Approval of the July 15, 2021, Blueprint Intergovernmental Agency Board of Directors Meeting Minutes

Option 1: Approve the July 15, 2021 Meeting Minutes.

- 2. Approval of Amendments to the Economic Vitality Leadership Council Bylaws Option 1: Approve the amendments to the EVLC Bylaws.
- 3. Acceptance of the FY 2021 Office of Economic Vitality Annual Report

Option 1: Accept the FY 2021 Tallahassee-Leon County Office of Economic Vitality Annual Report.

4. Acceptance of a Status Report on College Avenue Placemaking Project

Option 1: Accept the Status Update on the College Avenue Placemaking Project.

5. Approval of the Blueprint Intergovernmental Agency 2022 Meeting Schedule

Option 1: Approve the *modified* 2022 Blueprint Intergovernmental Agency Meeting Schedule.

6. Approval of the Proposed Concept and Authorization to Advertise, Negotiate, and Award Construction Services for the Orange Avenue Community Park

Option 1: Approve the Orange Avenue Community Park Concept.

Option 2: Authorize Blueprint to advertise, negotiate, and award, through IMC approval, a contract for construction of the Orange Avenue Community Park project.

7. Approval of Appointments to the Blueprint Citizens Advisory Committee

Option 1: Appoint Leroy Peck to the CAC to represent the Council of Neighborhood Associations.

Option 2: Appoint Adner Marcelin to the CAC to represent the Civil Rights Community.

Option 3: Appoint Ashley Leggett to the CAC to fill the financial expert position for the remainder of the current term, and for a full three-year term after, through December 2024.

V. <u>GENERAL BUSINESS</u>

8. Presentation by VisionFirst on the Office of Economic Vitality Strategic Plan Update

Cristina Paredes introduced the item and Mr. Gray Swoope who provided a brief presentation on the Strategic Plan update including defining economic development for Tallahassee-Leon County, the implementation of 82 percent of the current plan, administered \$18.3 million in CARES Act funds through the pandemic, created 1,200 new jobs, and increased MWSBE certified firms by 73 percent in the first five-years. VisionFirst conducted stakeholder meetings, data analysis, online surveys and developed key findings, themes and leverage points which would be presented at the February 24, 2022, IA Board meeting.

Commissioner Porter noted the consideration of the funding request from Florida State University (FSU) coming up on the agenda and questioned the impact a commitment to that could have on the Strategic Plan and work of OEV. Gray Swoope stated that there would be impacts either way the IA Board voted, however, the Strategic Plan would be predicated on the policy of what was important to the community and for the return on taxpayer investment.

Commissioner Matlow noted the focus on Targeted Industries outlined in the Strategic Plan and questioned if sports and recreation was included as an industry focus. He also questioned if the Strategic Plan contemplated spending on arts, culture, and sports stadiums. Gray Swoope stated while outdoor activities could be a subset of Recruiting, he did not recall the full list of Targeted Industries. Additionally, Mr. Swoope stated that VisionFirst had not contemplated spending on arts and culture to date.

Commissioner Dozier spoke to the return on taxpayer investment through the Targeted Industry approach with the realization of DanFoss and Amazon, projects Juggernaut and Mango respectively. She questioned if through the efforts of OEV, more business would look to Tallahassee-Leon County for business expansion and relocation. Gray Swoope stated that during his years with Enterprise Florida, Tallahassee was experienced as a hard place to do business. That perspective was shifting and interesting was growing because of the aggressive marketing that introduced Tallahassee to other places. Furthermore, capitalizing on the higher education institutions and research assets to drive innovation and commerce. Combining that with the right strategy and policy would generate momentum going forward in ways that were beneficial to citizens.

Commissioner Dozier stated that historically Tallahassee-Leon County had not taken advantage of many assets provided to the area by an excellent community college and two major universities, such as tech-transfer, commercialization, or recruiting businesses that aligned with the MagLab. She referenced the North Florida Innovation Lab and the \$2.5 million committed by the IA Board, which helped leverage \$10.3 million in federal funds, and questioned how having such an incubator in Tallahassee-Leon County, benefited the university and commerce in the community. Gray Swoope stated that the incubator provided more product, or tools in the toolbox, to attract other businesses. He stated that connecting the investments in wet lab space and infrastructure in Innovation Park to being a good partner in private sector investments, created jobs that generated significant payrolls. For example, manufacturing sector jobs where the average annual income was approximately \$55,000. That was the third highest wage producer yet was fifteenth in the overall employment. That was the missing piece, he stated. Mr. Swoope returned to the update of the Strategic Plan and stated that the biggest challenge to Tallahassee-Leon County was in how to align all the great resources available in innovation, commercialized tech-transfer, and people to capitalize on the assets.

Attachment 1
Page 5 of 24
Page 5 of 24

Commissioner Dozier noted that the updated Strategic Plan would be reflective of the available resources, depending out the outcome of the current meeting. She questioned what the IA Board could do, if there was a lot less versus what types of incentives and opportunities would require investment from OEV. Gray Swoope stated that his personal and professional belief was to sell value first, evaluate the project and the required investment to win it, and consider the return on that investment. If there was no significant return on a public investment, the question begged then, why pursue it? There were many ways to sell value, for example, working together as a community in partnership on timing to expedite permitting. A significant incentive that sold value through communicating that local government would work hand in hand to figure out how the business could work in Tallahassee-Leon County. The question at hand became, would Tallahassee-Leon County have multiple products, tools in the toolbox or not.

Commissioner Minor stated that he found it compelling to see the contrasting and comparing community statistics similar to Tallahassee-Leon County. It was informative to see how Tallahassee-Leon County stacked up against other communities in industry sectors and evaluating the pitfalls and successes. He also requested that VisionFirst include any best practices to capitalize on the available resources in order to succeed.

Commissioner Proctor questioned if there was any other approach that the IA Board could have taken to leverage the \$800,000 million; or that could still be actualized. He noted that the most significant piece of data presented was that greater than 50 percent of Tallahassee-Leon County citizens held college degrees. With the human resources available, he suggested that the City, County, Florida State, FAMU, etc. contribute two-three percent to uplift the region to a research triangle to foster an arranged effort to implement something transformative in the community. He stated that he was interested in brand new ideas for how the entities that comprise the components of Tallahassee-Leon County could collaborate on something splendid and significant.

Commissioner Richardson addressed the non-financial incentives to bring jobs and industry to Tallahassee-Leon County and provided examples of hotel projects that agreed to come to the area without any financial incentives from the city or county. He felt confident that with the tremendous assets and amenities available in Tallahassee-Leon County, that OEV could attract businesses without offering financial incentives. He stated that investing in the transportation and utility infrastructure necessary to develop land around the airport would provide the ability to attract industry and economic development. He encouraged a regional approach to economic development through partnerships with surrounding counties.

Commissioner Maddox expressed his support for regional collaborations and provided examples from his hometown in North Carolina. He encouraged further discussion and potentially a meeting with the surrounding counties. Regarding infrastructure and standard of living increasing the viability of an economic development hub was also an idea he supported and cited the success of Gaines Street and developments in Collegetown. The financial incentives were not necessary because of the investments in infrastructure that created the framework for businesses to improve on. Commissioner Maddox agreed with Gray Swoope regarding improvements on business regulations, and yet it remained the greatest weakness for Tallahassee-Leon County despite all of the steps taken to move beyond that. Secondly, the perception of disconnection with business leaders did not align with his experience however, if that was the feedback received from the community; he wanted to understand why. He acknowledged again the progress made over the past ten years and sought to understand why those two perceptions continued to plague Tallahassee-Leon County and take corrective action.

Attachment 1

Commissioner Williams-Cox moved, seconded by Commissioner Dozier, to accept the presentation by VisionFirst on the Office of Economic Vitality Strategic Plan Update.

The motion passed 12-0 (weighted: 70-0).

Commissioner Maddox noted the number of speakers for Item 9, the potential implications that vote could have on the budget (Item 14), and the public hearing, which was scheduled for 6:00 pm. He offered possible alternatives and requested feedback from the Directors for modifying the agenda to maximize time.

All Directors agreed to continue into Item 9 and Citizen Comments.

9. Consideration of Funding Request for the Florida State University's Doak Campbell Stadium in the Amount of \$20 Million

Cristina Paredes provided a brief presentation on the funding request Doak Campbell Stadium that included historical information on infrastructure projects funded from the economic development portion of the sales tax, project priorities for life safety, accessibility, and code compliance and maintenance. The total estimated cost of the project was \$32.98 million; FSU requested \$20 million from OEV. Regarding the economic and visitor impact, Ms. Parades stated that FSU brought in \$80 million annually through football, \$47 million of that was direct spend. The renovations and maintenance would allow FSU to make Doak Campbell Stadium a year-round venue; hosting non-football events that anticipated a total economic impact of \$102,700,000 annually should it come to fruition.

Cristina Paredes further stated that based on IA Board guidance at the May 27, 2021, IA Board Budget Workshop, the \$20 million to FSU was included as a placeholder in the budget material presented in Item 14. The total estimate cost to OEV, with debt services and closing costs, was \$26.45 million. Additional budget considerations for the 12 percent portion of the 20-year sales tax included the activation of seven infrastructure and business expansion projects, totaling \$34.8 million. Those investments created over 5,600 jobs and generated approximately \$786 million in total economic output. Each dollar invested generated a \$6, return in permanent annual basis to Tallahassee-Leon County.

Should the IA Board approve the funding request, Cristina Paredes stated, OEV would be at their bonding capacity. However, OEV would continue to work competitive and non-competitive projects that focused on diversifying the local

economy. Should any new projects need funding, OEV would seek IA Board direction regarding funding options, in accordance with policy, which could include reallocating resources within the economic development portion of the sales tax.

Citizen Comments

Stanley Sims compared the financial impact analysis of Item 12, and spoke to reports of intimidation on social media related to the IC2U proposal.

Delilah Pierre delivered a message written by Isabella Casanova on behalf of the Tallahassee Community Action Committee and Students for a Democratic Society spoke in opposition to funding renovations at Doak Campbell Stadium stating that it was an irresponsible use of public money. Citizens would be better served by using public funds for lighting, sidewalks, and supporting food security through neighborhood markets.

Douglas Mannheimer spoke in favor of funding renovations to Doak Campbell Stadium citing the precedent set with funding life safety renovations at Bragg Memorial Stadium.

Whitfield Leland spoke in opposition to funding renovations at Doak Campbell Stadium questioning the purpose of OEV; was it to renovate sports facilities or to served minority and women-owned businesses and others.

Jim Gregonella spoke in favor of funding renovations to Doak Campbell Stadium citing the indirect economic benefit to small businesses. His restaurants and businesses generated 40 percent additional revenue from FSU football for hundred jobs that paid on average \$20 hourly. Stadium renovations at FAMU or FSU was beneficial to small businesses, independent vendors, and student entrepreneurs.

Damon Victor spoke in opposition to funding renovations at Doak Campbell Stadium noting that FSU's \$2 billion annual budget dwarfed that of the Blueprint Intergovernmental Agency. He questioned processes, back-channel beneficiaries, and encouraged the IA Board to listen to the people and act courageously in voting down the request.

Sierra Robinson spoke in opposition to funding renovations at Doak Campbell Stadium stating that, unlike FAMU, FSU did not need the stimulus in order to operate the stadium.

Ruth Chase spoke in opposition to funding renovations at Doak Campbell Stadium and stated that the Blueprint Intergovernmental Agency needed a new model for economic development because trickledown economics did not work. Newer, national economic models that supported job creation through environmental sustainability.

Ramona Abernathy-Payne spoke in opposition to funding renovations at Doak Campbell Stadium citing the regressive nature of sales tax. She requested that the IA Board be good stewards

Bill Davis spoke in opposition to funding renovations at Doak Campbell Stadium stating that the funding for Bragg Stadium was the result of different circumstances, the multiplier argument smacked of trickledown economics, and was a shell game played by FSU. A sales tax was the most regressive tax, taking

money out of the hands of taxpayers who paid a higher percentage of income. This was divisive and a lost opportunity to address real needs across the community.

Will Crowley spoke in opposition to funding renovations at Doak Campbell Stadium stating that sustainability was an essential part of economic development yet the FSU project produced no permanent jobs, only temporary jobs in construction. Giving \$20 million to renovate a stadium perpetuated the perception of Tallahassee as a college town and highlighted yet another barrier to doing business in Tallahassee-Leon County.

Brian Seely spoke in opposition to funding renovations at Doak Campbell Stadium stating that as a small business owner, he was excited about the creation of OEV and the dedication of sales tax dollars to economic development. It was not a for or against FSU vote, as some made it out to be, however, it made no business sense to allocate the majority of the 20 year budget to one project.

Sahara McCabe spoke in opposition to funding renovations at Doak Campbell Stadium because it did not provide benefit to the average citizen, who are also stakeholders.

Leslie Harris spoke in opposition to funding renovations at Doak Campbell Stadium citing FSU's fundraising reputation, and recommended that stadium repairs and upgrades come through fundraising or through the state. He cited the collaboration with FSU and Blueprint Intergovernmental Agency on the Airport Gateway project and questioned the impact the stadium vote could have on the IA Board's ability to encourage meaningful development, that addressed the needs of the people in Providence, Lake Bradford, and Springhill Road communities.

Christie Hale spoke in opposition to funding renovations at Doak Campbell Stadium because that was not the intent or purpose of the sales tax. FSU was a stated owned facility and renovations and maintenance should be funded through the Department of Management Services. Not taxpayers of Tallahassee-Leon County. She encouraged the IA Board to use the sales tax appropriately.

Morgan Salcider spoke in opposition to funding renovations at Doak Campbell Stadium and stated that the project scope should take a holistic approach and include equity and the environment along with economics. She also questioned the demographics of the statistics provided to see clearly, who benefited and who did not.

David Coburn, Vice-President, Intercollegiate Athletics at FSU, spoke in favor of funding renovations to Doak Campbell Stadium noting the tens of thousands of people that were drawn into Tallahassee-Leon County, both in person visitors and via a nationally televised game with an approximate average viewership of 7.9 million. He spoke of the 3,000 jobs provided on a game-to-game basis and that FSU had more home games scheduled for the next decade that in the past, and with recognizable programs which would draw in greater attention and revenues. He encouraged the IA Board to support FSU in maintaining the economic engine in Tallahassee-Leon County. Michael Alford spoke in favor of funding renovations to Doak Campbell Stadium citing structural deficiencies, potential life safety, and ADA accessibility issues. He stated that the money would not be used for seating upgrades despite Doak Campbell and the FSU football program being an economic driver for Tallahassee-Leon County.

Max Epstein spoke in opposition to funding renovations at Doak Campbell Stadium stating that OEV funds were to be used for competitive processes to bring in jobs, such as the Amazon facility. He strongly encouraged the IA Board to vote no on FSU's request instead of bankrupting OEV and instead, investing in local businesses and communities.

Brian Lupiani spoke in opposition to funding renovations at Doak Campbell Stadium expressing his agreement with many of the previous opposing speakers. He emphasized that Tallahassee-Leon County tax payers should not be on the hook for stadium renovations or maintenance.

Steven Broadway spoke in opposition to funding renovations at Doak Campbell Stadium stating that bonding \$20 million for a project that would not have a broad benefit across Tallahassee-Leon County was a moral conundrum. He spoke to the regressive nature of the sales tax and the disproportionate impact it had on people living at or below the poverty level and stated that it was immoral not to honor or acknowledge that sacrifice. He encouraged the IA Board to vote no on the request and instead use the money for projects that would bring equity to Tallahassee-Leon County.

Mike Brezine, representing the Alliance of Tallahassee Neighborhoods, spoke in opposition to funding renovations at Doak Campbell Stadium citing that taxpayers would be on the hook for \$26 million with the debt services fees. Voting against the funding request would preserve OEV's ability to meet the future needs of Tallahassee-Leon County businesses. Focusing OEV funds on areas that directly stimulated areas with the greatest need made sound economic sense and fit more closely with the community value of reducing economic disparity. He suggested

Donna Cotterell spoke in opposition to funding renovations at Doak Campbell Stadium citing the impact to minority and women-owned business by bankrupting OEV. She noted that the economic benefit of jobs gained would be temporary, lasting only through construction.

Bronwyn Chelette spoke in opposition to funding renovations at Doak Campbell Stadium stating that the budget would be better suited directed to small, local businesses.

Randie Denker spoke in opposition to funding renovations at Doak Campbell Stadium stating that committing \$20 million of economic development funds would negatively affect the IA Board's ability to achieve the goals of OEV.

Claudia Sperber spoke in opposition to funding renovations at Doak Campbell Stadium citing the fraying public trust in leadership with questions of inequity, corruption, integrity, priorities, and how the IA Board chose to spend taxpayer money. Geraldine Seay spoke in opposition to funding renovations at Doak Campbell Stadium drawing correlations between FSU's funding request and the corruptions charges investigated by the FBI.

Jeff Blair spoke in opposition to funding renovations at Doak Campbell Stadium stating that the project had no meaningful citizen engagement and yet it was clear that the overwhelming support was to vote against the request.

Chair Maddox called a recess until the scheduled 6:00 pm Budget Public Hearing.

Chair Maddox reconvened the meeting at 6:03 pm, noting a modification to the agenda. He stated that, due to the budget implications of Item 9, he would open the public hearing, postpone it to continue discussion on Item 9, and hold the budget hearing following the completion of the item.

Commissioner Richardson moved, seconded by Commissioner Matlow, to delay the Public Hearing until after a vote on Item 9.

The motion passed 12-0 (weighted: 70-0).

Commissioner Proctor expressed his understanding of Chair Maddox's preference to open Director's discussion with a motion. He requested that Chair Maddox consider a round of Director's discussion first, stating that once a motion was accepted it reframed Director's thoughts and amplified anxieties. Chair Maddox stated that he would not require a motion to begin discussion however, the option was open should a Director have a motion to make.

Commissioner Jackson moved, seconded by Mayor Dailey, to approve option one.

Option #1: Accept the Report on the Funding and Economic Analysis for Florida State University's Doak Campbell Stadium Infrastructure Repairs and Maintenance. Direct the Agency to proceed with obtaining bond or bank financing and disbursing of funds of up to \$20 million. Authorize the Director of PLACE to execute the necessary agreements with FSU to effectuate project commencement from the economic development portion of the sales tax proceeds from the Blueprint Sales Tax to meet the bonding deadline requirements for disbursement and expenditure by December 9, 2021.

Commissioner Minor stated that he believe the economic benefit analysis for the \$102 million annual return on investment the renovations at Doak Campbell Stadium. The economic health of many businesses across the hospitality and recreation industries were directly impacted by FSU football. He also understood the effects to OEV's bonding capacity through at least 2028. He stated that was a tremendous economic opportunity and obstacle in Tallahassee-Leon County contending for future competitive projects.

Commissioner Minor offered a substitute motion, seconded by Commissioner Richardson, to approve option one funded at \$15 million. Option #1: Accept the Report on the Funding and Economic Analysis for Florida State University's Doak Campbell Stadium Infrastructure Repairs and Maintenance. Direct the Agency to proceed with obtaining bond or bank financing and disbursing of funds of up to \$15 million. Authorize the Director of PLACE to execute the necessary agreements with FSU to effectuate project commencement from the economic development portion of the sales tax proceeds from the Blueprint Sales Tax to meet the bonding deadline requirements for disbursement and expenditure by December 9, 2021.

Commissioner Minor stated that providing a funding allocation for \$15 million supported one of the largest economic drivers in Tallahassee-Leon County and positioned OEV to compete with other communities for future projects. He stressed the importance of that flexibility in attracting businesses such as Amazon, and the economic infusion they created. He advocated that the reserved \$5 million, in bonding capacity, could be used to increase economic equity, for the IA Board to explore and address areas of economic disparity.

Commissioner Jackson stood by his original motion stating that the jobs created through construction that infused \$11 million in wages to the community, which added to local sales and property taxes. Furthermore, the estimated \$47.8 million annually, in indirect spending and economic impact for Tallahassee-Leon County. He estimated that 20-percent of the local population was employed by or dependent on FSU for income and as residents contributed to the economic cycle of spending and taxes. The life safety and ADA access renovations represented a bold step toward equality. Lastly, he noted the annual \$13.9 million in federal, state, and local taxes generated by FSU, and stated that funding renovations at Doak Campbell Stadium at the requested \$20 million would benefit the future of Tallahassee-Leon County.

Commissioner Proctor questioned if, should a competitive project opportunity arise in the future, the IA Board could reallocate fund from other projects to allow OEV to compete. Cristina Paredes stated that the 31 projects, identified on page 8 of the budget material, were Blueprint Infrastructure projects. However, should the IA Board move forward with funding the request, and a future competitive project opportunity come about, OEV staff would work within the competitive project policy, which could include agenda items with funding options for these projects. Those funding options could include reallocation within the economic development budget.

Commissioner Matlow stated that it was clear that no matter the decision made by the IA Board on the funding request, home games for FSU football were not in jeopardy. Furthermore, it was disingenuous to frame the renovations as life safety issues, knowing the scope of the renovation plans at Doak Campbell Stadium. He expressed his frustration that the full scope was not openly discussed, therefore could not have full analysis and consideration of the economic value. However, that was not the conversation before the IA Board. Focusing on life safety improvements did not provide a return on investment. Commissioner Matlow stated that in his review of the material provided, he could not identify the eligibility criteria or anticipated outcomes of the investment. There were no demonstrated demands for the proposed upgrades or documentation provided that the entity had been

Board of Directors Public Meeting	Page 12 of 24
September 27, 2021	Page 12 of 24

unsuccessful in raising outside funds. He saw no substantive difference between the current duplicative events and the proposed that would result in a net positive gain. Lastly, it was not clear that any permanent jobs would be created and would be a net loss on the investment. He could only vote no.

Attachment 1

Commissioner Matlow addressed comments that the investment in FAMU Bragg Memorial Stadium set a precedent or that FSU deserved funding too, stating that each economic development project was considered on the merit before the IA Board. In reviewing the economic merits of FSU's proposal, there were no permanent, long-term new jobs created. He underscored that the value of OEV investments in the community was in net jobs created, as evidenced in the Amazon facility where there were thousands of net job gains. Furthermore, any project funded would create construction jobs, however, the considering the request as a non-competitive grant proposal, the IA Board was missing the opportunity for community engagement in the decision of how to spend such a massive investment of sales tax dollars.

Commissioner Matlow spoke of the one-week notice to the public of the vote, and questioned what harm could be caused through allowing for community input in creating something transformational for Tallahassee-Leon County. The decision to allocate \$20 million to any project should take place over several meetings with significant opportunity for community engagement, particularly when it required borrowing the \$20 million for a project that would likely not begin construction until 2024-2025 he estimated. He questioned why the IA Board would consider borrowing money three years in advance without knowing the full scope of the project.

From a financial perspective, Commissioner Matlow reminded the IA Board that the line item budget originated with the Sales Tax Committee committing \$20 million for a Convention Center. The IA Board later decided that the repairs at Bragg Memorial Stadium were so consequential, that they were willing to divert fund from the Convention Center project, to repairs at Bragg. The balance of that original line item, \$10 million, and therefore, should be the maximum amount considered by the IA Board for Doak Campbell Stadium. Furthermore, the IA Board should not rush to bond the money without knowing what outside capital could be raised or what the investment. He also suggested that the request be treated like the small business grants administered by OEV, so that OEV could be reimbursed for the investment. He encouraged the IA Board to consider the whole budget, holistically over several months, to vet other ideas, and to consider reducing other projects offset costs.

Commissioner Welch questioned if the substitute motion were to carry, and the allocation were reduced to \$15 million or even \$10 million, would OEV need to revisit the scope of the project. Cristina Paredes stated that OEV identified the total cost of the 48 items, to be \$32.9 million. The FSU request remained at \$20 million, and should the IA Board elect to use a lesser amount, OEV would work with FSU along those lines. Commissioner Welch stated that he could not support allocating \$20 million to FSU. He recognized the value in the project across the spectrum; however, it should not come at the expense of the IA Board's ability to act on new competitive opportunities.

Board of Directors Public Meeting	Page 13 of 24
September 27, 2021	Page 13 of 24

Commissioner Welch stated that he could support the substitute motion, but not funded at \$15 million. He felt a \$10 million allocation was equitable, given the investment at FAMU Bragg Memorial Stadium. The IA Board elected to allocate funds there and to TCC because they, along with FSU, were community partners and institutions that contributed financially, economically, and socially across Tallahassee-Leon County. He recognized the need, however, jeopardizing OEV's ability to act on competitive projects was poor policy and problematic.

Attachment 1

Commissioner Welch stated that FSU football was a driver of local economy and guaranteed thousands of visitors through the fall; however, he did not want to break the bank for helping them. He questioned if reserving \$5 million would provide the flexibility to respond to competitive projects for the next seven years. He preferred \$10 million, based on the \$2.5 million allocated to Amazon, which he thought was the largest economic development project in Leon County. Cristina Paredes clarified that the contribution amount for competitive projects was formula driven and based on the number of jobs created, the investment made, location of the business, etc. She confirmed that Amazon was the largest recruitment project to date, however the targeted business program was based on the County-only millage rate meaning, the investment could be larger for a project located inside city-limits.

Commissioner Welch stated that even \$10 million, could go quickly and while he understood the importance of the renovations, he thought it irresponsible to leverage that much money for so long, at a cost of \$26 million. He requested a friendly amendment to the substitute motion, to fund option 1 at \$10 million.

Commissioner Minor stated that his main concern was to ensure that something passed that left money in the bank for OEV. Commissioner Minor stated that at a previous IA Board meeting, he suggested a similar motion, with \$10 million remaining for OEV that did not pass; that was the basis for his request to consider \$5 million. He declined the friendly amendment stating that he did not think \$10 million would pass and at that point, preferred to allow discussion to continue.

Commissioner Dozier referenced an earlier comment by staff that there were always options for reallocating funds and stated that should the IA Board approve the full \$20 million, any reallocation would come from existing projects or operations of the OEV office. Cristina Paredes confirmed that it could be a reallocation of resources within the economic development capital budget including funding business development activities, MWSBE Industry Academies, and possibly operations.

Commissioner Dozier stated that the vote to fund or not, the request for renovations at Doak Campbell Stadium was the most significant vote any of the Directors would take on economic development. She based that on Mr. Gray Swoope's presentation on the Strategic Plan and the information presented in the item, no money until 2028 because it exhausted the bonding capacity. Drawing a comparison to DanFoss, which created 239 direct, permanent manufacturing jobs with an economic impact of \$140.6 million annually. She stated that 248 temporary, construction and restaurant jobs, was an insignificant return on a \$20 million investment.

Commissioner Dozier stated that the project lacked public support noting that every citizen email received on the item spoke against it; twenty-four of the twenty-eight speakers that evening spoke against it. The item included no comments of support

	B (1 10)
Board of Directors Public Meeting	Page 14 of 24
September 27, 2021	Page 14 of 24

the three Chambers of Commerce and it was not fully supported by the EVLC. The EVLC members that did support funding a portion of the request felt it needed further time and consideration. The EVLC was looking to the Strategic Plan updates, for those details to inform the trajectory. Commissioner Dozier stated that voting to bond \$20 million for renovations at Doak Campbell Stadium was the IA Board giving away opportunity never before seen in Tallahassee-Leon County. Commissioner Dozier stated that she could not support funding the request at any amount in the current meeting and strongly encouraged the IA Board Directors to bring it back in February 2022, along with the updated Strategic Plan, for a comprehensive discussion

Attachment 1

Commissioner Dozier stated that every organization in Tallahassee-Leon County asked for years to diversify the economy, recruit new businesses, and support entrepreneurs, local, minority and women-owned businesses, and workforce development. She stated that renovations at Doak Campbell Stadium, while a good project, did not meet any one of those goals; and it would happen anyhow. FSU would raise \$110 million, in addition to the \$20 million request and should fund the life safety improvements before the fan experience.

Commissioner Dozier questioned how they arrived at that position stating that it was unfair for the IA Board, for FSU, and for the community. She stated that everyone should be asking who encouraged FSU to submit the request and that it would be possible because the numbers bust the budget and left nothing else for the Strategic Plan. The item was packaged with the Convention Center item in May 2021; it was never FSU project dollars to be reallocated. The Convention Center was in the Interlocal Agreement and based on a joint-partnership toward the fulfillment of a long-standing goal. It was clear that the \$40 million approved for study, in March 2020, was not realistic. She stated all Directors should be asking themselves, why encourage FSU to move forward. Particularly when, all of the work in tech transfer, recruitment, and with Innovation Park all supported FSU and helped them meet their goals for research dollars and commercialization. It also help the IA Board meet goals of creating permanent jobs, such as Danfoss and Amazon.

Commissioner Dozier stated that in 21 months, the IA Board allocated \$8 million to four great economic development projects: minority and women business loans, Innovation Park, Amazon, and Danfoss. Following that trend, she predicted that if the IA Board followed Commissioner Welch's suggestion to leave \$10 million in the bank, OEV would face a budget shortfall in a couple years. The vote today would change the face of the Tallahassee-Leon County community for the next 18 years or more. She encouraged the IA Board delay the vote to February 2022, for additional analysis and discussion with the Strategic Plan.

Commissioner Porter stated that she stood by her May 27, 2021 vote not to move forward with the project. She expressed her support for FSU as alumni and the economic impact on the community. However, the proposal was rushed, had minimal public input, and without a robust discussion alternative or the opportunity cost of proceeding. She felt that the timing of the item was inappropriate as it placed everyone in a difficult position. Of the many citizen emails and conversations received through her office, only one supported funding the proposal. She agreed with the comments of Commissioners Matlow and Dozier. She agreed with the benefits of the project, however, it was not the job of taxpayers to

Board of Directors Public Meeting	Page 15 of 24
September 27, 2021	Page 15 of 24
4	8

fund it. She felt confident that the project would move forward without sales tax funding and was therefore uncomfortable committing any allocations to it.

Attachment 1

Commissioner Richardson acknowledged the articulate opposition to the Doak Campbell Stadium project; however, he thought it worthwhile and held merit. Using all of the bonding capacity concerned him. He noted that Commissioner Proctor raised a poignant point, especially in light of the substitute motion by Commissioner Minor. Having \$5 million in bonding capacity and the possibility of reallocating other project funds to address future economic opportunities would provide financial incentives for business recruitment. However, the IA Board could also negotiate incentives with utility costs (through the City owned utility), infrastructure improvements, or land in lieu of economic incentives.

Commissioner Richardson stated that the request from FSU was quite similar to those of FAMU and TCC. In both of the earlier cases, the IA Board did not question the projects because the merit and value of the project on the community was clear. The return on investment for the FAMU and TCC requests did not include permanent jobs, but the economic impact of the continuation of current programs and ability to host regional and state tournaments. He stated that permanent indirect jobs were created through the hospitality industry.

Lastly, Commissioner Richardson spoke about the Civic Center, a joint project with the City, County, FSU, and FAMU. He encouraged the IA Board to remember that when the facility was hemorrhaging money FSU stepped up, absorbed the renovation and maintenance costs and to consider the economic benefit that provided to Tallahassee-Leon County.

Commissioner Cummings stated that FSU was a great partner and economic driver for Tallahassee-Leon County. She reflected on citizen comments, in particular the comment by Mr. Leland who stated that the public needed to be educated on what OEV does. To address that, she talked through the structure of the penny sales tax, the percentage split between infrastructure (66 percent) and economic development (12 percent) projects, and confirmed that infrastructure projects would be unaffected if the IA Board approved the allocation to FSU. Ben Pingree confirmed her statement. She questioned if any funds would remain of the 12 percent for economic development. Cristina Paredes stated that based on the Fiscal Year 2022-2026 budget, the Office of Economic Vitality is fully funded for business development and MWSBE activities and operations.

Commissioner Williams-Cox stated that scare tactics worked both ways and no previous information educated the public as clearly as Commissioner Cummings comments. She stated that to make money, one had to spend money and that scared money cannot make money. At the May 27, 2021 meeting, the IA Board made a decision and the analysis of the decision was presented in Item 9. The interim was the time to educate and explain. She stated that the sudden attention on the item in the last few days prompted a frantic choosing of sides that was unfair to the community, FSU, FAMU, and the IA Board.

Commissioner Williams-Cox stated that she was clear about the commitment made to FSU at the May 2021 IA Board meeting and that, like with FAMU, once that commitment was made, FSU brought back the analysis and list of items to be addressed. She spoke to the integrity of IA Board guidance and commitments. Based on that guidance staff and FSU provided what the IA Board requested in

	Attachment 1
Board of Directors Public Meeting	Page 16 of 24
September 27, 2021	Page 16 of 24

order to allocate the \$20 million. If the IA Board was not in the position to honor that commitment, it needed to be made clear at the level possible to invest.

Commissioner Williams-Cox stated that she supported the substitute motion because it was as close as could be to the original commitment. However, FAMU provided an update earlier in the meeting, and while interrupted by the fire alarm, they were experiencing shortfalls due to construction costs. FSU also spoke to shortages anticipated due to construction costs. She stated that if OEV was unable to fund the original commitment, that information should have been communicated to the IA Board in May 2021.

Mayor Dailey expressed his support for the substitute motion.

Commissioner Dozier expressed her agreement with Commissioner Williams-Cox's last statement that the IA Board should have known about budget shortfalls in May. She spoke in briefing then and at the IA Board meeting in May 2021, to the estimated expenditure in the first two years and that was the reasoning behind her questions about how the IA Board and FSU were put in the current situation. Multiple people in Chambers saw the trend knew the budget projections and she too, wondered why it was not included in the agenda item then. However, Commissioner Dozier stated that IA Board guidance to study a project was not a commitment to funding. Item 9, was exactly what the IA Board requested in May, the economic impact analysis of the study, and was not reneging on any commitment.

Commissioner Dozier stated that the economic impact analysis had a far worse return on the investment than Danfoss at \$2.3 million. She referenced Commissioner Richardson's earlier comments on regionalism and stated that there was more economic development coordination occurring through the nine counties affiliated with the Apalachee Regional Planning Council, that ever before. However, if the IA Board were not doing as much as possible to support that, they would be unable to help the surrounding counties. She agreed with the continual need to education the public on the structure, funding, and mission of the Agency and while the budget in questions represented only 12-percent of sales tax revenues, it was the only money available for economic development. Tallahassee-Leon County had never before had financial incentives to offer businesses. She repeated Cristina Paredes comments from earlier in the meeting stating that any reallocations for recruitment incentives over the next seven years could come from the economic development capital budget, staffing, MWSBE program, and the core functions of OEV.

Commissioner Dozier summarized her arguments by stating that the request from FAMU was pressing in order to salvage the 2021 football season. The request from FSU was not, the vote could be delayed until February 2022 when it could be considered along with the Strategic Plan. She implored Commissioner Minor, as the holder of the substitute motion, to consider strongly if Doak Campbell Stadium was where the IA Board wanted to invest all of their economic development dollars.

Commissioner Williams-Cox requested clarification of the vote at the May 27, 2021, meeting. Cristina Paredes stated that the IA Board approved the discontinuation of the MOU with FSU on the Convention Center project, to study the stadium repair request, and to analyze, assess, and identify new convention center project opportunities.

Board of Directors Public Meeting	Page 17 of 24
Doard of Directors I done meeting	
September 27, 2021	Page 17 of 24

Commissioner Proctor stated that the \$5 million that would remain in bonding capacity in the OEV budget, by the substitute motion, was itself insufficient to meet the needs of the IA Board's ambitions. He stated that there was no clear structure to frame the conversation because he was unclear if OEV was a business stimulator, cheerleader, or pretender. He spoke to the opportunities football programs provided to young black men, the transformation made to the lives and communities through them, and stated that discussion centered on life safety and fan experience but it was equally important to invest in renovations because it served the young men on the field. Because of them, Doak Campbell Stadium distinguished the whole of Tallahassee-Leon County and it would be neglectful not to invest in the renovations. He stated that he would vote against the substitute motion, and for the original motion.

Attachment 1

Commissioner Welch stated that he could support the substitute motion, because it captured the spirit of his interest in that it sought to retain some bonding capacity at OEV. He stated that he thought the project worthwhile and understood the contribution FSU football made to the local economy.

Commissioner Minor stated that the IA Board and OEV could accomplish many great things with \$5 million to address future competitive projects that could address economic disparity. He noted that for half of that amount, OEV landed the largest economic development project in the history of Leon County. The substitute motion represented a fair compromise that recognized the partnership with FSU, what the athletic program brought to Tallahassee-Leon County, provided for infrastructure improvements, ADA accessibility, and enhancements to the fan experience, which in turn improved the overall economic benefit of the stadium and the community.

Commissioner Jackson stated that he agreed with Commissioners Williams-Cox and Proctor and would support the original motion on the floor.

<u>The first substitute motion failed 4-8 (weighted: 24-46) with Mayor</u> <u>Dailey and Commissioners Matlow, Porter, Cummings, Dozier,</u> <u>Jackson, Proctor, Maddox dissenting.</u>

Commissioner Matlow questioned if the original motion officially cancelled the Convention Center project. Cristina Paredes stated that based on IA Board guidance at the May 27, 2021 meeting, OEV discontinued negotiations with FSU on the Convention Center and would bring back any future opportunities should they arise. That freed up \$20 million of bonding capacity in the OEV budget; based on revenue projections presented in the May 27, 2021, IA Board Budget Workshop agenda item.

Commissioner Matlow moved, seconded by Commissioner Porter, to allocate \$10 million for repairs at Doak Campbell Stadium and direct staff to bring back an analysis of FSU's full project for IA Board consideration in the Strategic Planning process in February 2022.

Commissioner Dozier stated she could support Commissioner Matlow's substitute motion in order to have more time to consider item because the drastic implications of the vote. Regarding the Convention Center, she stated that it was important to have on the record that the Interlocal Agreement specifically committed up to \$20 million for the study of a convention center as a joint project with FSU. There were

	Attachment 1
Board of Directors Public Meeting	Page 18 of 24
September 27, 2021	Page 18 of 24

two economic development projects affirmed before the sales tax extension went to referendum: the previously committed airport funding and the commitment to studying the convention center. Commissioner Dozier stated that her biggest problem with the May 27, 2021 agenda item was that it implied that there would be no Convention Center and FSU would reallocate that line item to a new project. The budget material include in Item 14, referenced the FSU Project. The money, past votes, and promises made to citizens before the referendum never identified the funds as a line item for FSU.

Commissioner Cummings requested clarification regarding the bonding aspect of the substitute motion. Cristina Paredes stated that should the substitute motion pass, the \$10 million would not be included in the bond item that would go before the IA Board at the December 9, 2021, meeting.

<u>The second substitute motion failed 4-8 (weighted: 24-46) Mayor Dailey</u> <u>and Commissioners Richardson, Williams-Cox, Cummings, Jackson,</u> <u>Minor, Proctor, Maddox dissenting.</u>

Commissioner Maddox returned to the original motion on the floor for a roll call vote.

<u>The original motion passed 8-4 (weighted: 46-24) Commissioners</u> <u>Matlow, Porter, Dozier, and Welch dissenting.</u>

VI. PUBLIC HEARING

14. Second and Final Public Hearing on the Proposed Fiscal Year 2021 Operating Budget and Fiscal Year 2022 – 2026 Five-Year Capital Improvement Program Budget for the Blueprint Intergovernmental Agency

Citizen Comments

Stanley Sims spoke on economic diversity and stated that OEV had not leveraged recruitment of a black-owned mega-company to Tallahassee-Leon County.

Will Crowley spoke in opposition to the budget process citing issues with transparency and public engagement. He stated that it was unacceptable that \$20 million could disappear in two meetings.

Tres Long provided a brief presentation on the proposed Fiscal Year (FY) 2021, operating budget and FY 2022 – 2026, Capital Improvement Program (CIP) for the Agency. The budgets were consistent with the materials provided at the May 27, 2021 budget workshop, incorporated the series of recommendations approved at the workshop and later ratified at the July 15, 2021 IA Board meeting.

Cristina Paredes provided a brief presentation on the proposed OEV draft FY 2022 operating budget and five year CIP including an anticipated \$28.7 million in sales tax collections, \$21.5 million in bond funding, funded debt services, operating expenditures, and all capital commitments to date.

Autumn Calder provided a brief presentation on the proposed Blueprint draft FY 2022 operating budget and five year CIP including an anticipate \$158 million in

sales tax collections, \$170.5 million in bonds and loans, and the collection of \$5 million in local and state grants. She also highlighted the operating budget, project allocations, a breakout of the 31 projects anticipated to be under construction within the next five years, and the community engagement strategy.

A copy of the presentation is available at Blueprint Intergovernmental Agency.

Commissioner Williams-Cox moved, seconded by Commissioner Richardson to approve Options 1, 2, and 3.

Option 1: Conduct the Public Hearing to adopt the FY 2022 Blueprint Intergovernmental Agency Operating Budget as presented and approve the FY 2022 Operating Budget Resolution (Resolution No. 2021-02).

Option 2: Conduct the Public Hearing to approve and adopt the FY 2022-2026 Capital Improvement Program as presented and approve the FY 2022 Capital Improvement Program Budget Resolution (Resolution No. 2021-03).

Option 3: Direct Blueprint staff to make direct transfers to Leon County and the City of Tallahassee for annual allocations of funds for Blueprint 2020 projects being implemented by those jurisdictions. Allocations are listed under the "Annual Allocations" heading of Table 1 in Resolution No. 2021-03.

<u>The motion passed 9-2 (weighted 51-12) with Commission Porter not on</u> <u>Webex and Commissioners Matlow and Dozier dissenting.</u>

V. <u>GENERAL BUSINESS – continued</u>

10. Acceptance of the FY 2019 and FY 2020 MWSBE Annual Expenditures for Leon County, City of Tallahassee, and Blueprint IA and Status Report on the Disparity Study Update

Darryl Jones provided a brief presentation on the MWSBE FY 2019 and FY 2020 annual expenditures and status report on the Disparity Study update including the demonstrated impact of new processes born out of the 2019 Disparity Study on mandatory solicitation development and pre-bid meetings and an update on the data migration process, expenditure reports, certifications, and consolidated aspirational goals.

Commissioner Proctor requested clarification on the aspirational goals. Darryl Jones clarified that the tables presented in the agenda material reflected the previous, independent MWBE goals for Blueprint, City of Tallahassee, and Leon County and the hybrid goals formed out of the consolidated policies, which went into effect in April 2020. The 2019 Disparity Study consolidated the goals of all three jurisdictions. This lowered the County goal from 17 percent to 14 percent, but it raised the City's goal from 7.5 percent to 14 percent and the WBE from three percent to nine, to meet the County.

Fred Siemens, with MBT of America, provided a brief presentation on the update of the Disparity Study including history, scope, and drew comparisons to other MWBE

programs in similar markets. He noted the variations between programs and stated while there was no one-size-fits-all program, a common theme appeared staffing levels, which reflected the value placed on the MWSBE program.

A copy of the presentation is on file at the Blueprint Intergovernmental Agency.

Commissioner Richardson moved, seconded by Mayor Dailey to approve option one and provide the IA Board with the cost and impact to the timeline for the FY 2021 data in the Disparity Study.

Option 1: Accept the Minority, Women, and Small Business Enterprise Annual Report FY 2019 and FY 2020.

Commissioner Proctor expressed his concern that 2020 would skew the data curve due to the economic impact of the pandemic. He noted the impact of COVID on minority owned businesses and stated that 41-percent of black owned business closed in 2020 and suggested that it be addressed independently, rather than included in fiscal year averages.

Commissioner Williams-Cox reiterated Mr. Siemens comments regarding staffing of the MWSBE office, noting that Tallahassee-Leon County was serious about the MWSBE goals and committed to success. Regarding 2020 data analysis, she agreed with Commissioner Proctor and questioned if 2021 data could be incorporated. Darryl Jones stated that the updated Disparity Study would capture data from 2018 – 2020; the next update in 2026 would include FY 2021-2025 unless the IA Board changed the scope of the study.

Cristina Paredes stated that the final updated Disparity Study could be presented to the IA Board at the December 9, 2021, meeting where Directors could consider including the FY 2021 data. There was no objection from the IA Board. Commissioner Williams-Cox requested that it include a cost estimate for expanding the scope of the study.

Citizen Comments

Antonio Jefferson spoke on behalf of the Big Bend Minority Chamber in favor of the IA Board's leadership and the diligence of the OEV team regarding minority businesses in Tallahassee-Leon County.

The motion passed 12-0 (weighted: 70-0).

11. Approval of the Policy #114 Regarding a Process for Evaluating Non-Competitive Economic Development Project Proposals

Cristina Paredes provided a brief presentation on the proposed policy to codify the evaluation of competitive (such as Danfoss or Amazon) and non-competitive (such as North Florida Innovation Labs) economic development projects including project pipelines and the eligibility criteria used in the evaluation process.

A copy of the presentation is available at Blueprint Intergovernmental Agency.

Commissioner Richardson moved, seconded by Commissioner Minor to approve option one.

Option 1: Approve a Policy regarding the Evaluation of Non-Competitive Economic Development Project Proposals.

Commissioner Dozier noted the significance of the policy and questioned if the IA Board needed to discuss cuts to staffing and programming at the December 9, 2021, meeting, as a result to the \$20 million commitment to FSU. She stated that if OEV was to invest time into recruitment efforts, the IA Board should provide direction for cuts or identify other resources that could be used to support incentives. Cristina Paredes stated that the policy specifically address non-competitive projects, which were evaluated at the direction of the IA Board. The resulting report and recommendation could include the reallocation of resources within OEV's budget.

The motion passed 11-0 (weighted: 63-0) with Commissioner Proctor out of Chambers.

12. Analysis of the Funding Request for the I.C.2.U Professional Services Program in the amount of \$1.1 Million

Cristina Paredes provided a brief presentation on the IA Board requested analysis of the funding request for the I.C.2.U Professional Services Program including proposed services and use of public funds; I.C.2.U. Professional Services was not incorporated. The funding request included \$565,000 in capital expenditures, \$50,000 for building upgrades for property owned by a church, \$195,000 for personnel, benefits, and office equipment. With over 66-percent of funding budgeted for personnel and capital expenditures, for one year, the proposal was whole dependent on OEV funds with no plan for sustainability. I.C.2.U. Furthermore, the Blueprint Intergovernmental Agency could not legally use tax dollars to purchase real estate or vehicles for a private entity, nor to aid churches.

Cristina Paredes stated that the proposal allocated \$310,000 for non-competitive, pass-through grants to eight organizations. Despite staff requests for additional documentation, the proposal failed to provide a grant process, provide justification for the selection of recipients, and duplicated other technical and financial resources already available. Ms. Paredes reiterated that the proposal was for only one year of funding and was wholly dependent on OEV resources. The proposal did not include a plan for sustaining financial operations and identified no additional financial partners.

Cristina Paredes stated that OEV staff did not recommend approval of the I.C.2.U. Professional Services proposal, based on the legal constraints concerning the purchase of vehicles and real estate for private entities with public tax dollars and issuing grants to religions organizations. Should the IA Board choose to affirm the staff recommendation, the MWSBE office would contact the business and organizations identified in the proposal to facilitate connection with the currently available financial and technical resources.

Citizen Comments

Agatha Altas stated that the Old West Florida Enrichment Center represented 40 churches and confirmed their 501c3 status.

Dr. Chris Berney spoke to the regional services provided by the Old West Florida Enrichment Center including COVID testing and vaccinations, food bank, and support to title one and charter schools. He stated that they sought partnership with the IA Board and requested their consideration of support.

Attachment

Stanley Sims defended the I.C.2.U. Professional Services proposal listing documentation provided, resources identified and consulted, and requested that the IA Board's consideration of support.

Commissioner Maddox requested clarification of the legal constraints to funding the proposal. Susan Dawson stated that the I.C.2.U. Professional Services proposal included the acquisition of vehicles and real estate, essentially for the benefit of Mr. Stanley Sims because the business was not a corporate entity. Public tax dollars could not be used to purchase vehicles or real estate for a private entity. Stanley Sims stated that, given time, I.C.2.U. Professional Services could make the changes necessary to meet the legal standard.

Susan Dawson stated that there was no cure; the surtax dollars available through Blueprint Intergovernmental Agency and the Office of Economic Vitality could be used to purchase vehicles or real estate for local government agencies only. Property acquisitions made through Blueprint or OEV projects were ultimately transferred to the City of Tallahassee or Leon County. Furthermore, should the IA Board direct staff to re-evaluate the proposal, based on earlier approval of Policy 114, they would however, the outcome would be the same because I.C.2.U. was not a corporate entity.

Commissioner Matlow spoke to the yearlong discussion of the proposal, and his request for an equitable evaluation, process and policy, alongside other noncompetitive proposal. He concurred with the legal opinion regarding use of sales tax funds, understood the request to look for a cure. However, his issue was in the framing of proposals. He did not believe that the IA Board was given adequate tools to vet the proposal. He noted that many of the organizations listed request assistance with life safety issues, as with the FSU proposal. Furthermore, he did not think that the economic impact of small, local business was adequately captured. Analysis of that data, with the proper multiplier included, would provide the effects of \$25,000 to support small business or \$20 million to sustain a stadium. He encouraged the IA Board to consider how they could enable small businesses. He wanted to know about the job creation aspects off investments in small businesses. Based on the legal position, he could not support the proposal. He hoped to spark conversation of how the IA Board could create opportunities in the areas of greatest need.

Commissioner Proctor stated that Commissioner Matlow's comments captured the essence of his own concerns and encouraged the IA Board to consider what could be done to support small businesses and other areas of need across Tallahassee-Leon County. He suggested that the item be pulled to study the variables and other areas of need across Tallahassee-Leon County. He suggested that the item be pulled to study the variables and other areas of need across Tallahassee-Leon County. He suggested that the item be pulled to study the variables. He could not support the item however, based on the legal opinion provided and the pass-through nature of I.C.2.U.

Commissioner Proctor moved to table the matter indefinitely, pending reformatting and contingent upon legal standards. The motion failed for the lack of a second. Mayor Dailey moved, seconded by Commissioner Richardson to approve option one and direct staff to coordinate with the agencies listed for the technical assistance with resources.

Option 1: Accept the analysis of the funding proposal submitted by I.C.2.U., do not approve funding for the I.C.2.U proposal, and bring back a report, under Receipt and File, on the outreach done to the eight organizations within the proposal.

Commissioner Williams-Cox stated that the I.C.2.U. Professional Services proposal identified a community need whereby the organizations identified were unable or ineligible for currently available financial and technical support. She confirmed that the eight-organizations identified would receive high-level technical assistance with a staff report on progress available at the December 9, 2021, IA Board meeting.

Commissioner Cummings stated that Frenchtown was in need of even greater revitalization. Many people spoke against allocating \$20 million to FSU and suggested that supporting small businesses would the better use of funds. She too encouraged the facilitation of financial and technical assistance the identified organizations. The I.C.2.U. Professional Services proposal needed work but was salvageable. It was a minor request, compared to the \$20 million affirmed for FSU earlier that would serve eight community organizations that would have significant impact on Frenchtown.

Commissioner Richardson confirmed the IA Board's commitment to supporting minority owned businesses in Tallahassee-Leon County. He referenced the MWSBE report provide earlier by Darryl Jones, and stated that it was a model for MWSBE programs across the state. He spoke of personal efforts made to shop minority business and encouraged others to. Regarding the I.C.2.U. Professional Services proposal specifically, he supported Commissioner Williams-Cox's suggestion and underscoring the IA Board's commitment to facilitate those connections.

The motion passed 12-0 (weighted: 70-0).

13. Acceptance of the Tallahassee-Leon County Animal Service Center Project Status Report with Cost Considerations to Advance the Project

Commissioner Dozier moved, seconded by Mayor Dailey to approve option one.

Option 1: Direct Blueprint to present a budget amendment at the December 9, 2021 meeting to advance fund the Animal Service Center project in FY 2022 through a \$3,800,000 bond increase.

The motion passed 12-0 (weighted: 70-0).

VII. <u>CITIZENS TO BE HEARD</u>

Lennoris Barber requested that the IA Board direct OEV to collect economic indicator data on economically distressed neighborhoods such as Frenchtown, Bond, and South City. He also requested that the IA Board consider participating in a regional proposal

	Attachment 1
Board of Directors Public Meeting	Page 24 of 24
September 27, 2021	Page 24 of 24

with Capital City Chamber, Big Bend Minority Chamber, and the Apalachee Regional Council, for the Build Back Better grant.

Commissioner Maddox requested OEV consider Mr. Barber's request. Cristina Paredes agreed to a meeting with Mr. Barber and stated that OEV was working with several partner organizations and discussed at length, at Office's Entrepreneurial Resource Organization, the ADA grants available.

VIII. DIRECTOR DISCUSSION

Commissioner Matlow stated that due to the late nature of the meeting he would hold the motion for the December 9, 2021, meeting. However, he requested that the IA Board consider reviewing the Interlocal Agreement, particularly the segment on the Convention Center project. Additionally, if there might be a better way to structure the entire Agency to be more accountable to voters, through the IA Board. He noted that the Community Redevelopment Agency Director, and other similar positions, reported directly to the Board of Directors and thought it should be considered for the IA Board also.

IX. <u>ADJOURN</u>

The meeting adjourned at 10:05 p.m.

The next Blueprint Intergovernmental Agency Board of Directors Meeting is scheduled for December 9, 2021, at 3:00 p.m.

Blueprint Intergovernmental Agency Board of Directors Agenda Item #2

December 9, 2021

Title:	Acceptance of the FY 2021 Annual Report of the Blueprint Intergovernmental Agency
Category:	Consent
Intergovernmental Management Committee:	Vincent S. Long, Leon County Administrator Reese Goad, City of Tallahassee Manager
Lead Staff / Project Team:	Benjamin H. Pingree, Director, Department of PLACE Autumn Calder, Director, Blueprint Cristina Paredes, Director, Office of Economic Vitality Susan Emmanuel, Public Information Officer

STATEMENT OF ISSUE:

This item presents and seeks acceptance of the Blueprint Intergovernmental Agency Annual Performance Report (Report) pursuant to the IA Board Bylaws Section B-3(1) and the Second Amended and Restated Interlocal Agreement, Part IV, Section 2.B.

FISCAL IMPACT:

This item does not have a fiscal impact.

RECOMMENDED ACTION:

Option 1: Accept the Blueprint Intergovernmental Agency FY 2021 Annual Report.

SUPPLEMENTAL INFORMATION:

This item presents and seeks acceptance of the Blueprint Intergovernmental Agency Annual Performance Report (Report) pursuant to the IA Board Bylaws Section B-3(1) and the Second Amended and Restated Interlocal Agreement, Part IV, Section 2.B. The Report covers Fiscal Year (FY) 2021 and is included as Attachment #1.

Summary of Fiscal Year 2021 Program Achievements

The Agency met the challenges presented by the COVID pandemic, created successes, and achieved milestones in Fiscal Year 2021. Under the direction of the IA Board, the Agency continues to promote and support the diversity and vibrancy of the local economy, improve our infrastructure, protect our water quality, and expand our parks and

recreational opportunities while maintaining a fiscally responsible and transparent budget of taxpayer resources. During this reporting period, the Agency made a substantial contribution to COVID relief efforts for area businesses, completed and initiated infrastructure projects and established significant programs.

Infrastructure projects initiated in FY 21 and underway by Blueprint will provide:

- Over 22 miles in roadway improvements
- Over 79 miles of bicycle and pedestrian facilities
- Create or improve over 267 acres, or 11,658,232 square feet of public space.
- Create 8 new public parks.

In all, the IA Board allocated an approximately \$51 million dollar investment in community improvements over the last fiscal year. Through the direction of the IA Board, the Agency's key infrastructure accomplishments from October 1, 2020 to September 30, 2021 are listed below:

- Initiated construction on Magnolia Phases 1 & 4, Capital Cascades Trail Segment 3D-B Pond and Trailhead, Van Buren Street Improvements, and Coal Chute Pond Amenities.
- Approval of final park design and procurement of construction for the 113-acre Debbie Lightsey Nature Park (DLNP).
- Approval of the nearly 10-acre Market District Park concept, and approval of procuring design services.
- · Completion of the Northeast Gateway: Welaunee Boulevard PD&E study.
- Approval of the significant amendment to the Northeast Park project and expedited implementation.
- Approval of the Orange-Meridian Park Concept. TAL AGENCY

The Tallahassee-Leon County Office of Economic Vitality (OEV) made a number of accomplishments in 2021, and continues to serve the community through business engagement, recruitment, sponsorship, grant-making, marketing, and coordination of ecosystem partners. OEV landed two business expansion projects – the Amazon robotics fulfillment center and the Danfoss Turbocor manufacturing facility – which will create over 4,500 total jobs and generate approximately \$592 million in local economic impact. To support local, small businesses during the COVID-19 pandemic, OEV administered the Leon CARES Small Business Assistance program, distributing \$18.3 million in Coronavirus Relief Funds under the federal CARES Act to over 930 local businesses to help retain more than 6,200 employees. OEV launched its redesigned OEV website with a virtual commercial site selection tool. The Business Development Division launched the Big Bend Manufacturing Association (BBMA) across all 10 counties in the North Florida Region. The Business Development Division also continued to track more than 80 economic indicators for the Tallahassee-Leon County area on a monthly, quarterly and annual basis.

The MWSBE Division certified over 300 firms that are equipped and ready to do business with Leon County Government, the City of Tallahassee, and Blueprint Intergovernmental Agency, which is a 73% increase in the number of new certified firms since 2018. The MWSBE Division also partnered with the Apalachee Regional Planning Council and the FAMU Federal Credit Union to launch two \$1 million microloan programs to support local, underserved businesses. This year, OEV was honored with four 2021 International Economic Development Council (IEDC) award, two 2021 National Association of Counties (NaCo) awards, and a 2021 Florida Economic Development Council (FEDC) award. These actions reflect the refinement of community strengths and assets wherein OEV can make meaningful contributions to job creation, capital investment, talent attraction and retention, and overall vitality.

FY 2021 Public Engagement Summary

Both Blueprint and the Office of Economic Vitality successfully employ a variety of engagement activities to inform, involve and support the community. Techniques that were new at the onset of the COVID-19 restrictions have now become standard tools for garnering new levels of public comment and engagement. Using virtual platforms, staff has conducted live public meetings, hosted forums, provided business assistance, economic outlooks and project tours, collected input on projects through electronic surveys, among other accomplishments, continuing to keep the community engaged and forward moving. Agency engagement activities for Fiscal Year 2021 are outlined below.

Public Engagement Highlights, Blueprint Infrastructure

- Hosted 34+ project-specific community meetings (virtual and in person)
 o engaging hundreds of citizens
- Hosted 15 TCC, CAC and IA Board meetings, hearings, and workshops
- Led 12 door-to-door outreach efforts
- Launched five project web pages and two project websites (which house all project information, presentations, graphics, and project team contact information among other information)
- Conducted six online surveys
 - collected data that informed project concepts
- Represented the Agency at several community partner-sponsored events (i.e. Soul of the Southside)
- Attended numerous homeowner, neighborhood, and special interest meetings
- · Initiated many conversations and attended meetings with individual project stakeholders

Two new social media platforms were launched in fiscal year 2021 (Instagram and LinkedIn) joining the Facebook and Twitter accounts. The addition of these accounts along with a strategic effort to boost the Agency's profile through an increase in the frequency of posts, advertisements and the leveraging of popular social media accounts has yielded an increased, positive social media presence across all platforms.

SUMMARY AND NEXT STEPS

Staff is recommending the approval of Option #1, to accept the FY 2021 Blueprint Intergovernmental Agency Annual Report. Should the IA Board accept the Report, staff will publish the Report to the website and distribute to the Blueprint Citizens Advisory Committee and other stakeholders.

Action by TCC and CAC: This item was not presented to the TCC. A draft of the report was presented to the CAC at their November 17, 2021 meeting and the CAC recommended the IA Board approve Option #1.

OPTIONS:

- Option 1: Accept the Blueprint Intergovernmental Agency FY 2021 Annual Report.
- Option 2: Do not accept the Blueprint Intergovernmental Agency FY 2021 Annual Report.
- Option 3: IA Board direction.

RECOMMENDED ACTION:

Option 1: Accept the Blueprint Intergovernmental Agency FY 2020 Annual Report.

<u>Attachment:</u>

1. Blueprint Intergovernmental Agency FY 2021 Annual Report.

Attachment 1 Page 1 of 18

BLUEPRINT CONTACT OF C

October 1, 2020 – September 30, 2021

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ANNUAL REPORT



YOUR PENNY. YOUR PROJECTS. DELIVERED.

THE BLUEPRINT PROMISE Funding for the Blueprint Intergovernmental Agency was approved by voters as a 20 year extension of the local one-cent sales tax option in November 2014. The referendum is the Agency's promise to the community. It reads:

...To provide for projects designed to improve roads; reduce traffic congestion; protect lakes and water quality; reduce flooding; expand and operate parks and recreational areas; invest in economic development; and other uses authorized under Florida law; and to seek matching funds for these purposes, shall the existing one cent sales surtax within Leon County be extended until December 31, 2039, with project expenditures subject to annual independent audit and review by a citizens advisory committee."

INTERGOVERNMENTAL MANAGEMENT COMMITTEE

The Intergovernmental Management Committee provides executive management of the policy directives of the Blueprint Intergovernmental Agency Board of Directors.



VINCENT S. LONG Leon County Administrator



REESE GOAD Tallahassee City Manager

BLUEPRINT IA BOARD OF DIRECTORS

City of Tallahassee Commission



John E. Dailey

Mayor



Dianne Williams-Cox





Curtis Richardson

Jacqueline "Jack" Porter

Jeremy Matlow

Leon County Board of County Commissioners



Rick Minor

Chairman



Jimbo Jackson



Brian Welch



Bill Proctor







Kristin Dozier

Carolyn Cummings Nic

Nick Maddox

ADVISORY COMMITTEES

Citizens Advisory Committee | Economic Vitality Leadership Council | MWSBE Citizens Advisory Committee

SEPTEMBER 30, 2021

On behalf of the Blueprint Intergovernmental Agency Board of Directors, which is comprised of the City of Tallahassee and Leon County Commissions sitting as one body, it is an honor to report the Blueprint Intergovernmental Agency experienced many successes over the past year and contributed significantly to the economic well-being of Tallahassee-Leon County.

Infrastructure projects beginning construction in the reporting period include Magnolia Trail Phases 1 & 4, Capital Cascades Trail Segment 3D-B Pond and Trailhead, Van Buren Street Improvements, and Coal Chute Pond Amenities. Several congestion relief projects are in the design phase, including the Northeast Gateway and Bannerman Road projects. Parks and greenways in the design phase include Orange-Meridian, Market District, Lake Jackson Greenways and Capital Circle SW/Debbie Lightsey Nature Park. Additionally, the Animal Services Center was advanced during fiscal year 2021, bringing the total number of projects activated over the next five years to thirty-two!

Over the year, the IA Board allocated \$51 million dollars to community-wide projects that will that will add over 22 miles in roadway improvements and provide over 79 miles of bicycle and pedestrian facilities, among other benefits. In all, the thirty-two projects represent a \$500+ million investment which will have impacts across generations.

The Tallahassee-Leon County Office of Economic Vitality (OEV) achieved a number of accomplishments including two business expansion projects which will create over 4,500 total jobs and generate approximately \$592 million in local economic impact. To support local, small businesses during the COVID-19 pandemic, OEV administered the Leon CARES Small Business Assistance program, distributing \$18.3 mil-

lion in Coronavirus Relief Funds under the federal CARES Act to over 930 local businesses. The Business Development Division launched the Big Bend Manufacturing Association (BBMA) across all 10 counties in the North Florida Region. The MWSBE Division certified over 300 firms that are equipped and ready to do business with Leon County Government, the City of Tallahassee, and Blueprint Intergovernmental Agency.

We remain confident in the ability of this Agency to promote and support our diverse and vibrant economy, improve our infrastructure and safety, protect our water quality, and expand our parks and recreational opportunities.

Under IA Board direction, the Agency will continue to meet community needs, remain good stewards of taxpayer resources, and add enormous value to the quality of life in our community.

We are looking forward to lasting success and an impactful future.

INTERGOVERNMENTAL AGENCY BOARD OF DIRECTORS

John E. Dailey Mayor Jeremy Matlow City Commissioner Dianne Williams-Cox City Commissioner Jacqueline "Jack" Porter City Commissioner Curtis Richardson City Commissioner Rick Minor Chairman, County Commission Jimbo Jackson County Commissioner Brian Welch County Commissioner Bill Proctor Vice Chairman, County Commissioner Kristin Dozier County Commissioner Carolyn Cummings County Commissioner Nick Maddox County Commissioner



BEN PINGREE, MPA, CEcD Director, PLACE

The City of Tallahassee and Leon County Government created the Department of Planning, Land Management, and Community Enhancement – PLACE- under the guidance of the Intergovernmental Management Committee, to better integrate the executive management of three interrelated programs: Planning, the Office of Economic Vitality and Blueprint.



SUSAN DAWSON Blueprint Attorney

The Blueprint Attorney serves as the General Counsel for the Agency and manages the Blueprint Legal Office. The Blueprint Legal Office is committed to the delivery of superior legal services to assist and support the Blueprint infrastructure and economic development projects.



AUTUMN CALDER, AICP Director, Blueprint

Within the PLACE structure, the Blueprint Director and team implement major infrastructure projects throughout the Tallahassee-Leon County area. All projects are refined through robust community engagement and thorough technical analyses to reflect the community's unique vision and build the foundation for sustainable growth.



CRISTINA PAREDES, CEcD Director, Office of Economic Vitality

OEV is committed to keeping pace with the rapidly evolving business environment, adapting programs innovative economic development programs and services to best suit local business, and match the expectations of a dynamic and growing community.



COMMUNITY ENGAGEMENT AMPLIFIED

- Hosted 34+ project-specific community meetings (virtual and in person)
- Hosted 15 TCC, CAC, and IA Board meetings, hearings, and workshops
- Led 12 door-to-door engagements
- · Launched five project web pages and two project websites
- Conducted six online surveys
- Represented the Agency at community partner-sponsored event
- Attended numerous homeowner, neighborhood, and special interest meetings
- Initiated many conversations and attended meetings with individual project stakeholders
- Provided real-time project information by continually updating the agency website, including project snapshots and interactive project map (updated quarterly at a minimum)
- Added Instagram (blueprintia2020) and Linked In (blueprint-ia) to the Agency's social media platform

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Attachment 1 Page 6 of 18

IMPROVING ROADS & CREATING CONNECTIONS

The IA Board has prioritized strategic investments dedicated to improving roadways and supporting transportation options that reduce congestion and improve community safety. Several projects underway in Fiscal Year 2021 will expand roadway, add multimodal features, and improve connectivity across the community.

NORTHEAST GATEWAY: WELAUNEE BOULEVARD The Blueprint Intergovernmental Agency Board, approved the Final Draft PD&E Study at their June 15, 2021 meeting. With this approval, the project team initiated the Design Phase of the project, which began with field surveys conducted throughout the corridor. This project includes connection to the Miccosukee Greenway

MONROE-ADAMS CORRIDOR This placemaking project is committed to establishing a more secure and communal environment that improves access to local business and mirrors the district's design aesthetics. Streetscaping improvements are planned for five streets connecting the S. Monroe Street and S. Adams Street corridors, including: Harrison Street, Pershing Street, Jennings Street, Perkins Street, and Kestner Street. Work will begin on the north end of the project in 2022 on Harrison St. first then proceed south.

LAKE JACKSON GREENWAY This Greenways Project connects Lake Jackson Mounds State Park to Lake Ella at Fred O. Drake Park in Midtown Tallahassee. A multimodal trail will be constructed to combine on-street cycling, a separated trail, and a shared-use path connecting the parks. The 5- mile trail and bike facilities will also include a paddle craft launch and respite benches in key locations. **CAPITAL CIRCLE SW GREENWAYS** This Greenway includes trails and shared use paths for bicyclists, hikers, and other non-motorized users which will connect neighborhoods in south and southwest Tallahassee to several parks and greenways and the Apalachicola National Forest. It also creates the Golden Aster Trail and Munson Slough connection from Lake Henrietta to Capital Circle SW. In all, there are approximately 6.6 miles of greenway trails in the Capital Circle Southwest corridor.



40

REDUCING TRAFFIC CONGESTION AND IMPROVING CONNECTIVITY

Several Blueprint projects initiated or underway in 2021 add multimodal features that support bicycle and pedestrian use which improves connectivity and relieves traffic congestion. The features include sidewalks, bike lanes, trails and greenways providing transportation options across Tallahassee-Leon County.

MARKET DISTRICT A study is underway to assess the feasibility of adding an 8' sidewalk or a 10' trail on Maclay Road from Maclay Boulevard to the Lake Overstreet Trail connection. This sidewalk or trail would provide a connection to a sidewalk project being managed by Leon County Government, which will connect the Lake Overstreet Trail to Meridian Road.

MAGNOLIA TRAIL This project provides multimodal connectivity along the entire Magnolia Drive corridor from South Adams Street to Apalachee Parkway. Improvements include the addition of concrete paths and landscaped buffers between the pathway and the roadway and are being constructed in coordination with utility improvements in the area. Construction began in summer 2021.



DOWNTOWN-UNIVERSITY PROTECTED BIKE LANE The

Downtown-University Protected Bike Lane is the first project being implemented under the Blueprint Build the Bike Route System (BRS) Project. The IA Board has allocated \$15 million, in annual installments of \$750,000, for the BRS project. The Downtown-University Protected Bike Lane Project is approximately 2.5-miles in all and provides a permanent protected bike lane network along westbound W. Pensacola Street from Tallahassee City Hall to Florida State University, eastbound along St. Augustine and West Madison Streets, as well as southbound along South Adams Street to the Capital Cascades Trail. This project will replace the facilities piloted by the Tallahassee-Leon County Planning Department, which provided over \$23,000 in leveraging funding.



EXPAND AND OPERATE PARKS AND RECREATION AREAS

MARKET DISTRICT PARK Concept development for this approximately 9-acre community park along Maclay Boulevard and Maclay Commerce Drive was approved by the IA Board, who advanced the project to the design phase. Park amenities will include water play elements, open spaces, a restroom and pickle ball courts. This Park is being designed in coordination with a City of Tallahassee multi-purpose stormwater project.

ORANGE MERIDIAN PARK Technical analysis along with feedback from residents has resulted in a draft final park concept for the Orange Avenue Community Park. Park features include a children's playground, exercise equipment, a walking path around the stormwater pond, picnic pavilions, a grass courtyard, parking, and an area for food trucks or other vendors to gather.

programming concept: central park





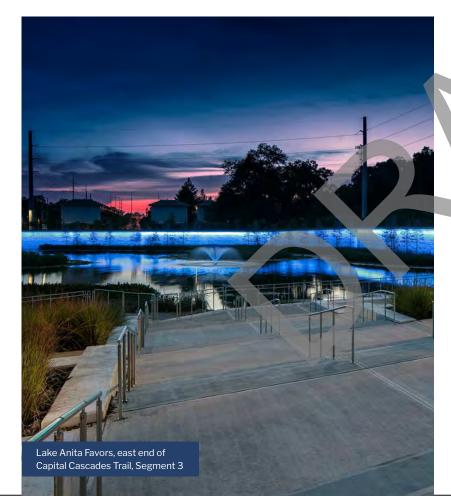
SKATEABLE ART The FAMU Way Skateable Art Project will embrace artistic elements to provide an optimal riding experience for park users and also provide a visually stimulating space for spectators. It includes a larger than life center piece, a rattlesnake that pays homage to the FAMU Rattlers. While the overall park is approximately 540 feet long, the snake run feature stretches roughly 225 feet, making it the longest snake run in Florida.

FAIRGROUNDS An updated market feasibility study and alternative site analysis for the Fairgrounds Beautification & Improvement Project was launched in FY 2021. This study includes an economic and financial evaluation of the current site and an analysis of either modifying or relocating the Fairgrounds. The updated study will also provide a technical analysis to recommend the highest and best use options of the current site.

NORTHEAST PARK This project provides for the construction of a park in northeast Tallahassee, near Montford Middle and Roberts Elementary Schools. A mixture of active and passive uses have been envisioned for this 50-acre park. The planning phase and technical analysis are being coordinated with the design of the NE Gateway Project.

PROTECT LAKES AND WATER QUALITY

3DB REGIONAL STORMWATER FACILITY Construction began in FY 2021 on the 3D-B Regional Stormwater Facility located on the west end of Capital Cascades Trail, Segment 3. This project extends the double box culverts from the end of Pinellas Street to a new 5+ acre Regional Stormwater Facility (RSF) that outfalls to the Central Drainage Ditch. The RSF will improve water quality downstream by significantly reducing the total nitrogen and the total phosphorus leaving the area.





WATER QUALITY Blueprint provides \$2.125 million annually to the City and County for Water Quality and Stormwater Projects, each (\$4.25 million total). In addition to these annual allocations, the IA Board authorized \$500,000 for the Comprehensive Wastewater Treatment Facilities Plan study, managed by Leon County, which evaluates wastewater management alternatives to traditional septic systems in order to reduce nitrogen entering the groundwater. The end product will provide recommendations and direction on which type of wastewater technology should be used to improve existing structures and future developments to improve water quality throughout the unincorporated area. This study is part of the Alternative Sewer Solutions Study which will receive a total of \$2.8 million from the Blueprint program.

LEVERAGING OPPORTUNITIES

Blueprint is committed to stretching every dollar of taxpayer support and leveraging outside funding opportunities allows the Agency to build more projects that benefit our community. Funding opportunities with partners across the community and state over fiscal year 2021 include:

ORANGE AVENUE ROAD WIDENING The Florida Department of Transportation is providing nearly \$2.1 million in funding for the PD&E study associated with Orange Ave Road-widening project, which extends from Cypress Lake Street to N. Monroe Street and encompasses the Blueprint project boundary.

3DB REGIONAL STORMWATER FACILITY In addition to the initial \$500,000 Springs Restoration Grant from the Florida Department of Environmental Protection (FDEP) for the project's innovative stormwater treatment methods, Blueprint received a \$235,000 water quality assistance grant from FDEP to help fund the new Regional Stormwater Facility (RSF) in the CCT-Segment 3D-B project on FAMU Way/Capital Cascades Trail. The RSF is located within the Basin Management Action Plan and Medium Recharge Areas for Upper Wakulla River and Wakulla Springs. The Upper Wakulla River and Wakulla Springs are designated as Outstanding Florida Waters and they are important resources that have been affected by nitrate loading from within the basin. This project will significantly reduce the nitrogen and phosphorus loadings within the 1,500 acre St. Augustine Branch watershed.

Infrastructure Bank (SIB) loan application has been submitted to conduct the design and construction of the Northeast Gateway: Welaunee Boulevard project. By tapping into this funding source from the Florida Department of Transportation, this roadway capacity project can be completed in a more cost-effective manner, delivering the benefits to the community at a lower cost.

NORTHEAST GATEWAY: WELAUNEE BOULEVARD A State

LEVERAGING STATE FUNDING A number of Blueprint Infrastructure projects have overlapped with State of Florida roadways and are included in the adopted Florida Department of Transportation (FDOT) FY 2022 – 2026 work program. As such, Blueprint is able to continue its long history of achieving project completion through leveraging FDOT funding. This process allows Blueprint to further stretch local sales tax dollars, and fulfill the Blueprint Promise to pursue outside funding. Some examples of current leveraging opportunities include \$54.2 Million in construction funding for the widening of Capital Circle Southwest from Orange Avenue to Springhill road. \$12.3 Million for right-of-way Acquisition for Capital Circle Southwest from Springhill to Crawfordville Highway, and wellover \$2 Million for right-of-way acquisitions for the Southside Gateway project. Blueprint staff also regularly meets with FDOT staff in order to identify and pursue additional project leveraging opportunities, such as when Blueprint projects overlap with FDOT resurfacing projects.



PROTECTED BIKE LANES This approximately 2.5-mile project will provide a protected bike lane network connecting downtown Tallahassee and the Florida State University campus. The network will accommodate westbound cyclists on West Pensacola Street from City Hall to Florida State University, eastbound cyclists along St. Augustine and West Madison Streets to the downtown area, and southbound cyclists along South Adams Street connecting to the Capital Cascades Trail. The Tallahassee-Leon County Planning Department is providing over \$23,000 in funding for design services.





SOUTHWOOD TRAIL Blueprint is contributing nearly \$360,000 in cost-sharing with the City of Tallahassee to help complete the Tram Road Greenway from Capital Circle SW to Fair Oaks Boulevard (a Greenways Master Plan project), which will connect to the portion of the Southwood Trail being constructed by the City as part of their Southeast Park Project. By coupling the projects, the Agency realizes a cost savings on labor and materials, among other costs, associated with construction.

STAY CONNECTED!

Visit **www.BlueprintlA.org** for the latest news on all of the Blueprint projects!

45

Attachment 1 Page 12 of 18

OFFICE OF ECONOMIC VITALITY () A DIVISION OF PLACE

2021

ANNUAL REPORT

INTRODUCTION

The Office of Economic Vitality is committed to keeping pace with the rapidly evolving business environment, adapting programs to best suit local business, and match the expectations of a dynamic and growing community.

VISION

Elevate Tallahassee-Leon County's profile to promote and support our diverse and vibrant economy.

MISSION

To guide Tallahassee-Leon County's economic development efforts in coordination with the private sector and community stakeholders by fostering fair and open competition, conducting extensive outreach to assist businesses in navigating and competing in today's marketplace, and leveraging existing resources to maximize the infusion of financial capital to the local economy.





AWARDS

- 2021 International Economic Development Council Excellence in Economic Development Silver Award Recipient for the Data Driver
- 2021 International Economic Development Council Excellence in Economic Development Silver Award Recipient for the MWSBE Division
- 2021 International Economic Development Council Excellence in Economic Development Silver Award Recipient for the Office of Economic Vitality Website
- 2021 International Economic Development Council Excellence in Economic Development Bronze Award Recipient for the Love Your Local campaign
- 2021 National Association of Counties Award in the category of Community and Economic Development for the COVID-19 Economic Disaster Relief (CEDR) Grant Program
- 2021 National Association of Counties Award in the category of Human Resources for the Local Emergency Assistance for Nonprofits (LEAN) Grant Program

12

MAGNETIC CAPITAL OF THE WORLD

- Danfoss, world-leading industrial manufacturer of energy efficient solutions, selected Tallahassee-Leon County for the expansion of its newest manufacturing facility, which is expected to create:
 - Total of over **950 total jobs**
 - Approximately **\$140 million** in economic output
- Partnered with Research On Investment and the Magnetic Taskforce to promote our community's unique research assets, brand the area as the Magnetic Capital of the World, and recruit global leaders in Advanced Manufacturing. The work led to 5 completed non-disclosure agreements with major companies moving forward with innovative R&D.
- Relaunched the Electro Magnetic Bitter campaign in conjunction with DEEP Brewing, the Tallahassee Beer Society, DivvyUp, Target Print & Mail, and Full Press Apparel, which raised over \$5,000 going to magnetic education.



LARGEST RECRUITMENT PROJECT IN TALLAHASSEE

Global Fortune 500 company Amazon selected Tallahassee-Leon County as the location for its newest robotics fulfillment center, making it the largest recruitment project to come to Tallahassee.

- Total of 3,600 new jobs with over 1,300 full-time jobs
 \$167.6 million in wages
- Approximately **\$451 million** in local economic impact



TOP TALLAHASSEE RECOGNITIONS OF 2021

- #14 in Best Places to Live for Quality of Life (U.S. News & World Report, 2021)
- #12 in Best Places to Live in Florida (U.S. News & World Report, 2021)
- #18 Most Educated City in America (WalletHub, 2021)
- One of the Least Stressed Cities in America (*WalletHub*, 2021)

48

COVID-19 RESPONSE

Since the onset of the COVID-19 pandemic, the Office of Economic Vitality has provided vital business information, engaged with local businesses and supported the preservation of our community enterprises.

- Administered the Leon CARES Small Business Assistance program to distribute \$18.3 million in Coronavirus Relief Funds under the federal CARES Act to over 930 local businesses to help retain more than 6,200 employees.
- Hosted 10 Stakeholder meetings, which included representatives from all key segments of our local economy, to discuss important economic issues facing our community.
- Developed several webpages for COVID-19 relief options, such as the Paycheck Protection Program, Shuttered Venue Operators Grant, and the Restaurant Revitalization Fund to assist local businesses with the application, loan forgiveness, and the calculation process; these webpages also promoted technical assistance that was available at OEV.
- Produced a **webinar** in partnership with the Florida Department of Health-Leon County on the updated OSHA guidance for the workplace.
- Distributed over **200,000 face coverings** to local businesses, organizations, and religious institutions.

BUSINESS DEVELOPMENT AND INTELLIGENCE DIVISION

The Business Development and Intelligence Division works to position the Office of Economic Vitality as a one-stop business resource for Tallahassee-Leon County's economic development needs. These efforts listed below continue to position Tallahassee-Leon County as Florida's Capital for Business.

- Landed **2 business development projects**: the Amazon robotics fulfillment center and the expansion of the Danfoss Turbocor manufacturing facility.
- Launched a commercial site selection tool on the OEV website, bringing hundreds of properties to business professionals looking at the Capital City.
 - Launched the **Big Bend Manufacturers Association**, in partnership with FloridaMakes, to provide much-needed assistance to area manufacturing organizations, helping them to grow and capitalize new markets.
- Developed the Love Your Local digital campaign to encourage Leon County residents to safely support local businesses with over 280 participating businesses.
- Produced the Quarterly Economic Dashboard (QED) presenting data on 13 local economic indicators and developed the Data Driver series to give a monthly picture of macroeconomic, large employer, and startup activity.
- Participated in the C2ER Cost of Living Index, which ranked the Tallahassee metro area at **3% below the national average** for cost of living out of 270 urban areas.

MINORITY, WOMEN, & SMALL BUSINESS ENTERPRISE (MWSBE) DIVISION

The MWSBE Division, armed with its recent consolid- ated Minority Women and Small Business Enterprise Policy, is maximizing its role in expanding and retaining minority and women-owned businesses in our local economy.

- Certified over 300 firms within the MWSBE Division and 294 Office of Supplier Diversity firms that are equipped and ready to do business in Florida's Capital.
- Partnered with the Apalachee Regional Planning Council and FAMU Federal Credit Union to launch two \$1 million microloan programs to support minority and women-owned businesses.





Partnered with Florida A&M University to host a **webinar with the International Economic Development Council** that spotlights the collaboration between HBCUs and economic development organizations to grow the local economy.

- Facilitated the **MIT USA Lab project**, in which OEV received consulting services from MIT graduate students as they explored ways to improve MWBE engagement.
- Implemented remote one-on-one assistance regarding supplier diversity and certification inquiries optimizing a virtual appointment system with 9 bookings since its installation in July 2021.
- Produced **11 MWSBE Academy webinars** with topics, including bid and financing opportunities for small businesses, garnering over 5,000 views.

HOW CAN WE ASSIST YOU?

Visit www.OEVforBusiness.org and connect with us today!

The Tallahassee-Leon County Office of Economic Vitality and the Blueprint Intergovernmental Agency would like to thank the members of their advisory committees for volunteering their time, sharing their expertise and serving the entire community to foster an innovative and creative environment, build community infrastructure, and create new public spaces throughout Tallahassee-Leon County.

ECONOMIC VITALITY LEADERSHIP COUNCIL

Steve Evans Retired IBM Executive Kim Moore Tallahassee Community College Brent Edington Florida State University Ricardo Schneider Danfoss Turbocor Jake Kiker Williams, Gautier, Gwynn, DeLoch & Kiker, P.A. Bill Smith Capital City Bank Cissy Proctor LSN Partners Katrina Rolle Community Foundation of North Florida Mark O'Bryant Tallahassee Memorial Hospital Mitch Nelson DivvyUp Keith Bowers FAMU Small Business Development Center Dr. Temple Robinson Bond Community Health Center Mindy Perkins VR Systems, Inc. Garry Simmons Data Set Ready

OFFICE OF ECONOMIC VITALITY MWSBE CITIZENS ADVISORY COMMITTEE

Keith Bowers Florida Small Business Development Center at FAMU
Gallop P. Franklin, II Tallahassee Memorial Hospital
Brenda Williams Tallahassee Housing Authority
Lanisha Thronton Runnin' Buzz Bartending
Christi Hale-Sparkman Hale Contracting, Inc.
Terrance Barber Working Class Wednesdays
Wayne Mayo Southern Standard Construction
Ted Parker Ajax Building Company
Kenneth Taite Haggai Construction and Development
Frank Williams Florida Developers Inc. of Tallahassee
Gloria Pugh AMWAT Moving Warehousing Storage

BLUEPRINT INTERGOVERNMENTAL AGENCY CITIZENS ADVISORY COMMITTEE

Jim McShane Chair, Big Bend Minority Chamber of Commerce Kathy Bell Tallahassee Chamber of Commerce Mandy Bianchi Disabled Community Representative Christopher Daniels At-Large Representative Mary Glowacki Planner – nominated by the EECC Ashley Leggett Financial expert—nominated by the EECC Adner Marcelin NAACP / Civil Rights Community Representative Sean McGlynn Big Bend Environmental Forum LaRoderick McQueen Planning Commission Designee Peter Okonkwo Capital City Chamber of Commerce Leroy Peck Council of Neighborhood Associations Elva Peppers Natural scientist/biologist—nominated by the EECC Hugh Tomlinson Network of Entrepreneurs and Business Advocates Linda Vaughn Tallahassee Senior Citizen Advisory Council

Attachment 1 Page 18 of 18

BLUEPRINT ()

315 South Calhoun Street, Suite 450 Tallahassee, FL 32301

(850) 219-1060

BlueprintIA.org info@BlueprintIA.org



315 South Calhoun Street, Suite 110 Tallahassee, FL 32301

(850) 219-1080

OEVforBusiness.org info@oevforbusiness.org

Blueprint Intergovernmental Agency Board of Directors Agenda Item #3

December 9, 2021

Title:	Approval of an Appointment and Reappointments to the Blueprint Citizens Advisory Committee
Category:	Consent
Intergovernmental Management Committee	Vincent S. Long, Leon County Administrator Reese Goad, City of Tallahassee Manager
Lead Staff / Project Team:	Benjamin H. Pingree, Director, Department of PLACE Autumn Calder, Director, Blueprint Megan Doherty, Planning Manager, Blueprint

STATEMENT OF ISSUE:

This agenda item seeks Blueprint Intergovernmental Agency Board of Directors (IA Board) approval for one new appointment and two reappointments to the Blueprint Citizens Advisory Committee (CAC). The current CAC roster is included as Attachment #1.

FISCAL IMPACT

This item does not have a fiscal impact.

RECOMMENDED ACTION:

Option 1: Appoint Fred Varn to the CAC to represent the senior community.

- Option 2: Reappoint Sean McGlynn to serve a second three-year term on the CAC.
- Option 3: Reappoint Jim McShane to serve a second three-year term on the CAC.

SUPPLEMENTAL INFORMATION:

Blueprint CAC membership positions and terms are established in the Blueprint Interlocal Agreement and further defined in the CAC Bylaws. CAC members may serve Blueprint Intergovernmental Agency Board of Directors Meeting, December 9, 2021 Item Title: Approval of an Appointment and Reappointments to the Blueprint Citizens Advisory Committee Page 2 of 3

two consecutive three-year terms. Appointments and reappointments to the below CAC positions require action by the IA Board.

Reappointment

Sean McGlynn, currently holding the seat specified for the Big Bend Environmental Forum Representative, has requested to serve a second, three-year term on the Blueprint Citizens Advisory Committee.

Jim McShane, current chair of the Blueprint Citizens Advisory Committee holding the seat specified for the Big Bend Minority Chamber of Commerce Representative, has also requested to serve a second, three-year term on the Citizens Advisory Committee.

Appointment

Linda Vaughn, CAC member representing the elderly community, will complete her first term of service as of December 31, 2021, and is not seeking reappointment for a second term. Blueprint staff contacted the Tallahassee Senior Center to assist in soliciting applications to fill the seat representing the elderly community, consistent with prior practice. The nominee, Fred Varn, has submitted an application for this appointment, included as Attachment #2.

Table 1, below, details the existing vacancies and proposed appointees to fill these CAC member seats.

Vacancy / Seat Category	Term Expiration	Eligible Applicant	Recommended Action
Sean McGlynn / Big Bend Environmental Forum	12/31/2021	1. Sean McGlynn	Reappoint Sean McGlynn for a second, three-year term ending 12/31/2024.
Reappointment (Y)			
Jim McShane / Big Bend Minority Chamber of Commerce	2/28/2022	1. Jim McShane	Reappoint Jim McShane for a second, three-year term ending 2/28/2025.
Reappointment (Y)			
Linda Vaughn / Senior Community Representative	12/31/2021	1. Fred Varn	Appoint Fred Varn for a three-year term ending 12/31/2024.
Reappointment (N)			

 Table 1. Blueprint Citizens Advisory Committee

Blueprint Intergovernmental Agency Board of Directors Meeting, December 9, 2021 Item Title: Approval of an Appointment and Reappointments to the Blueprint Citizens Advisory Committee Page 3 of 3

Action by TCC and CAC: This item did not go before the TCC. The CAC was presented this item at their November 17, 2021 meeting and recommended that the IA Board approve the appointment and reappointments to the CAC.

OPTIONS:

- **Option 1:** Appoint Fred Varn to the CAC to represent the senior community.
- Option 2: Reappoint Sean McGlynn to serve a second three-year term on the CAC.
- Option 3: Reappoint Jim McShane to serve a second three-year term on the CAC.
- Option 4: IA Board Direction.

RECOMMENDED ACTION:

- **Option 1:** Appoint Fred Varn to the CAC to represent the senior community.
- Option 2: Reappoint Sean McGlynn to serve a second three-year term on the CAC.

Option 3: Reappoint Jim McShane to serve a second three-year term on the CAC.

Attachments:

- 1. Current CAC Membership Roster
- 2. CAC Membership Application Senior Community Representative



Citizens Advisory Committee

A Citizens Advisory Committee shall be established to serve in an advisory capacity to the Blueprint 2000 Intergovernmental Agency. In February 2001, the committee was expanded from nine members to twelve. In November 2007, a member from the Education Community was added to the Citizen Advisory Committee. In September 2016, three additional members from the Business Community were added to the Citizen Advisory Committee.

It is the responsibility of the Citizen Advisory Committee to review work plans, financial audits, and performance audits and to make recommendations to the Blueprint 2000 Intergovernmental Agency.

Citizen's Advisory Committee Bylaws

Membership

Jim McShane, Chair, Big Bend Minority Chamber of Commerce Kathy Bell, Tallahassee Chamber of Commerce Mandy Bianchi, Disabled Community Representative Christopher Daniels, At-Large Representative Mary Glowacki, Planner – nominated by the EECC Ashley Leggett, Financial expert—nominated by the EECC Adner Marcelin, NAACP / Civil Rights Community Representative Sean McGlynn, Big Bend Environmental Forum LaRoderick McQueen, Planning Commission Designee Peter Okonkwo, Capital City Chamber of Commerce Leroy Peck, Council of Neighborhood Associations Elva Peppers, Natural scientist/biologist—nominated by the EECC Hugh Tomlinson, Network of Entrepreneurs and Business Advocates Linda Vaughn, Tallahassee Senior Citizen Advisory Council Please return via email to: michael.alfano@blueprintia.org

Via mail: Blueprint Intergovernmental Agency 315 South Calhoun St, Suite 450 Tallahassee, Florida 32301

Via fax: (850) 219-1098

Questions? Please call: 219-1060



Nominating C	Organization (if applicable): TALLAHASSEE SENIOR CENTER
Name:	FRED VARN
Address:	804 MADERIA CIRCLE
	TALLAHASSEE, FL 32312
Email:	fredvam @hotmail.com
*****	***************************************
Work Phone:	Home Phone: (850) 661-7769
Occupation:	RETIRED BUILDING OFFICIAL
Employer:	
Address:	
Race:	White Hispanic Black American Indian or Alaskan Native Other
Sex:	🖄 Male 🗌 Female

Identify any potential conflicts of interest that might occur if you are appointed:

XNO Are you a City resident? Yes Are you a Leon County resident? X Yes No X No Are you a City property owner? Yes X Yes Are you a Leon County property owner? No Conflicts: NONE AT THIS TIME Can you serve a full three-year term? X Yes No Can you regularly attend meetings? XYes No

Please provide biographical information about yourself (attach a resume, if available). Identify previous experience on other boards/committees; charitable/community activities; and skills or services you could contribute to this board/committee:

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<u> </u>		
Education:	UNIVERSITY of SOUTH FLO	RIDA (ININ OFFICIONA
	(College/University attended)	, UNIT OF FEDERDA
	(Degree received, if applicable)	
	(Graduate School Attended)	
	(Degree received, if applicable)	
References (at	at least one):	
<u>HELLA</u> (Name/Addres	SPELLMAN	(858) 545-0105 (Phone)
	·	
(Name/Addres	SS)	(Phone)
(Name/Addres	ss)	(Phone)
All statements	s and information given in this application are true to the k	
مب	mither as Date	ulala a s
Signature:		e: <u>11/7/202/</u>
(7/13/16)	v	

PERSONAL DATA

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Wilfred C. Varn, Jr. 804 Maderia Circle Tallahassee, FL 32312 Phone: C (850) 661-7769 E-mail: fredvarn@hotmail.com

Married 45 years: Gena G. Varn – Retired Instructor, Raa MiddleSchool, Volunteer and Participant Coordinator, Tallahassee Senior Center

4 Children, all gainfully employed adults: Ryan - Captain, City of Tallahassee Firefighter/Paramedic Laura - Graphic Designer, Business owner, Lello_Co Nathan - Vice President, Central Florida; Envera Systems Wil - Accountant: CWR Construction, prviously TMRMC Foundation

PROFESSIONAL LICENSURE AND CERTIFICATION Licenses:

Licenses:			
State of Florida Certified General Con	tractor	CGC 017078	
Inactive Issued 11 July 1980			
State of Florida Building Code Admir	istrator	BU 917	
Active Current			
State of Florida Plans Examiner		PX 906	
Active Current			
State of Florida Building Inspector		BN 1020	
Active Current			
State of Florida Residential Plans Exa	miner	RPX 96	
Active Current			
Certifications:	Cert/	Reg#	Issuing Authority
· ·		Date	100 ang 1 athorny
	10040	Duit	
Certified Building Official	30	16	Council of American
_	2 Nov	[,] 1996	Building Officials
Chief Building Code Analyst	24	7	Southern Building Code
e i	30 Ma	r 1994	Congress, Intl.
Chief Building Inspector	45		Florida DCA Bd Codes
0 1	-	1992	& Standards
Master Code Professional	26		International Code
		n 2003	Council
Stormwater Management Inspector	16		Florida Dept of
		ov 1999	Environmental Mgt.
Code Enforcement Inspector		46	Florida Association of
Code Enforcement Inspector		ine 2001	Code Enforcement
	20.10		Code Entoreement
EDUCATION			
EDUCATION			

University of South Florida Course of Study: Liberal Arts

Tallahassee Community College Course of Study: Liberal Arts EDUCATION CONTINUED Tampa, Florida 1971-1972

Tallahassee, Florida 1973

Lively Vo – Tech Course of Study: Drafting	Tallahassee, Florida 1974-1975
The Way College of Emporia Course of Study: Biblical Studies	Emporia, Kansas 1976-1977
University of Florida Course of Study: Architecture & Building Construction	Gainesville, Florida 1977-1979
GENERAL & CONTINUING EDUCATIO	N
Mandatory 14 hours of Staate approved courses maintain licensure. Pertinent courses:	rsework per renewal cycle to remain current and
NFPA101 Life Safety Code Management Skills for Supervisors Professional Management Skills	University of Georgia DCA 19 Nov 1993 Skillpath, Tallahassee, FL 3 Nov 1995 Leon County Bd of County Commissioners
Resolving Florida's Public Problems	Florida Conflict Resolution Apr 1999 Consortium Workshop
Taking Advantage of the Press Problem Solving and Process Improvement Creating Great Customer Relations Technical Writing & Editing Workshop Client Customer Service Anti Harassmsnt	Leon County Public Affairs 8 Sep 1999
Citizens Fire Academy	City of Tallahassee Fire Dept Feb 2007
Citizens Police Academy	City of Tallahassee Police Dept Oct 2007
Citizens Academy XX	Leon County Sheriffs Office Apr 2008
Tallahassee Active Lifelong Leaders Class	Greater Tallahassee Chamber of Commerce's Leadership Tallahassee & TSC Foundation
WORK EXPERIENCE	
Oct 2017 – Oct 2018	Combination Building Inspector (Part-time)
May 2016 - Oct 2017	Deputy Buiding Official Florida State University
Aug 2013 - Apr 2016	Senior Combination Building Inspector Leon County DSEM
June 2004 - Aug 2013	Commercial Building Inspector City of Tallahassee Growt Management

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Aug 2000 - Jun 2004	Commercial Building Plans Examiner City of Tallahassee GM
Oct 1995 - Aug 2000	Building Inspection Supervisor
	Leon County GM
Aug 1989 - Oct 1995	Combination Building Inspector
0	Leon County GM
Mar 1986 - Aug 1989	Builder / Carpentry & Renovation
	Billy Owens Gen Cont, Inc
From 1975 to 1986 I worked	as a builder with the following Construction
	and Business Firms:
Jun 1985 - Mar1986	Self employed Certified Gen Cont
Feb 1985 - Jun 1985	Carpentry & Gen Building
	Gray Contracting, Inc
Dec 1984 - Feb 1985	Carpentry & Gen Building
	J. Kinson Cook, Inc
Nov 1982 - Dec 1984	Carpentry & Gen Building
	Ferrell Development Corp
Sep 1982 - Nov 1982	Assistant Manager
	Idora, Inc
Oct 1981 - Aug 1982	Carpentry & Gen Building
	Ajax Construction Co, Inc
Sep 1980 - Sep 1981	Self Employed Cert GC
	Varn Construction Co
Oct 1979 - Sep 1980	Carpentry & Gen Building
	Childers Construction Co
Jan 1978 - Oct 1979	Carpentry & Gen Building
	Kish Construction Co
Aug 1977 - Jan 1978	Carpentry & Gen Building
	Tom Tonnelier, Architect AIA
Jun 1975 - Aug 1975	Sales and Marketing
	General Foods Corp
May 1975 - Jun 1975	Carpentry & Gen Building
	Tyre Construction Co
Feb 1975 - May 1975	Roofing Sub
	Self employed

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Jun 1974 - Jan 1975	Produce Clerk
	Publix Super Markets
Nov 1973 - Jan 1974	Leon Co Clerk of Circuit Court
	Microfilm
Aug 1973 - Nov 1973	Carpentry & Gen Building
	Orange State Construction Co
Dec 1971 - Jan 1972	Foundation Crew
	Century Construction Co
Aug 1969 - Mar 1970	Installer, Technician
	Clearview Cable TV
Jun 1969 - Aug 1969	Labor
	Fewox Construction Co
Nov 1968 - May 1969	Medical Records Clerk
	Tallahassee Memorial Hospital

MILITARY EXPERIENCE

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United States Army	
1972 - 1973	Combat Engineer, Army Corps of Engineers,
Europe	
1972	Atomic Demolition Munitions Specialist Elite
	Forward Assembly Team
1973	Honorable Discharge

PROFESSIONAL MEMBERSHIPS (Past and Present)

Southern Building Code Congress, International, Big Bend Chapter (past President, Vice President, Treasurer and Secretary Building Officials Association of Florida, Big Bend Chapter International Code Council Florida Association of Code Enforcement

COMMUNITY SERVICE & WORK INVOLVEMENT (Past and Present)

Coordinated Design and Construction of Playground for handicapped students, Ruediger Elementary

PTO, Augusta Raa Middle School

PTO, Leon High School

Board Member, Leon Crew Boosters

LeMoyne Art Foundation

Board Member, Tallahassee Gymnastics Center

American Legion

Homebuild / Habitat for Humanity

Presented cases to Leon County Licensing Board, Leon County Code Board, Circuit Court

Inspected for the Leon County Housing Authority Grant Program

Liason for Leon County to Associate Builders and Contractors

Liason for Leon County to Tallahassee Builders Association

Procedures Coordinating Committee Leon County

Lectured at Florida Agricultural and Mechanical University School of Engineering

Taught Continuing Education for Contractors at FSU Center for Professional Development at TCC and on Cruise Ship

Volunteer at Tallahassee Senior Center

Instructor of Carpentry Apprentice Program at Lively Vo-Tech for 2.5 years.

Advisory Board Lewis M Lively Vo-Tech

Carpenter, Lights and Sound set up Civic Center

Represented Leon County Building Inspection on WCTV interviews twice

Assisted with Florida DBPR unlicensed activity sting operations

Provided Hurricane and Storm Mitigation Assistance in cooperation with FEMA, Red Cross, FDLE, Military, First Responders and Law Enforcement for: Miami, Homestead, Dekle Beach, Keaton Beach, Sannibel & Captiva, Okaloosa County, Pensacola & Santa Rosa Island

Assisted Humanities Europe trip Advisors in Italy and Capri with Leon High School

Member of the Tallahassee Senior Center Foundation

AWARDS

Leon County Team of the Quarter		24 Jun 1997
Employee of the Quarter		15 Jul 1997
Manager of the Year Award	Community Development	1998

Team of the Quarter	Community Development	Feb 2000
Built temporary dock	on Physical Fitness and Sports ts for British Olympic Crew Tea Indation - Gov Lawton Chiles	am 1994
Gold Medalist in the Senior	r Games 50 Freestyle	2012

HOBBIES & ACTIVITIES

Teach bible fellowships in the home

Built a dune buggy

Cycling

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Woodworking

Black belt Tae Kwon Do

Successfully ran and completed a 26.2 mile Marathon in Maui, Hawaii fundraiser for American Diabetes Association

Completed a Half Marathon in Sarasota

Finished 2 triathlons in Destin and Panama City

Senior Games 2012

Photography

Backpacked for 3 months in Europe

Traveled and camped in a huge loop of the US

Take trips and assist with Senior Center Participants

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Love outdoor sports: fish, ski, swim, sail, fishing, hunting

Traveled with our children's competitive teams: ATAC Swim, Gymnastics, Leon Crew

Blueprint Intergovernmental Agency Board of Directors Agenda Item #4

December 9, 2021

Title:	Authorization to Procure Construction Services for the Capital Cascades History and Culture Trail Interpretive History Stations Along FAMU Way	
Category:	Consent	
Intergovernmental Management Committee:	Vincent S. Long, Leon County Administrator Reese Goad, City of Tallahassee Manager	
Contact:	Benjamin H. Pingree, Director, Department of PLACE Autumn Calder, Director, Blueprint Daniel Scheer, Design and Construction Manager Megan Doherty, Planning Manager Tatiana M. Daguillard, Planner I	

STATEMENT OF ISSUE: RNMENTAL AGENCY

This agenda item seeks authorization from the Blueprint Intergovernmental Agency Board of Directors (IA Board) to advertise, negotiate, and award construction services for the History and Culture Trail project (HCT) Interpretive History Stations. The HCT project will honor and celebrate the rich African American history and culture of the neighborhoods, businesses, and people in the areas surrounding the Capital Cascades Trail at FAMU Way. The HCT Project includes three components: 1) Interpretive History Stations 2) a new Community Gathering Space, and 3) Public Art Installations.

FISCAL IMPACT:

This agenda item does have a fiscal impact. The estimated cost to construct the HCT project is \$783,422, the estimated cost for the Interpretive History Stations component of the project is \$533,422, which is within the approved project budget and currently available within the account balance.

RECOMMENDED ACTION:

Option 1: Authorize Blueprint to advertise, negotiate, and award, through IMC approval, a contract for construction of the History and Culture Trail Interpretive History Stations.

Blueprint Intergovernmental Agency Board of Directors Meeting, December 9, 2021 Item Title: Authorization to Procure Construction Services for the Capital Cascades History and Culture Trail Interpretive History Stations Along FAMU Way Page 2 of 9

EXECUTIVE SUMMARY

This agenda item seeks IA Board authorization to procure construction services for the History and Culture Trail (HCT) Interpretive History Stations. The HCT Concept Plan is included as Attachment #1. The Concept Plan includes the station content, interpretive panel and station design, color palette, and materials identified through technical analysis and extensive public engagement activities, which are summarized in Attachment #2. A map of the project corridor is shown in Figure 1 below. Upon IA Board authorization to procure construction services for the Interpretive History Stations, as detailed in this agenda item, Blueprint will proceed with advertisement for construction services in spring 2022.

Figure 1: History & Culture Trail Project Area Map



In 2016, Blueprint staff initiated the History and Culture Trail project with the creation of a project Working Group. Five members of the original FAMU Way Citizens Advisory Committee volunteered and there are now seven individuals serving on the Working Group, representing the various communities highlighted in the project. The Working Group was formed to assist in the development of the project concept – which includes selecting the initial themes, assisting with developing historical and cultural interpretations, and working with the project team to identify the appropriate location for the interpretive elements. The Working Group members have been integral to the project's development – serving as neighborhood liaisons and working with the project team to identify, collect, and develop the content for the historical and cultural interpretations. An informational item on the HCT was presented to the IA Board at the September 12, 2016 meeting; no action was required for this item (Attachment #3). At the September 20, 2018 IA Board meeting, the project budget was approved and staff received authorization to issue a Request for Qualifications for planning and design services. At this meeting staff was also directed to enter into an agreement with the

Blueprint Intergovernmental Agency Board of Directors Meeting, December 9, 2021 Item Title: Authorization to Procure Construction Services for the Capital Cascades History and Culture Trail Interpretive History Stations Along FAMU Way Page 3 of 9

Council on Culture & Arts (COCA) for the public art component (Attachment #4). At the April 8, 2021 IA Board meeting a presentation-only update was provided as part of the Status Update on Blueprint Intergovernmental Agency Infrastructure Projects. The presentation provided the interpretive outline or preliminary results of the research and content gathering activities conducted by the project team since the December 2020 kickoff. The IA Board accepted the April 2021 status update on the History and Culture Trail project, and staff proceeded to enter into preliminary design.

The HCT will honor and celebrate the rich African American history and culture of the neighborhoods, businesses, and people in the areas surrounding the Capital Cascades Trail at FAMU Way. The project will feature kiosks displaying photographs and stories, and complementary public art installations. The project, as approved includes three components: 1) Interpretive History Stations 2) a new Community Gathering Space, and 3) Public Art Installations. Once completed, the History and Culture Trail project will be a one-of-a-kind trail and outdoor museum.

This agenda item seeks IA Board authorization to procure construction services for the HCT Interpretive History Stations. After conducting oral history interviews with area residents and business owners, undertaking extensive historical research, and reviewing historical documents, nine Interpretive History Stations have been planned, representing the six themes prioritized by the project citizen Working Group. In addition, two trailhead signs are planned at each end of the trail, one near Bronough Street and the other near Lake Bradford Road. See Figure 2 for the recommended design concept for the Interpretive History Stations.



Figure 2: Example of Interpretive History Station

The second component of the project is the new Community Gathering Space. Approved at the September 5, 2019 meeting, the IA Board directed staff to incorporate the design and construction of the CGS into the HCT, and \$100,000 was allocated for this new task. The new CGS space will create a pocket park-like space at the Boynton Still and Shingles

Blueprint Intergovernmental Agency Board of Directors Meeting, December 9, 2021 Item Title: Authorization to Procure Construction Services for the Capital Cascades History and Culture Trail Interpretive History Stations Along FAMU Way Page 4 of 9

Chicken House station, offering an area for social gathering and reprieve for trail users with views overlooking the Regional Stormwater Facility.

The third and final component is the public art installations, which will be placed between the stations along the trail. Five artworks will be selected for permanent installation along the trail. Blueprint has contracted with the Council on Culture and Arts (COCA) to manage public art procurement process. The <u>Call for Public Art</u> and <u>Application</u> was released on October 4, 2021 and will close on January 31, 2022. (Attachment #5). Artworks will be presented to the IA Board in March 2022 for final approval and authorization to enter into an agreement with the selected artists.

Upon authorization of this agenda (Option #1 – Authorize Blueprint to advertise, negotiate, and award, through IMC approval, a contract for construction of the History and Culture Trail Interpretive History Stations), the History and Culture Trail project will proceed to final design and submit for final permits based on the concept presented in this item. Staff anticipates issuing an Invitation for Bid for the fabrication and installation of the Interpretive History Stations in spring 2022. The estimated cost to construct the entire History and Culture Trail project is \$783,422, the estimated cost for the Interpretive History Stations component of the project is \$533,422, which is within the approved project budget and currently available within the account balance. The amount budgeted for the Public Art Installations is \$150,000 and \$100,000 for the new Community Gathering Space.

SUPPLEMENTAL INFORMATION:

BACKGROUND

From the earliest stages of the Capital Cascades Trail Project, Blueprint Intergovernmental Agency has been committed to recognizing the history and significance of the areas along the project corridor. Capital Cascades Trail Segment 3, which runs adjacent to the FAMU Way Roadway, presented an opportunity to build on ongoing efforts to weave cultural and historic community features into the design of Blueprint infrastructure projects. In 2015, the City of Tallahassee contracted with the Florida A&M University Department of History to document and share the stories of the communities adjacent to FAMU Way, with a goal of incorporating them into the FAMU Way project. In July 2016, Capital Cascades Trail – History and Culture Trail (HCT) project was initiated by Blueprint and a Citizen Working Group comprised of former FAMU Way Citizens Advisory Committee members was formed. The Working Group was charged with working with staff to develop artistic, historical, and cultural interpretations that celebrate the surrounding neighborhoods, assisting in the concept and content development for historical and cultural interpretations along the Capital Cascades Trail between Lake Bradford Road and South Adams Street, and working with design teams to refine the aesthetic of elements comprising the trail. An informational item on the HCT was presented to the IA Board at the September 12, 2016 meeting; no action was required for this item (Attachment #3). At the September 20, 2018 IA Board meeting, the project budget was approved and staff received authorization to issue a Request for Qualifications for planning and design services. At this meeting staff was also directed to enter into an

Blueprint Intergovernmental Agency Board of Directors Meeting, December 9, 2021 Item Title: Authorization to Procure Construction Services for the Capital Cascades History and Culture Trail Interpretive History Stations Along FAMU Way Page 5 of 9

agreement with the Council on Culture & Arts (COCA) for the public art component (Attachment #4).

HISTORY AND CULTURE TRAIL CONCEPT

The History and Culture Trail project has three components: 1) Interpretive History Stations 2) a new Community Gathering Space, and 3) Public Art Installations. This agenda item seeks IA Board authorization to procure construction services for the HCT Interpretive History Stations. The HCT concept includes the top preferred station and panel design, color palette, and materials, which were identified through the public engagement activities. The Interpretive History Stations presented in the concept are at 60% design plans. If no modifications to the concept are identified, upon IA Board approval, the project team will complete design for the HCT and submit for final permits based on the concept presented in this item. The Concept Plan, included as Attachment #1, also includes the preferred site layout for the Community Gathering Space. The public art features, which will be selected in spring 2022, will be placed between the stations along the trail. A selection jury will shortlist submitted artworks in February 2022. Staff will present an agenda item in March 2022 for approval of the public art installations.

Interpretive History Station Components

After conducting oral history interviews with area residents and business owners, undertaking extensive historical research, and reviewing historical documents, nine stations have been planned, representing the six themes prioritized by the citizen Working Group. In addition, two trailhead signs are planned at each end of the trail, one near Lake Anita Favors Plaza (east) and the other in the new Community Gathering Space (west). The estimated cost of the Interpretive History Stations is \$533,422, as presented in this agenda item.

The first three stations will be focused on the Allen Subdivision Community, and located near Lake Anita Favors Plaza. The next two stations, focused on FAMU and Civil Rights, will be between Martin Luther King Jr. Boulevard and Railroad Avenue. The Railroad Depot station will be located at the Market Area near the FAMU Way Playground and Railroad Square Art District, the Villa Mitchell Hill station will be at Coal Chute Pond. The Elberta Crate station will be in the new St. Marks Trailhead site, and the last station, which features stories about both Boynton Still and Shingles Chicken House, will be in the future Community Gathering Space overlooking the Regional Stormwater Facility.

- Theme 1: Allen Subdivision
 - Station 1 Life at Home
 - Station 2 Black Businesses
 - Station 3 FAMU and the Community
 - Theme 2: FAMU History & Civil Rights
 - Station 4 FAMU
 - Station 5 Civil Rights
- Theme 3: Villa Mitchell and Economic Engines
 - Station 7 Villa Mitchell Hill
- Theme 4: Boynton Still & Economic Engines
 - Station 9 Shingles Chicken House and Boynton Still

Blueprint Intergovernmental Agency Board of Directors Meeting, December 9, 2021 Item Title: Authorization to Procure Construction Services for the Capital Cascades History and Culture Trail Interpretive History Stations Along FAMU Way Page 6 of 9

- Theme 5: Railroad Depot
 - Station 6 Railroad Depot
 - Theme 6: Elberta Crate and Box Company
 - Station 8 Elberta Crate and Box

The project team worked with local, state, and national repositories for archival information to verify important persons or events, however, much of the content was provided directly by area residents. The content on each sign panel, as detailed in Attachment #1, reflects the depth of research conducted by the project team, including the Citizen Working Group, and collaboration with area residents who provided oral and written interviews, photographs, and extensive feedback on the content and concept development.

Accessible design features have been incorporated into the stations. All stations will be located on concrete pads with sufficient space for people of all abilities to approach the sign and read the panels from a comfortable distance. The panel text is designed using mixed case style, maintaining word shapes and legibility, which assists readers with low vision and dyslexia. Text and background colors are high contrast for both large and small lettering. People who are colorblind will experience no difference in legibility from those who see the full color spectrum. The web/app integration provides opportunities to display additional and updated content and provide a more interactive experience in the form of a digital walking tour.

The interpretive history stations will have a printed wood texture finish that connects back to the oak and pecan trees that many residents remember. The sign structure will be lined by a metal panel cut with a pecan tree-inspired pattern. The sign panel typefaces - or fonts - selected have been designed by Joshua Darden, an award winning African American typeface designer. Each station will follow the same architecture and be the same size and shape, but each will have unique panels about the topic and an icon on top relating to the station theme. Once completed, the HCT will be a one-of-a-kind trail and outdoor museum.

Community Gathering Space Component

The third and final component of this project is the Community Gathering Space (CGS). At the September 5, 2019 meeting, the IA Board directed staff to incorporate CGS into the HCT project, and \$100,000 was approved for design and construction. The new Community Gathering Space will create a pocket park-like space, offering an area for social gathering and reprieve for trail users with views overlooking the Regional Stormwater Facility. The preferred site layout for the Community Gathering Space is included in the HCT concept, Attachment #1.

The CGS design will incorporate the live oak trees that were removed from the area for the FAMU Way Roadway and RSF projects in 2019 and 2021, respectively. The space will be amenitized with the repurposed wood in the form of an interpretive centerpiece sculpture and complementary artistic benches and chairs. The CGS will include the Shingles Chicken House and Boynton Still Interpretive History Stations (Station 9). The Blueprint project team anticipates working with John Birch - a local chainsaw artist - to design, fabricate, and install the wood art sculptures using the live oak wood. Mr. Birch's

Blueprint Intergovernmental Agency Board of Directors Meeting, December 9, 2021 Item Title: Authorization to Procure Construction Services for the Capital Cascades History and Culture Trail Interpretive History Stations Along FAMU Way Page 7 of 9

publically displayed local works include the tree sculptures at LeRoy Collins Library, Montford Middle School, School of Arts and Sciences, Hilaman Golf Course, R.A. Gray Building – Museum of Florida History, and Tom Brown Park.

Public Art Installation Components

The public art component of the HCT, referenced previously, will take the form of permanently displayed artistic cultural artworks. The artworks will complement the Interpretive History Stations, reflecting and amplifying each unique, thematic content. A total of five artworks will be selected for permanent installation along the trail. Blueprint has contracted with the Council on Culture & Arts (COCA) to manage public art procurement process. The <u>Call for Public Art</u> and <u>Application</u> was released on October 4, 2021 and will close on January 31, 2022 (Attachment #5). In addition to the Blueprint and COCA websites, the opportunity was posted to websites that promote calls to artists including the State of Florida's Division of Art and Culture and the Florida Association of Public Art Professionals, as well as Americans for the Arts, The Art Guide, and Artist Opportunity Monthly, all three of which have an international reach.

COCA and Blueprint distributed press releases to local media contacts, conducted a virtual information session via Zoom, held an Artist Sunday Spotlight talk, and conducted interviews with local newspapers promoting the open call. The selection jury will meet in February 2022 to shortlist artists/artworks. This will be presented to the IA Board in March 2022 for approval of the artworks and authorization to enter into an agreement with the selected artists. Upon approval, Blueprint will contract with each artist and provide a lump sum award for the materials, design, fabrication, and installation of selected artworks. The project budget, as approved at the September 20, 2018 IA Board meeting, includes \$150,000 for the public art features.

Citizen Engagement

The HCT Concept Plan was developed through analysis of the extensive public engagement feedback (detailed in Attachment #2), priorities of the Citizen Working Group and area residents, ongoing coordination with the maintenance entity - Community Beautification & Waste Management Services - and continued collaboration with other coordinating entities – COCA, DesignWorks, Tallahassee-Leon County Planning Department, City of Tallahassee Communications, Underground Utilities and Public Infrastructure, Parks and Recreation, and FAMU History Department and Office of Communications. The project team worked with area residents to develop a design that communicates the community's vision and voice. The Citizen Working Group members have been integral to the project's development – serving as neighborhood liaisons and working with the project team to develop the appropriate content for the historical and cultural interpretations.

In 2021, the project team held over twelve (12) meetings to collect community input, including two community wide Open House events in June and October. In addition, interim project updates were provided to over ten (10) stakeholder groups and organizations. The project has been featured in several local media outlets, Tallahassee Democrat, Capital Outlook and FAMUAN. The HCT Concept meets the project goals,

Blueprint Intergovernmental Agency Board of Directors Meeting, December 9, 2021 Item Title: Authorization to Procure Construction Services for the Capital Cascades History and Culture Trail Interpretive History Stations Along FAMU Way Page 8 of 9

community desires, and meets the programming and maintenance needs of Tallahassee-Leon County.

NEXT STEPS

Upon IA Board authorization to procure construction services, Blueprint will proceed with advertisement for construction services in spring 2022. If authorized, Blueprint will continue with the following project milestones:

December 2021:	Upon IA Board approval, complete design for the HCT and submit for final permits based on the Concept presented in this item.
January 2022:	The Call for Public Art application closes.
February 2022:	Public Art selection jury convenes to shortlist submitted artworks.
March 2022:	Present the shortlisted artworks to the IA Board for consideration and approval and request authorization to enter into an agreement with the selected artists.
Spring 2022:	Issue an Invitation for Bid for the fabrication and installation of the Interpretive History Stations.
Summer 2022:	Begin fabrication and installation of the Interpretive History Stations; begin fabrication of the public art features; and, begin construction of the Community Gathering Space.
Fall 2022:	Conclude installation of the Interpretive History Stations and public art features. Conclude construction of the Community Gathering Space.

CONCLUSION:

This item seeks IA Board authorization to procure construction services for the HCT Interpretive History Stations. The HCT Interpretive History Stations design fits within the project budget and reflects substantial community input, as outlined in Attachment #2. Design is anticipated for completion in Spring 2022 and construction would begin in Summer 2022. The estimated cost to construct the HCT project is \$783,422, the estimated cost for the Interpretive History Stations component of the project is \$533,422, which is within the approved project budget and currently available within the account balance.

Action by the TCC and CAC: The HCT project was not presented to the TCC. A status update on the HCT project was presented to the CAC at their November 17, 2021 meeting. The CAC voted to accept the status update.

OPTIONS:

Option 1: Authorize Blueprint to advertise, negotiate, and award, through IMC approval, a contract for construction of the History and Culture Trail Interpretive History Stations.

Blueprint Intergovernmental Agency Board of Directors Meeting, December 9, 2021 Item Title: Authorization to Procure Construction Services for the Capital Cascades History and Culture Trail Interpretive History Stations Along FAMU Way Page 9 of 9

Option 2: IA Board direction.

RECOMMENDED ACTION:

Option 1: Authorize Blueprint to advertise, negotiate, and award, through IMC approval, a contract for construction of the History and Culture Trail Interpretive History Stations.

Attachments:

- 1. History & Culture Trail Concept Plan
- 2. Summary of Community Engagement
- 3. September 12, 2016 HCT Agenda Item
- 4. September 20, 2018 HCT Agenda Item
- 5. Call for Public Art Prospectus and Application

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Attachment 1 Page 1 of 23



History & Culture Trail Concept Plan

October 5, 2021







Attachment 1 Page 2 of 23

Table of Contents

Capital Cascades Trail – History & Culture Trail

- 1. Project Overview
- 2. Station Locations
- 3. Station Design
- 4. Panel designs and narratives
- 5. Next Steps

Client	Project No.	Date	Page Number
Blueprint Intergovernmental Agency	20WPI0303001	10.05.21	2

Project goals

- Share and celebrate the rich history and culture of the neighborhoods, businesses, and people living in the areas surrounding the Capital Cascades Trail/ FAMU Way Extension
- 2. Highlight the history of the Tallahassee African-American community who has historically called the Project area home, as well as the significant history of FAMU and the local civil rights movement
- 3. Improve civic engagement, enhance civil discourse, and encourage thoughtful and meaningful dialogue among people regarding the story of the surrounding communities
- 4. Enhance the tolerance, diversity, and understanding of our communal history
- 5. Add cultural value by communicating Tallahassee's unique identity, social value by engaging opportunities for interaction and self-reflection
- 6. **Conduct extensive community engagement** with members of the neighborhoods located along the project corridor

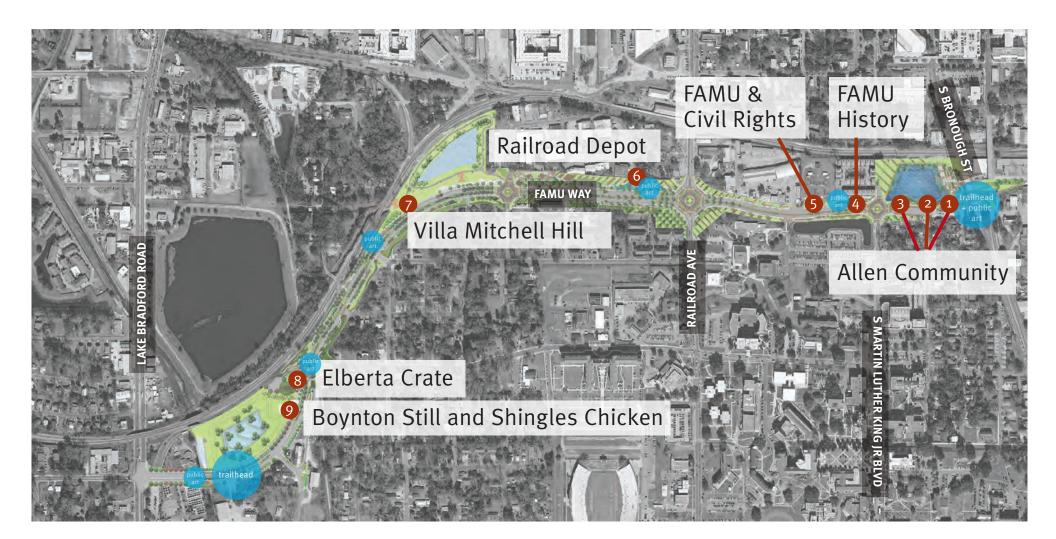


1	Client	Project No.	Date	Page Number
	Blueprint Intergovernmental Agency	20WPI0303001	10.05.21	2
	, , , ,			2
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Sign location overview

Capital Cascades Trail – History & Culture Trail

Attachment 1 Page 4 of 23



Client	Project No.	Date	Page Number
Blueprint Intergovernmental Agency	20WPI0303001	10.05.21	4

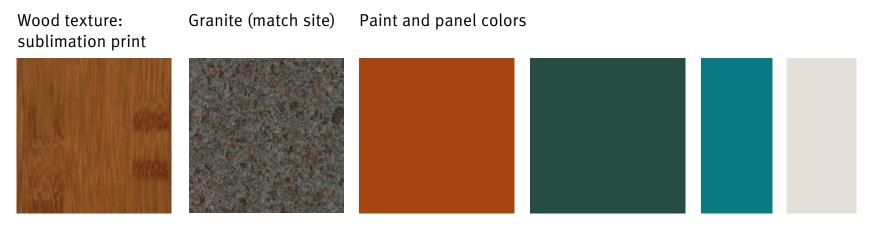
Attachment 1 Page 5 of 23

Station design

Attachment 1 Page 6 of 23

Color & materials

Capital Cascades Trail – History & Culture Trail



Laser cut painted/powdercoated aluminum - pattern inspired by pecan trees



Client	Project No.	Date	Page Number
Blueprint Intergovernmental Agency	20WPI0303001	10.05.21	6

Attachment 1 Page 7 of 23

Freight Sans—a highly legible information font—for paragraph text

Both fonts were designed by

Joshua Darden,

a critically-acclaimed African American typeface designer. Udamus. Elessit volupta simus aliquiam qui blab ipitio. Doluptae lab ipiet atem natin cum que omnissi tiandi voloris nim faciasp elent, si te nossimporro temqui inullanis imus am sequi incit, sequiate pore plicimus, quiaeria consequunt maxim etusamus autestionsed quaspit isquiatem volorero maximagnimi, corerat iamus.

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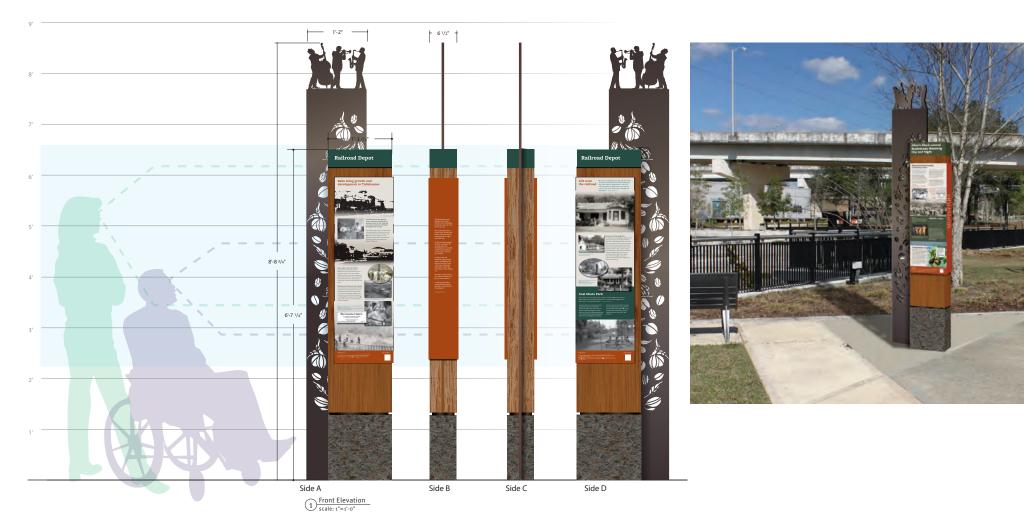
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	Client	Project No.	Date	Page Number
	Blueprint Intergovernmental Agency	20WPI0303001	10.05.21	7
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Station design

Attachment 1 Page 8 of 23

Capital Cascades Trail – History & Culture Trail



1	Client	Project No.	Date	Page Number
	Blueprint Intergovernmental Agency	20WPI0303001	10.05.21	8

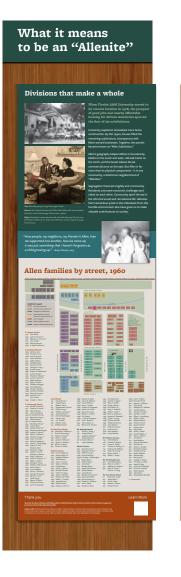
Attachment 1 Page 9 of 23

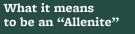
Panel design

Attachment 1 Page 10 of 23

1. What it means to be an "Allenite"

Capital Cascades Trail – History & Culture Trail







Divisions that make a whole





Tops Birthday party at 1.437 Bronough Street. Above: Rev. Moses General and Willie Mae Miles with niece Andrea Danford, In their Bronough Street home, 1960s. Right: Residents hosted parties that included dancing, like this one by William Jefferson Sr. and Leola Jefferson at their 1437 Bronough Street home.

"How people, my neighbors, my friends in Allen, how we supported one another, how we came up, it was just something that I haven't forgotten as a child growing up." –Betty Pittman, 2015

panel detail

When Florida A&M University moved to its current location in 1908, the prospect of good jobs and nearby affordable housing for African Americans spurred

the first of six subdivisions.

University expansion stimulated more home construction. By the 1940s, houses filled the remaining subdivisions, interspersed with Black-owned businesses. Together, the parcels became known as "Allen Subdivision."

Allen's geography helped define it: bounded by FAMU on the south and west, railroad tracks on the north, and the South Adams Street commercial zone on the east. But Allen is far more than its physical components—it is one community, a distinctive neighborhood of "Allenites."

Segregation fostered a tightly knit community. Residents overcame economic challenges and relied on each other. Community spirit thrived in the informal social and recreational life. Allenites feel tremendous pride in the individuals from this humble environment who have gone on to make valuable contributions to society.







station icon

Client Cl	Page Number
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Attachment 1 Page 11 of 23

2. Allen's Black-owned Businesses

Capital Cascades Trail – History & Culture Trail



Attachment 1 Page 12 of 23

3. FAMU and the Community

Capital Cascades Trail – History & Culture Trail







FAMU has shared its artists, performers, lecturers, and athletes with the community since the University's early beginnings. And it has welcomed all neighbors in the campus vicinity to its picnics, parades, and park. Children from Allen and other nearby African American neighborhoods have attended FAMU-run schools and played at Gibbs Park. Families have joined FAMU spectators at athletic games and marching band performances.

intellectual events.

Likewise, FAMU students, faculty, and staff have spent time in Allen, dining, dancing, and shopping in its businesses; worshipping in its churches; and boarding in its homes.

Grape stomping contest at FAMU's Annual Grape Harvest Festival, 2018. The University welcomes the community to its vineyards to learn about its viticulture (grape growing) research while enjoying family fun activities.

vational role in the ee Civil Rights Mov

Community Leader Dr. Charles U. Smith

"He was a dynamic scholar, a dynamic public servant, and definitely committed to racial equality. He was a person willing to say what needed to be said." —D. David Jackson, FAMU chair of History and Political Science,

> A life member of the NAACP, Dr. Smith mobilized the comp





station icon

1	Client	Project No.	Date	Page Number
	Blueprint Intergovernmental Agency	20WPI0303001	10.05.21	12

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panel detail

Attachment 1 Page 13 of 23

4. FAMU: Gateway to Opportunity

Capital Cascades Trail – History & Culture Trail













the party is returned at a subscription WI COLUMN J. R. E. LEE. Presider

The Marching 100

"As proud as the alumni are of the college and its academic accomplishments, they're even more proud of the band. It just is the thing that seems to say 'FAMU,' more than anything else."

FAMU always had bands, but it was Dr. William P. Foster who, in 1946, organized what would become world-renowned for tooting its horns, crashing its cymbals, and strutting its stuff. When band membership topped 100, it became the "Marching 100."

The Marching 100 has entertained football fans from the field and from the stands, and paraded in Tallahassee's civic events. The band's reputation reached France, which invited the Rattlers to participate in its 1989 Bicentennial Bastille Day parade. The Marching 100 has enlivened Superbowl halftimes, Summer Olympics festivities, and inaugural celebrations for Presidents Clinton and Obama.

"The Marchingest, Playingest Band in the Land."

panel detail













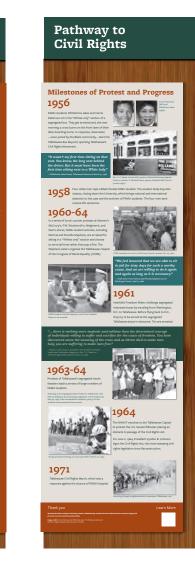
1	Client	Project No.	Date	Page Number
	Blueprint Intergovernmental Agency	20WPI0303001	10.05.21	13

Attachment 1 Page 14 of 23

5. Pathway to Civil Rights

Capital Cascades Trail – History & Culture Trail





Milestones of Protest and Progress

1956 FAMU students Wilhelmina Jakes and Carrie Patterson sit in the "Whites only" section of a segregated bus. They get arrested and, the next morning, a cross burns on the front lawn of their Allen boarding home. In response, classmates -soon joined by the Black community-start the

"It wasn't my first time sitting on that seat. You know, the long seat behind the driver. But it must have been the first time sitting next to a White lady."

Tallahassee Bus Boycott, sparking Tallahassee's

Civil Rights Movement.

Rev. C. K. Steele (center left), pastor of Bethel Missionary Baptist Church, and Rev. H. McNeal Harris, pastor of Bethel AME Church (center right).

Four white men rape a Black female FAMU student. The student body boycotts 195 classes, closing down the University, which brings national and international attention to the case and the activism of FAMU students. The four men each receive life sentences.

1960-64

In a series of lunch counter protests at Neisner's McCrory's, F.W. Woolworth's, Walgreen's, and Sear's stores, FAMU student activists, including Patricia and Priscilla Stephens, are arrested for sitting in a "Whites only" section and choose to serve jail time rather than pay a fine. The Stephens sisters organize the Tallahassee chapter of the Congress of Racial Equality (CORE).



panel detail







station icon



rie Patterson left) and

CORE members at a sit-in at McCrory's lunch counter, Oct. 25, 1962

"We feel honored that we are able to sit in jail for sixty days for such a worthy cause. And we are willing to do it again and again as long as it is necessary."

Client		Project No.	Date	Page Number
Blueprint Int	ergovernmental Agency	20WPI0303001	10.05.21	14

6. Railroad Depot

Attachment 1 Page 15 of 23

Capital Cascades Trail – History & Culture Trail







station connected Tallahassee to markets across the U.S., spurring economic growth and residential

including legislators and college students, who rode trains to summer jobs in northern cities. It provided a way for residents to travel. Employees-White or Black-got passes that allowed their families to go wherever the





station icon



panel detail

railroad has brought.

Client	Project No.	Date	Page Number
Blueprint Intergovernmental Agency	20WPI0303001	10.05.21	15

7. Villa Mitchell Hill

Attachment 1 Page 16 of 23

Capital Cascades Trail – History & Culture Trail



Villa Mitchell Hill







"My great-grandfather purchased land one block from Florida A&M University, which was at that time the State Normal College. He wanted his grandchildren to go to college." -Rhonda Rolle, 2021

Villa Mitchell's local businesses

Few Villa Mitchell residents had cars, so the community needed businesses and services that were within walking distance—and that welcomed Black customers.

In the 1940s and 1950s, restaurants, lounges, grocery stores, and hair salons thrived. Many stores centered on or near Floral Street, overlapping the Bond Subdivision. Juke joints, including Twilight Zone, offered evening entertainment. Neighbors exchanged news and gossip at Laundromats. Nearby White-owned businesses like the Royal Sandwich Company and Elberta Crate and Box Company employed Villa Mitchell residents.





's Kitchen, 614 Eug



panel detail

"The Reverend Daniel Speed, a heavy, rough-looking man who might be completely terrifying if he did not love to laugh and who owns a grocery store in Tallahassee, organized the boycott motor pool, with the result that all the windows were blown out of his store." —James Baldwin, "They Can't Turn Back," 1960





Page Numbe

16

Date

10.05.21

station icon

Client	Project No.
Blueprint Intergovernmental Agency	20WPI0303001

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Client

Attachment 1 Page 17 of 23

8. Elberta Crate & Box Company

Capital Cascades Trail – History & Culture Trail







"Chances are, when you receive a crate of Florida oranges, a washing machine from New York, glassware from Ohio, or any variety of products from along the eastern section of the U.S., the wooden container was made right here in Tallahassee." —Stev Wats Silbasee Parametrik 1006 1006



panel detail

Saws, machinery, and manpower cranked out crates where Lake Elberta now sits,

In 1922, Elberta Crate & Box Company—founded in Georgia for packing the state's peach crop opened its Tallahassee factory with a workforce of 300. The 700 people on its payroll in 1955 made it the city's largest private employer until closing in 1977.







station icon

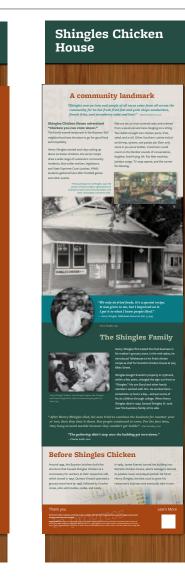
Client	Project No.	Date	Page Number
Blueprint Intergovernmental Agency	20WPI0303001	10.05.21	17

Attachment 1 Page 18 of 23

9. Boynton Still and Shingles Chicken House

Capital Cascades Trail – History & Culture Trail





A community landmark "Shingles was an icon and people of all races came from all across the community for its hot fresh fried fish and pork chops sandwiches, french fries, and strawberry soda and beer." – Althemese Barnes, 2021 Shingles Chicken House advertised Patrons sat on vinyl-covered seats and ordered "Chicken you can crow about." The family-owned restaurant in the Boynton Still Two dollars bought two chicken parts, fries, neighborhood was the place to go for good food and hospitality. ed shrimp, oysters, and potato pie. Beer only came in 32-ounce bottles. Customers could Henry Shingles started each day cutting up count on the familiar sounds of conversation, about six dozen chickens. His secret recipe laughter, food frying, Mr. Pac Man machine, drew a wide range of customers: community residents, blue-collar workers, legislators, fan blowing. and State Supreme Court justices. FAMU students gathered here after football games and other events. The busy dining room at Shingles, 1997. Old posters of famous singers, signed photos of local sports teams and community leaders, and other memorabilia covered the wa SHINGLES CHICKEN

panel detail

from a wood-carved menu hanging on a string. salad, and a roll. Other Southern cuisine includjukebox songs, TV soap operas, and the corner





station icon

Client	Project No.	Date	Page Number
Blueprint Intergovernmental Agency	20WPI0303001	10.05.21	18

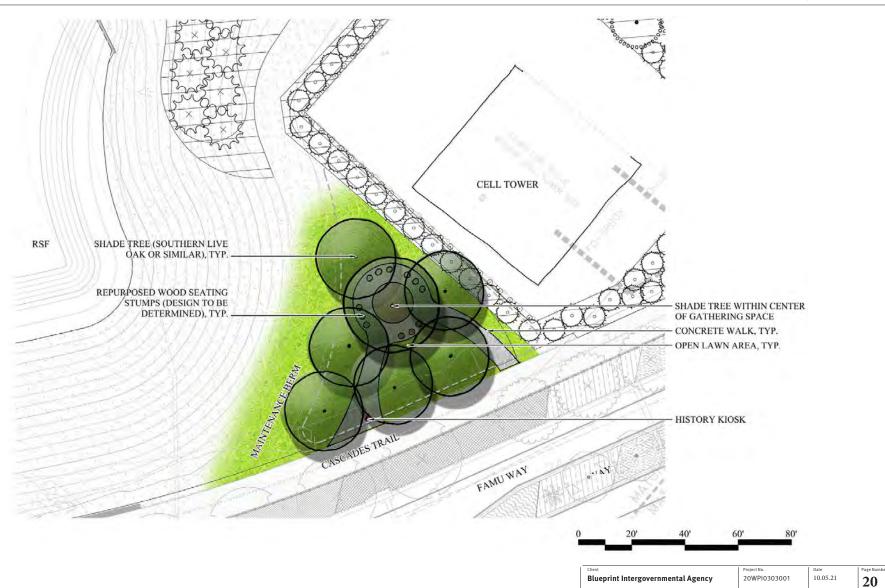
Attachment 1 Page 19 of 23

Next steps and partner updates

Attachment 1 Page 20 of 23

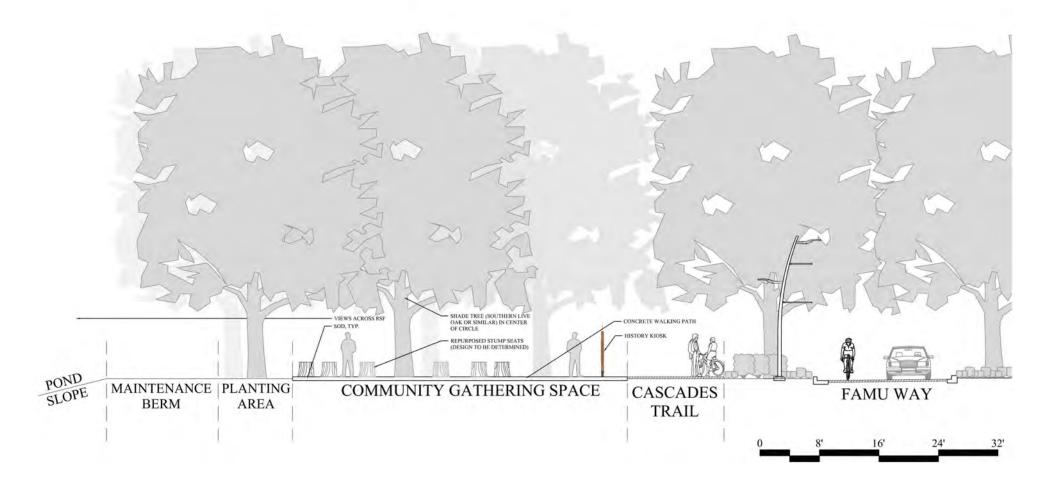
Community Gathering Space - Concept Plan





Community Gathering Space - Concept Elevation

Capital Cascades Trail – History & Culture Trail

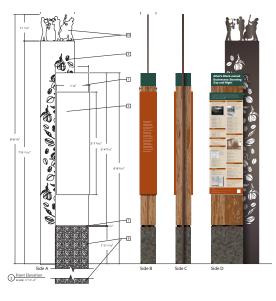


1	Client	Project No.	Date	Page Number
	Blueprint Intergovernmental Agency	20WPI0303001	10.05.21	21
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Next steps

- 1. Finalize the written narratives and photo collection
- 2. Obtain material samples and select finishes
- 3. Coordinate with Visit Tallahasee for QR code/online integration
- 4. Complete station & trailhead sign design, including pecan pattern and icon design
- 5. Create construction documents and production artwork
- 6. Select precise sign locations and prepare site for install
- 7. Fabricate and install signage





	Client Blueprint Intergovernmental Agency	Project No. 20WPI0303001	Date 10.05.21	Page Number
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Public Art - COCA update

Capital Cascades Trail – History & Culture Trail

The Council on Culture & Arts (COCA) has been contracted to manage the artist solicitation process and selection of the public art components. Public art installations will complement the interpretive stations.



Timeline

October 2021: Release Call for Artist Prospectus. January 2022: Selection jury for public art components convenes to evaluate applications. March 2022: Prioritized submissions presented to the IA Board for approval. April 2022: Artists notified of their selection status. May 2022: Artists begin fabrication process. July–September 2022: Installation begins.

Public Art Themes

Allen Subdivision FAMU History Civil Rights Villa Mitchell Railroad Depot Jazz African American Economic Engines

1	Client	Project No.	Date	Page Number
	Blueprint Intergovernmental Agency	20WPI0303001	10.05.21	23
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SUMMARY OF HISTORY & CULTURE TRAIL ENGAGEMENT

Since 2016, the project design process has continued to be highly collaborative in an effort to ensure the design incorporates the specific needs of the community. The design process has involved many area residents, some of which serve on the project Citizen Working Group representing various neighborhoods. The Working Group was formed prior to procuring planning and design services, and have been integral members of the project team. The Working Group charge was to:

- 1. Work with staff to develop the Capital Cascades Trail and FAMU Way History & Culture Trail as a destination featuring artistic, historical, and cultural interpretations that celebrate the surrounding neighborhoods
- 2. Assist in the concept and content development for historical and cultural interpretations along the Capital Cascades Trail between Lake Bradford Road and South Adams Street.
- 3. Work with design teams to refine the aesthetic of elements comprising the trail, and
- 4. Provide suggestions regarding the location of interpretations west of Wahnish Way.

The project team worked has worked alongside the Citizen Working Group and with the local community to determine what type of content to include what stories to prioritize on the sign panels, the design of sign panels and stations, color palette, and station materials. The following meetings were conducted to collect community input:

- January 12, 2021: Working Group Meeting
- March 10, 2021: Working Group Meeting
- April 12, 2021: Working Group Meeting
- April 20, 2021: Content Workshop
- April 29, 2021: SAST PTSA Presentation
- May 22, 2021: Soul of Southside Festival
- June 3-5, 2021: Community Open House #1 (Virtual and In-person)
- June 18, 2021: Working Group Meeting
- June 26, 2021: Pop-up at Frenchtown Farmers Market
- June 26, 2021: Pop-up at Downtown Farmers Market
- August 16, 2021: Working Group Meeting
- October 5-9, 2021: Community Open House #2 (Virtual and In-person)

A project update was provided at the following meetings and events:

- January 14, 2021: Visit Tallahassee Heritage Trail Task Force Meeting
- January 28, 2021: Bond Neighborhood Meeting
- March 23, 2021: Cascades Historical Plaza User Group
- April 20, 2021: Cascades Historical Plaza User Group
- April 29, 2021: Visit Tallahassee
- June 17, 2021: Cascades Historical Plaza User Group

- July 29, 2021: Cascades Historical Plaza User Group
- October 10, 2021: Visit Tallahassee
- October 12, 2021: Providence Government Night

ITEM #4



Agenda Item

SUBJECT/TITLE: Capital Cascade Trail Segment 3 History & Culture Trail Project

Date: August 11, 2016	Requested By: Blueprint Staff
Contact Person: Megan Doherty	Type of Item: Information

STATEMENT OF ISSUE:

This item presents information on the **Capital Cascades Trail Segmental 3 History & Culture Trail project (HCT)**, which is intended to share and celebrate the history and culture of the neighborhoods, businesses, and people living in the areas surrounding the Capital Cascades Trail and FAMU Way Extension projects. Five members of the FAMU Way Citizen's Committee have volunteered to serve on a working group to assist with the development of the HCT project. The first meeting of the Working Group was held on Thursday, July 28, 2016. The Working Group will continue to meet throughout the fall and winter to develop the concept for the entire trail and specifically the content for the first phase of the interpretations to be installed between Wahnish Way and Martin Luther King Jr. Boulevard. Staff anticipates bringing a project update and funding request to the Blueprint Intergovernmental Agency Board in 2017.

SUPPLEMENTAL INFORMATION:

From the earliest stages of these projects, the Blueprint Intergovernmental Agency and the City of Tallahassee have been committed to recognizing the history of the area along FAMU Way and Capital Cascades Trail. In 2015, the City of Tallahassee contracted with FAMU history professors to capture and share stories of the neighborhoods, businesses, and people who lived in the areas surrounding the FAMU Way and Capital Cascades Trail projects with a goal of incorporating this history into the built project. Dr. David Jackson, along with Drs. Reginald Ellis, William Guzman and Darius Young with the FAMU History Department collected information from area residents and produced a historical survey that tells the story of the people, places and events that have helped shape this community.

The HCT project will complement the Capital Cascades Trail and FAMU Way Extension project by celebrating the history, culture, and arts of the neighborhoods these projects touch. The concepts for the various sections of the HCT Project will be developed to ensure consistency in design, although the specific materials and elements may vary.

The first two sections of the Capital Cascades Trail along the FAMU Way Extension project have already been completed and locations for interpretations have been identified between Wahnish Way to Martin Luther King Jr. Blvd. A major task of the Working Group will be developing the content for historical and cultural interpretations throughout this section, which will focus on highlighting and honoring the history of the area. Blueprint Intergovernmental Agency Board of Directors Meeting Item Title: FAMU Way History and Culture Trail Project Page 2 of 2

Using the history professors' survey as inspiration, the Design Works team from the Tallahassee-Leon County Planning Department developed a conceptual design for history kiosks along this section of the trail (Attachment #1). These kiosks will display images, photographs, and historic information about the neighborhoods, businesses, and people of this area. This conceptual design was presented to the FAMU Way Citizen's Committee at their January 2016 meeting.

Working Group Members

The following members of the FAMU Way Citizen's Committee have volunteered to serve on the FAMU History & Culture Trail Project working group:

- Darryl Jones
- Marian Gibbs
- Shauna Smith

- Steve Beasley
- Dr. Will Guzman
- Delores Harpool

Working Group Charge

- Assist in the development of historical and cultural interpretations to be located along the Capital Cascades Trail at FAMU Way
- Work closely with design teams to refine the aesthetic of elements comprising the HCT
- Provide direction regarding the location of interpretations west of Wahnish Way
- Offer guidance and suggestions regarding different types of artistic, cultural, and historical interpretations

<u>RECOMMENDED ACTION:</u>

Information only. No action required.

Action by TCC and CAC: This item was presented as information only to the TCC and the CAC at their respective meetings on August 11, 2016.

ATTACHMENT:

Attachment #1: FAMU Way History Trail Concept presentation to the FAMU Way Citizen's Committee

Blueprint Intergovernmental Agency Board of Directors Agenda Item

TITLE: Acceptance of the Capital Cascades Trail Segment 3 Project Update and Authorization Requests for the Segment 3 Trail Amenities

Date: September 20, 2018

Requested By: Blueprint Staff

Contact: Blueprint Staff

Type of Item: Discussion

STATEMENT OF ISSUE

The purpose of this agenda item is to provide a Capital Cascades Trail Segment 3 (CCT3) project status update and to request Intergovernmental Agency (IA) Board approval of implementation for the following trail amenity components:

- (1) Amenity features at the proposed CCT Segment 3D-B Regional Stormwater Facility (Pond) and St. Marks Trailhead
- (2) Capital Cascades Trail Restroom
- (3) History & Culture Trail Artistic and Interpretive Installations.

The cost estimate for the remaining portions of CCT3 is \$12 million, which is comprised of \$7.9 million in previously IA-approved amenities and \$4.1 million for the amenities being sought for approval in this agenda item. A detailed cost of all remaining project components is available in Table 1 (herein). The existing CCT Segment 3 project has an unencumbered balance of \$11.6 million and the proposed FY 2019 Capital Budget allocation for the project is approximately \$4.4 million (see Agenda Item #14, part 2). The remaining funds in the project budget will be applied to the CCT Segment 4 project.

A comprehensive map for CCT3, including its respective segments, is included as Attachment #1.

BACKGROUND

At the February 29, 2016 meeting, the IA Board approved the CCT3 Concept Plan from Pinellas St. to the Central Drainage Ditch as well as implementation coordination with the City's FAMU Way project. The concept plan included:

- A new Segment 3D-B Regional Stormwater Facility (Pond) at the western end of the Capital Cascades Trail Segment 3;
- The alignment of the multi-use trail along FAMU Way;
- A trail loop with amenities around Coal Chute Pond; and
- A skateable public art feature alongside Coal Chute Pond.

On September 12, 2016, the Board approved a project budget of \$20.5M for design, construction, and right-of-way acquisition for the Pond, the multi-use trail, and the underground box culverts from Pinellas Street to the Central Drainage Ditch along Lake Bradford Road. This project budget did not include Segment 3 amenities such as the Pond landscape/hardscape and the new St. Marks Trailhead (located at the proposed Pond), the Trail Loop and Skateable Art at Coal Chute Pond, a new Restroom located near the playground along FAMU Way, and the History & Culture Trail (HCT) artistic interpretive installations.

SEGMENT 3 TRAIL COMPONENTS AND AMENITIES

The components and amenities of the Capital Cascades Trail Segment 3 project in its entirety include the following:

- CCT Segment 3D-B Regional Stormwater Facility (Pond) and box culvert system (previously approved);
- Pond landscape and hardscape amenities;
- St. Marks Trailhead at the Pond;
- Coal Chute Pond Trail Loop & Amenities (previously approved);
- Skateable Art Amenity at Coal Chute Pond (previously approved);
- Restroom at Capital Cascades Trail Segment 3C;
- History & Culture Trail artistic and interpretive installations.

Staff updates, analysis, and funding requests for these respective project components are included in the sections below. An overall CCT3 conceptual master plan is included as Attachment #2.

(1) Pond Landscape & Hardscape Amenities, the St. Marks Trailhead, and the Coal Chute Pond Trail Loop & Amenities

Project Update and Request

The proposed landscape and hardscape amenities for the Pond include a terracing of the Pond embankment, vegetation, lighting, a fountain, and decorative walls to camouflage the influent and effluent stormwater structures. The St. Marks Trailhead (Trailhead) located at the Pond will feature 15 to 25 on-site parking spaces, and the design of an open and well-lit trailhead which will promote safety and crime prevention. The Trailhead will be funded, in part, by the City Parks, Recreation & Neighborhood Affairs Department via a financial contribution of \$150,000. The conceptual design for the Pond amenities and Trailhead is included with this agenda item as Attachment #3. The current cost estimate for the proposed Pond amenities and for the new Trailhead is \$2,790,000 and is within the current project budget.

The previously IA Board approved concept plan for the Coal Chute Pond trail loop and amenities includes a multi-use trail around the perimeter of the pond, lighting, seating, landscaping and irrigation, a drinking fountain, and a pond fountain (see Attachment #4). The current cost estimate of the Coal Chute Pond trail loop and amenities is \$1,400,000 and is within the current project budget.

To maximize project efficiency, staff requests IA Board approval to advertise construction of the proposed Pond, the St. Marks Trailhead, and the Coal Chute Pond Trail Loop concurrent with the City's FAMU Way Phase 3 project later this year. As such, a construction bid solicitation is currently being prepared and is anticipated to be advertised in winter of 2018 with construction to begin in Spring of 2019. Combining the CCT3 construction with construction of the City's FAMU Way project has been beneficial through the savings of time and the economy of project scale, which produces decreased construction costs.

By way of background, Blueprint entered into an MOU with the City of Tallahassee on May 2, 2017 to provide for the simultaneous construction and joint funding of Capital Cascades Trail Segments 3B and 3C and the City's FAMU Way Project from Bronough Street to Pinellas Street. Subsequently two (2) amendments were made to the MOU between the City and Blueprint. The First Amendment, dated October 3, 2017 provided for additional design services for landscape/hardscape, electrical design and permitting along the Capital Cascades Trail Segment 3D and the FAMU Way Extension Phase 3. The Second Amendment, dated April 4, 2018, provided for the relocation of the existing sewer system along Gene Street allowing for construction of the proposed Pond 3D-B RSF which is part of the Capital Cascades Trail Segment to the existing MOU between the City and Blueprint allowing for the joint construction and funding of the Capital Cascades Trail Segment 3D Project as described above. The funding associated with Phase Capital Cascades Trail Segment 3 is within the project budget and is outlined on Table 1 herein.

Option 1: Authorize Blueprint to proceed with the procurement of the construction of the proposed Pond amenities, the St. Marks Trailhead, and the Coal Chute Pond Trail Loop in conjunction with the City of Tallahassee's FAMU Way Phase 3 project; and authorize the Intergovernmental Management Committee to execute a 3rd Amendment to the MOU by and between the City of Tallahassee and Blueprint Intergovernmental Agency, dated May 2, 2017, consistent herewith, in a form approved by legal counsel.

(2) Capital Cascades Trail Segment 3 Restroom

Background

Blueprint staff has worked with City of Tallahassee Parks, Recreation & Neighborhood Affairs to determine the need and location for a proposed restroom near the FAMU Way playground. Representatives from Railroad Square and playground goers have voiced multiple requests for restroom amenities in this frequently visited, social gathering space. Staff has reviewed the availability of public restroom facilities in the area and the closest public restroom is located in Cascades Park approximately 1 mile away.

Project Update and Request

A cost-benefit analysis was conducted, and staff has identified several possible locations for a new restroom facility, which is proposed to feature two family restroom stalls. All locations are near the existing playground and Railroad Square, on the north side of FAMU Way.

Staff requests IA Board approval to authorize the design of the proposed restroom facility near the FAMU Way playground using funds available in the approved CCT3 project budget. The current cost estimate to design and construct the proposed restroom is \$300,000 and is within the current project budget.

Option 2: Authorize Blueprint to procure the design and construction services for of the Capital Cascades Trail Segment 3 Restroom in accordance with the Blueprint Procurement Policy.

INTERGOVERNMENTAL AGENCY

(3) History & Culture Trail

Background

At the September 12, 2016 IA Board meeting staff presented, as information only, the concept of informational kiosks to be constructed in association with the proposed History and Culture Trail along FAMU Way and peripheral to Capital Cascades Trail Segment 3. Staff has collaborated with the FAMU History Department and a Working Group of FAMU Way Citizen's Committee members and neighborhood residents to develop the proposed History & Culture Trail (HCT) concept and content (a map for which is included as Attachment #5 and below in Figure 1). Interpretive history kiosks will display images, photographs, and historic information about the neighborhoods, businesses, and people of this area. Abstract and artistic installations are planned to complement the educational kiosks.



Figure 1 – Proposed History and Culture Trail Design Concept

There are currently five proposed locations for HCT installations near Lake Anita on the north side of the Capital Cascades Trail that were constructed during prior phases. The Working Group has identified the following five themes for each of these interpretive installations:

- Allen neighborhood business history;
- Allen neighborhood religious history; NMENTAL AGENCY
- the life and influence of Congresswoman Carrie Meek;
- the life and culture of the Allen community;
- the relationship between the Allen neighborhood and FAMU.

There are additional installation locations programmed along the Capital Cascades Trail from MLK Boulevard to Gamble St. The themes for these installations include the importance of FAMU and the Civil Rights Movement, the economic engines that supported the surrounding neighborhood residents, and the story of the Villa Mitchell and Bond Neighborhoods.

Project Update and Request

Upon IA Board approval, staff will publish a request for proposals (RFP) for design-build firms with experience in designing and constructing outdoor interpretive elements. The firm will use the preliminary concept from DesignWorks to design, fabricate, and install the kiosks along the trail. Staff anticipates awarding a contract by winter 2018, with design starting in early 2019. Construction is anticipated to begin summer 2019.

Also upon IA Board approval, staff will publish an RFQ for sculptors with experience in designing and constructing public art. Staff has begun conversations with the Council on

Culture and Arts (COCA) to explore project feasibility. With IA Board approval, staff will partner with COCA in the publication and advertisement of the RFQ. COCA will also manage the impartial selection process. The artist(s) will collaborate with the Working Group to ensure accurate representation of each theme along the trail. The Knight Creative Communities Institute (KCCI) has also expressed a desire to work with Blueprint as part of their 2019 class project, which may include an artistic installation(s) along the trail. Staff anticipates awarding a contract by winter 2018, with design starting in early 2019. Construction is anticipated to begin summer 2019. The current estimate for the history and cultural trail amenities is \$942,000 and is within the current project budget.

Option 3: Authorize Blueprint to issue a RFP for the History & Culture Trail interpretive kiosk installations in accordance with the Blueprint Procurement Policy. Authorize staff to enter into an agreement with the Council on Culture and Arts to assist with the artist solicitation and selection of the public art component of this project, in a form approved by legal counsel and authorize the Intergovernmental Management Committee Director to execute same, in accordance with Blueprint Procurement Policies.

SEGMENT 3: PROJECT COSTS AND MAINTENANCE

The Capital Cascades Trail amenities proposed herein will largely be funded via Blueprint Capital Project funds previously approved by the IA Board. Currently, the project has an unencumbered budget of \$11.66 million and is proposed to receive an allocation of \$4.44 million in FY 2019. This allocation is detailed in the Blueprint Capital Budget Agenda Item #14. Staff has applied for and received grant funding in the amount of \$150,000 from the Knight Foundation via the Community Foundation of North Florida. Additional revenue is also anticipated from the sale of the Stearns Street Property, which has been declared surplus property.

The total design and construction cost estimate for the stormwater box culverts, Pond 3D-B Regional Stormwater Facility and the outfall connection to the Central Drainage Ditch (independent of the amenities addressed in this agenda item) is summarized in Table 1 on the following page. The table also presents the estimated costs for design and construction of the amenities as requested in this agenda item to provide a comprehensive project budget summary.

Table 1

COST ESTIMATE & PROJECT BUDGET COMPARISON	
CAPITAL CASCADES TRAIL SEG. 3 – COST ESTIMATE	
Pond 3DB & Box Culvert Design/Construction (Previously Approved)	\$5,100,000
3DB – RSF Amenities and Trailhead	\$2,790,000
Coal Chute Pond Trail Loop & Amenities (Previously Approved)	\$1,400,000
Skateable Art Amenity at Coal Chute Pond (Previously Approved)	\$1,500,000
Restroom at Capital Cascades Trail Segment 3C	\$300,000
History & Culture Trail Installations	\$942,000
Debit Subtotal	\$12,000,000
PROJECT FUNDING ITEMS	
Current Unencumbered Project Balance	11,664,000
COT PRNA St. Marks Trailhead Contribution	\$150,000
Grant Funding	\$150,000
Surplus & Sale of Stearns Street Properties*	\$TBD
Fiscal Year 2019 Tax Revenue Allocation	\$4,437,178
Credit Subtotal	\$16,401,000
Total Project Budget Remaining Post Construction \$4,401,0	

As the Capital Cascades Trail Segment 3 project is within City limits the City of Tallahassee will be providing long-term maintenance for the Trail and its amenity components. Staff has collaborated with the following City Divisions to discuss future maintenance plans and responsibilities as well as incorporating design modifications to ensure the project can be sustainable: Community Beautification & Waste Management, Underground Utilities & Public Infrastructure, and Parks, Recreation & Neighborhood Affairs.

SUPPLEMENTAL INFORMATION & PROJECT UPDATES

Construction Completed to Date

The stormwater box culverts have been completed under FAMU Way Phase 2 (Pinellas St. to Gamble St.) up to the Gamble Street Roundabout. FAMU Way Phase 2 and the CCT Segment 3D-A multi-use trail opened ahead of schedule in August of 2018. A map of the project segments is available as Attachment #1 and is also shown below in Figure 2.

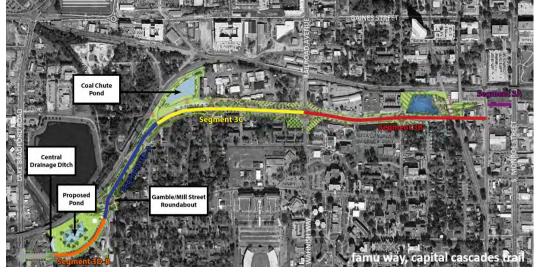


Figure 2 – Capital Cascades Trail Segment 3 Delineations Map

Currently Under Design and Permitting

The remaining stormwater box culvert beneath Segment 3D-B, from the Gamble Street Roundabout is currently under design and is proposed to be constructed in conjunction with FAMU Way Phase 3 (Gamble to Lake Bradford Road).

<u>Van Buren Street Improvements</u>: Staff issued a Notice to Proceed on May 3, 2018 to provide design, and permitting. Design is anticipated to be complete in late 2018 and construction will begin in the Spring of 2019. Coordination with the Fitzgerald Collaborative Group along Van Buren Street in support of the Distinguished Young Gentlemen's proposed Art Incubator Building has been added to the project. A project update will be presented to the IA Board in December of 2018.

Skateable Art Amenity:

As approved by the IA Board at the February 29, 2016 meeting, the proposed CCT3 amenities also include a skateable art feature adjacent to the Capital Cascades Trail. The Skateable Art area will complement Mike Blankenship Skate Park (Blankenship). The ideal skateable art area design will follow the Blueprint mission to create a sense of place that attracts the worldwide skating community and art-appreciating public. The feature will be a signature skate park that enhances the local community, complements the surrounding area landscape, and serves as a landmark symbolizing creativity and innovation in Tallahassee. The design process will be highly collaborative with the local skating community to ensure that the design incorporates needs that are specific to the sport.

On July 3, 2018, Blueprint staff facilitated a community meeting with the local skating community. Over thirty skaters were in attendance, with ages ranging from elementary school to seasoned adult skaters. Ultimately, the group wanted to see a mix of features for a variety of skill levels, multiple runs, and a different mix of features than those that

are at Blankenship to provide greater skating variety. Staff also heard consistent and frequent requests for additional park amenities including a water fountain (potentially with a water bottle filling station), a skateboard repair station, shaded area, non-skateable seating, lighting, drainage, and a charging station.

As a part of the conceptual master plan for CCT-Segment 3D, approximately 15,000 sf has been identified as available for a linear skateable art amenity in between the multiuse trail and the overhead power utility easement alongside Coal Chute Pond. A detail of the conceptual design for the skateable art feature is included with this agenda item as Attachment #6.

Staff is currently collaborating with other communities who have recently constructed skate parks through similar procurement processes. Staff has also reached out to the Tony Hawk Foundation, a well-respected skateboard sporting advocacy organization, to gain assistance in the planning and advertising process. This approach has provided significant insight to the development of a Request for Qualifications (RFQ) that is planned for nationwide advertisement to design-build firms specializing in skate park design and construction.

Several grants are being considered to supplement and/or offset the cost. Staff anticipates awarding a contract by winter 2018, with design starting in early 2019. As shown in the "Project Costs and Maintenance Section" above, Construction is anticipated to begin summer 2019 and the current cost estimate for the amenity is \$1,500,000 and is within the project budget.

Action by TCC and CAC: TERGOVERNMENTAL AGENCY

Action by TCC and CAC: This item was presented to the TCC and the CAC at their September 4, 2018 and their September 6, 2018 meetings, respectively. At the September 4, 2018 meeting, the TCC reviewed the item and concurred with staff recommendation of Options 1, 2, 3 and 4. At the September 6, 2018 meeting, the CAC reviewed the item and recommended IA Board adoption of Options 1, 2, 3 and 4.

OPTIONS

Option 1: Authorize Blueprint to proceed with the procurement of the construction of the proposed Pond amenities, the St. Marks Trailhead, and the Coal Chute Pond Trail Loop in conjunction with the City of Tallahassee's FAMU Way Phase 3 project; and authorize the Intergovernmental Management Committee to execute a 3rd Amendment to the MOU by and between the City of Tallahassee and Blueprint Intergovernmental Agency, dated May 2, 2017, consistent herewith in a form approved by legal counsel.

- Option 2: Authorize Blueprint to procure the design and construction services for of the Capital Cascades Trail Segment 3 Restroom in accordance with the Blueprint Procurement Policy.
- Option 3: Authorize Blueprint to issue a RFP for the History & Culture Trail interpretive kiosk installations in accordance with the Blueprint Procurement Policy. Authorize staff to enter into an agreement with the Council on Culture and Arts to assist with the artist solicitation and selection of the public art component of this project, in a form approved by legal counsel and authorize the Intergovernmental Management Committee to execute same, in accordance with Blueprint Procurement Policies.
- Option 4: Accept the project status report.
- Option 5: Other IA Board Direction.

RECOMMENDED ACTIONS

Option 1: Authorize Blueprint to proceed with the procurement of the construction of the proposed Pond amenities, the St. Marks Trailhead, and the Coal Chute Pond Trail Loop in conjunction with the City of Tallahassee's FAMU Way Phase 3 project; and authorize the Intergovernmental Management Committee to execute a 3rd Amendment to the MOU by and between the City of Tallahassee and Blueprint Intergovernmental Agency, dated May 2, 2017, consistent herewith in a form approved by legal counsel.

INTERGOVERNMENTAL AGENCY

- Option 2: Authorize Blueprint to procure the design and construction services for of the Capital Cascades Trail Segment 3 Restroom in accordance with the Blueprint Procurement Policy.
- Option 3: Authorize Blueprint to issue a RFP for the History & Culture Trail interpretive kiosk installations in accordance with the Blueprint Procurement Policy. Authorize staff to enter into an agreement with the Council on Culture and Arts to assist with the artist solicitation and selection of the public art component of this project, in a form approved by legal counsel and authorize the Intergovernmental Management Committee to execute same, in accordance with Blueprint Procurement Policies.
- Option 4: Accept the project status report.

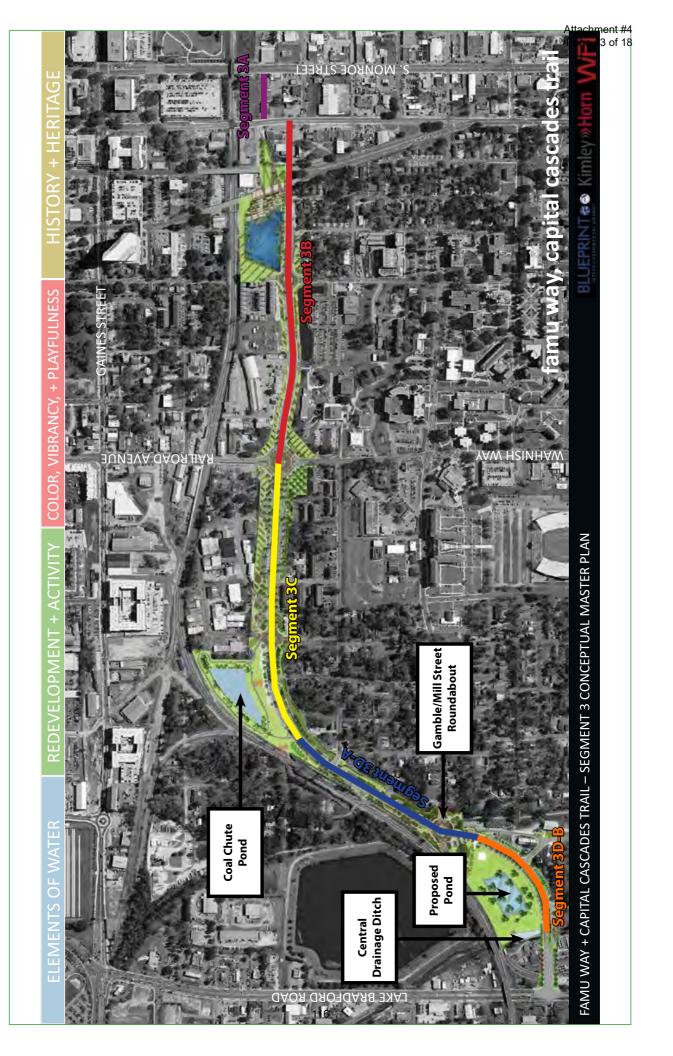
Attachments

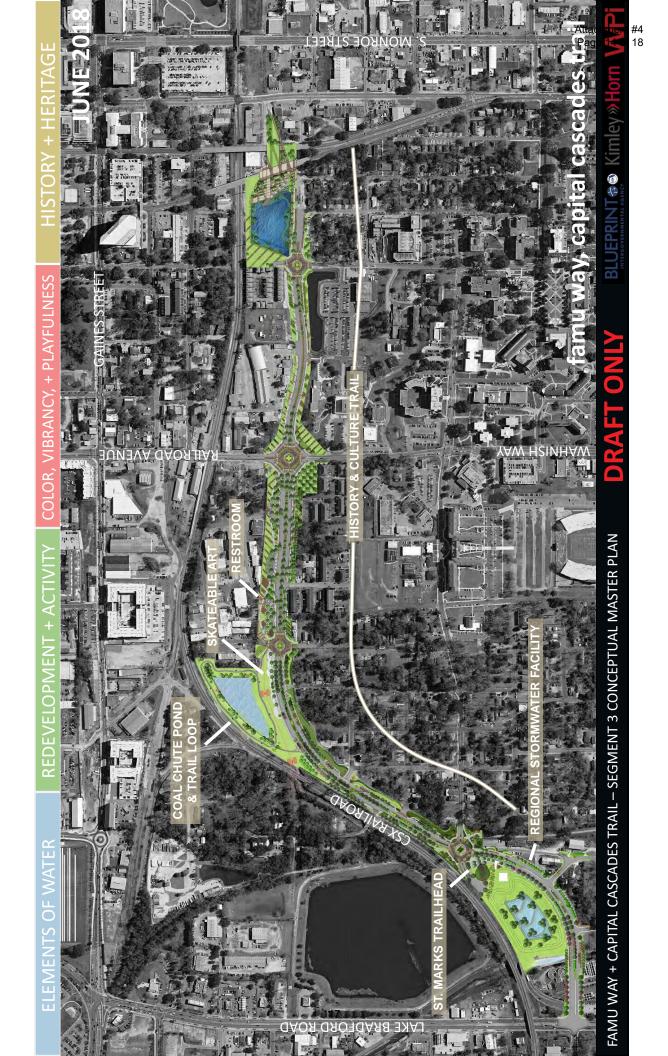
- 1. Capital Cascades Trail Segment 3 Comprehensive Map
- 2. Capital Cascades Trail Segment 3 Amenities Conceptual Master Plan
- 3. Pond and St. Marks Trailhead Conceptual Plan
- 4. Coal Chute Pond Trail Loop Conceptual Plan
- 5. History and Culture Trail Conceptual Plan
- 6. Skateable Art Site Detail



Attachment #4 Page 12 of 18

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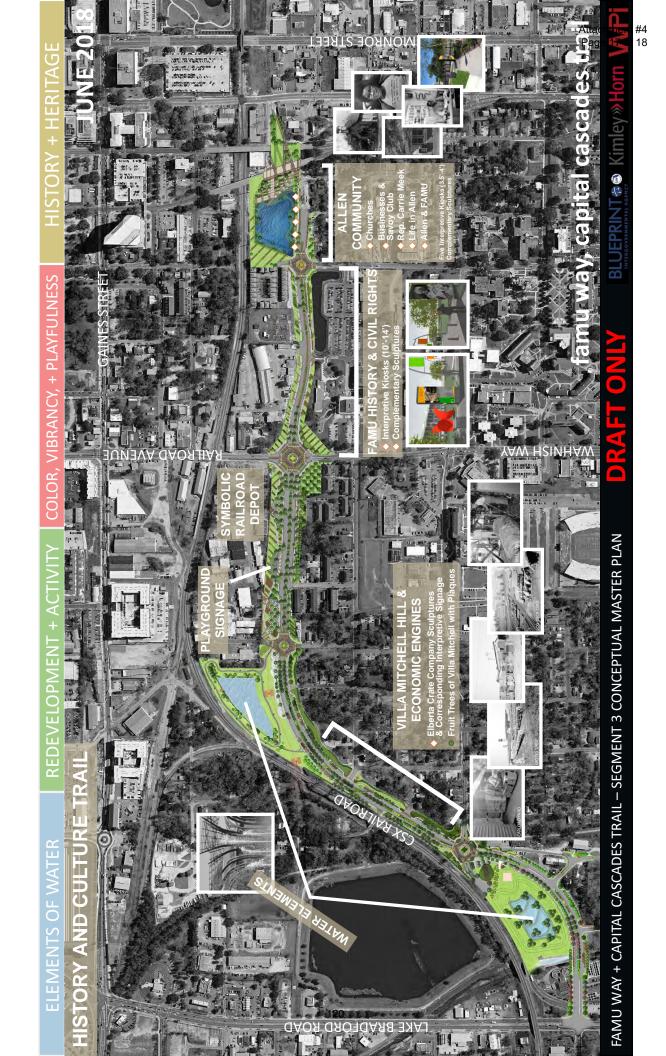


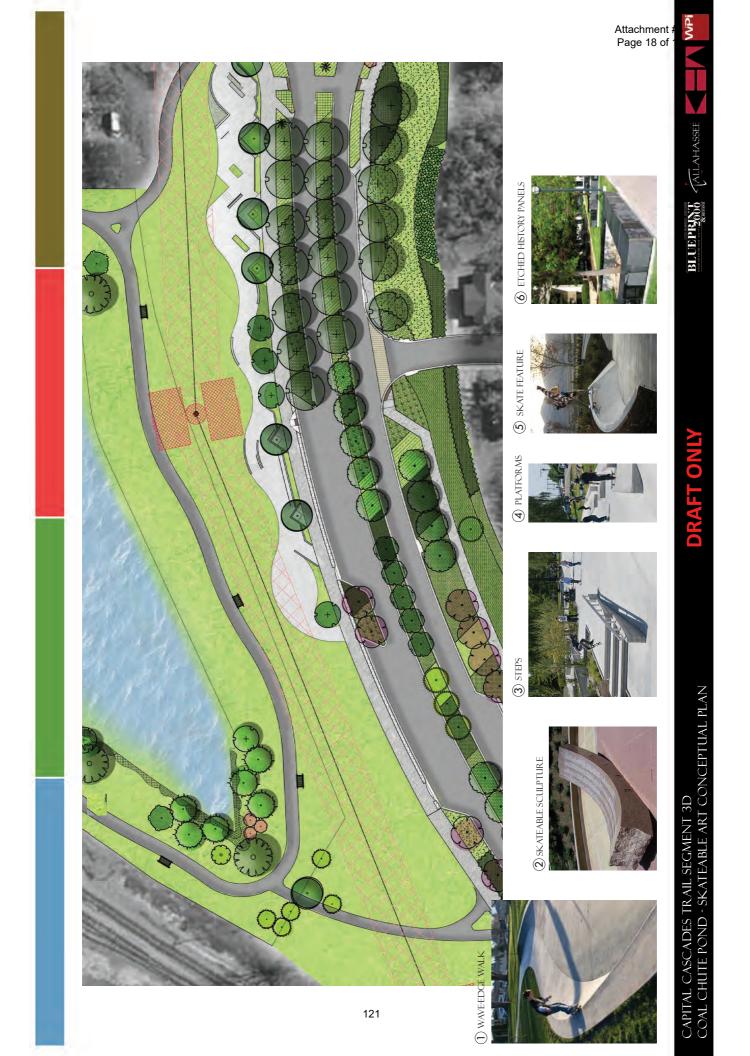


RSF, TRAILHEAD & FAMU WAY PHASE 3 AUGUST 30,, 2018

0' 15' 30 SCALE: 1"









Art In Public Places

HISTORY AND CULTURE TRAIL CALL FOR PUBLIC ART

In partnership with the Blueprint Intergovernmental Agency, COCA seeks public art proposals that celebrate the rich history and culture of the areas surrounding the Capital Cascades Trail and FAMU Way Extension projects

BLUEPRINT CONTACT STATES



COUNCIL ON CULTURE & ARTS | TALLAHASSEE/LEON COUNTY

The Capital Cascades Trail project is designed to provide a multi-faceted, multi-use stormwater and recreation facility and connected trail network. It is separated into physically distinct segments stretching across 4.25 miles of downtown Tallahassee. One of the planned amenities of the Capital Cascades Trail project's Segment 3 is the History and Culture Trail project which will focus on honoring stories of adjacent resilient neighborhoods, civil-rights advocates and economic engines.

It will highlight the culture of these communities and their stories through artistic cultural and historical interpretations. Interpretive history kiosks will display images, photographs and historic information about the neighborhoods, businesses and people living and working in the area surrounding the Capital Cascades Trail Segment 3 and FAMU Way projects. Through a partnership with the Council on Culture & Arts (COCA), public art installations are planned to complement the educational kiosks.

Project Summary	×
Location	~
Eligibility	~
Artwork Details	~
Selection Process	~
Budget	~
Timeline	~
Application	~
About Blueprint	~
Need Help?	~

History and Culture Trail Call for Public Art

Deadline: December 10, 2021 at 11:59 pm

Presented by the Blueprint Intergovernmental Agency and the Council on Culture & Arts (COCA).

COCA is accepting public art proposals that celebrate the rich history and culture of the areas surrounding the Capital Cascades Trail and FAMU Way Extension projects.

To refer back to the History and Culture Trail Call for Public Art prospectus, <u>click here</u>.

Artists may submit single proposal for any or all of the 5 identified artwork locations. There is no application fee.

The project administrator may request additional information from applicants prior to or after the submission deadline.

Artist Name *	
First Last	
Address *	
Street Address	
Address Line 2	
City	State / Province / Region
Postal / Zip Code	Country
Phone Number *	
Email *	
Website	
Social media links	

We'd love to learn more about you! Gathering demographic information helps COCA better understand and serve our constituents.

Ethnicity and Race - Which category most closely describes you? *

10/25/21	8:35 AM
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Please choose:

What is your age in years? *optional

Please choose:

How do you currently describe your gender identity? *optional

Please upload a resume, bio, CV, and/or artist statement as a single electronic file. *

×

Choose File No file chosen

Applicants must have successfully completed at least one outdoor art project in a public space. Please provide a brief description of your most recently completed outdoor public artwork(s). *

Maximum of 250 words. Currently Used: 0 words.

Attach image file #1 of a recently completed outdoor public artwork *

Choose File No file chosen

Attach image file #2 of a recently completed outdoor public artwork

Choose File No file chosen

Attach image file #3 of a recently completed outdoor public artwork

Choose File No file chosen

This application includes a proposal for the following History and Culture Trail Public Art location(s):

Check All That Apply *

Public Art Location 1 – Allen Subdivision Murals

Public Art Location 2 – FAMU + Civil Rights Sculpture

Public Art Location 3 – Railroad Depot Mural

- Public Art Location 4 Villa Mitchell Hill Sculpture
- Public Art Location 5 Elberta Crate Sculpture

Proposed Artwork Information and Image Upload *IMPORTANT PLEASE READ CAREFULLY

Artists must submit digital JPG files through this electronic application for each of the proposed public artworks. These image files are the concept sketches or scale renderings of your proposed design.

Digital image files should not be larger than 5MB each. When completing this application, you will be asked to fill out information

https://cocaform.wufoo.com/forms/wwegdz31cjdeq2/

10/25/21, 8:35 AM

History and Culture Trail Call for Public Art

Attachment 5 Page 4 of 8

about your proposed artwork. You will then be able to upload your digital image files.

Name your digital image files with your last name followed by the artwork title. For example, if your last name is Jones and the artwork title is "Building Bridges," name your digital image file Jones_Building Bridges.jpg or JonesBuilding Bridges.jpg.

Title any detail image files in the same manner and sequentially: Jones_Building Bridges_Detail A; Jones_Building Bridges_Detail B.

Please note: If your artwork concept and submitted design is selected, you may be asked to cooperate with COCA and Blueprint to revise or alter it in some way.

Proposal for Public Art Location 1 - Allen Subdivision Murals

Allen Subdivision Murals Title

Allen Subdivision Murals Proposal Description

Maximum of 500 words. Currently Used: 0 words.

Allen Subdivision Murals Proposed Timeline

Allen Subdivision Murals Preliminary Total Budget

Attach Allen Subdivision Murals image file #1

Choose File No file chosen

Attach Allen Subdivision Murals image file #2

Choose File No file chosen

Attach Allen Subdivision Murals image file #3

Choose File No file chosen

Proposal for Public Art Location 2 - FAMU + Civil Rights Sculpture

FAMU + Civil Rights Sculpture Title

FAMU + Civil Rights Sculpture Proposal Description

Maximum of 500 words. Currently Used: 0 words.

FAMU + Civil Rights Sculpture Proposed Timeline

FAMU + Civil Rights Sculpture Preliminary Total Budget

Attach FAMU + Civil Rights Sculpture image file #1

Choose File No file chosen

Attach FAMU + Civil Rights Sculpture image file #2

Choose File No file chosen

Attach FAMU + Civil Rights Sculpture image file #3

Choose File No file chosen

Proposal for Public Art Location 3 - Railroad Depot Mural

Railroad Depot Mural Title

Railroad Depot Mural Proposal Description

Maximum of 500 words. Currently Used: 0 words.

Railroad Depot Mural Proposed Timeline

Railroad Depot Mural Preliminary Total Budget

Attach Railroad Depot Mural image file #1

Choose File No file chosen

Attach Railroad Depot Mural image file #2

Choose File No file chosen

Attach Railroad Depot Mural image file #3

Choose File No file chosen

Proposal for Public Art Location 4 - Villa Mitchell Hill Sculpture

Villa Mitchell Hill Sculpture Title

Villa Mitchell Hill Sculpture Proposal Description

Maximum of 500 words. Currently Used: 0 words.

Villa Mitchell Hill Sculpture Proposed Timeline

Villa Mitchell Hill Sculpture Preliminary Total Budget

Villa Mitchell Hill Sculpture image file #1

Choose File No file chosen

Villa Mitchell Hill Sculpture image file #2

Choose File No file chosen

Villa Mitchell Hill Sculpture image file #3

Choose File No file chosen

Proposal for Public Art Location 5 - Elberta Crate Sculpture

Elberta Crate Sculpture Title

Elberta Crate Sculpture Proposal Description

Maximum of 500 words. Currently Used: 0 words.

Elberta Crate Sculpture Proposed Timeline

Elberta Crate Sculpture Preliminary Total Budget

Elberta Crate Sculpture image file #1

Choose File No file chosen

Elberta Crate Sculpture image file #2

Choose File No file chosen

Elberta Crate Sculpture image file #3

Choose File No file chosen

Is there anything else you'd like to tell us about your proposed artwork(s)?

Maximum of 250 characters. Currently Used: 0 characters.

There is no application fee for this opportunity but please consider becoming a COCA member if you aren't already. You can learn more about becoming a COCA member <u>by clicking here.</u>

To refer back to the History and Culture Trail Call for Public Art prospectus, <u>click here</u>. If you have any questions, please feel free to contact Amanda Karioth Thompson at amanda@tallahasseearts.org.

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Blueprint Intergovernmental Agency Board of Directors Agenda Item #5

December 9, 2021

Title:	Approval to Modify the MGT of America Contract Scope to Include FY 2021 Expenditure Data for the Disparity Study Update
Category:	Consent
Intergovernmental Management Committee	Vincent S. Long, Leon County Administrator Reese Goad, City of Tallahassee Manager Benjamin H. Pingree, Director, Department of PLACE
Lead Staff / Project Team:	Cristina Paredes, Director, OEV Darryl Jones, Deputy Director, OEV
	RGOVERNMENTAL AGENCY

STATEMENT OF ISSUE:

This item seeks the Blueprint Intergovernmental Agency Board of Directors' (IA Board) approval to modify the scope of services for the Disparity Study currently underway by MGT to include the Fiscal Year 2021 financial data. The IA Board directed staff at the September 27, 2021, IA Board Meeting, to bring back information as to additional costs that would be incurred for the inclusion of fiscal year 2021, to the Disparity Study Update, and what would be the impact to the timeline for completion of the Disparity Study Update. IA Board approval of the inclusion of FY 2021, expenditure data to be included. IA Board approval of the inclusion of FY 2021, expenditure data to be included for the current Disparity Study Update will require a budget amendment.

STRATEGIC PLAN:

The completion of an updated 2019 Disparity Study for City of Tallahassee, Leon County, and Blueprint directly supports Goal #3 of the Economic Development Strategic Plan:

Better identify, understand and align all available assets, organizations and resources towards shared economic growth objectives. Encourage collaboration among the many entities impacting the economic development environment to work together for maximum competitiveness. Blueprint Intergovernmental Agency Board of Directors Meeting, December 9, 2021 Item Title: Approval to Modify the MGT of America Contract Scope to Include FY 2021 Expenditure Data for the Disparity Study Update Page 2 of 4

FISCAL IMPACT

This item has fiscal impact as it requests a budget amendment to fund the additional costs of the Disparity Study update.

RECOMMENDED ACTION:

- Option 1: Approve the modification of the contract scope with MGT for the Disparity Study Update to include FY 2021, expenditure data as described in the Revised Cost Proposal.
- Option 2: Approve a budget amendment to increase the Disparity Study Update allocation by \$45,236, with equal contributions of \$15,079 coming from Leon County and the City of Tallahassee.

SUPPLEMENTAL INFORMATION:

BACKGROUND

At the December 10, 2020, IA Board meeting, the IA Board authorized staff to negotiate an agreement with MGT America for an update to the Disparity Study of the Tallahassee, Leon County Government, and Blueprint Intergovernmental Agency; and, authorized the Intergovernmental Management Committee (IMC) to approve execution of the agreement by the Director of PLACE or his designee, to include the following deliverables:

- An updated Disparity Study report including an analysis of FY 2018, FY 2019, and FY 2020 data;
- Analysis of purchasing card expenditures for all three jurisdictions;
- Benchmark Tallahassee against other comparable communities;
- Analyze available data and information to determine the feasibility of the creation of specific aspirational goals for black-owned businesses; and
- Conduct a staffing analysis on the MWSBE Division.

The IMC approved the contract with MGT on February 18, 2021, which was subsequently signed by MGT and OEV staff. MGT is currently under contract to provide an update to the Disparity Study which was previously concluded in 2019. At the September 27, 2021, meeting, the IA Board discussed the possible inclusion of the 2021 data to provide a more comprehensive analysis of expenditure reporting in light of the COVID-19 impacts upon minority and women owned businesses, as they are not to be analyzed via the Disparity Study Update. The benefit of including FY 2021 data to the current Disparity Study Update is the programmatic analysis include expenditure data that is less than a year old. The inclusion of this additional data could provide clearer picture of minority and women owned business expenditures by expanding the reporting period. The IA Board directed staff to obtain the cost and impact to the timeline for the inclusion FY 2021 data in the Disparity Study and bring back an agenda item for consideration. The approval of the

Blueprint Intergovernmental Agency Board of Directors Meeting, December 9, 2021 Item Title: Approval to Modify the MGT of America Contract Scope to Include FY 2021 Expenditure Data for the Disparity Study Update Page 3 of 4

inclusion of the FY 2021 data is recommended by staff (Options #1 and #2) and would require a modification to the scope of the current contract and additional costs.

ANALYSIS

MGT submitted a Revised Cost Proposal to the contract (Attachment #1) associated with the Disparity Study Update to include 2021 expenditure data. The Revised Cost Proposal includes: analysis of 2020 utilization (\$15,918), analysis of 2021 utilization (\$15,918), Good Faith Effort Documentation Analysis (\$8,200), and 2021 P-Card Analysis (\$5,200) for a total of \$45,236, bringing the total cost of the Disparity Study Update to \$152,666. This item requests an increase to the Disparity Study project of \$45,236, which would be funded by contributions of \$15,079 from Leon County, \$15,079 from the City of Tallahassee, and \$15,078 from Blueprint Infrastructure. Blueprint Infrastructure's spending increase will be offset by a corresponding reduction to Infrastructure operating expenses.

It is anticipated that the delivery of the study would be delayed by four weeks upon receipt of the FY 2021 data. Based on this timeline and the necessary internal and external stakeholder meetings that need to occur, the final disparity study update will be brought to the IA Board for approval mid-2022. Subsequently, if the FY 2021 data was included, it would extend the need to conduct another disparity study until FY 2027 (covering fiscal years 2022-2026). By that time, staff anticipates that the City of Tallahassee, Leon County, and Blueprint will be utilizing the B2GNow software program, which would also strengthen the data reporting for the next study.

The cost associated with the inclusion of 2021 data for the Disparity Study Update is \$45,236 as detailed in Revised Cost Proposal previously mentioned. This would result in the total cost of the Disparity Study Update being \$152,666. Under Blueprint's Procurement Policy, the IA Board must approve change orders and modifications to the scope of services or costs which exceed 20 percent of the original contract amount. This new cost will exceed 20% of the original contract amount of \$123,348. OEV contributed \$61,000 for this study (original budget of \$109,960), with the remaining cost split between the County, City, and Blueprint.

Staff recommends that the IA Board move forward with the inclusion of FY 2021 data and that the costs be shared, as has been done previously, with the Leon County, City of Tallahassee, and Blueprint (which would be \$15,079 each).

NEXT STEPS

Should the IA Board choose to move forward with the Revised Cost Proposal for the additional FY 2021 data, a budget amendment will be required to cover the Agency's portion of the costs in the amount of \$45,236. The next steps for this process are listed below:

• Review of the draft Disparity Study Update by the MWSBE Citizen's Advisory Committee and associated program stakeholders would begin between Blueprint Intergovernmental Agency Board of Directors Meeting, December 9, 2021 Item Title: Approval to Modify the MGT of America Contract Scope to Include FY 2021 Expenditure Data for the Disparity Study Update Page 4 of 4

February and April 2022. The process would also include capturing the feedback of participants regarding the draft report.

- The final Disparity Study Update report would be presented to the IA Board, for approval, in May 2022, including any policy recommendations for implementation; and, MWSBE CAC and stakeholder feedback.
- July 2022, staff would present to the IA Board any new policies or updates to the current policy for approval and implementation based upon the Disparity Study Update.

Action by CAC: This information was presented and discussed at the CAC meeting on November 17, 2021.

OPTIONS:

- Option 1: Approve the modification of the contract scope with MGT for the Disparity Study Update to include FY 2021 expenditure data as described in the Revised Cost Proposal.
- Option 2: Approve a budget amendment to increase the Disparity Study Update allocation by \$45,236, with equal contributions of \$15,079 coming from Leon County and the City of Tallahassee.
- Option 3: Do not approve the modification of the contract scope with MGT for the Disparity Study Update to include FY 2021 expenditure data.
- Option 4: IA Board Direction.

RECOMMENDED ACTION:

- Option 1: Approve the modification of the contract scope with MGT for the Disparity Study Update to include FY 2021 expenditure data as described in the Revised Cost Proposal.
- Option 2: Approve a budget amendment to increase the Disparity Study Update allocation by \$45,236, with equal contributions of \$15,079 coming from Leon County and the City of Tallahassee.

Attachments:

1. October 15, 2021 – Disparity Study Update Revised Cost Proposal

OCTOBER 15, 2021



SUBMITTED BY:

FRED SEAMON, PH.D. EXECUTIVE VICE PRESIDENT

516 NORTH ADAMS STREET TALLAHASSEE, FLORIDA 32301

850.212.6458 fseamon@mgtconsulting.com

DISPARITY STUDY UPDATE REVISED COST PROPOSAL

REVISED COST PROPOSAL

MGT's revised cost to conduct this study is an all-inclusive cost of **\$152,666**. Exhibit 1 presents the original cost by each task in the proposed work plan. Additional costs are provided in Exhibit 2.

MGT will submit monthly invoices with an accompanying project progress report, reflecting tasks performed, percentage of completion of tasks, accomplishments made, and issues or problems encountered that may adversely impact the schedule and plan for the resolution thereof.

WORK TASKS		WORK TASKS HOURS COST	
1	PROJECT MANAGEMENT	34	\$7,338
2	INITIATE PROJECT AND FINALIZE WORK PLAN	5	\$1,004
3	REVIEW AND ASSESS DATA	19	\$4,011
4	COLLECT AND ANALYZE UTILIZATION DATA	194	\$33,203
5	COLLECT AND ANALYZE P-CARD DATA	94	\$21,361
6	CONDUCT BENCHMARKING	57	\$10,609
7	CONDUCT MWSBE STAFFING ANALYSIS	60	\$12,865
8	CONDUCT GOOD FAITH EFFORT ANALYSIS	40	\$8,200
9	DRAFT AND FINAL REPORT	42	\$8,839
	OPTIONAL TASK: ANALYSIS OF 2020 UTILIZATION	86	\$15,918
	TOTAL	591	\$123,348

EXHIBIT 1. ORIGINAL COST PER TASK

REVISED COST

The revised cost reflects the change to the scope of services for the 2019 Disparity Study Update based on the request for 2021 additional Utilization, Good Faith Effort Documentation Analysis, and P-Card analysis.

EXHIBIT 2. REVISED TOTAL COST

ORIGINAL COST	\$123,348
ANALYSIS OF 2021 UTILIZATION	\$15,918
GOOD FAITH EFFORT DOCUMENTATION ANALYSIS, FY 2021	\$8,200
ADDITION OF 2021 TO P-CARD ANALYSIS	\$5,200
REVISED TOTAL STUDY COST	\$152,666

Blueprint Intergovernmental Agency Board of Directors Agenda Item #6 December 9, 2021

Title:	Approval of Purchase and Sale Agreement for 1309 Alabama Street and Status Report on Private Sector Engagement
Category:	General Business
Intergovernmental Management Committee	Vincent S. Long, Leon County Administrator Reese Goad, City of Tallahassee Manager
BII	Benjamin H. Pingree, Director, Department of PLACE Susan Dawson, Blueprint Attorney
Lead Staff /	Cristina Paredes, Director, Office of Economic Vitality
Project Team:	Drew Dietrich, Deputy Director, Office of Economic Vitality T.J. Lewis, Business Development Manager, Office of Economic
	Vitality

STATEMENT OF ISSUE:

This item seeks the Blueprint Intergovernmental Agenda Board of Directors (IA Board) consideration for the approval of the Purchase and Sale Agreement for 1309 Alabama Street and the acceptance of the status report related to the future management of the property by the City of Tallahassee and on private sector engagement efforts to seek a provider of affordable, healthy food at this location.

STRATEGIC PLAN:

While the Economic Development Strategic Plan does not expressly provide support for community redevelopment projects, the potential purchase of the property is consistent with the authority granted to the IA Board under the Second Amended and Restated Interlocal Agreement. The potential purchase of the property is consistent with the authority granted to the IA Board under the Second Amended and Restated Interlocal Agreement. OEV funds may be utilized to purchase the parcel per IA Board direction.

FISCAL IMPACT:

This item has a fiscal impact based on the appraised value of the property at \$170,000; therefore, should the IA Board approve the purchase, the offer for this property would be \$170,000. Additional costs would also be incurred for closing costs estimated at \$4,000. Funding for this project exists in the adopted FY 2022 budget and would come from the

Blueprint Intergovernmental Agency Board of Directors Meeting, December 9, 2021 Item Title: Approval of Purchase and Sale Agreement for 1309 Alabama Street and Status Report on Private Sector Engagement Page 2 of 7

Future Opportunity Leveraging Fund (FOLF). At the closing of the purchase and sale transaction the property will be assigned to the City of Tallahassee for further action to develop the property to address the needs of the community as provided in the Griffin Heights Neighborhood First Plan. Additional information on the fiscal impact can be found on page four of the item.

RECOMMENDED ACTION:

- Option 1: Approve the execution of the draft Purchase and Sale Agreement by the Director of PLACE, pursuant to Blueprint's Real Estate Policy, to purchase and close on the property located at 1309 Alabama Street; and upon closing, assign the property to the City of Tallahassee for further action to develop the property to address the needs of the community as provided in the Griffin Heights Neighborhood First Plan.
- Option 2: Accept the status report on private sector engagement efforts to seek a provider of affordable, healthy food at this location.

SUPPLEMENTAL INFORMATION:

BACKGROUND

At its January 30, 2020 meeting, the IA Board directed staff to obtain a professional appraisal, title search, and perform other applicable requirements pursuant to the Blueprint Real Estate Policy, and bring back an agenda item for consideration regarding the purchase of the property. Following the IA Board's direction, Blueprint ordered an appraisal report, title search, structural assessment, and environmental inspection of the property. Based on the appraisal report, the property has an estimated market value of \$170,000. Prior to the title search, the assumption was that the property was owned solely by Ms. Johnnie Mae Bennett. The title search revealed that the heirs to the estate of Ms. Bennett's deceased ex-husband, Willie A. Bennett, Sr., also owned the property taxes, and title concerns that needed to be resolved by the Probate Court.

At the July 9, 2020, meeting, the Blueprint Intergovernmental Agency Board of Directors (IA Board) directed staff to move forward with negotiations to purchase the property located at 1309 Alabama Street using economic development surtax dollars for the purpose of supporting the City's Neighborhood F1rst Initiative and to bring back an agenda item to the IA Board for final consideration regarding a purchase agreement, contingent upon the seller providing clear title to the property. As detailed below, a personal representative, with the authority to sell the property, has been assigned by the Probate Court. While the Agency has had discussions with the property owners regarding purchasing 1309 Alabama Street, the resolution of the title issues will now allow for the owners to negotiate or sell the property to any other parties who may be interested in purchasing the property. Time may be of the essence if the IA Board wishes to proceed to

Blueprint Intergovernmental Agency Board of Directors Meeting, December 9, 2021 Item Title: Approval of Purchase and Sale Agreement for 1309 Alabama Street and Status Report on Private Sector Engagement Page 3 of 7

acquire this property. The availability of the property by the next IA Board meeting, which is an OEV related meeting in February of 2022, is uncertain as the property owner has expressed the desire to sell and close on the property as soon as possible.

Concurrently, the Office of Economic Vitality met routinely with City staff from Neighborhood Services Department and with representatives of the Griffin Heights Neighborhood Association, to conduct workshops for future uses of the property and to draft a Request for Proposals to solicit qualified operators for an affordable, healthy food store. These ongoing efforts are further discussed in the sections that follow including a recommendation that upon purchase of the property by the Agency that the property be transferred to the City for all further redevelopment or disposition. This item also provides a status report on the private sector engagement efforts in association with the economic development strategies of the Griffin Heights Neighborhood First Plan.

PROPERTY OVERVIEW:

The property consists of a 0.25 acre +/- lot located at the southeast corner of Alabama and Harlem Streets within Tallahassee's Griffin Heights Neighborhood. The structure located on the property was formerly the "All in One Supermarket" which has since been vacated/abandoned and there is no active business services at 1309 Alabama Street. The property is now zoned Neighborhood Boundary 1 (NB-1). The NB-1 district is designed to allow low and medium density residential, and non-residential development scaled to serve the surrounding neighborhood such as limited retail, office, and community services.

ACQUISITION UPDATE AND DRAFT PURCHASE AND SALE AGREEMENT

On February 9, 2021, counsel for the Estate of Willie A. Bennett, Sr., filed a Petition in Probate Court in the Second Judicial Circuit, Leon County, for the appointment of a personal representative for the estate. On September 2, 2021, a personal representative with the power to sell, transfer and otherwise encumber or dispose of the property of the estate was appointed. All of the delinquent property taxes, totaling \$10,657 have been paid by the family of the property owner.

The draft Purchase and Sale Agreement, Attachment #1, contains terms and conditions which will allow the Agency to purchase the property located at 1309 Alabama Street for \$170,000, (price does not include closing costs which are not expected to exceed \$4,000). The terms and conditions of the purchase are contingent upon a final title search, and Probate Court for approval of the sale. Approval of Option 1, will allow the Agency to sign the Purchase and Sale Agreement with Ms. Johnnie Mae Bennett, and the Personal Representative, and submit the Purchase and Sale Agreement to the Court for approval. Once the Court approves the sale, a closing date will be scheduled and funds identified within this item will be used to purchase the property. The timeline for the Court's approval is undetermined. Title to the property will be assigned to the City of Tallahassee upon closing.

Blueprint Intergovernmental Agency Board of Directors Meeting, December 9, 2021 Item Title: Approval of Purchase and Sale Agreement for 1309 Alabama Street and Status Report on Private Sector Engagement Page 4 of 7

CITY OF TALLAHASSEE'S NEIGHBORHOOD FIRST PLAN

On September 22, 2021, Tallahassee's City Commission adopted the Griffin Heights Neighborhood First Plan, with kickoff projects funded through an initial investment of \$2 million from the Neighborhood First allocation in the City's FY22 Capital Budget, along with CDBG funds in the amount of \$250,000 from the Housing and Community Resilience Department's FY21 budget. The Griffin Heights Neighborhood First Plan – Kickoff Projects list includes the Purchase of 1309 Alabama Street with a description calling for, [the] "Purchase and renovation of 1309 Alabama for food retail for community benefit". The funds requested for this project are \$450,000 with Other Funds of \$170,000 noted from the Office of Economic Vitality (OEV).

Should the IA Board move to purchase the property, upon acquisition (at closing), Option 1 provides for the property to be assigned to the City of Tallahassee, Neighborhood Services Department in connection with the Economic Development and Residential Empowerment element of the Griffin Heights Neighborhood First Plan (Attachment #3) as adopted October 12, 2020. The Griffin Heights Neighborhood F1rst Plan identifies Strategy ED&RE 5.1: for increasing opportunities to sell and purchase healthy food within the neighborhood. With this Strategy, Action Item ED&RE 5.1.1: calls for advocacy of the City/County to purchase 1309 Alabama Street for community food retail or other economic development benefit.

OEV and the City's Neighborhood Affairs staff held an initial meeting with Griffin Heights Neighborhood Association for input on the potential development of the Request for Proposals for private sector operations of a Neighborhood Market, in the event the property moved through the purchasing process. For this initial discussion, OEV performed a Buxton Retail Match analysis (Attachment 3) of regional and national grocery and food market companies that may be candidates to pursue as future operators for the store at this location. Griffin Heights Neighborhood Association representatives emphasized the importance of establishing this location for increased access to purchase affordable, healthy food. Subsequently, Neighborhood Affairs staff indicated additional discussions between the City of Tallahassee and Griffin Heights Neighborhood Association may be required to reach an understanding on future use of the property. Further development of the RFP and engagement with the neighborhood association is anticipated to continue with the adoption of the Neighborhood F1rst Plan and acquisition of the property by the City, should the IA Board approve the purchase.

FISCAL IMPACT ANALYSIS

As discussed at the July 9, 2020 meeting, Cureton Johnson & Associates, LLC, completed an appraisal of the property and supplied a formal report dated February 7, 2020, appraising the property at a market value of \$170,000. The Purchase and Sale Agreement indicates the same amount as the Purchase Price for the property plus an additional amount for closing costs. Option 1 proposes funding the property purchase through the Future Opportunity Leveraging Fund (FOLF). The current balance in FOLF is \$892,000 Blueprint Intergovernmental Agency Board of Directors Meeting, December 9, 2021 Item Title: Approval of Purchase and Sale Agreement for 1309 Alabama Street and Status Report on Private Sector Engagement Page 5 of 7

and is sufficient to cover the purchase price and closing costs associated with the purchase of the Alabama Street property all within the adopted FY 2022 OEV budget, contemplating all other approved programs, projects and expenditures. The FY 2022 operating budget and FY 2022-2026 Capital Improvement Program consists of funds that have not been programmed into FOLF and then utilizes this unencumbered available balance to fund the CIP in later years until sales tax revenues are expected to exceed the amounts set aside for debt service, operating expenses, and ongoing programs in the CIP. FOLF would also be the repository for excess sales tax funds received through the Annual Financial Report (AFR) allocation (formerly referred to as the CAFR allocation), should sales tax revenue exceed the budgeted amount.

Sales tax revenues have exceeded the amounts budgeted for the last eight months, and that positive trend is expected to continue through at least the middle of FY 2022. The additional revenue will assist in the Agency's planned expenditures as outlined in the FY 2022 – 2026 Capital Improvement Program, particularly for FY 2024-2026, but tradeoffs may be necessary if new OEV projects are approved. Additionally, the FY 2022 – 2026 CIP identified the need to conduct a Disparity Study update during FY 2026. As presented in the Disparity Study Update item, if the recommended actions are adopted by the IA Board, another Disparity Study will not be required until FY 2027, creating a significant savings for the five-year plan. Staff will bring back a midpoint budget analysis to update actual receipts and projections for OEV revenues FY 2022 in the Spring. Currently, no additional OEV funds are budgeted for future improvements or operations associated with this property.

CONCLUSION AND NEXT STEPS

With matters involving the title to the property now cleared, a Purchase and Sale Agreement for the acquisition of the property at the appraised \$170,000 value now requires the approval of the IA Board. Should the IA Board move the purchase the property, upon acquisition (at closing):

- Ownership/management of the property will be assigned to the City of Tallahassee in connection with the Economic Development and Residential Empowerment element of the Griffin Heights Neighborhood F1rst Plan (Attachment 2) as adopted October 12, 2021. Action Item ED&RE 5.1 calls for an increase in opportunities to sell and purchase healthy food within the neighborhood as a short term goal along with increasing the number of healthy food retail spaces and other food business in the neighborhood by connecting entrepreneurs to opportunities to secure capital.
- The City and OEV may consider entering into a "Joint Project Agreement" for OEV to provide economic development resources, research, and related support to the City to further the goal of the project which is to provide affordable healthy food sources for the neighborhood. OEV support would include business outreach,

Blueprint Intergovernmental Agency Board of Directors Meeting, December 9, 2021 Item Title: Approval of Purchase and Sale Agreement for 1309 Alabama Street and Status Report on Private Sector Engagement Page 6 of 7

market research, property marketing, MWSBE available vendors/consultants, business development training, and access to minority loans for interested and qualified investors.

During the 4Q 2021, City of Tallahassee, Parks, Recreation and Neighborhood Affairs Department will conduct a series of meetings with the Griffin Heights Neighborhood Association to begin the implementation of the Neighborhood First Action Plan. The acquisition of 1309 Alabama Street has been identified under the Food, Health & Wellness portion of the plan and is marked as having a short-term starting time frame. The Griffin Heights Community Action Team, per the Neighborhood First plan, will meet regularly to guide implementation and will periodically access the Griffin Heights Neighborhood First plan to add new ideas and reprioritize projects.

OEV will continue to assist with the City's Neighborhood Affairs Department to complete a Request for Proposals (RFP) solicitation for operations of a Neighborhood Market at this location that offers improved access to affordable, healthy food.

OPTIONS:

- Option 1: Approve the execution of the draft Purchase and Sale Agreement by the Director of PLACE, pursuant to Blueprint's Real Estate Policy, to purchase and close on the property located at 1309 Alabama Street using the Future Opportunity Leveraging Fund (FOLF) as the funding source; and upon closing, assign the property to the City of Tallahassee for further action to develop the property to address the needs of the community as provided in the Griffin Heights Neighborhood First Plan.
- Option 2: Accept the status report on private sector engagement efforts to seek a provider of affordable, healthy food at this location.
- Option 3: Do not approve the Purchase and Sale Agreement for 1309 Alabama Street.
- Option 4: IA Board Direction.

RECOMMENDED ACTION:

Option 1: Approve the execution of the draft Purchase and Sale Agreement by the Director of PLACE, pursuant to Blueprint's Real Estate Policy, to purchase and close on the property located at 1309 Alabama Street using the Future Opportunity Leveraging Fund (FOLF) as the funding source; and upon closing, assign the property to the City of Tallahassee for further action to develop the property to address the needs of the community as provided in the Griffin Heights Neighborhood First Plan.

Blueprint Intergovernmental Agency Board of Directors Meeting, December 9, 2021 Item Title: Approval of Purchase and Sale Agreement for 1309 Alabama Street and Status Report on Private Sector Engagement Page 7 of 7

Option 2: Accept the status report on private sector engagement efforts to seek a provider of affordable, healthy food at this location.

Attachments:

- 1. Purchase and Sale Agreement
- 2. Griffin Heights: Neighborhood First Plan
- 3. Buxton Match Analysis for Private Sector Use
- 4. DesignWorks Concepts for potential re-use of 1309 Alabama Street



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PURCHASE AND SALE AGREEMENT FOR REAL PROPERTY INTEREST LEON COUNTY – CITY OF TALLAHASSEE BLUEPRINT INTERGOVERNMENTAL AGENCY

THIS AGREEMENT to purchase and sell real property (Agreement) is made on the Effective Date set forth in Section I.A below, is made by and between **JOHNNIE MAE BENNETT** ("Seller"), **PHYLLIS BENNETT-MOBLEY, PERSONAL REPRESENTATIVE** of the Estate of Willie A. Bennett, Sr. ("Seller"), and the **LEON COUNTY – CITY OF TALLAHASSEE BLUEPRINT INTERGOVERNMENTAL AGENCY** ("Buyer"), whose address is 315 South Calhoun Street, Suite 450, Tallahassee, Florida, 32301. Johnnie Mae Bennett and Phyllis Bennett-Mobley, Personal Representative, shall collectively be referred to herein as "Sellers".

WITNESSETH

IN CONSIDERATION of the mutual covenants contained herein and other good and valuable consideration, the receipt and sufficiency of which is hereby acknowledged, Sellers and Buyer agree as follows:

I. TERMS AND EFFECTIVE DATE OF AGREEMENT

I.A. Effective Date. The Effective Date of this Agreement is the date upon which the last of the parties executes the Agreement.

I.B. Agreement. Sellers hereby agree to sell to Buyer, and Buyer hereby agrees to purchase from Sellers, upon the terms and conditions set forth in this Agreement, the parcel located at 1309 Alabama Street, on the south side of ALABAMA STREET and the east side of HARLEM STREET, Parcel ID No. 212635 M0010, Tallahassee, Leon County, Florida, as legally described and depicted in Exhibit A, and any and all improvements thereon, together with all easements, rights and uses now or hereafter belonging thereto ("Subject Property").

I.C. Purchase Price. The Purchase Price for the Subject Property is **\$170,000.00**. The Purchase Price will be paid on the Closing Date, subject to the adjustments set forth herein and reduced by the amount of any Deposit.

I.D. Deposit. Buyer will not be required to pay a deposit.

II. CLOSING

II.A. Closing Date. The closing of the transaction contemplated herein ("Closing") will take place on , 202_, but no later than five (5) days after the expiration of the Investigation Period ("Closing Date"). The Closing Date may be modified only upon written agreement between Buyer and Sellers.

II.B. Closing Requirements. At the time of Closing:

II.B.1. Sellers will execute in recordable form and deliver to Buyer a General Warranty Deed, conveying marketable title to the Subject Property, free and clear of all liens and encumbrances to the extent set forth in Section III below.

II.B.2. Buyer will cause the Commitment to be recertified and updated to the Closing Date, and will cause the policy of title insurance to be issued pursuant to the Commitment, at Buyer's sole cost and expense, except that Sellers will cure all matters curable by the payment of money and will cure all title and survey objections made by Buyer hereunder.

II.B.3. Buyer and Sellers will direct the Escrow Agent to pay the Deposit, if any, and all interest earned thereon to Seller, and Buyer will deliver to Seller the Purchase Price, in the form of a check or by way

of electronic transfer, after having first been reduced by the amount of any Deposit and interest earned thereon together with any nonrefundable amounts paid to Sellers as may be applicable, and having been further adjusted in accordance with any reimbursements, prorations, or other such adjustments as set forth herein.

II.B.4. Sellers will have removed all personal property from the Subject Property, and Sellers will deliver undisputed possession of the Subject Property to Buyer, except as otherwise provided herein, and otherwise in the same or better condition as of the date hereof.

II.B.5. If Sellers are obligated to discharge any encumbrances at or prior to Closing and fails to do so, Buyer may use the Purchase Price funds to satisfy the encumbrances.

II.B.6. Sellers will deliver to Buyer an affidavit, in form acceptable to Buyer, certifying that Sellers are not non-resident aliens or a foreign entity, such that Sellers and such interest holders are not subject to tax under the Foreign Investment and Real Property Tax Act of 1980.

II.B.7. Sellers will deliver to Buyer an affidavit, in form acceptable to Buyer, attesting to Sellers' representations and warranties set forth in Section IV.

II.B.8. Sellers will assign any and all contracts and leases which Buyer has agreed in writing will survive the Closing.

II.B.9. Sellers and Buyer will each deliver to the other such other documents or instruments as may reasonably be required to close this transaction, including but not limited to an assignment of the Approvals, authority documentation and a Closing statement.

II.C. Closing Costs. All taxes and special assessments which are a lien upon the Subject Property on or prior to the Closing Date (except current ad valorem taxes which are not yet due and payable) will be paid by Sellers. At Closing, with regard to the current ad valorem taxes levied against the Subject Property and in accordance with section 196.295, Florida Statutes, Sellers will place in escrow with the Leon County Tax Collector an amount equal to the current ad valorem taxes prorated to the date of Closing, based upon the current assessment and millage rates on the Subject Property. This fund will be used to pay any ad valorem taxes due, and the remainder of ad valorem taxes which would otherwise have been due for that current year will stand canceled. The Deposit, if any, will be paid or credited to Buyer. All rents and other revenues, operating expenses, utility charges and other sums due will be paid or retained, as the case may be, by Sellers to the extent attributable to the period on or before the Closing Date and will be paid or retained by Buyer to the extent attributable to the period on or after the Closing Date. All documentary stamp taxes and transfer taxes payable in connection with the conveyance of the Subject Property, and the recording costs to cure any title or survey defects, will be paid by Sellers. Buyer will pay the cost to record the deed, the cost of the Survey, and the costs attributable to the issuance of the owner's title insurance policy referenced in Section III.

III. TITLE

III.A General Warranty Deed. Seller will convey marketable title to the Subject Property by General Warranty Deed subject only to (a) zoning, restrictions, prohibitions, and other limitations imposed by governmental authority; (b) restrictions and matters appearing on the plat or common to the subdivision, if any; (c) public utility easements of record; and (d) any and all restrictions of record, exceptions, or other such matters as are set forth in the Commitment (as that term is defined in Section III.B below). Personal property, if any, will be conveyed by an absolute Bill of Sale, free and clear of all liens, unless otherwise provided herein.

III.B Commitment. No later than forty-five (45) days after the Date of this Agreement, Buyer will, at Buyer's expense, obtain a title insurance commitment for the Subject Property (Commitment) issued by a title insurance company chosen at Buyer's sole discretion (Title Company). Upon Closing, an ALTA owner's policy will be issued in the amount of the Purchase Price for fee simple title subject to exceptions as stated above.

III.C Title Defects. Within fourteen (14) days of the receipt of the Title Commitment, Buyer will deliver written notice to Seller of any matters of title that Buyer deems unacceptable (Title Defects). Title will be deemed acceptable to Buyer if (a) Buyer fails to deliver notice of Title Defects by the Closing Date, or (b) Buyer delivers notice and Sellers cure the Title Defects within thirty (30) days from receipt of notice (Curative Period). Sellers will use reasonable efforts to cure the Title Defects within the Curative Period and if the Title Defects are not cured within the Curative Period, Buyer will have ten (10) days from the end of the Curative Period to elect, by written notice to Sellers, to: (i) terminate this Agreement, whereupon any Deposit will be returned to Buyer and this Agreement will be of no further force and effect, or (ii) extend the Curative Period up to and including the Closing Date, or (iii) accept title subject to existing Title Defects, provided that any monetary liens on the Subject Property, except real estate taxes and assessments not yet due and payable, will be paid in full by Sellers at the Closing.

III.D Disclosure of Beneficial Interests. The parties acknowledge that Sellers' conveyance of the Subject Property to Buyer is subject to the provisions in section 286.23, Florida Statutes, which requires, with few exceptions, that persons or entities holding real property in the form of a partnership, limited partnership, corporation, trust, or in any form of representative capacity, make a written public disclosure under oath, subject to the penalties prescribed for perjury, of the name and address of every person having a beneficial interest in the Subject Property before the property held in such capacity is conveyed to any local governmental unit. As such, Sellers will, no later than thirty (30) days prior to Closing, deliver to Buyer a duly executed Public Disclosure Affidavit, attached hereto as part of Composite Exhibit B, Public Disclosure Notice and Affidavit. Buyer will assist Sellers by providing upon request an electronic copy of the forms attached as Composite Exhibit B.

III.E Survey. During the Investigation Period, as defined Section V, Buyer, at Buyer's expense, will obtain a Survey of the Subject Property, which Survey: (a) will have been prepared in accordance with ALTA standards by a licensed surveyor or engineer; (b) will be certified to Buyer and the Title Company; (c) will be sufficient for removal of the standard survey exception from the policy of title insurance to be issued pursuant to the Commitment; and (d) will be in form and content acceptable to Buyer, including delivery of a computer disk and will show all matters disclosed in the Commitment. If the Survey reveals encroachments on the Subject Property or that the improvements on the Subject Property encroach on the property of another, such encroachments will constitute a Title Defect as referenced in Section III.C above.

IV. REPRESENTATIONS AND WARRANTIES

IV.A Buyer. In addition to any other covenants, indemnities, warranties and representations made by Buyer herein, Buyer makes and agrees with Sellers to the following representations and warranties, all of which are made to the Actual Knowledge (defined in Section IV.D below) of Buyer, are true and correct as to the matters set forth therein as of the date hereof and unless otherwise disclosed to Sellers in writing will be true and correct on the Closing Date, and all of which will survive the Closing:

IV.A.1 **Authority.** As authorized by the Director of Planning, Land Management, and Community Enhancement (PLACE), and pursuant to the Buyer's Real Estate Policy (Blueprint Real Estate Policy 107), Buyer has the capacity, and will seek all requisite actions and approvals to fully authorize and empower Buyer, to consummate the transactions hereby. Buyer will furnish to Sellers and Escrow Agent any documents reasonably requested by Sellers or the Escrow Agent which evidence the capacity and authority of Buyer (and the signatories acting on behalf of Buyer) to consummate the transactions contemplated hereby.

IV.A.2 **No Conflict.** The authorization, execution and delivery of this Agreement and the consummation of the transactions contemplated hereby, will not, with or without the giving of notice or passage of time or both: (a) violate, conflict with or result in the breach of any terms or provisions of or require any notice, filing, registration or further consent, approval or authorization under: (i) the Operative Documents (defined in Section IV.D below) by which the Buyer is governed; or (ii) any statutes, laws, rules or regulations of any governmental body applicable to Buyer, or its properties or assets; or (iii) any judgment, decree, writ, injunction, order or award of any arbitrator, court or governmental authority binding upon Buyer or any of its

respective properties or assets; or (iv) any instrument or agreement to which Buyer or its properties may be bound or relating to or affecting all or any portion of the Property; or (b) result in any lien, claim, encumbrance or restriction on the proceeds of the sale of all or any portion of the Subject Property or on any of the respective properties or assets of Buyer.

IV.A.3 **Buyer's Due Diligence.** Buyer represents to Seller that Buyer will conduct prior to Closing, such investigations of the Property, including but not limited to the physical and environmental conditions of the Property, as Buyer deems necessary or desirable to satisfy itself as to the condition of the Property.

IV.B Seller. In addition to any other covenants, indemnities, warranties and representations made by Seller herein, Seller makes and agrees with Buyer to the following representations and warranties, all of which are true and correct as to the matters set forth therein as of the date hereof and unless otherwise disclosed in writing to Buyer will be true and correct on the Closing Date, and all of which will survive the Closing:

IV.B.1 **Authority.** Sellers have the capacity, and all requisite actions have been taken and approvals obtained by Sellers to fully authorize and empower Sellers, to execute this Agreement and consummate the transactions contemplated hereby. Sellers will furnish to Buyer any documents reasonably requested by Buyer which evidence the capacity and authority of Sellers (and the signatories acting on behalf of Sellers) to consummate the transactions contemplated hereby.

IV.B.2 **No Conflicts.** The authorization, execution and delivery of this Agreement will not, with or without the giving of notice or passage of time or both: (a) violate, conflict with or result in the breach of any terms or provisions of or require any notice, filing, registration or further consent, approval or authorization under: (i) the Operative Documents by which Sellers are governed; (ii) any statutes, laws, rules or regulations of any governmental body applicable to Sellers, or its properties or assets; or (iii) any judgment, decree, writ, injunction, order or award of any arbitrator, court or governmental authority binding upon Sellers or any of its respective properties or assets; or (iv) any instrument or agreement to which Sellers or its properties may be bound; or (b) result in any lien, claim, encumbrance or restriction on the Property or on any of the respective properties or assets of Sellers.

IV.B.3 **Pending Actions or Investigations.** Other than the **Formal Administration for Probate of the Estate of Willie A. Bennett, Sr.**, there are no actions, suits, proceedings, claims, orders, decrees or judgments affecting Sellers, its business, prospects or conditions (financial or otherwise), or the Subject Property, or any portion thereof, or relating to or arising out of the ownership, management, operation, use or occupancy of the Subject Property or any portion thereof which are pending or have been prosecuted for a period of thirty (30) days or more or, to the Actual Knowledge of Sellers are pending or have been prosecuted for less than thirty (30) days, in any court or by or before any federal, state, county or municipal department, commission, board, bureau or agency or other governmental instrumentality; and, to the Actual Knowledge of Sellers, no such actions, suits, proceedings, claims, orders, decrees or judgments have been threatened or asserted. Sellers are not a party to or subject to any judgment, writ, decree, injunction or order enjoining or restraining it from conducting any business in respect of the Subject Property, and, to the Actual Knowledge of Sellers, no such judgment, writ, decree, injunction or order has been threatened or asserted. There are no outstanding unpaid judgments against Sellers or the Subject Property, not previously disclosed by the Title Insurance Commitment.

IV.C Effect of Change in Representations. For the period from and including the Effective Date and through the Closing Date, each of Sellers and Buyer will be obligated to advise the other party, as applicable, of any change which renders any representation made by that party in this Agreement untrue or materially misleading. In the event that such notice is delivered from one party to the other, and if circumstances set forth in such notice materially and adversely affect the rights and obligations of the party receiving such notice, the party receiving such

notice will have the option, at its election, to terminate this Agreement. If so terminated by Buyer, the Deposit, if any, will be returned to Buyer in accordance with the terms herein. If the circumstances that render a representation untrue or materially misleading have resulted from the willful acts or gross negligence of the party which gave the representation, then in addition to the termination rights set forth in the previous sentence, the party that receives notice of such change of circumstances will have all rights available to it at law or in equity for a breach of this Agreement by the party that gave notice of such circumstances.

IV.D Actual Knowledge; Operative Documents. As used in this Section IV, the term Actual Knowledge will mean: (a) with respect to the Seller, the current actual knowledge, without independent investigation of the person or persons directly charged with the task of completing the acquisition of the Subject Property by and on behalf of the Seller and (b), with respect to the Buyer, the current actual knowledge of the person or persons directly charged with the task of completing the acquisition of the subject Property by and on behalf of the Seller and (b), with respect to the Buyer, the current actual knowledge of the person or persons directly charged with the management of the Subject Property by and on behalf of Buyer; and (c) the term Operative Documents will mean such documents as have been created, and are used in the governance of, the party to whom the term refers, and such documents will include, as applicable, articles or certificate of incorporation, bylaws, resolutions, partnership agreements, operating agreements, declaration of trust and such other documents as may have been utilized to form or govern such party.

V. INVESTIGATION PERIOD

V.A Term. The Investigation Period will commence on the Effective Date of this Agreement and will expire at 5:00 p.m. EST **thirty (30) days** thereafter. The expiration of the Investigative Period may be at an earlier date if mutually agreed upon in writing by Seller and Buyer.

V.B Documents Request. No later than five (5) days after Sellers' receipt of Buyer's written request, Sellers will deliver to Buyer any requested surveys, environmental studies, audits, notices of violation, and other such information in Sellers' possession. For each day beyond such time period in which the Sellers do not provide such documents, the Investigation Period will be extended for one (1) day.

V.C Right to Enter. During the term of the Investigation Period, Buyer will have the right to enter the Subject Property to conduct, at its sole cost and expense, analyses and tests including soil borings, environmental tests, and other such inspections and investigations of any and all aspects of the Subject Property deemed necessary in Buyer's sole discretion to determine if the Subject Property is satisfactory for Buyer's intended use and development. Sellers give Buyer and Buyer's agents, contractors, and assigns, the right to enter the Subject Property at any time during the Investigation Period for the purpose of conducting such inspections; provided, however, that Buyer, its agents, contractors, and assigns enter the Subject Property and conduct such inspections at their own risk.

V.D Right to Terminate. At any time prior to the expiration of the Investigation Period, if Buyer determines through its inspection that the Subject Property is not satisfactory for Buyer's intended use, then Buyer may terminate this Agreement upon delivery of written notice to Sellers, in which case Buyer will be entitled to a refund of any Deposit and any and all interest earned thereon.

VI. DEFAULT

VI.A Seller's Remedies. In the event of a default by Buyer, Sellers may waive Buyer's default and consummate the transaction with Buyer as contemplated herein. If Sellers do not choose to waive Buyer's default, Sellers will be entitled, as its sole remedy hereunder, to terminate this Agreement and retain any Deposit as liquidated damages, and neither Sellers nor any other person or party will have any claim for specific performance, damages or otherwise against Buyer.

VI.B Buyer's Remedies. In the event of a default by Sellers, Buyer may waive Sellers' default and consummate the transaction with Sellers as contemplated herein. If Buyer does not choose to waive Sellers' default, Buyer will be entitled to either obtain specific performance of the terms and conditions hereof or may terminate this Agreement by written notice delivered to Sellers at or prior to the Closing Date in which case Buyer will be entitled

to a refund of any Deposit, together with any and all interested earned thereon, and neither Buyer nor any other person or party will have any claim for specific performance, damages or otherwise against Sellers.

VII. ADDITIONAL PROVISIONS

VII.A Controlling Law. This Agreement will construed and enforced in accordance with the laws of the State of Florida. Venue for all purposes will be Leon County, Florida.

VII.B Cooperation. Sellers, if requested, and only in their capacity as owner of the Subject Property, will join in the execution of all permits, applications, and other written requests or reports, including, but not limited to, zoning or site plan approval applications, plats, easements, tax or parcel splits and any other documents necessary for the Approvals, at no cost to Sellers.

VII.C Casualty and Condemnation. If, prior to the Closing Date, Sellers receives notice that any casualty occurred on the Subject Property or any governmental authority intends to commence or has commenced proceedings for the taking of any portion of the Subject Property by the exercise of any power of condemnation or eminent domain, Sellers will send notice thereof to Buyer, which will include all pertinent information relating thereto. Buyer will have the right to terminate this Agreement and receive a refund of the Deposit by notifying Seller in writing within thirty (30) calendar days following the date Buyer receives notice of such occurrence. If Buyer elects not to terminate, Sellers will, at Closing, assign to Buyer the proceeds of the condemnation or insurance proceeds, as the case may be.

VII.D Brokers. Buyer and Sellers each represent and warrant to the other that they have not had any direct or indirect dealings with any real estate brokers, salesman or agents in connection with the Subject Property other than as provided in this Section VII.D.

VII.E Entire Agreement. This Agreement constitutes the entire agreement between the parties with respect to this transaction and supersedes all prior agreements, written or oral, between Sellers and Buyer relating to the subject matter hereof. Any modification or amendment to this Agreement will be effective only if in writing and executed by each of the parties.

VII.F Assignment. Neither Buyer nor Sellers may assign its rights and obligations under this Agreement without the prior written consent of the other party.

VII.G Notices. Any notice will be deemed duly delivered if personally delivered or if mailed by certified mail, return receipt requested, or if sent via "overnight" courier service, or via facsimile transmission, as follows:

If to Buyer:	Leon County – City of Tallahassee Blueprint Intergovernmental Agency Autumn Calder, Blueprint Director 315 S. Monroe St, Suite 450 Tallahassee, FL, 32301
With Copy to:	Leon County – City of Tallahassee Blueprint Intergovernmental Agency Susan Dawson, Blueprint Attorney 315 S. Monroe St, Suite 450 Tallahassee, FL, 32301

If to Sellers: Johnnie Mae Bennett C/O H.B. Stivers, Esq. 245 East Virginia Street Tallahassee, FL 32301

> Phyllis Bennett-Mobley, Personal Representative C/O David Switalski, Esq. 1018 Thomasville Rd., Ste. 111-A Tallahassee, Florida 32303

Either party may change the notice information pertaining to that party by giving written notice as provided in this Paragraph.

VII.H Binding. The terms hereof will be binding upon and will inure to the benefit of the parties hereto and their successors and assigns.

VII.I Paragraph Headings. The captions in this Agreement are inserted for convenience of reference and in no way define, describe or limit the scope or intent of the provisions of this Agreement.

VII.J Survival and Benefit. Except as otherwise expressly provided herein, each agreement, representation, or warranty made in this Agreement by or on behalf of either party, or in any instruments delivered pursuant hereto or in connection herewith, will survive the Closing and the consummation of the transaction provided for herein. The covenants, agreements and undertakings of each of the parties hereto are made solely for the benefit of, and may be relied on only by the other party hereto, its successors and assigns, and are not made for the benefit of, nor may they be relied upon, by any other person whatsoever.

VII.K Construction. This Agreement will not be construed more strictly against one party than against the other merely by virtue of the fact that it may have been prepared by counsel for one of the parties, it being recognized that both Buyer and Seller have contributed substantially and materially to the preparation and review of this Agreement.

VII.L Escrow. Buyer and Sellers authorize Mathews Law Firm, P.A., Tallahassee, Florida, to act as Escrow Agent to receive funds and other items and, subject to clearance, disburse them in accordance with the terms of this Agreement. Escrow Agent will deposit all funds received in an interest-bearing account with interest accruing to Buyer. If Escrow Agent receives conflicting demands or has a good faith doubt as to Escrow Agent's duties or liabilities under this Agreement, Escrow Agent may (a) hold the subject matter of the escrow until the parties mutually agree to its disbursement or until issuance of a court order or decision of arbitrator determining the parties' rights regarding the escrow or (b) deposit the subject matter of the escrow with the Clerk of the Court having jurisdiction over the dispute. Upon notifying the parties of such action, Escrow Agent will be released from all liability except for the duty to account for items previously delivered out of escrow. In any suit or arbitration in which Escrow Agent will recover reasonable attorney's fees and costs, which fees and costs will be paid from the escrowed funds or equivalent and charged and awarded as court or other costs in favor of the prevailing party. The parties agree that Escrow Agent will not be liable to any person for mis-delivery to Buyer or Sellers of escrowed items, unless the mis-delivery is due to Escrow Agent's willful breach of this Agreement or gross negligence.

VII.M No Waiver. Neither the failure of either party to exercise any power given such party hereunder or to insist upon strict compliance by the other party with its obligations hereunder, or by custom or practice of the parties at variance with the terms hereof will constitute a waiver of either party's right to demand exact compliance with the terms hereof.

VII.N Radon Gas and Property Tax Disclosure. Florida law requires the following disclosures: (a) Radon is a naturally occurring radioactive gas that, when it has accumulated in a building in sufficient quantities, may present health risks to persons who are exposed to it over time. Levels of radon that exceed federal and state guidelines have been found in buildings in Florida. Additional information regarding radon and radon testing may be obtained from your county public health unit, and (b) Buyer should not rely on Sellers' current property taxes as the amount of property taxes that Buyer may be obligated to pay in the year subsequent to purchase. A change of ownership or property improvements triggers reassessments of the property that could result in higher property taxes. If you have any questions concerning valuation, contact the county Property Appraiser's office for information.

VII.O Hazardous Substance. Sellers represents that Sellers have no knowledge of any toxic, petroleum, asbestos, or hazardous substances being stored, used, or otherwise released on the Subject Property. Buyer acknowledges that Buyer has the ability to audit the Subject Property during the Investigation Period and, in the event any such hazardous substances are found, that Buyer has the right to terminate this Agreement and receive a refund of the Deposit, if any, and any nonrefundable fee paid to Sellers hereunder, together with any and all interest earned thereon in accordance with the terms herein. Buyer's sole remedy for such hazardous substances found on the Subject Property will be the termination of the Agreement and a refund of the Deposit, if any, and any nonrefundable fee paid to Sellers hereunder, together with any nonrefundable fee paid to Sellers hereunder, together with any nonrefundable fee paid to Sellers hereunder, together with any nonrefundable fee paid to Sellers hereunder, together with any nonrefundable fee paid to Sellers hereunder, together with any and all interest earned thereon, unless Sellers have herein misrepresented Sellers' knowledge of same.

VII.P Further Assurances. Each party hereto will, from time to time, execute and deliver such further instruments as the other party or its counsel may reasonably request to effectuate the intent of this Agreement.

VII.Q Time Is of the Essence. Time is of the essence of this Agreement. If any date referenced herein falls on a Saturday, Sunday or legal holiday, then such date automatically is extended to the close of business on the next business day.

VII.R Demolition Responsibility. If Buyer demolishes the structure on the Subject Property, Buyer shall be responsible for Buyer's demolition and clean-up of demolition and construction activities that may impact contiguous property owners. Buyer will seek a temporary construction easement (TCE) from the property owners where appropriate, to complete the demolition and clean-up on the surrounding property that may be impacted.

THE REMAINDER OF THIS PAGE INTENTIONALLY LEFT BLANK SIGNATURE PAGE FOLLOWS

IN WITNESS WHEREOF, Sellers and Buyer hereby acknowledge that their signatures below constitute acceptance of this Agreement, effective upon the date which the last party executes this Agreement.

SELLER: Johnnie Mae Bennett

Signature

Date:

SELLER: Phyllis Bennett-Mobley, Personal Representative of the Estate of Willie A. Bennett, Sr.

Signature

Date: _____

BUYER: Leon County-City of Tallahassee Blueprint Intergovernmental Agency

Signature Benjamin H. Pingree, MPA, CEcD Director of PLACE

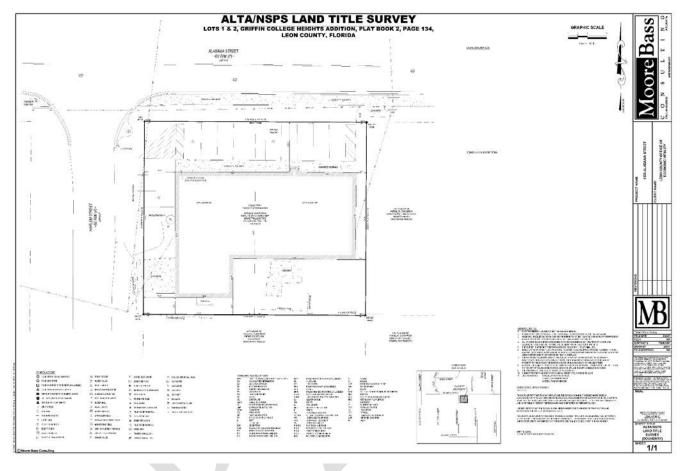
Date:

Approved as to Form: Blueprint Intergovernmental Agency

By:_____

Susan Dawson, Blueprint Attorney

Exhibit A Sketch and Legal Description



Legal Description:

Lots 1 & 2 Block M of Griffin College Heights Addition; in Section 26, Township 1 North, Range 1 West, Tallahassee; Leon County, Florida

Griffin Heights



NEIGHBORHOOD FIRST PLAN









Griffin Heights Don't move. Improve!

Table of Contents

A Letter from the Griffin Heights Community Action Team

Neighborhood Profile

2 Griffin Heights Neighborhood Association

3 Neighborhood First Planning Process

• Youth Engagement

5 Appendices

- Appendix A Action Items for Immediate Implementation
- Appendix B Implementation Plans



Greetings:

Our team is proud to present the Griffin Heights Neighborhood First Plan, which is a true labor of love, as we have worked hard to find real solutions to some of the challenges that Griffin Heights has faced for years. We are grateful to have had the opportunity to participate in the City's Neighborhood First planning process, which guided our residents and stakeholders through a dynamic process that led to the development of this plan, a document that outlines a pathway to economic and social improvement for the Griffin Heights community.

Our neighborhood is located in the zip code that has the highest rates of poverty in the state; many residents are challenged by issues such as unemployment and underemployment, food insecurity and health disparities. For more than a year, the Griffin Heights Community Action Team and key stakeholders worked to formulate strategies and action items to address issues and concerns such as crime, housing, zoning, economic development and food desert. These issues have colored the world of our residents, especially our most vulnerable residents and local business owners. Starting earnestly in 2019, we all rolled up our sleeves and began the Neighborhood First planning process to find ways to improve conditions and relationships in Griffin Heights.

We invite you to fast forward to today as we present this plan that reveals the first line of attack against the things that have threatened and diminished our neighborhood. No more. We are ready to tackle those issues head-on. We believe the Griffin Heights Neighborhood First Plan outlines strategies and action steps to better support our people and revitalize our neighborhood so that we all can thrive. Here then, the plan presents some of the first strategies and models of approach to the big picture that we trust will begin to move us forward. The Griffin Heights Community Action Team has worked in close partnership with the Griffin Heights Neighborhood Association, representatives from the City of Tallahassee, church and nonprofit leaders and a variety of other stakeholders to develop and refine this plan. We will continue these partnerships as we move forward to implement the plan.

We invite your participation, solicit your support and your spirit of positivity. Finally, we invite you to join us in "becoming a part of the change we want to see."

Don't Move. Improve!

Sincerely,

Griffin Heights Community Action Team September 2020



Griffin Heights Community Action Team Co-Chairs Allie Taylor-Grant and Rodney Landers.

Welcome To Griffin Heights NEIGHBORHOOD

in his state and the

Attachment 2 Page 6 of 100

1 Neighborhood Profile





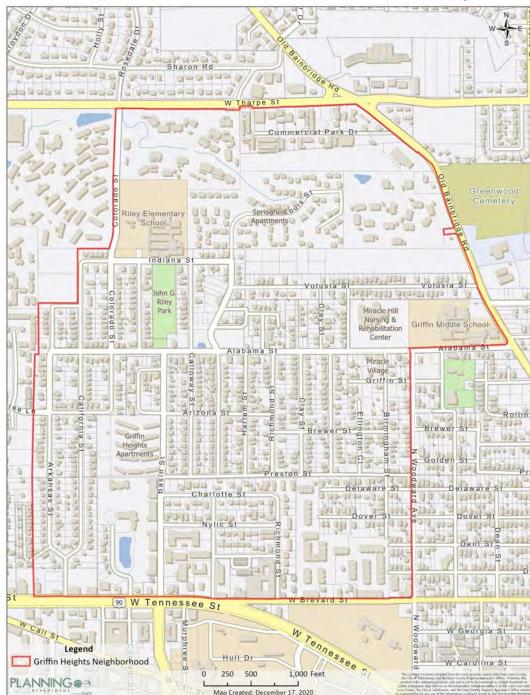
Location and Boundary

The Griffin Heights neighborhood is located northwest of downtown Tallahassee. It sits north of Florida State University and west of the Greater Frenchtown neighborhood. Over the past four to five decades, Griffin Heights has expanded from the core streets of Abraham and Birmingham and a few connecting streets. It now encompasses multiple new streets and dwellings, including the Griffin College Heights subdivision.

As outlined in the Griffin Heights Neighborhood Association bylaws, the current neighborhood boundaries include Tharpe Street to the north, Old Bainbridge Road and Woodward Avenue to the east, West Brevard Street and Tennessee Street to the south, and Colorado, California and Arkansas streets to the west.

Early plats of the east sections of the neighborhood are depicted in the images on the following page.

Many residents consider the historical neighborhood boundaries to be Volusia and Indiana streets to the north, parts of Old Bainbridge Road and Woodward Avenue to the east, Golden and Preston streets to the south and Arkansas Street to the west.





Top-left: Griffin College Heights subdivision, June 1930. Top-right: Griffin College Heights Addition, January 1946. Bottom-left: Spring Valley subdivision, May 1946. Bottom-right: Valley View subdivision, August 1945.

Neighborhood History

The genesis of the neighborhood can be traced to the creation of the community's first school. In 1901, the State Primitive Baptist Church Convention met in Tallahassee to plan for the provision of quality education for the state's black youth. In 1907, this vision became a reality when 21 acres of land located from the corner of Old Bainbridge Road west along Alabama Street to Birmingham Street was purchased. A year later, the State Primitive Baptist Church Convention opened the Griffin Normal and Industrial Institute for Negros at the intersection of Woodward Avenue and Alabama Street, which was between the neighborhoods of Springfield and Griffin Heights, just a stone's throw east of the present Miracle Hill Nursing and Rehabilitation Center on the corner of Alabama and Birmingham streets. The school was funded primarily by the community through fundraisers and served primary through 12th grades. It was named in honor of Reverend Henry Griffin, the first pastor of St. Mary Primitive Baptist Church #1, the first Primitive Baptist Church in the State of Florida (Perkins; Riley Archives, 2019). Local oral history suggests that the neighborhood derives the name Griffin from the school and Heights due to the school's original location on one of Tallahassee's highest hills (Delmas Barber, 2019). Plat maps (subdivision layout) indicate that the City of Tallahassee recognized Griffin College Heights as a platted subdivision within the City as early as 1930 (Leon County Clerk of Courts, 1930).

As the neighborhood grew, enrollment at the Griffin Normal and Industrial Institute increased. After World War II, the neighborhood continued to grow, providing homestead for post-war military families (Carrie Ross Sims, 2019). Non-military families also moved into the community, resulting in a wide array of professionals represented in the citizenry. Delmas Barber, who grew up in the neighborhood, commented, "Teachers lived next to domestic workers who had no education, and that's just the way it was." The wide mix of residents from different socio-economic levels within Griffin Heights occurred in part because of deeply rooted racial segregation, which limited neighborhood choices for African Americans. As families established themselves in the community, churches also moved into the community. During this time, the Griffin Chapel Primitive Baptist Church opened on the corner of Richmond Street and Arizona Street, under the leadership



Top: Griffin Middle School teachers who taught in the 1930s-1950s. Bottom (L-R): M.S. Lawrence, Beulah Gregory, Mr. Hall, and James "Cowboy" Lawrence, 1959. *State Archives of Florida photos.*





Page 11 of 100 of Rev. J.H. Hobbs, making it one of the first churches inside the neighborhood boundaries. Many of the other churches serving the community were located along the boundaries of the community, just outside the neighborhood.

In the early 1950s, Griffin School began to accept students from rural Leon County Schools after the consolidation of the school district. The District began providing Griffin School with funding totaling about \$50,000 a year to accommodate for these changes (Althemese Barnes, 2019). With the admission of students from rural areas to Griffin School, several staff from these schools were also transferred to teach at Griffin School, leading to an increased number of residents within the neighborhood. Soon, additional classroom space was needed to accommodate the growing student population, which led to the relocation of high school grades to Lincoln High School in Frenchtown. In 1955, Griffin Middle School opened at its current location on the corner of Old Bainbridge Road and Alabama Street for middle school students. The old, two-story, white masonry building that housed Griffin School was utilized for special programs for a few years afterward and was later demolished.

Desegregation was a primary influence for demographic changes that occurred in Griffin Heights and other African American neighborhoods in the 1960s. Nearby Lincoln High School in Frenchtown closed in 1967 due to desegregation, which weakened some longstanding community ties. Many African Americans were bussed to the previously all-white Leon High School while others went to Rickards High School. Following Lincoln High School's closure, however, rising Juniors and Seniors (the classes of '68 and '69) were allowed to graduate from the school through its temporary relocation at Griffin School, which was reconfigured into Lincoln-Griffin Middle High School. Afterward, Griffin School became a middle school exclusively. Simultaneously, some families began moving out of the area to live closer to the new schools, including African American teachers. These factors resulted in a slow racial mixing of neighborhoods. However, "when it came to integration, it was like the blacks had to go to the whites and not vice versa. You know they sent [children] to the white schools, you know they did not do it the other way," said Aronetta Clausell Frison.

Top: Griffin Junior High School basketball team, 1957. Bottom: Griffin Junior High School top spellers, 1961. *State Archives of Florida photos.*

Attachment 2

Attachment 2 Page 12 of 100

Past and Present Neighborhood Features/Assets

Some of Griffin Heights' strongest assets are centered on religious and educational institutions. As the community was built, many churches and schools served as gateways along the boundaries of the neighborhood. Though the neighborhood has since expanded outward, some of these institutions and others still play a vital role in the neighborhood as strongholds of community gathering, organization, and cohesion.

Churches

One church that was essential to the neighborhood's backbone opened its doors in 1958 when the Clausell family established the Calvary Baptist Church on Joe Louis Street. Reverend Aaron and Bernyce Clausell opened the church after several prayer group meetings took place in their home on Joe Louis Street. Calvary sat amid the neighborhood and "that church and Griffin Chapel were like the two beacon lights in [the] community for many years. They were meeting places for the neighborhood. There was a JRE Lee Park Choir for the kids. [They] would have giveaways and stuff in the yard, and everybody would flock, just flock from everywhere" (Frison, 2019).

Today, Griffin Heights is home to seven churches within the neighborhood boundaries and several others are located on its periphery. The churches within the neighborhood boundaries include Anderson Chapel AME, Griffin Chapel Primitive Baptist Church, Glorious Tabernacle Ministries, New Birth Tabernacle of Praise, St. James CME Church, New Hope Missionary Baptist Church and True Light Ministries in the former location of Calvary Baptist Church. The churches are community gathering spaces that often host neighborhood association meetings and weekend activities. Church leaders and members run food banks, community clean-ups, and other events to meet the needs of their neighbors.

Top: Griffin Chapel Primitive Baptist Church. Middle: A marker noting the founding of Calvary Baptist Church on the building that is now True Light Ministries of Jesus Christ. Bottom: Anderson Chapel AME Church.





Top-left: Euphonium players of the Griffin Middle School band, 1956. Top-right: Griffin Junior High School beauty queen (Althemese Pemberton Barnes) and court, 1957. Bottom-left: Children in class at Griffin Junior High School, 1960. Bottom-right: Skating during a party at Dade Street Recreation Center, 1966. *State Archives of Florida photos.*



Left: The new Dade Street Recreation Center, 1959. State Archives of Florida photo. Right: Robinson-Trueblood pool.

Historic Businesses

Although Griffin Heights is largely a residential neighborhood, it once was a host to several small groceries such as Hayward's and Davis' on Birmingham Street and Bennett's Store on Alabama Street. There were spaces for socializing such as Hawk's nightclub, a package store once owed by Sam Smith, one of Tallahassee's first African American plumbers, and a few other smaller businesses on Alabama Street. The grocery stores were "little mom and pop stores, where you'd go in to buy your popsicles and your lollipops and your 'two for a penny' cookies; they sold crackers and cookies and that kind of stuff (Delmas Barber, 2019)."

Aside from these stores, Griffin Heights relied heavily on the shopping centers, restaurants, and health services in nearby communities. Frenchtown served as a commercial center for Griffin Heights residents with businesses such as Ashmore's Drug Store, the Snack Bar teen center, barbershops, service stations, clothing stores, dry cleaners, a movie theater and other businesses located along corridors of Brevard Street in Springfield and Old Bainbridge Road. Other important commercial hubs for Griffin Heights residents included downtown Tallahassee and Tennessee Street. Due to its proximity to the neighborhood, children and families frequently walked to Jitney Jungle on Tharpe Street, a chain grocery store, and a gas station on the corner of West Tennessee Street and Basin Street. Other businesses engaged in segregated practices thus limiting access to African Americans until well into the 1960s.

Community Centers and Parks

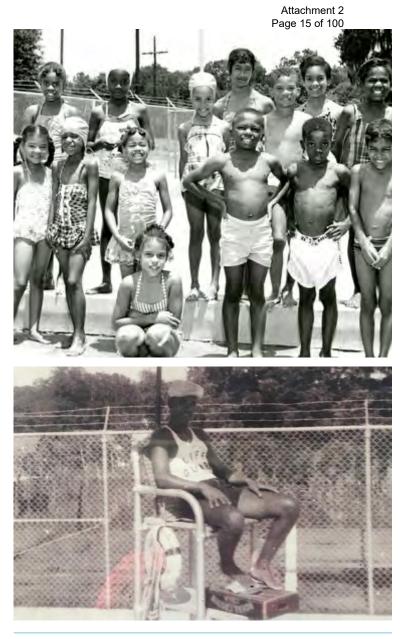
Since the 1950s, Robinson-Trueblood Pool and Lawrence-Gregory Community Center at Dade Street (formerly Dade Street Community Center) have been vital community hubs for Griffin Heights, Springfield, and Frenchtown. Robinson-Trueblood was the first pool in Tallahassee where African Americans could swim; other public pools were still segregated at this time. Other important functions, such as baptism ceremonies for local churches, and community events, including an annual beauty contest, swimming and diving competitions and weekend swim meets, were held at the pool and enjoyed by families. Because of a reconfiguration of the pool design, it is no longer useable for diving and swim meets, but remains a place for neighborhood families to swim and recreate.

Six years later, adjacent to the pool, the Dade Street Community Center (now known as the Lawrence-Gregory Community Center at Dade Street) opened as the first community center accessible to African Americans in Tallahassee. Since opening in 1959, the Lawrence-Gregory Community Center has offered skate nights, tournaments, craft shows, summer camps, tutoring, and other activities.

Dade Street Community Center was opened before community centers such as LeVerne F. Payne, Jake Gaither, and Walker-Ford were opened in other neighborhoods across the city, and all were originally built as segregated facilities. Despite this expansion of community spaces, the lack of gym space in the other community centers limit their activities, making Dade Street Community Center a longstanding sports hub for African Americans from all parts of the city and county.

"Griffin Heights, Springfield, and Frenchtown were separate communities, but Dade Street Community Center and Robinson-Trueblood Swimming Pool were the hub. This is where everyone from the African American community came to from across the city. This is where everyone was together."

– Delmas Barber



Top: Group portrait of swim class at the Robinson-Trueblood swimming pool, 1950. *State Archives of Florida photo.* Bottom: Lifeguard at Robinson-Trueblood pool, Delmas Barber. *Photo supplied by Lawrence-Gregory Community Center.*

Another key community asset is John G. Riley Park, located on 4.8 acres on Indiana Street across from John G. Riley Elementary School. The Howell Wadsworth family donated the land to the City for the park. When the park opened in 1985, Reverend James Austin of Griffin Heights Primitive Baptist Church said, "It means so much to us because we have people who are not able to travel to other parks and it will be an answer to some of our problems." Since its opening, the park has undergone improvements, such as the addition of nature trails, picnic facilities, and educational foliage identification signs.

The Springfield Apartment Complex Community Center opened on October 24, 2007. A partnership between the Tallahassee Housing Authority, the City of Tallahassee Parks and Recreation Department and Leon County Schools primarily funded this facility. Over the years, the community center has provided tutoring, educational programs, and recreational classes.

The DREAMS Center opened in 2017 to expand educational opportunities to students and young adults in the Greater Frenchtown and Griffin Heights neighborhoods. Pastor Rudy Ferguson Sr. opened the center in part as a response to a lack of leadership opportunities for young people within the community. The center is part of his nonprofit, The Frontline Project Inc. The organization and center offer GED programs, mentoring, arts, and more to help students identify and reach their dreams by establishing goals.

Senior Services

Two unique facilities in the neighborhood are Miracle Village Apartments and Miracle Hill Nursing and Rehabilitation Center, which serve many of the elderly in the community, as well as diverse clients/patients from across the community and region. Miracle Village Apartments, a housing center for fixed income senior citizens, opened at 1208 Birmingham Street in 2007. Both facilities are sponsored and operated under the auspices of the Florida State Primitive Baptist Convention Inc. The Convention received funding from the U.S. Department of Housing and Urban Development to construct both facilities. Attachment 2 Page 16 of 100



Top: Riley Park. Bottom: Miracle Hill Nursing and Rehabilitation Center.

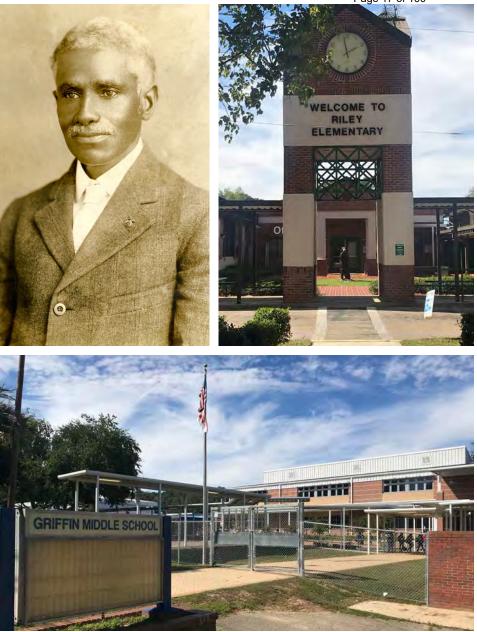
Attachment 2 Page 17 of 100

Schools

Education is an essential part of the Griffin Heights community, as the neighborhood's creation has its roots in the establishment of Griffin Normal and Industrial Institute for Negros in 1907. Over the decades, the school's name has evolved and its location has changed, but the pride associated with the school remains strong. Griffin Normative is now Griffin Middle School, which currently offers an Information Technology Magnet Program and shadowing opportunities and is a hub of neighborhood athletic events.

John G. Riley Elementary School is also located in Griffin Heights and is situated directly across from Riley Park on Indiana Street. Riley Elementary School opened in 1951 as Northwest School for Negroes and was renamed in 1954 after John Gilmore Riley. John G. Riley was born into slavery in Leon County in 1857. After slavery, he pursued a career in education, went on to become a prominent African American educator in Leon County and served as the principal of Lincoln Academy from 1893 to 1926. Riley Elementary School was integrated in 1968. In addition to neighborhood youth, the school served students from areas now zoned for Astoria Park and Springwood Elementary Schools, before these two schools opened in 1969 and 1987 respectively.

Another essential school for the neighborhood is Godby High School, located just outside the neighborhood boundaries on the corner of West Tharpe Street and Ocala Road. The school opened as a junior high school serving grades 7 and 8 in 1966, but soon added grades 9-11 in 1968, becoming Godby Junior-Senior High School before operating solely as a high school. Godby High School offers three academies, which include Information Technology, Engineering, and Aviation. The African American citizens had hoped and advocated for this school to be named Lincoln High School as a replacement for the closing of the original Lincoln High School. The district administration and School Board, however, decided to name it for a long-serving Superintendent, Amos P. Godby.



Top-left: Portrait of John Gilmore Riley, circa 1900, *State Archives of Florida photo.* Top-right: Riley Elementary. Bottom: Griffin Middle School.

Demographics

As with many of Tallahassee's early neighborhoods, Griffin Heights has seen significant changes over the years. In 2018, the estimated population was 5,478, representing a population increase of more than 13 percent since 2000. There were 2,221 households in the neighborhood in 2018 with an average household size of 2.24 people and a median household income of \$24,959. The median age in Griffin Heights is 23.8 years old. 16.1 percent of the population is under 18 years old. 41.7 percent of the population is between 18 and 24; this is a relatively high percentage and may be attributed to the student housing complexes distributed throughout the neighborhood.

Residents of Griffin Heights are predominately African American (68.2 percent) with smaller percentages of Caucasian (23.9 percent), and Hispanic (6.9 percent) residents. Educational attainment in the community is diverse, as 22.4 percent of the population have a bachelor's degree or higher while





Scenes from the 2019 Griffin Heights Community Day & Public Safety Fair.

Attachment 2 Page 19 of 100

20.6 percent have not obtained a high school diploma or equivalent. Most Griffin Heights residents hold white-collar jobs (54 percent), followed by jobs in the service industry (30.4 percent), and blue-collar jobs (15.6 percent). In 2018, the unemployment rate was 10 percent, which is high compared to the City of Tallahassee's total unemployment rate of 3.5 percent. Appendix C contains additional neighborhood demographic data.

Despite neighborhood growth, home ownership has decreased over the last several years. Of the 2,591 housing units in the neighborhood, only 377 (14.6 percent) are owner occupied housing units, which is about 4 percent less than in 2010 (ACS, 2018). Renter occupied housing units make up 71.2 percent, and the remaining 14.3 percent are vacant.

The low owner-occupied housing percentages may be misleading due to the presence of large student housing apartment complexes in the neighborhood. Instead of looking at all the housing units in the neighborhood, it may be more useful to observe the residential lots. In this case, a singlefamily home and a 100-unit apartment complex each sit on a single lot. Of the residential lots in the neighborhood, over 80 percent are single family detached homes. Duplexes are the next most common type at seven percent.

MEDIAN AGE.

23.8

POPULATION:

5,478

Lot Housing Type	Number of Lots	Percentage of Type
Condo	34	4%
Duplex	56	7%
Multifamily Under 10 Units	5	1%
Multifamily Over 10 Units	12	1%
Quadplex	27	3%
Single Family Detached	687	81%
Misc. Non-Single Family Detached	6	1%
Triplex	16	2%
Townhome	2	0%

This data was collected from the Leon County Property Appraiser and documents each property individually, unlike the American Community Survey that must rely on estimates. The Property Appraiser data also provides those lots that have taken a property tax exemption for Homestead Property. This is a Florida law that allows property owners to reduce their property tax burden for their permanent residence. This can be used as a proxy for owner occupied housing. Of the 687 single family detached home properties in Griffin Heights, 295 (43 percent) have claimed the Homestead tax exemption.

Total Homesteaded Properties	302
Single Family Homesteaded Properties	295
Total (Non-Vacant) Residential Properties	845
Total Single Family Detached	687
Percent of Homesteaded Residential Prop.	36%
Percent of Homesteaded Single Family	43%

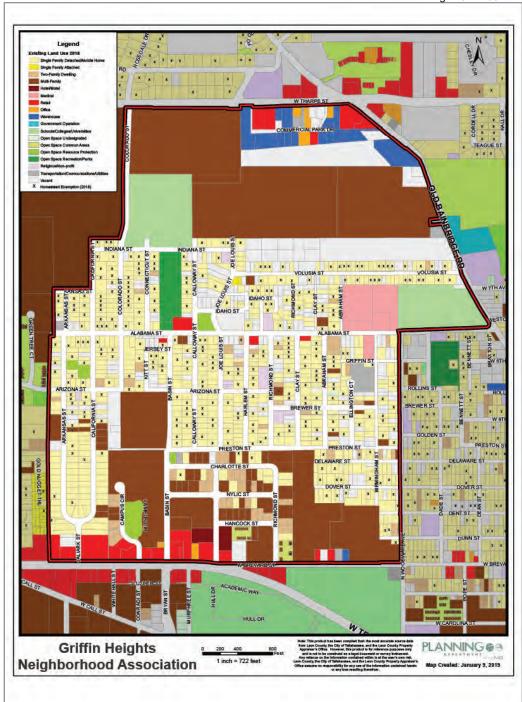
MEDIAN INCOME.

\$24,959

Land Use & Zoning

The Griffin Heights neighborhood is comprised of 629 acres. On the southern border along Tennessee Street, there is retail and high-density, multi-family housing. Many of these businesses cater to students and are distinct from the other commercial uses within the neighborhood, which occur predominantly along Alabama Street. North of Preston Street, there are fewer multi-family units, as the neighborhood becomes mostly single-family detached housing. Mixed among these single-family homes are multiple churches, two schools. and two senior living facilities. In the neighborhood, approximately 122 acres are devoted to single-family residences and 141 acres to multifamily residences. Two large apartment complexes housing younger families are interspersed within the core of the neighborhood. The Springfield Apartments, owned and operated by the Tallahassee Housing Authority, is located on Joe Louis Street, and the Griffin Heights Apartments is a privately-owned complex on Basin Street. The northernmost section of the neighborhood is a section of retail locations and warehouses along Tharpe Street.

There is a wide range of zoning designations within Griffin Heights. The highest density is Central Urban 45 along the southern border of the neighborhood. Most of the neighborhood is zoned as Residential Preservation 2 (RP-2), which is low-density residential development that allows for up to six dwelling units per acre and is characterized by homogeneous residential areas that are primarily accessed by local streets. There are some small commercial establishments within the RP-2, which are currently nonconforming uses. Other permitted uses in this zone include passive recreation, active recreation, community services, and light infrastructure.



Right: Land Use Map.

Notable Neighbors

On Feb. 29, 2020, the Griffin Heights Neighborhood Association hosted its first Neighborhood Heritage Celebration. The event, which the association hopes to make a recurring event, celebrated eight community members that had an influential role in shaping the neighborhood. Those that were honored include:

Rev. John Hobbs was the first pastor of Griffin Chapel Primitive Baptist Church, located on corner of Richmond and Arizona Streets. Many community members still remember the muchanticipated annual revivals held by Rev. Hobbs at Griffin Chapel. The whole neighborhood would make ready for the one week of prayer service and another week of preaching service. After church dismissal each night, residents would sing songs through the streets house to house, and neighbors would stand to their doors to cheer them on. Rev. Hobbs, who lived on Birmingham Street, will be remembered as "The Revival Preacher." Page 21 of 100 Rev. James Austin was the successor to Rev. John Hobbs, pastoring Griffin Chapel after Rev. Hobbs' passing. Rev. Austin was an active advocate for racial equality and other issues affecting the neighborhood. He served as the first president of the neighborhood association and attended many city and county meetings to speak for the neighborhood.

Reverends J. Aaron & Bernyce Clausell organized the Calvary Baptist Church, located on corner of Joe Louis and Arizona in 1958. The church was erected with their personal funds after several months of holding prayer meetings in their home. The Clausells were known as "the community pastors" because they attended to the needs of everyone, whether they were members of Calvary church or not. In the late 50's, Rev. Bernyce Clausell organized a youth singing group called the JRE Lee singers and a neighborhood Girl Scout troop. The Clausells were famous for driving around each Sunday, picking up children for Sunday School and church.



Top: Neighborhood Heritage Celebration event, February 2020. Bottom: Event honorees: Rev. James Austin, Elder John Hobbs, Elder Amanda Kimble.

Attachment 2

Mother Lubennie Barber-Glenn would take in neighborhood youth who needed a home and be a mother to them. She would always have a plate of food for anyone passing by who was hungry. She always had an encouraging word and helped make people in despair feel hopeful. One could always count on getting a hug and a smile, in addition to a plate of food and a place to stay.

Rev. Clinton Smith was the neighborhood plumber, and the longstanding pastor of the Greater Mt. Zion Church on Saxon St. in the Greater Bond neighborhood. He was moderator of the Old West Primitive Baptist Association and served for many years. He worked alongside Rev. James Austin in breaking ground for a building. Rev. Smith is now retired living at home with his family.

Rev. Amanda Kimble was the pastor of Mt. Sinai Prayer Temple located in the middle of the 1100 block of Harlem St. Rev. Kimble's church was very musical and included a girls' singing group called The Kimbletts, made up of her children and grandchildren. Rev. Kimble was a mentor to many in the neighborhood.

Elder Vivian Clark was affiliated with Elder Kimble's church, Mt. Sinai, but later started her own church located on California street. She was the musician for Mt. Sinai and her rhythmic piano music resounded many feet outside of the church. Elder Clark was a great counselor to young women in the neighborhood.

A sample of other notable neighbors that will surely be considered for future neighborhood heritage celebrations include:

Judge Barbara Hobbs, who grew up on Preston street, was elected as a judge with the Second Judicial Circuit Court of Florida's in 2012. She has been a practicing attorney for 30 years and a member of the Florida Bar since 1982.

Althemese Barnes, Founding Director and current Operations Manager of the John G. Riley Center & Museum, grew up on Volusia Street, and has been instrumental in preserving the



Top: Event honorees: Reverends James Aaron and Bernyce Clausell. Bottom: Event honorees: Elder Clinton Smith, Elder Vivian Clark, Mother Lubennie Barber-Glenn.

history of Griffin Heights and other historically African American Tallahassee neighborhoods. She also had a longstanding career as choral director at Lincoln High School.

Obadiah Sims was the neighborhood mailman for many years. He lived on Joe Louis St. and was a friend to every neighbor.

Willie and Johnnie Mae Bennett were storeowners in the neighborhood. The Bennett Store became a social gathering place and remains a favorite sitting place even though the store is now closed.

Lanetra Bennett, a reporter for WCTV, grew up in the neighborhood on Colorado Street.

Rev. Greg James grew up on Abraham Street. He is a tireless advocate for citizens returning from incarceration and formed the nonprofit Reclaiming the Land, Inc. to provide services to that population.

Charlie and Elizabeth Dobbins ran the Super X Food Market on Virginia Street in Frenchtown. They served many residents from Griffin Heights, offering delivery to neighborhood homes and extending credit until residents received their paychecks.

Thomas and Barbara Rollins owned several properties in the neighborhood that they rented out at affordable prices. They also owned a service station that catered to many neighborhood residents.

Relationship with Adjacent Neighborhoods

Griffin Heights is near several historic African American neighborhoods in central Tallahassee and has always had important educational, social, religious, economic and social connections with these neighborhoods. This crossneighborhood connectivity was essential since these nearby neighborhoods provided for a vast network of resources that were important to survival during the times of racial



Charlie Dobbins and family.

segregation. These neighborhoods—Springfield, Goodbread, Crowder Quarters, the Gibbs and Kershaw Subdivisions, and Griffin Heights—were racially segregated even after the Brown vs. the Board of Education United States Supreme Court decision and the passage of the Civil Rights Act of 1964.

During its most thriving and populated days after the Civil War and through the Civil Rights, Jim Crow and Black Codes eras, these communities stuck together. Neighborhood bonds resulted in wholesome and functional educational, religious and economic centers at a time when other parts of Tallahassee, its institutions, governance and people were inaccessible to African Americans due to racial discrimination.

1824-

Leon County is created by the Territorial Legislature with Tallahassee as the County seat and Capital of the Territory.

1845-

Florida becomes the 27th State.



1908-

1930-

year.

The Griffin Normal and Industrial Institute for Negros opens at the intersection of Woodward Avenue and Alabama Street.

Griffin Heights recognized

as an area within the City of Tallahassee no later than this

1958-

Calvary Baptist Church opens.

1953-

Robinson-Trueblood Pool opens.



Dade Street Community Center opens (now known as Lawrence-Gregory Community Center at Dade Street).

Attachment 2 Page 24 of 100





GRIFFIN HEIGHTS TIMELINE

1901-	POST WWII-	1955-	1964-
State Primitive Baptist Church Convention (SPBCC) meets to set goals for improving education for the state's black youth.	The neighborhood sees fast growth.	Griffin Middle School opens its doors at its current location.	The Civil Rights Act passes.
	EARLY 1950'S-		1966-
1907-	Leon County Schools consolidates.	ELEM NTARY	Godby High School opens as a junior high and then becomes a high school in 1968.
SPBCC purchases 21 acres of land from the corner of Old Bainbridge Road west along Alabama Street to Birmingham Street.	1951-		1900.
	Riley Elementary School opens	A GO ONLY GO ONCE AND A	1967-
	as Northwest School. It is renamed after John. G. Riley in 1954.		Lincoln High School closes.

Neighborhood First Plan

Attachment 2		
Page 25 of 100		

1968-	1993-	2007-	2017-
Miracle Hill Nursing & Rehabilitation Center is founded.	Springfield Neighbors Against Drugs (SNAD) organizes to address crime and drug activity.	Springfield Apartments Community Center opens.	The DREAMS Center opens.
1971-		2012-	CENTER ID
Griffin Heights Apartments	EARLY 1990'S-	Allie Taylor-Grant becomes the	na naokinat Paojici tac.
is built.	Griffin Heights Neighborhood	president of the neighborhood	2019-
1973-	Association (GHNA) forms, with Rev. James Austin serving as president.	association.	The Neighborhood First planning process kicks off.
Springfield Apartments is built.	The Griffin Heights Neighborhood Association		

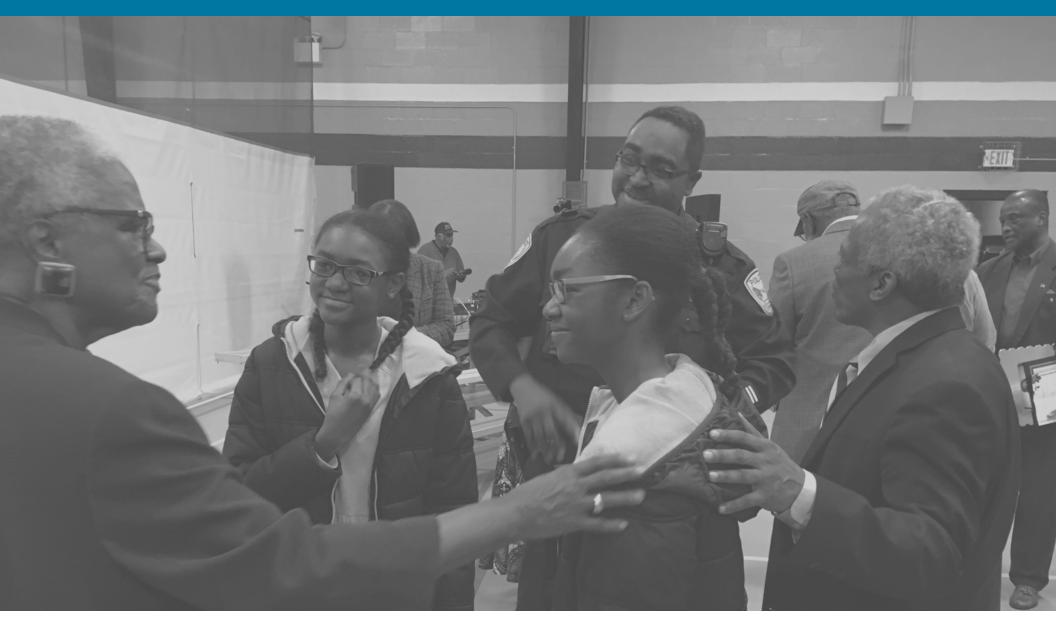
GRIFFIN HEIGHTS TIMELINE

1970'S-80'S-	2001-	2014-	
Original homeowners begin to move out.	Miracle Village Apartments is built.	Griffin Heights with the "Neighborhood of the Year" award from the City of	
1985-	2004-	Tallahassee.	2020- K. Lennorris
Riley Park opens.	Rodney Floyd assumes leadership of the neighborhood association.	City of Tallahassee	Barber becomes the president of the neighborhood association.
JOHN G RILEY PARK	JOHN G RILEY PARK CITY OF TALLAHASSEE PARKS & RECREATION CITY OF TALLAHASSEE PARKS & RECREATION	NEIGHBORHOOD OF THE YEAR	2020-
PARKS & RECREATION			The Griffin Heights Neighborhood First Plan is adopted by GHNA.

and the second sec

2 Griffin Heights Neighborhood Association

Attachment 2 Page 26 of 100





Early Leaders

The Griffin Heights Neighborhood Association formed in the early 1990s, with Revered James Austin presiding as its first president. Rev. Austin, who was the pastor of Griffin Chapel and St. Matthew Primitive Baptist churches, was instrumental in helping to organize the community through the creation of a crime watch and other community events. Crime watch and neighborhood association meetings were held at both Calvary Baptist Church and Griffin Chapel Primitive Baptist Church.

After Rev. Austin's passing in 2004, Rodney Floyd assumed leadership of the association with Allie Taylor-Grant serving as the Vice President. Mr. Floyd was an active advocate for the neighborhood until he passed away in 2012. Allie Taylor-Grant then took on the role of President and passionately led the organization until early 2020 when she stepped down from the position to encourage new leadership.

The neighborhood association served as the catalyst for numerous community improvements and the creation of several annual community events, including a back-to-school drive and giveaway, fundraisers, and the Griffin Heights Community Day. The organization currently meets monthly and is actively looking to expand its membership. It has an active partnership with the Tallahassee Police Department for its crime watch/crime prevention efforts and proactively connects with other City departments to address community issues. In 2014, Griffin Heights was awarded the "Neighborhood of the Year" award by the City of Tallahassee.

Elections were held in February 2020 and the current Board of Officers includes K. Lennorris Barber (President), Allie Taylor-Grant (1st Vice President), Vivian Evans (2nd Vice President), Gladys Jackson (Secretary/Treasurer), and Dorothy Barnes (Assistant Secretary/Treasurer).



The Griffin Heights Neighborhood Association



Griffin Heights Neighborhood Association 2020 officers. From left to right: Dorothy Barnes, Gladys Jackson, K. Lennorris Barber, Allie Taylor-Grant, Vivian Evans.

Neighborhood Activism

Griffin Heights residents have a long history of improving their community and creating opportunities for neighbors. The spirit of activism and hope to create a vibrant and thriving community can be seen through initiatives over the years. As original owners began to move out of the neighborhood in the 1970s and 1980s, more apartment complexes were built, and traditional community ties did not exist as they once had. These factors led to increased crime and safety concerns within the community. People within the community worked alongside local law enforcement to address and respond to the crime happening within the community, a work still in progress.

In 1993, a group of seven mothers from the Springfield Apartments organized a group known as Springfield Neighbors Against Drugs (SNAD). SNAD attempted to diplomatically confront drug dealers, then consumers. This group was born out of the U.S. Justice Department's "Weed & Seed" Program, which was created to identify and eliminate drug dealers. As the women rallied together to fight back against crime and drugs in Griffin Heights, they worked closely with law enforcement to apprehend dealers, identify drug houses, and testify in court. Their activism started after observing drug deals and experiencing bullets penetrating their front doors, which prompted their need to act. At first, their attempts to fight crime were met with puzzled looks, but they continued to move forward.

The "Springfield 7" were praised by Sergeant Maurice Laws of the Tallahassee Police Department, who worked with the group and said, "Without these women...it (reducing crime and drugs in the neighborhood) would not have worked. They represent community involvement at its best." SNAD was instrumental in introducing the scouting program, bringing the Boys and Girls Club to the neighborhood, and establishing a drug outreach ministry.

Attachment 2 Page 29 of 100

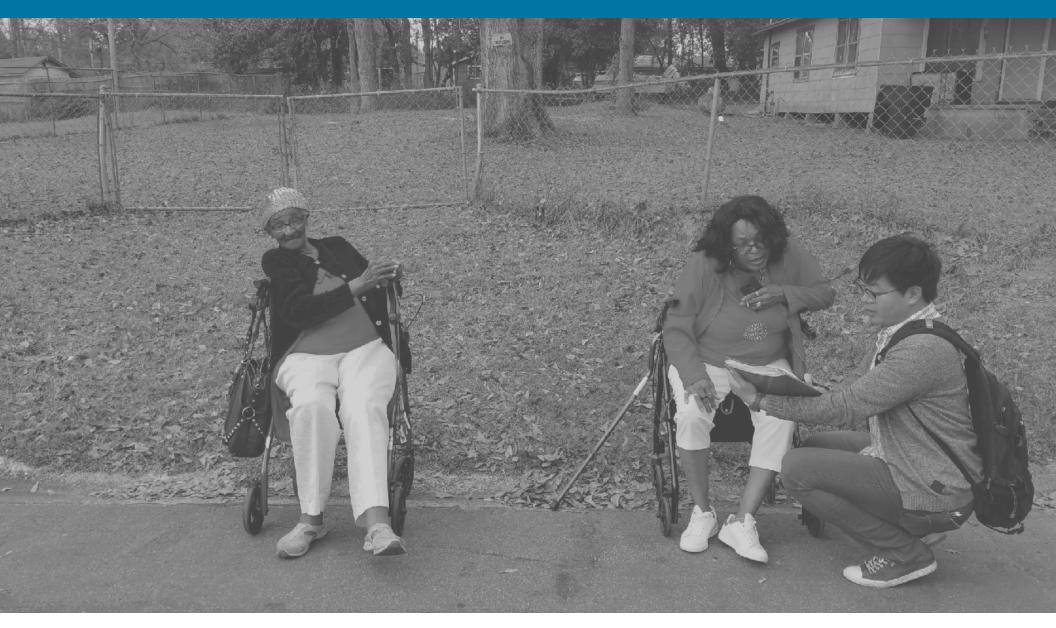
In more recent years, residents have joined together to vocalize concern over housing and overall planning practices in the neighborhood. In 2006, a developer proposed building 22 quality affordable housing units at the corner of Alabama Street and Joe Louis Street. Residents agreed new development was needed at this location, but they had reservations that the homes would be too close together. Allie Taylor-Grant, Griffin Heights Neighborhood Association past president and then vice-president, said, "We welcome development if it clears out some of the area and lessens the crime—yes. At the same time, we wish [they] were [using] a design that was more suitable with what is already here." Thus far, no development has occurred on this property within the neighborhood.

Today, citizens continue to work hard to enhance the quality of life in Griffin Heights. The commitment and creativity of the residents is the driving force behind the Neighborhood First planning process and will be a key asset as the plan is implemented.





3 Neighborhood First Planning Process





Introduction

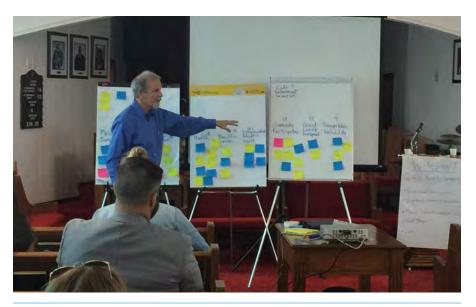
Neighborhood First is a resident-driven planning process. It is designed to assist neighborhoods that are participating in the Neighborhood Public Safety Initiative (NPSI) with developing an action plan to address community priorities. NPSI, a citizen-based initiative of the local Public Safety Collective (Collective), seeks to address public safety by focusing on crime prevention and education, community beautification, and community empowerment and volunteerism. The Collective's current members include the Tallahassee Police Department, the Leon County Sheriff's Office, FSU Police Department, FAMU Police Department, TCC Police Department, the State Attorney's Office, the U.S. Attorney's Office, Capitol Police, Big Bend Crime Stoppers, and the Tallahassee Fire Department. The Neighborhood First planning structure includes the creation of a Community Action Team (CAT), which guides the overall planning process. The CAT is intended to be representative of the community and includes residents, faith leaders, nonprofit partners and other stakeholders. The CAT also advises on the work of smaller teams, which meet approximately every month to identify strategies to address each neighborhood priority area.

Community Engagement

In August 2017, the Collective launched NPSI in the Griffin Heights and Frenchtown neighborhoods. A "Walk a Block" neighborhood assessment was conducted in October of that year to identify neighborhood assets, opportunities for community beautification and infrastructure in need of repair. Over 100 volunteers assisted with this event. A Neighborhood Blitz was then held in January 2018 to mobilize City departments and address identified beautification and infrastructure issues.

In fall 2018, graduate students from the Florida State University Department of Urban and Regional Planning (FSU DURP) began to interview Griffin Heights residents to document perceptions about neighborhood assets and challenges. In January 2019, a community meeting was held to kick off the Neighborhood First planning process and gather feedback on community priorities. The City of Tallahassee's Neighborhood Affairs Division collaborated with the FSU DURP to develop a survey for the Neighborhood First process. The survey asked 16 questions to gather information about life experiences in Griffin Heights and concerns about neighborhood issues, including possible solutions to address those issues. Surveys were distributed via email, churches, door-to-door canvassing and at neighborhood meetings, resulting in 220 responses. Input gathered from the surveys was used to guide the planning process and can be found throughout the plan.

Special focus was placed on gathering input from young people in the community. In April 2019, graduate students from FSU DURP hosted a youth engagement event to gather feedback on what changes young people want to see in the neighborhood. Additionally, interns from the Florida A&M University Department of Social Work hosted several sessions during fall 2019 with youth at Griffin Middle School, Griffin Heights Apartments and the Lawrence-Gregory Community Center.



FSU professor Tom Taylor at the January 2019 kickoff meeting.

Attachment 2 Page 33 of 100

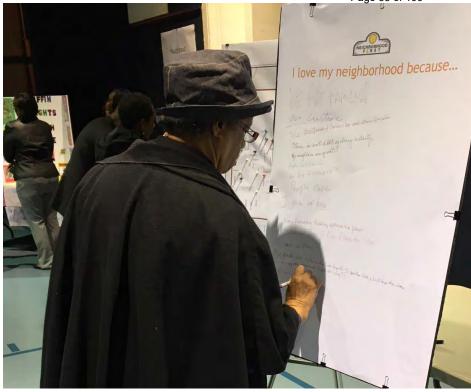
Plan Development

In early 2019, resident leaders were identified to serve on the CAT, and four neighborhood priorities were identified: Economic Development and Resident Empowerment; Neighborhood Safety and Crime Prevention; Neighborhood Infrastructure and Land Use; and Community Beautification.

These priority areas became the basis for the planning work that was conducted by two sub-committees. The "People" Committee worked to develop strategies and action steps related to the Economic Development and Resident Empowerment and Neighborhood Safety and Crime Prevention priority areas, and the "Places" Committee focused on the Neighborhood Infrastructure and Land Use and Community Beautification priority areas. These committees were comprised of residents, other stakeholders and community partners. They met approximately once per month from February to November 2019. Each committee had two or three co-chairs that reported progress to the CAT. The CAT provided guidance to the committees and served as the final reviewers of the draft plan.

Throughout the entire planning process, updates were provided to the Griffin Heights Neighborhood Association at its monthly meetings. Many neighborhood association members also served on the planning committees.

The draft plan was presented to the community at the Griffin Heights Neighborhood Open House on November 12, 2019. There, residents had the opportunity to provide feedback and new ideas. Additional feedback was solicited online in December 2019.



Aaronetta Clausell Frison gives input at the Neighborhood Open House.

Top 4 most important neighborhood improvements:

- Clean up litter and illegal dumping sites
- Decrease neighborhood crime
- Revitalize homes and affordable housing
- Improve streets and sidewalks
- Responses from FSU Community Survey (Spring 2019)

Attachment 2 Page 34 of 100

Plan Adoption

The Griffin Heights Neighborhood Association adopted this plan on October 12, 2020. In the coming months, the Griffin Heights Neighborhood Plan will be presented to the Tallahassee City Commission for adoption. The City's Neighborhood Affairs Division and the Griffin Heights Community Action Team will seek funding from the City Commission and other community organizations for implementation of the plan.

Plan Implementation

The Community Action Team prioritized every plan action item into three categories: Low-hanging Fruit, Short-term and Intermediate. Action items that have been identified as ready for immediate implementation (aka "Low-hanging fruit") are denoted in the plan wit a icon and are also gathered in one document (see Appendix A). Three issue-focused implementation plans were derived from the overall Griffin Heights Neighborhood First Plan. These plans (see Appendix B) group together action items from multiple priority areas that fall under a major subject area. The Community Action Team will meet regularly to guide implementation and will periodically assess the plan for opportunities to add new ideas and reprioritize projects.

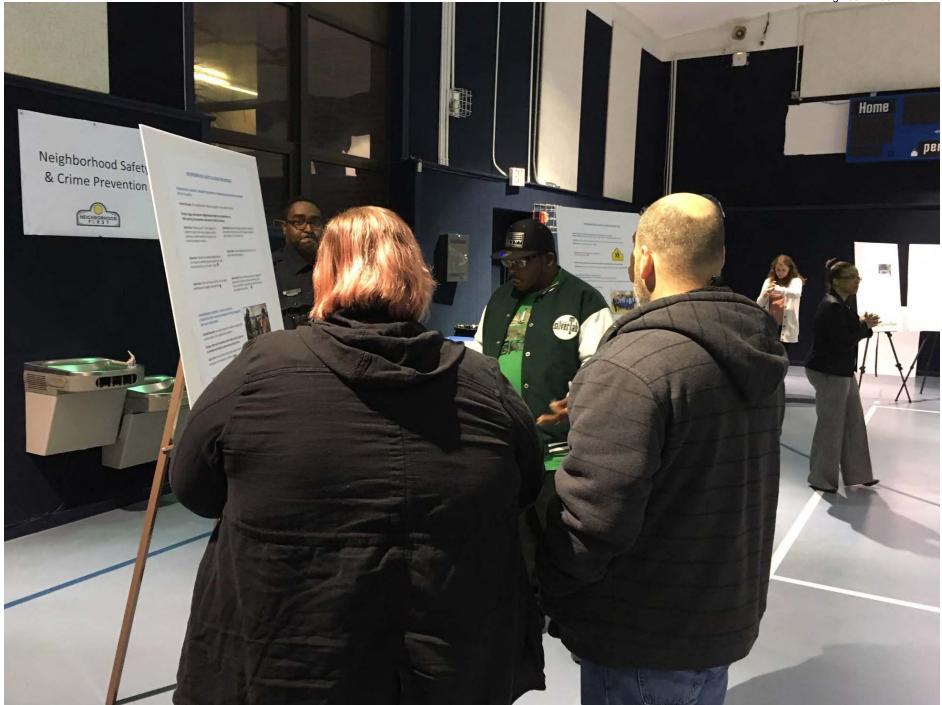




Action Items



Action items ready for immediate implementation are denoted in the plan with an apple icon. Top: A Places Committee meeting. Bottom: Top row, left to right: K. Lennorris Barber, Griffin Heights Neighborhood Association President; Allie Taylor-Grant Griffin Heights Neighborhood Association Vice-President and Community Action Team Co-Chair; Rodney Landers, Community Action Team and Places Committee Co-Chair; Iranetta Williams, Places Committee Co-Chair. Bottom row, left to right: People Committee Co-Chairs: Margaret Franklin, Larry Simmons, Demetrius Whitehead



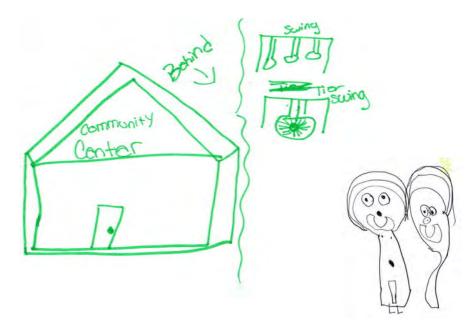
Youth Engagement

In 2018, the youth made up 16.1% of the population of Griffin Heights community, and 41.7% of the population was between the ages of 18-24 years old. This means that almost 58% of the population within the boundaries of Grifin Heights are under the age of 25 years old.

The youth of Griffin Heights are connected to the rest of Tallahassee through their schools, sports teams, and shared amenities like parks and community centers.

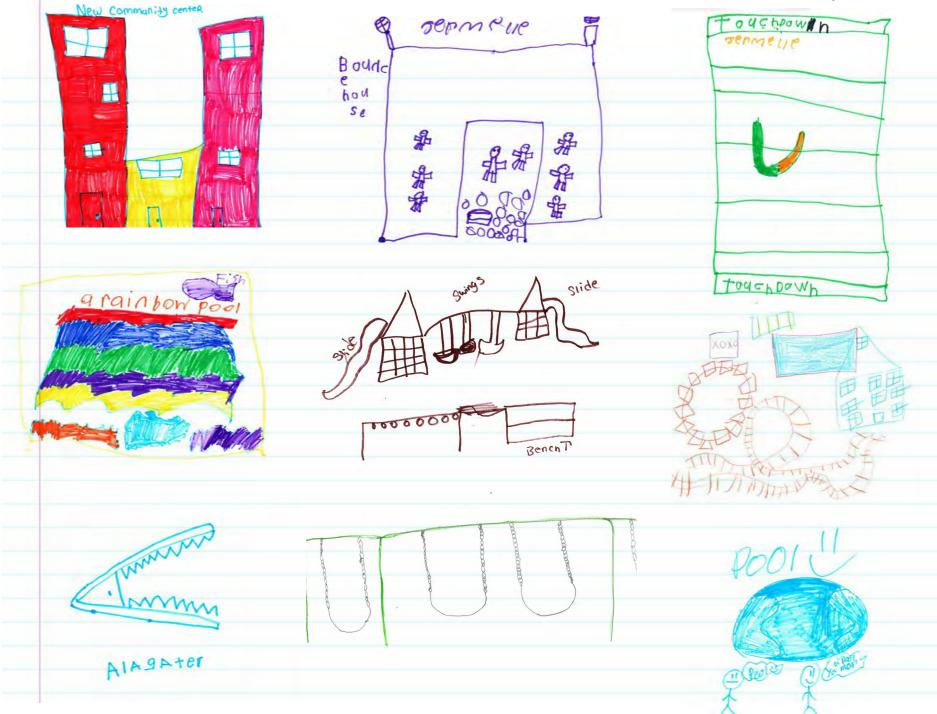
The City of Tallahassee's Neighborhood Affairs Division worked with graduate students from FAMU and FSU to engage youth through several activities.

Youth were asked to identify and draw the best ways to improve the neighborhood and those drawings are included here.



Youth Ideas to Improve the Neighborhood:
Grocery Store
• Dog Park
Playground
Sports Complex
• Parks
Single Family Homes
Larger Community Center
Beauty Salon
Computer Access
• Gym
Produce Access
Restaurant
Neighborhood Watch
Cotten cans

Attachment 2 Page 37 of 100



Attachment 2 Page 38 of 100

4 Neighborhood First Plan





Community Beautification

Attachment 2 Page 40 of 100

Griffin Heights is a community with many assets that shape the appearance of the neighborhood, including many unique and well-kept homes, centrally located schools, mature native trees, and Riley Park. The community is dotted with neighborhood churches that are tied to its history and interesting vernacular architecture. Resident members of the Community Action Team have identified opportunities for further improving the appearance of the neighborhood to increase neighborhood pride, while also attracting new residents, visitors, and businesses. The following neighborhood concerns related to Community Beautification were identified as key areas of focus: maintenance and appearance of homes and yards, excessive litter and illegal dumping. The strategies and action items that follow provide a framework for the neighborhood to work with community partners to enhance the beauty of the area, and to ensure that the community is an inviting place to live and visit.



Alignment with Tallahassee 2024 Strategic Plan: This section of the plan furthers Objectives 2B and 7B of the City of Tallahassee 2024 Strategic Plan.



Concern CB 1: Maintenance and appearance of homes and yards

Desired Outcome: Homes and yards within the neighborhood are well-maintained.

Multiple factors contribute to the perception of a neighborhood, but one of the key factors is appearance. While the City can take steps to enhance rights-of-way and public property, most of the land within Griffin Heights is privately owned and thus, it is the responsibility of the property owner to maintain. During the "Walk A Block" neighborhood assessment that was conducted in October 2017, volunteers identified 38 instances of overgrown lawns, 19 instances of buildings with damage or disrepair and eight inoperable vehicles. As of April 2020, there were 15 active care of premise code violation cases and 38 active cases for substandard or dangerous buildings. There are many reasons why property may not be well-maintained in the neighborhood. In some instances, property owners in the neighborhood are absent; about 14.3% of units are vacant. Other owners may not be physically or financially able to maintain their property on their own. In the community survey conducted in 2019, residents identified "revitalizing homes and affordable housing" among the top three neighborhood improvement strategies.

Strategy CB 1.1:

Incentivize and inspire residents and property owners to upkeep their homes and properties.

Action Item CB 1.1.1:

Implement a "Yard of the Month" program that offers recognition and incentives to residents, businesses, and organizations who beautify their front yards, housing exteriors and other spaces visible from the street.

Potential Partners: GHNA, Keep Tallahassee Beautiful



Action Item CB 1.1.2:

Notify code enforcement about properties that are overgrown or in disrepair so they can be addressed quickly.

Potential Partners: GHNA, City of Tallahassee (Housing and Community Resilience)

Strategy CB 1.2:

Provide assistance to homeowners to beautify their homes.



Action Item CB 1.2.1:

Promote existing City of Tallahassee housing rehabilitation programs through community events and targeted outreach.

Potential Partners: GHNA, City of Tallahassee (Housing and Community Resilience)

Action Item CB 1.2.2:

Implement a housing façade program that provides grants or low-interest loans for exterior improvements. (See Action Item NI&LU 6.3.1)

Potential Partners: GHNA, City of Tallahassee (Housing and Community Resilience; Parks, Recreation and Neighborhood Affairs)

Action Item CB 1.2.3:

Develop a program to connect eligible homeowners (seniors, individuals with disabilities, etc.) in need of yard maintenance assistance with volunteers who can help them to upkeep their homes and properties.

Potential Partners: GHNA, churches, Volunteer Leon, FSU, FAMU, area schools, City of Tallahassee (Housing and Community Resilience; Parks, Recreation and Neighborhood Affairs)

Action Item CB 1.2.4:

Organize a "Do Something Day" twice a year to assist residents in need with volunteers willing to help with minor home repairs and yard maintenance.

Potential Partners: GHNA, churches, Volunteer Leon, FSU, FAMU, area schools, City of Tallahassee (Housing and Community Resilience; Parks, Recreation and Neighborhood Affairs)

Top 3 ways to beautify the neighborhood:

- Repurpose vacant lots for affordable housing or other community benefit
- Home revitalization programs
- Street landscaping
- Responses from FSU Community Survey (Spring 2019)



Concern CB 2: Excessive litter

Desired Outcome: There is a significant reduction in the amount of litter that occurs in public and private spaces in the neighborhood.

In the community survey conducted in 2019, cleaning up litter and illegal dumping sites was the top neighborhood improvement strategy chosen by respondents. Litter is a community evesore and takes away from the pride people have for their neighborhood. Trash is often discarded in the street or on people's property. If trash is not bagged properly or is otherwise loose, it can blow away and end up in the street. The City of Tallahassee's Community Beautification and Waste Management Department collects trash weekly. It recommends placing trash cans on the curb no earlier than the night before pick-up and bringing the cans in from the curb as soon as possible. By taking these steps, citizens can help prevent trash blowing into streets or piling up on people's property, which creates a more attractive neighborhood.

Strategy CB 2.1:

Implement a neighborhood litter prevention/eradication campaign.



Action Item CB 2.1.1:

Use social media to spread messages about litter prevention.

Potential Partners: GHNA, Keep Tallahassee Beautiful

Action Item CB 2.1.2:

Explore the use of additional signage to discourage litter.

Potential Partners: GHNA, City of Tallahassee (Community Beautification and Waste Management; Housing and Community Resilience), Keep Tallahassee Beautiful



Action Item CB 2.1.3:

Invite the TAPP program to community events to educate about litter/pollution.

Potential Partners: GHNA, City of Tallahassee (TAPP, Community Beautification and Waste Management)

Action Item CB 2.1.4:

Encourage residents to bag trash and to separate trash from bulk waste piles. Provide information to residents about what can/can't be picked up through regular service and what to do with other waste.

Potential Partners: GHNA, City of Tallahassee (Community Beautification and Waste Management; Parks, Recreation and Neighborhood Affairs)

Action Item CB 2.1.5:

Work with the local schools to spread messages about littering to youth.

Potential Partners: GHNA, area schools, Keep Tallahassee Beautiful

Action Item CB 2.1.6:

Have a youth cleanup day. Work with the Lawrence Gregory Community Center and local schools. Support Griffin Chapel's quarterly youth clean up days.

Potential Partners: GHNA, City of Tallahassee (Parks, Recreation and Neighborhood Affairs), area schools

Attachment 2 Page 44 of 100

Strategy CB 2.2:

Clean up litter as it occurs.

Action Item CB 2.2.1:

Establish a network of block captains within the neighborhood with responsibilities that include cleaning up litter for the assigned block.

Potential Partners: GHNA, City of Tallahassee (Parks, Recreation and Neighborhood Affairs)

Action Item CB 2.2.2:

Encourage local churches to adopt a street for regular trash pickup. Encourage them to involve their youth groups.

Potential Partners: GHNA, City of Tallahassee (Parks, Recreation and Neighborhood Affairs), area churches, Keep Tallahassee Beautiful

Action Item CB 2.2.3:

Schedule neighborhood clean-up days every two months that coincide with the regular trash/bulk pick-up day for the area.

Potential Partners: GHNA, City of Tallahassee (Parks, Recreation and Neighborhood Affairs; Community Beautification and Waste Management), area churches, Keep Tallahassee Beautiful





Action Item CB 2.2.4:

Encourage residents to use DigiTally or to call the City's Customer Service at 891-4968 to report litter as it occurs on streets, parks and holding ponds.

Potential Partners: GHNA, City of Tallahassee (Parks, Recreation and Neighborhood Affairs; Community Beautification and Waste Management)

Action Item CB 2.2.5:

Encourage stores/businesses within the neighborhood to provide trash cans for their customers on their premises and to ensure that the cans are emptied regularly.

Potential Partners: GHNA



Attachment 2 Page 45 of 100

Concern CB 3: Illegal dumping

Desired Outcome: There is a significant reduction in the amount of illegal dumping that occurs in the neighborhood.

Along with excessive litter, illegal dumping sites can also be found in the neighborhood. When one person illegally dumps waste on someone else's property, it signals to other people that they too can use that location as a dumping ground and a perpetual issue is often created. Additionally, when residents put out bulk waste outside of regular pick up times, it can often be an eyesore and invite others to add trash to the pile. The City of Tallahassee's Community Beautification and Waste Management Department collects large debris curbside every two weeks per the red/blue week schedule. When items are discarded at times that do not coincide with the regular pick-up dates, it could sit in the neighborhood for up to two weeks, creating an eyesore in the community. Residents can work together to educate neighbors about proper alternatives to dumping, communicating a clear message that dumping is unacceptable.

Strategy CB 3.1:

Clean up illegal dump sites promptly and provide education to residents about the proper strategies for disposing of bulk waste.



Action Item CB 3.1.1:

Encourage residents to use DigiTally or to call the City's Customer Service Operations Department phone number to report illegal dumping.

Potential Partners: GHNA, City of Tallahassee (Community Beautification and Waste Management)

Action Item CB 3.1.2:

Install appropriate signage at known dump sites.

Potential Partners: GHNA, City of Tallahassee (Community Beautification and Waste Management)

Action Item CB 3.1.3:

Educate the neighborhood about practices that discourage illegal dumping.

Potential Partners: GHNA, City of Tallahassee (Community Beautification and Waste Management; Parks Recreation and Neighborhood Affairs), Keep Tallahassee Beautiful



Attachment 2 Page 46 of 100

Economic Development & Resident Empowerment

Residents see Economic Development and Resident Empowerment as a key priority; one that impacts and influences all their other priorities. From fostering homeownership and entrepreneurship to increasing access to job training, educational supports, healthcare and social connection, the neighborhood is solid in its conviction that supporting its people is the most important way to creating community change. The Griffin Heights Community Action Team identified the following neighborhood concerns related to this priority area: lack of access to capital and other opportunities to develop businesses within the neighborhood, limited access to educational, vocational and employment resources/ opportunities for youth and adults, declining homeownership, limited access to health, mental health and recreational resources for youth and adults, limited access to affordable healthy food, and decreased social connections.

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Alignment with Tallahassee 2024 Strategic Plan: This section of the plan furthers Objectives 1B, 2A, 2B, 2C, 2D and 7A of the City of Tallahassee 2024 Strategic Plan.



Page 47 of 100 Concern ED&RE 1: Lack of access to capital and other opportunities to develop businesses within the neighborhood

Desired Outcome: Griffin Heights fosters entrepreneurship and has a thriving economic base.

Approximately 50% of respondents to the Griffin Heights Neighborhood First Plan Survey, which was conducted by the FSU Department of Urban & Regional Planning in winter/spring 2019, stated that business start-up was one of the best ways to boost employment in the neighborhood. Most residents in Griffin Heights who would like to start their own business, however, do not have the capital to do so. Access to capital and other business development resources are major hindrances to these residents realizing their dreams of becoming entrepreneurs.

In 2018, the median household income in Griffin Heights was \$24,959, while per capita income was \$16,949. More than 33% of the households in Griffin Heights (ACS, 2018) had incomes below the federal poverty line of \$20,780.

Interested residents and aspiring entrepreneurs within the neighborhood do not have the personal capital to develop businesses within their community, despite the need and desire for economic development within the community. In addition, there are no organizations within the community offering services to foster entrepreneurship and support business incubation.

Strategy ED&RE 1.1:

Support the development and incubation of businesses within the neighborhood.

Action Item ED&RE 1.1.1:

Develop and implement a microenterprise development program, partnering with adjacent neighborhoods and exploring emerging markets for entrepreneurship.

Potential Partners: GHNA, Lively Technical College, City of Tallahassee (Parks, Recreation and Neighborhood Affairs), Tallahassee-Leon County Office of Economic Vitality, DOMI Station, FAMU Small Business Development Center, TCC Spark program, Mt. Olive CDC

These images are renderings designed by the FSU DURP graduate students in the Spring of 2019 and are meant for illustrative purposes only.



Attachment 2

Action Item ED&RE 1.1.2:

Establish an Opportunity Zone Fund and an EB-5 Regional Center.

Potential Partners: GHNA, Tallahassee-Leon County Office of Economic Vitality, FAMU Small Business Development Center, Mt. Olive CDC, area Chambers of Commerce, other neighborhood associations

Action Item ED&RE 1.1.3:

Develop partnerships with existing business development services providers to create a new program/facility in the neighborhood where small businesses can co-locate and share resources.

Potential Partners: GHNA, Lively Technical College, City of Tallahassee (Parks, Recreation and Neighborhood Affairs), Tallahassee-Leon County Office of Economic Vitality, DOMI Station, FAMU Small Business Development Center, TCC Spark program, Mt. Olive CDC

Action Item ED&RE 1.1.4:

Seek funding to support and create business development opportunities within the neighborhood and for residents of the neighborhood.

Potential Partners: GHNA, Tallahassee-Leon County Office of Economic Vitality, FAMU Small Business Development Center, Mt. Olive CDC, City of Tallahassee (Parks, Recreation and Neighborhood Affairs)

Action Item ED&RE 1.1.5:

Offer incentives to encourage residents to shop within the neighborhood.

Potential Partners: GHNA, Tallahassee-Leon County Office of Economic Vitality, FAMU Small Business Development Center, Mt. Olive CDC, area Chambers of Commerce

Strategy ED&RE 1.2:

Increase access to entrepreneurship training and small business financing.



Action Item 1.2.1:

Host informational workshops in the neighborhood that increase residents' awareness of existing small business development resources, grant writing and financial education.

Potential Partners: GHNA, Lively Technical College, City of Tallahassee (Parks, Recreation and Neighborhood Affairs), Tallahassee-Leon County Office of Economic Vitality, DOMI Station, FAMU Small Business Development Center, TCC Spark program, credit unions

Action Item ED&RE 1.2.2:

Promote the small business support and financing available from the Office of Economic Vitality, FAMU Small Business Development Center, TCC Spark program and other sources by inviting providers to community events/meetings and promoting their services via social media.

Potential Partners: GHNA, FAMU Small Business Development Center, TCC Spark program, City of Tallahassee (Parks, Recreation and Neighborhood Affairs), Tallahassee-Leon County Office of Economic Vitality, DOMI Station

Action Item ED&RE 1.2.3:

Partner with Lively Technical College to a showcase within the neighborhood of job training available at the college.

Potential Partners: GHNA, Lively Technical College, City of Tallahassee (Parks, Recreation and Neighborhood Affairs), Tallahassee-Leon County Office of Economic Vitality

Action Item ED&RE 1.2.4:

Host pop-up events at the Lawrence-Gregory Community

Center to connect entrepreneurs with each other, provide coaching opportunities and other entrepreneurial resources.

Potential Partners: GHNA, Lively Technical College, City of Tallahassee (Parks, Recreation and Neighborhood Affairs), DOMI Station, FAMU Small Business Development Center, TCC Spark program

Action Item ED&RE 1.2.5:

Work with early-learning providers to promote in-home childcare as an employment option. Help people understand the steps and requirements needed to establish a childcare or home-based business.

Potential Partners: GHNA, FAMU Small Business Development Center, TCC Spark program, Florida Department of Children and Families, Early Learning Coalition of the Big Bend



Action Item ED&RE 1.2.6:

Monitor progress of the Children's Services Council and its related funding possibilities that can benefit the neighborhood.

Potential Partners: GHNA, Children's Services Council, Early Learning Coalition of the Big Bend, FAMU, FSU

Strategy ED&RE 1.3:

Introduce youth to entrepreneurship through job shadowing, apprenticeships, and mentoring.

Action Item ED&RE 1.3.1:

Enhance programs at DREAMS Center and involve other churches.

Potential Partners: The DREAMS Center, GHNA, area churches, City of Tallahassee (Parks, Recreation and Neighborhood Affairs)

Action Item ED&RE 1.3.2:

Promote trades and vocational training to young people by hosting events that highlight training and entrepreneurial opportunities.

Potential Partners: Lively Technical College, area schools, GHNA

Action Item ED&RE 1.3.3:

Host events that connect youth to local business leaders for entrepreneurial coaching and mentoring. Highlight success stories and talents/skills that can be shared.

Potential Partners: GHNA, Lively Technical College, City of Tallahassee (Parks, Recreation and Neighborhood Affairs), DOMI Station, FAMU Small Business Development Center, TCC Spark program, TMH

Action Item ED&RE 1.3.4:

Create a job shadowing program for neighborhood youth to be introduced to varied professions.

Potential Partners: GHNA, TMH, area Chambers of Commerce

Action Items ED&RE 1.3.5:

Create summer programming that focuses on youth entrepreneurship and STEM; use sports, gaming, and social media to engage youth.

Potential Partners: STEM for Girls, City of Tallahassee (Parks, Recreation and Neighborhood Affairs; TEMPO), GHNA, area schools, churches,



Action Item ED&RE 1.3.6:

Work with the administrators at local schools to introduce students from the neighborhood to local resources available for youth entrepreneurs.

Potential Partners: GHNA, area schools, City of Tallahassee (Parks, Recreation and Neighborhood Affairs)

Page 50 of 100 Concern ED&RE 2: Limited access to educational, vocational and employment resources/opportunities for youth and adults

Attachment 2

Desired Outcome: Residents can easily access services that help them achieve educational goals and find employment that provides a family-sustaining wage.

According to estimates from the 2018 American Community Survey, 20% of Griffin Heights residents do not have a high school diploma. Twenty-five percent (25%) have only a high school diploma or a GED. The neighborhood's unemployment rate was 10%, as compared to 3% for the City of Tallahassee as a whole. A majority (76%) of employed neighborhood residents are employed in the retail/service industry. The City's TEMPO Program reports that there are 530 Opportunity Youth living in Census Tract 10, which is the census tract that houses Griffin Heights. Approximately 10% (53) Opportunity Youth from the area are currently participating in the program.

While there are agencies and programs in Tallahassee that provide education, vocational and employment training, there are few services offered within the neighborhood. Griffin Heights residents with transportation and child-care challenges and previously incarcerated individuals face additional barriers in accessing these needed supports. Furthermore, there are almost no employment opportunities within the neighborhood. In the neighborhood survey conducted by FSU DURP in winter/spring 2019, job training and placement was cited as the neighborhood's top approach to creating more employment and entrepreneurial opportunities for residents. The neighborhood association also has limited connection to neighborhood schools and would like to see that change.



Strategy ED&RE 2.1:

Partner with area schools to increase student and parental supports and assess ways the neighborhood can support the schools.

Action Item ED&RE 2.1.1:

Organize a parent support group for neighborhood residents that provides appropriate training and other resources, including food and fun.

Potential Partners: GHNA, area schools, churches

Action Item ED&RE 2.1.2:

Hold fundraisers for the special needs of local schools.

Potential Partners: GHNA, area schools and churches

Action Item ED&RE 2.1.3:

Connect neighborhood home school programs with universities and residents who can contribute/help with tutoring programs.

Potential Partners: GHNA, Leon County Schools, home school contacts, FSU, FAMU

Action Item ED&RE 2.1.4:

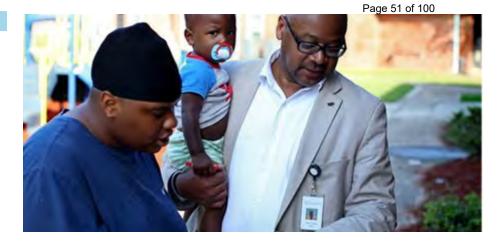
Work with school leadership and PTA groups to encourage the schools to have meetings at different times and places in the neighborhood (ex: community centers).

Potential Partners: GHNA, area schools

Action Items ED&RE 2.1.5:

Identify a liaison at local schools to develop an information sharing mechanism. Work through school advisory committees in each school.

Potential Partners: GHNA, area schools



Action Item ED&RE 2.1.6:

Connect with local schools to offer community support for implementing life skills curriculum.

Potential Partners: GHNA, area schools

Action Item ED&RE 2.1.7:

Advocate with the school district for a regular high school diploma program for youth age 18-25, as special diplomas negatively impact youth's future opportunities.

Potential Partners: GHNA, area schools, Leon County School District, City of Tallahassee (TEMPO), Whole Child Leon

Strategy ED&RE 2.2:

Increase opportunities for residents to access educational, vocational and employment resources.



Action Item ED&RE 2.2.1:

Promote the TEMPO program with neighborhood Opportunity Youth in churches, businesses, apartment complexes and throughout the neighborhood through personal outreach and social media.

Potential Partners: City of Tallahassee (TEMPO; Parks, Recreation and Neighborhood Affairs), GHNA, area churches

Attachment 2



Action Item ED&RE 2.2.2:

Promote existing job training resources in the neighborhood by inviting providers to community events and hosting resource fairs.

Potential Partners: GHNA, City of Tallahassee (TEMPO; Parks, Recreation and Neighborhood Affairs), JobCorps, CareerSource, Capital Area Community Action Agency, Lively Technical College and TCC

Action Item ED&RE 2.2.3:

Offer holistic and individualized job training classes in the community for youth and adults that include connections to employment and vocational/higher education resources. Training should include life skills instruction and practice with employment tests.

Potential Partners: GHNA, City of Tallahassee (TEMPO; Parks, Recreation and Neighborhood Affairs), CareerSource, Capital Area Community Action Agency, Lively Technical College, TCC

Action Item ED&RE 2.2.4:

Develop/enhance tutoring programs at local churches within the neighborhood.

Potential Partners: GHNA, area churches, Literacy Volunteers of Tallahassee

Strategy ED&RE 2.3:

Assess and address barriers to the above services for special populations (ex: Opportunity Youth and residents returning from incarceration).

Action Item ED&RE 2.3.1:

Host events that highlight resources, such as the federal bonding program, and support from universities; help people get required accreditations. Page 52 of 10 Potential Partners: Big Bend After Re-entry Coalition, GHNA, City of Tallahassee (TEMPO; Parks, Recreation and Neighborhood Affairs)

Action Item ED&RE 2.3.2:

Identify residents who are willing to visit prisons or reentry programs and talk to people about career possibilities including entrepreneurship. Partner with the Big Bend After Re-Entry Coalition.

Potential Partners: Big Bend After Re-entry Coalition, GHNA, City of Tallahassee (TEMPO; Parks, Recreation and Neighborhood Affairs)



Action Item ED&RE 2.3.3:

Help citizens returning from incarceration register to vote and re-establish their driver's license.

Potential Partners: Big Bend After Re-entry Coalition, GHNA, City of Tallahassee (Parks, Recreation and Neighborhood Affairs), the League of Women Voters of Tallahassee, Florida Department of Highway Safety and Motor Vehicles-Florida Licensing on Wheels (FLOW)

Top 3 ways to create more employment and entrepreneurship opportunities in Griffin Heights:

- Job training / placement services in the neighborhood
- Business start-up resources / assistance
- Financial assistance programs
- Responses from FSU Community Survey (Spring 2019)

Concern ED&RE 3: Homeownership in the neighborhood has declined.

Desired Outcome: Owner-occupancy of neighborhood homes increases.

According to the American Community Survey (2019), Griffin Heights has a homeownership rate of 14.6% (377 units), which is lower than the 2010 ownership rate of 21%. When looking solely at single family homes, however, the percentage rate does improve. Of the 687 single-family, detached home properties in Griffin Heights, 43% (295 units) have claimed the Homestead tax exemption, which can serve as a good proxy for the homeownership rate. The median value of homes within the neighborhood was reported as \$124,476, while the average home value was reported as \$183,466. Approximately 70% of owner-occupied homes within Griffin Heights are valued at less than \$199,000. Only 20 homes or 5.3% of owner-occupied units within the neighborhood are valued under \$100,000. Given the reported household incomes for the neighborhood, the challenge that existing residents (renters) have in becoming a homeowner within the neighborhood is very apparent.

On the other hand, there are tremendous opportunities within Griffin Heights to develop and construct new housing and to renovate existing houses for homeownership purposes. About 14.3% of the neighborhood's existing housing stock are vacant, and there are 50 acres of potentially developable vacant land, of which 28 acres are unplatted. The largest parcel of unplatted vacant land is 9.75 acres. This parcel is zoned Medium Density Residential (MR-1) with an allowable density of 20 dwelling units per acre.

Homeowners tend to have more roots within communities, as their housing situations are less transient in nature. Due to their financial stake in a neighborhood, they may be more involved in community matters and tend to take care of their property to a greater extent than renters. As homeownership decreases within a neighborhood, community ties are less established. Vacancy is a contributing factor to the decrease in homeowners. The Griffin Heights Neighborhood Association has a goal of 15 new or rehabilitated housing units per year.

Strategy ED&RE 3.1:

Connect residents to existing homeownership resources by inviting providers to neighborhood events and promoting their services via social media.

Action Item ED&RE 3.1.1:

Promote resources for homebuying assistance.

Potential Partners: Tallahassee Lenders Consortium, credit unions, GHNA, City of Tallahassee (Parks, Recreation and Neighborhood Affairs; Housing and Community Resilience), Mt. Olive CDC, Graceful Solutions, Tallahassee-Leon Housing Leadership Council, Habitat for Humanity



Action Item ED&RE 3.1.2:

Conduct homeownership and home maintenance workshops in the neighborhood.

Potential Partners: Tallahassee Lenders Consortium, credit unions, GHNA, City of Tallahassee (Parks, Recreation and Neighborhood Affairs; Housing and Community Resilience), local hardware stores, Mt. Olive CDC, Graceful Solutions, Tallahassee-Leon Housing Leadership Council

Strategy ED&RE 3.2:

Create connections and secure resources that support existing renters within Griffin Heights to become homeowners in the neighborhood.

Action Item ED&RE 3.2.1:

Develop a list of landlords willing to sell their properties and renters interested in homeownership and connect the two.

Potential Partners: GHNA, FSU, City of Tallahassee (Parks, Recreation and Neighborhood Affairs; Housing and Community Resilience), Mt. Olive CDC, Graceful Solutions

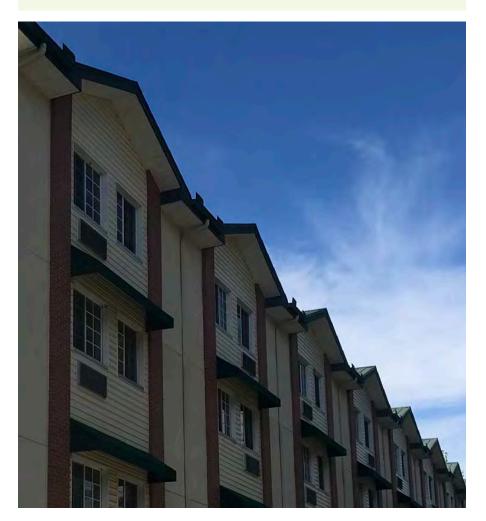
Action Item ED&RE 3.2.2:

Work with credit unions, nonprofit providers, and nonprofit developers to create a program that provides homebuyer and home maintenance education, down payment assistance, preand post-purchase mentorship and an emergency fund for new homeowners.

Potential Partners: GHNA, City of Tallahassee (Parks, Recreation and Neighborhood Affairs; Housing and Community Resilience), credit unions, Mt. Olive CDC, Graceful Solutions, Tallahassee-Leon Housing Leadership Council, Tallahassee Lenders Consortium

Top 3 most important education and youth activities to improve in Griffin Heights:

- After school programs
- Youth employment opportunities
- Mentoring
- Responses from FSU Community Survey (Spring 2019)



Page 55 of 100 Concern ED&RE 4: Limited access to health, mental health and recreational resources for youth and adults

Desired Outcome: Residents have access to facilities, services and programming that support emotional, physical and social health.

A lack of opportunity in one area often signifies a lack of opportunity in other areas, and this is the case for Griffin Heights. In addition to lacking economic opportunities, residents face challenges in accessing health and mental health resources. Access to such services is one of the neighborhood's primary area of concerns. Currently, neighborhood residents must travel outside the community to access health and mental health services. Previously, the Bond Community Health Center operated a satellite clinic in the Springfield Apartments public housing complex; however, it was closed in 2015.

Healthcare providers that are proximate to the neighborhood are Leon County Health Department (Old Bainbridge Road) and Lincoln Neighborhood Health Clinic (North Brevard Street). Residents can access wellness, comprehensive medical, mental health and nutrition services regardless of ability to pay. Griffin Heights is also home to Miracle Hill Nursing and Rehabilitation, but this facility only offers services to seniors. When neighborhood residents were asked what are the best ways to increase access to better health resources in Griffin Heights, the top three choices were (1) provide neighborhood health workshops, (2) provide safe spaces and counseling options in the neighborhood and (3) host mobile health units.

Recreational areas and facilities for residents living in Springfield and Griffin Heights apartment complexes are lacking. Springfield Apartments houses 607 residents, 365 of which are children, in 190 units. Griffin Heights Apartments also houses families with young children in 150 units. Though Griffin Heights Apartments does have one small play structure for very young children, neither complex has a playground that suitably accommodates its residents. Riley Park, a City-owned and maintained park located between Alabama, Indiana, Calloway and Connecticut streets, is a passive neighborhood park. It has limited recreational facilities. Lawrence-Gregory Community Center at Dade Street does provide recreational programming and facilities, but many residents on the west side of the neighborhood feel it is too far away, while others would like to see programming increased.

Strategy ED&RE 4.1:

Create awareness of and link residents to existing services and resources for physical health and mental health, offering those services within the community when possible.

Action Item ED&RE 4.1.1:

Work with service providers, large apartment complexes, churches, etc., to offer services and events within the neighborhood and target promotion efforts to the community.

Potential Partners: GHNA, The Apalachee Center, Tallahassee Housing Authority, Griffin Heights Apartments, Leon County Department of Health, Neighborhood Medical Center, area churches, City of Tallahassee (Parks, Recreation and Neighborhood Affairs)

Action Item ED&RE 4.1.2:

Work with area churches, beauty parlors and barber shops to play a role in helping reduce the stigma of accessing mental health services.

Potential Partners: GHNA, area churches, beauty parlors and barber shops, The Apalachee Center, City of Tallahassee (Parks, Recreation and Neighborhood Affairs)

Attachment 2

Attachment 2 Page 56 of 100

Action Item ED&RE 4.1.3:

Promote resources that support families and children with special needs and disabilities by inviting providers to church groups and neighborhood meetings/events. Encourage community centers to display resource materials.

Potential Partners: GHNA, area churches, Early Learning Coalition of the Big Bend, Whole Child Leon, other childserving agencies, City of Tallahassee (Parks, Recreation and Neighborhood Affairs)

Action Item ED&RE 4.1.4:

Provide education to residents on recognizing and managing mental health challenges, understanding the links between mental health and substance use, and the impacts of trauma and poverty (ex: Youth Mental First Aid training, the ACES test in schools).

Potential Partners: GHNA, area churches, FAMU, FSU, Early Learning Coalition of the Big Bend, Whole Child Leon, Department of Children & Families, Tallahassee Food Network, The Apalachee Center, other mental health providers

Strategy ED&RE 4.2:

Assess the need for new or enhanced recreational facilities, services and programs to address unmet needs.

Action Item ED&RE 4.2.1:

Establish a Springfield Children & Family Resource Center located in the Springfield Apartments on Joe Louis Street. Look at models like the Community School model at Sabal Palm Elementary.

Potential Partners: GHNA, Tallahassee Housing Authority, Bond Community Health Center, Leon County Schools, Leon County Department of Health, The Apalachee Center, area churches, City of Tallahassee (Parks, Recreation and Neighborhood Affairs)

Action Item ED&RE 4.2.2:

Promote afterschool and recreational opportunities that are currently available to residents in the community through community events, schools, and social media.

Potential Partners: City of Tallahassee (Parks, Recreation and Neighborhood Affairs), GHNA, area schools



Action Item ED&RE 4.2.3:

Partner with area churches and other nonprofit organizations to offer new or enhanced recreational programs in the neighborhood (ex: Sowing Seeds, Sewing Comfort program).

Potential Partners: City of Tallahassee (Parks, Recreation and Neighborhood Affairs), GHNA, area schools, churches

Action Item ED&RE 4.2.4:

Work with area churches to offer opportunities for neighborhood residents to fulfill their required community service.

Potential Partners: GHNA; City of Tallahassee (Parks, Recreation and Neighborhood Affairs); Sowing Seeds, Sewing Comfort program; area schools; churches

Action Item ED&RE 4.2.5:

Establish partnerships with property owners and managers of large apartment complexes (Griffin Heights Apartments, Springfield Apartments) to revive sports areas and recreational programs within their respective complexes.

Potential Partners: City of Tallahassee (Parks, Recreation and Neighborhood Affairs), GHNA, Tallahassee Housing Authority, Griffin Heights Apartments, area schools, churches

Action Item ED&RE 4.2.6:

Identify enhancements to neighborhood recreational facilities, including identifying space for a children's water feature, and improvements to Riley Park through a neighborhood working group (see NI&LU 1.1.1).

Potential Partners: GHNA, City of Tallahassee (Parks, Recreation and Neighborhood Affairs)

Action Item ED&RE 4.2.7:

Increase programming for seniors at Lawrence-Gregory Community Center.

Potential Partners: City of Tallahassee (Parks, Recreation and Neighborhood Affairs), GHNA, Elder Care Services, Inc.



Top 3 ways to increase access to better health resources in Griffin Heights:

- Provide neighborhood health workshops
- Safe spaces / counseling options in neighborhood
- Mobile health units
- Responses from FSU Community Survey (Spring 2019)

Concern ED&RE 5: Affordable healthy food options are limited.

Desired Outcome: Residents have increased access to locations where they can purchase and/grow affordable, healthy food.

Griffin Heights is a food desert, an area/community where residents do not have access to affordable, nutritious foods, like fruits, vegetables, and whole grains. Currently, no grocery stores are located within the neighborhood, and the convenience store on Alabama Street is not a reliable option for purchasing fresh and healthy food. Recently, nearby grocery stores that served the neighborhood closed, including: Winn Dixie Supermarket (High Road and Tharpe Street) and Lucky's Supermarket (Ocala Road and West Tennessee Street). The All in One Supermarket, located at 1309 Alabama Street, also closed its doors in 2019.

When surveyed about the best ways to increase access to better health resources in Griffin Heights, residents provided answers that reflect their desire for a store within the neighborhood that sells healthy, fresh and affordable food. Their answers included locally owned stores, farmers markets, and healthier products at local stores. It is interesting that residents connected their health outcomes to their access to healthy and affordable food.

Strategy ED&RE 5.1:

Increase opportunities to sell and purchase healthy food within the neighborhood.

Action Item ED&RE 5.1.1:

Advocate for the City/County to purchase 1309 Alabama Street for community food retail or other economic development benefit.

Potential Partners: GHNA, Tallahassee-Leon County Office of Economic Vitality, City of Tallahassee (Parks, Recreation and Neighborhood Affairs), Community Partners of Tallahassee

*See Land Use Section for needed changes for commercial development





These images are renderings designed by the FSU DURP graduate students in the Spring of 2019 and are meant for illustrative purposes only.

Action Item ED&RE 5.1.2:

Increase the number of healthy food retail spaces and other food businesses in the neighborhood by connecting entrepreneurs to opportunities to secure capital.

Potential Partners: GHNA, Tallahassee-Leon County Office of Economic Vitality, City of Tallahassee (Parks, Recreation and Neighborhood Affairs), FAMU Small Business Development Center

Action Item ED&RE 5.1.3:

Find a suitable location for a community garden; partner with universities to help maintain it.

Potential Partners: City of Tallahassee (Parks, Recreation and Neighborhood Affairs), GHNA, Tallahassee Food Network, FSU, FAMU

Action Item ED&RE 5.1.4:

Create intergenerational gardening programs. Work with Tallahassee Food Network to incorporate the model of its I-Grow garden.

Potential Partners: City of Tallahassee (Parks, Recreation and Neighborhood Affairs), GHNA, Tallahassee Food Network, FSU, FAMU

Action Item ED&RE 5.1.5:

Identify and assess locations and partners to establish a farmers market or stand and/or food truck parking areas within the neighborhood.

Potential Partners: City of Tallahassee (Parks, Recreation and Neighborhood Affairs), GHNA, Leon County Department of Health, Tallahassee Memorial HealthCare, Tallahassee Food Network, Tallahassee Food Truck Association, Community Partners of Tallahassee

Action Item ED&RE 5.1.6:

Host classes on nutrition and healthy cooking for residents.

Potential Partners: City of Tallahassee (Parks, Recreation and Neighborhood Affairs), GHNA, Tallahassee Food Network, FSU, FAMU, Tallahassee Memorial HealthCare

Action Item ED&RE 5.1.7:

Promote access to the KitchenShare program at neighborhood meetings and through social media.

Potential Partners: GHNA, Frenchtown Neighborhood Improvement Association, City of Tallahassee (Parks, Recreation and Neighborhood Affairs)

Action Item ED&RE 5.1.8:

Collaborate with area churches and other organizers of food distributions in the neighborhood to include more fruits and vegetables when available.

Potential Partners: Farm Share, America's Second Harvest, area churches, City of Tallahassee (Parks, Recreation and Neighborhood Affairs), GHNA, Tallahassee Food Network, Community Partners of Tallahassee

Top 2 ways to get more people involved in the community of Griffin Heights:

- More neighborhood events / programming
- Youth Council as part of the Neighborhood Association
- Responses from FSU Community Survey (Spring 2019)

Concern ED&RE 6: Decreased social connections

Desired Outcome: Increase in neighborhood events and neighborhood association capacity that provide opportunities for neighbors to develop relationships and advocate for positive change.

The history of Griffin Heights portrays a well-connected neighborhood where residents participated in choirs, recreation, and church together. Most residents knew their neighbors and looked out for one another. As older residents died and children who grew up in the neighborhood migrated elsewhere, homes that were once homesteads became rentals, and consequently the connection among neighbors declined. The advent of large apartment complexes in the neighborhood also contributed to the constant fluctuation of residents, limiting their ability to establish social connections with their neighbors.

The residents of Griffin Heights, especially longtime residents, desire this sense of community today. They would like to facilitate opportunities for residents to foster connections and become advocates for the neighborhood. When asked, "What is the best thing about living in Griffin Heights?", survey respondents listed a strong sense of community, knowing community members, access to community centers and a park, and numerous faith-based organizations as their top four choices. The need for social connection is especially critical for seniors in the neighborhood. The neighborhood association has been a key contributor to positive change in the neighborhood. Residents would like to see the association's membership and capacity increase so that it can enhance social connections and advocate for the neighborhood.

Strategy ED&RE 6.1:

Increase the number of events and activities for neighbors to connect with each other.

Action Item ED&RE 6.1.1:

Develop and distribute a quarterly calendar of community events via social media, church bulletins, etc.

Potential Partners: GHNA, area churches, City of Tallahassee (Parks, Recreation and Neighborhood Affairs)

Action Item ED&RE 6.1.2:

Develop and host at least one new collaborative community event per year (ex: potluck, yard sale, etc.). Explore hosting a "Longest Table" event in the neighborhood.

Potential Partners: GHNA, area churches, area schools, nonprofits, City of Tallahassee (Parks, Recreation and Neighborhood Affairs)

Action Item ED&RE 6.1.3:

Develop a neighborhood sports league to encourage social connection.

Potential Partners: GHNA, area churches, area schools, nonprofits, City of Tallahassee (Parks, Recreation and Neighborhood Affairs), volunteers

Strategy ED&RE 6.2:

Increase the capacity of the neighborhood association.

Action Item ED&RE 6.2.1:

Increase membership in the neighborhood association through personal outreach. Recruit at community events.

Potential Partners: GHNA, City of Tallahassee (Parks, Recreation and Neighborhood Affairs), FSU, FAMU, area churches

Griffin Heights

Action Item ED&RE 6.2.2:

Establish a youth council to serve as part of the neighborhood association. Provide training and support for youth to foster meaningful involvement.

Potential Partners: GHNA, City of Tallahassee (Parks, Recreation and Neighborhood Affairs), FSU Department of Urban & Regional Planning, FAMU School of Social Work

Action Item ED&RE 6.2.3:

Establish a social media committee to manage existing and new social media platforms for the neighborhood. Create a Nextdoor Neighborhood page.

Potential Partners: GHNA, City of Tallahassee (Parks, Recreation and Neighborhood Affairs), FSU Department of Urban & Regional Planning

Action Item ED&RE 6.2.4:

Establish a representative working group to explore new options for a neighborhood logo and motto.

Potential Partners: GHNA, FSU, FAMU, City of Tallahassee (Parks, Recreation and Neighborhood Affairs)

Action Item ED&RE 6.2.5:

Create signage to advertise neighborhood association meetings.

Potential Partners: GHNA, FSU, FAMU, City of Tallahassee (Parks, Recreation and Neighborhood Affairs)

Strategy ED&RE 6.3:

Decrease social isolation for seniors.

Action Item ED&RE 6.3.1:

Work with area churches to develop a program for youth to assist elderly residents with home maintenance, landscaping, etc.

Page 61 of 100 Potential Partners: GHNA, area churches, Elder Care Services

Action Item ED&RE 6.3.2:

Promote existing resources for senior recreation and engagement through neighborhood faith groups and other community groups.

Potential Partners: GHNA, area churches, nonprofits, City of Tallahassee (Parks, Recreation and Neighborhood Affairs), Elder Care Services, Area Agency on Aging of North Florida

Action Item ED&RE 6.3.3:

Collaborate with elder-serving organizations to develop neighborhood activities designed to foster intergenerational interactions.

Potential Partners: GHNA, Elder Care Services, FSU School of Social Work, FAMU School of Social Work, Area Agency on Aging of North Florida



Attachment 2

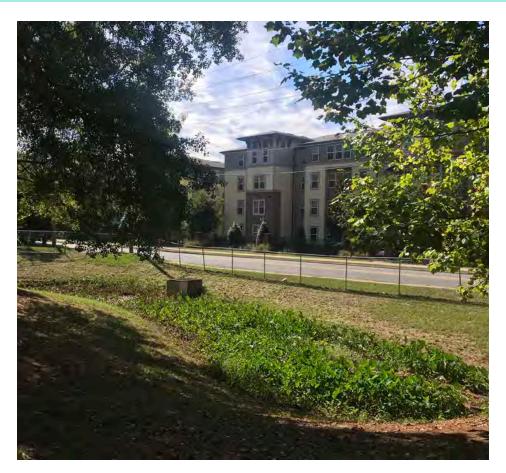
Attachment 2 Page 62 of 100

Neighborhood Infrastructure & Land Use

Streets, sidewalks, bus stops, stormwater facilities, vacant lots, parks and signage all have an impact on how residents and visitors experience the neighborhood. Land use and zoning, although not as visually obvious, also shape the character of the neighborhood and can present or prevent opportunities for growth. The community has identified opportunities for improvements to various public infrastructure and some key land use changes that will allow for neighborhood scale commercial development. Residents chose to focus on the following seven neighborhood concerns: Riley Park is underutilized, lack of bicycle and pedestrian connectivity to neighborhood resources and the broader community, lack of visually appealing streetscapes and signage in the neighborhood, maintenance and appearance of stormwater features, public transportation options are limiting and expensive, vacant lots and dilapidated structures, and incompatible land uses.



Alignment with Tallahassee 2024 Strategic Plan: This section of the plan furthers Objectives 2B, 2C, 4A, 4D, 4E, 7A and 7B of the City of Tallahassee 2024 Strategic Plan.



Concern NI&LU 1: Riley Park is underutilized.

Riley Park is situated on 4.8 acres between Indiana and Alabama streets to the north and south and Calloway and Connecticut streets to the east and west. The park was designed as a passive park, providing trails and a few benches for residents to enjoy the nature of the area. Over the years, residents have worked with the City of Tallahassee Parks, Recreation and Neighborhood Affairs Department to add picnic benches and a concrete platform with electric access for performances. With a lack of space for parking, neighborhood residents have historically been limited or deterred from being able to access the park via a motor vehicle. Residents want Riley Park to serve as a vibrant community gathering space with more park amenities. Both the hilly topography and a functional wetland in the southeast corner of the park, however, present challenges that must be considered when designing future park enhancements.

Desired Outcome: Riley Park is a safe and well-used community resource.

Strategy NI&LU 1.1:

Enhance and increase use of Riley Park.

Action Item NI&LU 1.1.1:

Establish a working group comprised of residents and other stakeholders to partner with the City of Tallahassee Parks, Recreation and Neighborhood Affairs Department to determine what kind of park the neighborhood wants and what improvements can be made to the park to increase utilization given its topographic and environmental constraints.

Potential Partners: City of Tallahassee (Parks, Recreation and Neighborhood Affairs), GHNA

Action Item NI&LU 1.1.2:

Pursue funding opportunities to support implementation of the Riley Park Working Group's recommendations.

Potential Partners: City of Tallahassee (Parks, Recreation and Neighborhood Affairs), GHNA

Action Item NI&LU 1.1.3:

Improve and stabilize the footpath and entrance at the south end of the park.

Potential Partners: City of Tallahassee (Parks, Recreation and Neighborhood Affairs)



Page 64 of 100 Concern NI&LU 2: Lack of bicycle and pedestrian connectivity to neighborhood resources and the broader community

Desired Outcome: Increased sidewalk coverage and bike/pedestrian infrastructure.

There are 7.38 miles of existing sidewalks in the neighborhood. Several connector streets within the neighborhood, however, have incomplete sidewalks, while others are in poor condition, posing a potential safety risk for residents. Students from the Florida State University Department of Urban & Regional Planning (FSU DURP) conducted a survey of neighborhood sidewalks in 2019 and found that portions of the sidewalks on Alabama Street, Arkansas Street and Old Bainbridge Road need repair. The sidewalk on Preston Street abruptly ends. Residents are concerned about ensuring the safety of area children as they make their way to and from school. The City of Tallahassee and residents of Griffin Heights have identified priority sidewalks along Preston Street, Colorado Street and Alabama Street to repair or construct, as funding becomes available. Currently, there are no bike lanes within the neighborhood and no signage to promote sharing the road with cyclists. Enhancing bicycle/pedestrian infrastructure will increase residents' ability to safely access public transportation and other resources both within and outside of the neighborhood.

Strategy NI&LU 2.1:

Address gaps in the neighborhood's bicycle/pedestrian network to provide facilities that connect neighborhood features such as area schools, Riley Park, and major collector streets (Alabama, Tennessee, and Old Bainbridge).

Action Item NI&LU 2.1.1:

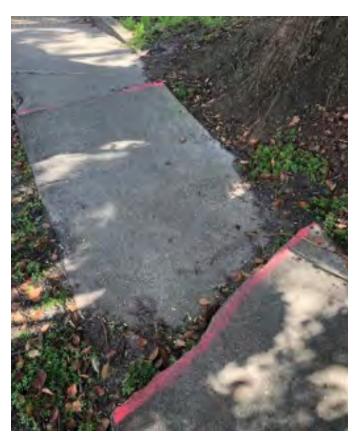
Conduct a Walk A Block assessment of existing sidewalks and bike lanes.

Potential Partners: City of Tallahassee (Parks, Recreation and Neighborhood Affairs; Housing and Community Resilience; Underground Utilities and Public Infrastructure), GHNA

Action Item NI&LU 2.1.2:

Conduct a Neighborhood Blitz to repair sidewalk issues identified in the Walk A Block Assessment.

Potential Partners: GHNA, City of Tallahassee (Parks, Recreation and Neighborhood Affairs; Housing and Community Resilience; Underground Utilities and Public Infrastructure)



Attachment 2

Action Item NI&LU 2.1.3:

Install/complete sidewalks on four priority streets: Preston Street (from Clay Street to Woodward Avenue), Harlem Street, Alabama Street, and Colorado Street.

Potential Partners: City of Tallahassee (Underground Utilities and Public Infrastructure) Tallahassee-Leon County Planning Department, GHNA

Action Item NI&LU 2.1.4:

Install signage to encourage vehicles to share the road with bicycles.

Potential Partners: City of Tallahassee (Underground Utilities and Public Infrastructure), GHNA

Action Item NI&LU 2.1.5:

Explore the use of sharrows on higher-traffic roads to emphasize the need for cars and bicycles to share the road. Explore utilizing temporary planters on these roads to illustrate where bike lanes or sharrows could be.

Potential Partners: City of Tallahassee (Underground Utilities and Public Infrastructure), GHNA

Action Item NI&LU 2.1.6:

Install a Rectangular Rapid Flash Beacon (lighted crosswalk) across Basin Street at Arizona Street to enhance safety for residents walking to the bus stop at the intersection.

Potential Partners: City of Tallahassee (Underground Utilities and Public Infrastructure; StarMetro), GHNA, Griffin Heights Apartments



Concern NI&LU 3: Lack of visually appealing streetscapes and signage in the neighborhood

Desired Outcome: Streetscaping on targeted streets enhances public safety and mobility while also beautifying the surrounding neighborhood.

The neighborhood would like to see enhanced placemaking signage, landscaping, and lighting on public rights-of-way and neighborhood gateway streets. Gateway streets into the neighborhood include Basin Street, Colorado Street, Alabama Street, Preston Street and Volusia Street. The FSU DURP students also conducted a windshield survey of road conditions in the neighborhood and found that most were in good condition. Volusia Street and Joe Louis Street were identified as the two streets needing the most urgent repair due to cracks, missing pavement markings and different colored asphalt. The street lighting that does exist within the neighborhood is typically large, overhead lighting that is harsh and not created at a pedestrian scale.

The neighborhood would like to see streetscaping efforts focused at a pedestrian scale to create an environment that is more inviting and safer to walk and drive in. Furthermore, attractive and inviting streetscapes can help create a positive first impression of neighborhood infrastructure and lead to enhanced community beautification. By creating a visually appealing environment that is easier and safer to navigate, more residents and visitors may use the street infrastructure. This increased usage may lead to a more vibrant community as neighbors interact with one another more frequently.

Strategy NI&LU 3.1:

Implement streetscaping improvements on key neighborhood gateway streets.

Action Item NI&LU 3.1.1:

Develop and implement a streetscape plan for neighborhood gateway streets (Basin, Alabama, Colorado, Volusia streets). Support the Main Street concept for Alabama Street (from Basin Street to North Abraham Street). Reference ideas in the designs developed by the FSU DURP students.

Potential Partners: City of Tallahassee (Underground Utilities and Public Infrastructure; Growth Management), Tallahassee-Leon County Planning Department, GHNA, FSU (DURP)

Note: This strategy also ties into Community Beautification strategies identified for individual property clean-up/ maintenance.

Strategy NI&LU 3.2:

Increase/enhance streetlight coverage throughout the neighborhood.

Action Item NI&LU 3.2.1:

Work with the City of Tallahassee Electric Utility to determine and implement streetlight enhancement needs and solutions throughout the neighborhood.

Potential Partners: City of Tallahassee (Electric), GHNA



Action Item NI&LU 3.2.2:

Educate the community on how to report streetlight outages via DigiTally and the City's Customer Service line.

Potential Partners: City of Tallahassee (Electric), GHNA

Strategy NI&LU 3.3:

Use signage and other creative projects to highlight the unique character of the neighborhood.

Action Item NI&LU 3.3.1:

Identify locations for additional/enhanced neighborhood signage on gateway streets and construct signage at these locations. Possible locations include Basin and Preston streets, Basin and Charlotte streets, Colorado and Indiana streets or Colorado and Tharpe streets. There is an existing sign on Old Bainbridge Road and Alabama Street.

Potential Partners: GHNA, City of Tallahassee (Underground Utilities and Public Infrastructure; Parks, Recreation and Neighborhood Affairs; Growth Management)

Action NI&LU 3.3.2:

Apply for and use funds from the City's Vibrant Neighborhood Grant program to construct and enhance neighborhood signs.

Potential Partners: City of Tallahassee (Parks, Recreation and Neighborhood Affairs), GHNA

Action Item NI&LU 3.3.3:

Develop a community art project that involves neighborhood residents (ex: mural, etc.). Engage young people in this project.

Potential Partners: GHNA, COCA, FSU, FAMU, City of Tallahassee (Housing and Community Resilience; Parks Recreation and Neighborhood Affairs)





These images are renderings designed by the FSU DURP graduate students in the Spring of 2019 and are meant for illustrative purposes only.

Attachment 2

Concern NI&LU 4: Maintenance and appearance of stormwater features

Desired Outcome: Neighborhood stormwater features are safe, clean and attractive amenities.

Twenty-two (22) streets within the neighborhood are lined or partially lined with open drainage ditches, totaling a length of over 16,800 feet. These open ditches are potential hazards to pedestrians and cars and can be an eyesore when litter collects in them. Some of the neighborhood's stormwater ponds are currently surrounded by visually unappealing or broken fences, but they present an opportunity to become community amenities with enhanced fencing and landscaping. There are three primary stormwater ponds in the neighborhood located on (1) Alabama Street between Calloway and Joe Louis streets, (2) Arizona Street between California and Arkansas streets and (3) Basin Street between Preston and Charlotte streets. Improvements to stormwater, water and sewer infrastructure on Arkansas Street, Dover Street and Clay Street have recently been made or are currently in progress.

Strategy NI&LU 4.1:

Regularly clean stormwater ditches and facilities.



Action Item NI&LU 4.1.1:

Educate residents on how to report litter in swales/ ditches and ponds via DigiTally or the City of Tallahassee Customer Service line.

Potential Partners: GHNA, residents, City of Tallahassee (Underground Utilities and Public Infrastructure)

Action Item NI&LU 4.1.2:

Organize and host neighborhood cleanups to remove trash and debris from drainage structures and other neighborhood rightsof-way. [See Community Beautification item CB 2.2.3]

Potential Partners: GHNA, residents, City of Tallahassee (Underground Utilities and Public Infrastructure; Community Beautification and Waste Management)

Strategy NI&LU 4.2:

Enhance existing neighborhood stormwater facilities.

Action Item NI&LU 4.2.1:

Work with the City of Tallahassee Underground Utilities and Public Infrastructure Department (UUPI) to determine and implement enhancements – including trash filters, fencing and landscaping – to the stormwater facilities on Alabama Street (between Calloway and Joe Louis streets) and Arizona Street (between Arkansas and California streets).

Potential Partners: GHNA, City of Tallahassee (Underground Utilities and Public Infrastructure; Community Beautification and Waste Management)

Action Item NI&LU 4.2.2:

Work with UUPI to determine feasibility of covering drainage ditches and moving stormwater to underground system. Explore Harlem Street as a priority street.

Potential Partners: GHNA, City of Tallahassee (Underground Utilities and Public Infrastructure; Community Beautification and Waste Management)

Attachment 2 Page 69 of 100

Strategy NI&LU 4.3:

Reduce erosion in individual yards using landscaping techniques.

Action Item NI&LU 4.3.1:

Work with the City of Tallahassee UUPI to target properties in need of erosion mitigation and educate property owners/ residents about effective strategies for controlling erosion.

Potential Partners: GHNA, City of Tallahassee (Underground Utilities and Public Infrastructure; TAPP)



Action Item NI&LU 4.3.2:

Promote TAPP's Rain Garden grant program through community events and social media.

Potential Partners: GHNA, City of Tallahassee (Underground Utilities and Public Infrastructure; Community Beautification and Waste Management; TAPP)

Top 2 ways to make Griffin Heights easier to walk, bike, or drive:

- Improved network of sidewalks
- Crosswalks
- Responses from FSU Community Survey (Spring 2019)



Concern NI&LU 5: Public transportation options are limiting and expensive.

Desired Outcome: Residents have reliable and affordable public transportation options.

StarMetro's Moss bus route runs the perimeter of the neighborhood. The route runs north on Woodward Avenue, west on Preston Street, north on Basin Street, and exits the neighborhood at Colorado Street and Tharpe Street. Heading south, the route turns off Old Bainbridge Road west onto Volusia Street, south on Joe Louis Street, and east on Alabama Street back to Old Bainbridge Road. In fiscal year 2019 (October 2018 to September 2019), StarMetro served 169,931 trips on the Moss route. Using stop level data, 1,236 trips were for the Griffin Heights neighborhood. There is not, however, a bus route that reaches the neighborhood's core. Many transit-dependent residents must walk several blocks to catch the bus.

Lack of a nearby grocery store or a grocery store within the neighborhood also impacts the residents. Transit-dependent Griffin Heights residents can spend hours using the bus system for grocery shopping. This also means that residents must lug their groceries on the bus and, upon return to neighborhood, walk several blocks to their homes carrying groceries. Neighborhood seniors have voiced concerns about the pricing and reliability of the public transportation options available to them. Residents have also identified stops along the existing route that could benefit from enhancements such as benches or shelters.

Strategy NI&LU 5.1:

Educate residents about how to access StarMetro's services and other transportation supports.

Action Item NI&LU 5.1.1:

Invite StarMetro to community events to demonstrate ways to best access the service.

Potential Partners: GHNA, City of Tallahassee (StarMetro)

Action Item NI&LU 5.1.2:

Create a program to connect residents to bicycle donations or low-cost purchase options.

Potential Partners: GHNA, City of Tallahassee (Parks, Recreation and Neighborhood Affairs), Bicycle House, TPD

Action Item NI&LU 5.1.3:

Promote the S.T.A.R.S. (Seniors Transporting At Risk Seniors) program and other resources for transportation services through community events, churches and social media.

Potential Partners: Elder Care Services, GHNA, City of Tallahassee (StarMetro), Big Bend Transit



Strategy NI&LU 5.2:

Increase and enhance the availability of services and support facilities for public transportation in the neighborhood.

Action Item NI&LU 5.2.1:

Advocate with StarMetro for route changes that better serve the neighborhood, including the feasibility of providing fixed route services on more streets within the neighborhood using the old Route 13 as a model.

Potential Partners: GHNA, City of Tallahassee (StarMetro; Parks, Recreation and Neighborhood Affairs)

Action Item NI&LU 5.2.2:

Improve bus stop and shelter facilities at these locations: Preston and Richmond streets; Basin and Arizona streets (across from Griffin Heights Apartments).

Potential Partners: GHNA, City of Tallahassee (StarMetro; Parks, Recreation and Neighborhood Affairs)

Action Item NI&LU 5.2.3:

Advocate for the establishment of a bus stop that provides Miracle Village residents a closer bus stop (Alabama and Birmingham streets).

Potential Partners: GHNA, Miracle Village residents, City of Tallahassee (StarMetro; Parks, Recreation and Neighborhood Affairs)

Action Item NI 5.2.4:

Find resources to allow seniors to get fee waivers or discounts for Dial-A-Ride transit services.

Potential Partners: GHNA, City of Tallahassee (StarMetro; Parks, Recreation and Neighborhood Affairs)

Action Item NI&LU 5.2.5:

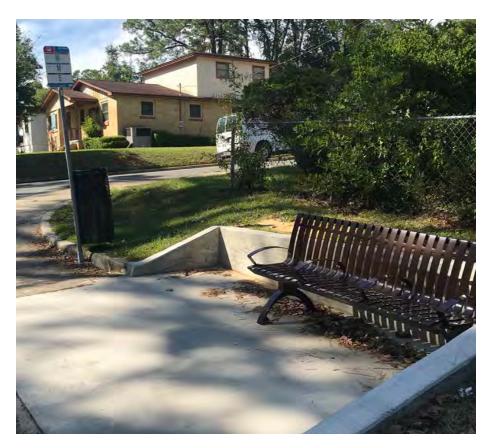
Create a neighborhood-based volunteer program that provides rides to seniors.

Potential Partners: GHNA, area churches

Action Item NI&LU 5.2.6:

Work with the Tallahassee-Leon County Planning Department to identify preferred parking areas for e-scooters within the neighborhood.

Potential Partners: GHNA, Tallahassee-Leon County Planning Department, City of Tallahassee (Parks, Recreation & Neighborhood Affairs)



Concern NI&LU 6: Vacant lots and dilapidated structures

Desired Outcome: Vacant properties are well-maintained or are re-developed for community benefits.

There are approximately 72 vacant lots (50 acres) and 370 (14.3%) vacant housing units within the boundaries of Griffin Heights (ACS, 2018 estimates). Vacant lots are often seen as a sign of disinvestment in a community. Many of these lots are not well kept, attract litter and dumping, and often contribute to crime. Vacant lots, however, have the potential to become vital community assets through re-development and present an opportunity for neighborhood revitalization. The vacant parcels are primarily owned by private owners, though 17 are owned by the County. Vacant space owned by the City is currently being utilized for water, stormwater, electric facilities or is designated as right-of-way. Vacant lots are scattered throughout the neighborhood, but the highest concentrations are in the center and on the east side of Griffin Heights. There are also 11 contiguous parcels of vacant land (almost 15 acres) located in the north east portion of the neighborhood that could be used for new housing development. These parcels, however, are landlocked; they currently have no direct access to existing City streets. FSU DURP students developed a proposed design of what affordable housing development could look like on these parcels. Two of these parcels are owned by Leon County; the rest are individually owned. The largest parcel is 9.75 acres.

Strategy NI&LU 6.1:

Develop vacant lots for community benefit.

Action Item NI&LU 6.1.1:

Maintain an inventory of all vacant lots and dilapidated homes within the neighborhood.

Potential Partners: City of Tallahassee (Housing and Community Resilience; Parks, Recreation and Neighborhood Affairs), GHNA

Action Item NI&LU 6.1.2:

Support the development of the vacant tract of land on the northside of Volusia Street for affordable/workforce housing. Target new homeowners for this development.

Potential Partners: GHNA, City of Tallahassee (Housing and Community Resilience; Parks, Recreation and Neighborhood Affairs), nonprofit and private developers



These images are renderings designed by the FSU DURP graduate students in the Spring of 2019 and are meant for illustrative purposes only.

Action Item NI&LU 6.1.3:

Assess the suitability of existing single-family lots for the development of workforce housing. Identify funding sources for the purchase of suitable lots. Assess City- and County-owned lots for feasibility for community gardens or other creative uses (permanent or temporary).

Potential Partners: GHNA, City of Tallahassee (Housing and Community Resilience: Parks, Recreation and Neighborhood Affairs, Real Estate), Tallahassee-Leon Planning Department, nonprofit and private developers, Tallahassee Food Network, FSU DURP

Action Item NI&LU 6.1.4:

Ensure that new housing developments are "green," energy efficient, apply universal design, incorporate solar technology when possible and are designed to match the look and feel of the community.

Potential Partners: GHNA, Tallahassee-Leon County Planning Department, City of Tallahassee (Housing and Community Resilience; Parks, Recreation and Neighborhood Affairs), nonprofit and private developers

Action Item NI&LU 6.1.5:

Support the creation of a community land trust.

Potential Partners: GHNA, City of Tallahassee (Housing and Community Resilience; Parks, Recreation and Neighborhood Affairs), Tallahassee Lenders Consortium

Action Item NI&LU 6.1.6:

Develop a database of publicly owned lots that are available for purchase.

Potential Partners: City of Tallahassee (Real Estate; Housing and Community Resilience), Leon County

Strategy NI&LU 6.2:

Promote voluntary compliance with City codes.



Action Item NI&LU 6.2.1:

Invite the City's Code Enforcement Division to provide a report on active code enforcement cases at neighborhood association meetings every other month.

Potential Partners: City of Tallahassee (Housing and Community Resilience: Parks, Recreation and Neighborhood Affairs), GHNA



Action Item NI&LU 6.2.2:

Educate residents on how to promptly report potential code violations. Host a workshop where code enforcement provides education about code violations and ways to report them.

Potential Partners: City of Tallahassee (Housing and Community Resilience: Parks, Recreation and Neighborhood Affairs), GHNA

Action Item NI&LU 6.2.3:

Develop and implement a code enforcement amnesty program that waives liens for property owners that address violations.

Potential Partners: City of Tallahassee (Housing and Community Resilience: Parks, Recreation and Neighborhood Affairs), GHNA

Action Item NI&LU 6.2.4:

Neighborhood residents organize to find and talk to absentee owners about keeping up their homes/land.

Potential Partners: GHNA, churches

Strategy NI&LU 6.3:

Promote the repair and reuse of existing structures.

Action Item NI&LU 6.3.1:

Develop and implement a housing assistance program that offers financial (grants and/or loans) and regulatory incentives for owners to repair and remodel existing structures. (See Action Item CB 1.2.2)

Potential Partners: City of Tallahassee (Housing and Community Resilience; Parks, Recreation and Neighborhood Affairs), GHNA



Concern NI&LU 7: Incompatible land uses

Desired Outcome: The neighborhood has land uses that allow for a mix of neighborhood-scale commercial development while also preserving the residential character of the neighborhood.

Attachment 2 Page 74 of 100

The predominant existing land use in the neighborhood is Residential Preservation, which allows for up to six dwelling units per acre and is characterized by homogeneous residential areas that are primarily accessed by local streets. The primary function of this land use category is to protect existing stable and viable residential areas from incompatible land use intensities and density intrusions. Non-residential land uses are largely prohibited. As of 2019, there were 421 residential properties with a higher density than allowed by the Residential Preservation category. Many of these properties are multi-family properties; however, there several single-family homes that are nonconforming to density requirements, primarily attributable to the smaller lot sizes in the neighborhood.

The other two primary land use categories in the neighborhood are Central Urban and Urban Residential. The Central Urban land use category is characterized by older developed portions of the community that are primarily located adjacent to or in close proximity to the urban core and major universities and is intended to provide a variety of residential types (up to 45 dwelling units per acre), employment (includes light manufacturing), office and commercial activities. The primary function of the Urban Residential land use category is to encourage medium density residential housing. The maximum residential density in the category is ten dwelling units per acre and the minimum is four dwelling units per acre. The category allows townhouses, single family detached homes, two-family homes, and apartments, as well as community facilities related to residential use.

The neighborhood has historically included some small homebased businesses and small-scale retail outlets along Alabama Street, with larger retail locations located along the busier edge of the neighborhood at Tennessee Street and Basin Street, and West Tharpe Street and Old Bainbridge Road. There are four commercial properties along Alabama Street that are currently nonconforming land uses. This means that if any of those properties were to be destroyed or become otherwise inactive, new commercial uses would not be currently approved. Residents have voiced a desire to see an increase in neighborhood-scale commercial development along Alabama Street. By updating zoning, the neighborhood will have the opportunity to create a mixed-use environment to increase economic opportunity in the heart of the neighborhood.

Strategy NI&LU 7.1:

Develop land use mechanisms to preserve the singlefamily residential character of the neighborhood while creating opportunities for neighborhood-scale commercial development in designated areas.

Action Item NI&LU 7.1.1:

Designate Alabama Street (from Basin Street to North Abraham Street) as a "Neighborhood Boundary" to allow for the creation of a Main Street corridor, providing opportunities for neighborhood-scale commercial development.

Potential Partners: Tallahassee-Leon County Planning Department, Tallahassee-Leon County Office of Economic Vitality, GHNA,

Action Item NI&LU 7.1.2:

Work with the Tallahassee-Leon County Planning Department to refine the proposed Neighborhood Boundary land use category and zoning district for application within the neighborhood.

Potential Partners: GHNA, Tallahassee-Leon County Planning Department

Action Item NI&LU 7.1.3:

Identify density recommendations for the neighborhood and share with the Tallahassee-Leon County Planning Department.

Potential Partners: GHNA, Tallahassee-Leon County Planning Department

Action Item NI&LU 7.1.4:

Work with the Tallahassee-Leon County Planning Department on form-based code.

Potential Partners: GHNA, Tallahassee-Leon County Planning Department



Neighborhood Safety & Crime Prevention

Attachment 2 Page 76 of 100

In the survey conducted by FSU DURP, residents identified decreasing neighborhood crime as one of the top 2 strategies for improving the community. Increasing resident engagement and collaboration with law enforcement as well as infrastructure improvements and social supports have all been outlined in the plan as key facets of a comprehensive approach to fostering neighborhood safety. The five key neighborhood concerns related to neighborhood safety and crime prevention that the Griffin Heights Community Action Team chose to address include: limited resident involvement in addressing and preventing criminal activity, the need to strengthen trust and relationships between residents and law enforcement, speeding and other traffic violations occurring on neighborhood streets, drug activity and loitering at convenience stores.



Alignment with Tallahassee 2024 Strategic Plan: This section of the plan furthers Objectives 2A, 4D, 5A and 5B of the City of Tallahassee 2024 Strategic Plan.



Concern NS&CP 1: Resident involvement in addressing and preventing criminal activity is limited.

Desired Outcome: The neighborhood is actively engaged in crime prevention efforts.

Neighborhoods must take an active role in creating an atmosphere that deters crime. A lack of willingness to report crime may portray disinterest in the problem and can help to foster an environment where criminal activities flourish. Furthermore, law enforcement cannot address and enforce issues they are unaware of. There are several "crime hot spots" in Griffin Heights, which the neighborhood can help address. From 2014-2018, there were 10,457 calls for service in the neighborhood. There were 375 "persons" offenses during that period and 2,096 "property and other" offenses. Persons offenses include aggravated assault, murder, rape, and robbery. Property and other offenses include arson, burglary, destruction, larceny, motor vehicle theft, trespass, and weapons offenses.

According to the community survey that was conducted by FSU DURP students in 2019, neighborhood safety was one of the top four concerns raised by survey respondents. A reduction in neighborhood crime was ranked as the second most important neighborhood improvement by survey respondents. Residents can take action to involve themselves and collaborate with law enforcement to keep their neighborhood safe.

Strategy NS&CP 1.1:

Engage and educate neighborhood residents and stakeholders (churches, schools, business owners, landlords) on crime reporting, fire prevention, and personal safety techniques.



Action Item NS&CP 1.1.1:

Promote the use of Crime Stoppers as a means for residents to anonymously report crime and suspicious activities taking place in the neighborhood. Inform

residents that those who offer tips on criminal activities occurring in the neighborhood do not have to testify.

Potential Partners: GHNA, City of Tallahassee (TPD; TFD; Parks, Recreation and Neighborhood Affairs), Big Bend Crime Stoppers, LCSO, area churches



Action Item NS&CP 1.1.2:

Identify and appoint block captains for the Griffin Heights Neighborhood Crime Watch, giving priority to the crime hot spot areas in the neighborhood. Potential Partners: GHNA, City of Tallahassee (TPD; Parks, Recreation and Neighborhood Affairs), LCSO

Action Item NS&CP 1.1.3:

Collaborate with area churches to host safety workshops and engage young people.

Potential Partners: GHNA, City of Tallahassee (TPD; TFD; Parks, Recreation and Neighborhood Affairs), LCSO, area churches

Action Item NS&CP 1.1.4:

Collaborate with the large apartment complexes in the neighborhood to host safety workshops and to identify residents who are willing to get involved in a Crime Watch for their apartment complex.

Potential Partners: GHNA, City of Tallahassee (TPD; TFD; Parks, Recreation and Neighborhood Affairs), LCSO, Tallahassee Housing Authority, Griffin Heights Apartments, other apartment complex managers

Attachment 2 Page 78 of 100

Action Item NS&CP 1.1.5:

Host an annual Safety Fair and other safety-related workshops/ event(s) in the neighborhood to address crime and fire prevention, disaster preparedness and personal safety.

Potential Partners: GHNA, City of Tallahassee (TPD; TFD; Parks, Recreation and Neighborhood Affairs), LCSO

Action Item NS&CP 1.1.6:

Partner with area schools to engage with parents and students at school orientations, open houses and other school events to promote personal and neighborhood safety.

Potential Partners: GHNA, City of Tallahassee (TPD; TFD; Parks, Recreation and Neighborhood Affairs), LCSO

Top 3 ways to improve public safety in Griffin Heights:

- Improved street lighting
- Connect residents to services that provide education and employment support
- Police visibility (foot patrol / community relationships)
- Responses from FSU Community Survey (Spring 2019)



Attachment 2 Page 79 of 100

Concern NS&CP 2: There is a need to strengthen trust and relationships between residents and law enforcement.

Desired Outcome: Law enforcement and residents engage often and are visible in the neighborhood together.

Lack of trust between residents and law enforcement can lead to unreported crime among other issues. Providing opportunities for officers and residents to get to know each other will enhance positive engagement and support a collaborative atmosphere where everyone is taking responsibility for neighborhood safety.

Strategy NS&CP 2.1:

Work with the Tallahassee Police Department to promote and enhance community policing efforts.



Action Item NS&CP 2.1.1:

Host activities and events that provide opportunities for law enforcement and residents to have positive and peaceful interactions and engagement. (ex:

Operation Safe Neighborhoods, Coffee with a Cop, etc.) Host these activities in apartment complexes (Griffin Heights Apt., Springfield Apts.) and other areas of the neighborhood.

Potential Partners: GHNA, City of Tallahassee (TPD; Parks, Recreation and Neighborhood Affairs), LCSO, Tallahassee Housing Authority, Griffin Heights Apartments, other apartment complex managers

Action Item NS&CP 2.1.2:

Work with other neighborhoods to create a series of ongoing monthly, solution-focused dialogues about racism, history, and relationships with police, etc.

Potential Partners: GHNA, City of Tallahassee (TPD; Parks, Recreation and Neighborhood Affairs), LCSO, other neighborhood associations

Action Item NS&CP 2.1.3:

Work with TPD and LCSO to conduct targeted officer recruitment in the neighborhood.

Potential Partners: GHNA, City of Tallahassee (TPD; Parks, Recreation and Neighborhood Affairs, TEMPO), LCSO

Action Item NS&CP 2.1.4:

Encourage TPD and LCSO leadership to diversify and enhance de-escalation training, including providing opportunities to officers to intern in other countries where officers do not carry guns.

Potential Partners: GHNA, City of Tallahassee (TPD; Parks, Recreation and Neighborhood Affairs), LCSO

Action Item NS&CP 2.1.5:

Collaborate with TPD and LCSO to establish an "Officer in Residence" housing program for the Griffin Heights neighborhood.

Potential Partners: GHNA, City of Tallahassee (TPD; Parks, Recreation and Neighborhood Affairs), LCSO

Action Item NS&CP 2.1.6:

Advocate for the location of a COPPS unit in Griffin Heights, including officers on the beat.

Potential Partners: GHNA, City of Tallahassee (TPD; Parks, Recreation and Neighborhood Affairs)

Attachment 2 Page 80 of 100

Action Item NS&CP 2.1.7:

Collaborate with TPD to explore the feasibility of establishing police substations in apartment complexes in the neighborhood.

Potential Partners: GHNA, City of Tallahassee (TPD; Parks, Recreation and Neighborhood Affairs), Tallahassee Housing Authority, Griffin Heights Apartments



Action Item NS&CP 2.1.8:

Promote TPD's Residential Surveys as a community resource.

Potential Partners: GHNA, City of Tallahassee (TPD; Parks, Recreation and Neighborhood Affairs)





Concern NS&CP 3: Speeding and other traffic violations occurring on neighborhood streets

Desired Outcome: Speeding and other traffic violations within the neighborhood are reduced.

There are several streets within the neighborhood that are used as thoroughfares to connect areas adjacent to Griffin Heights. These streets include Basin Street, California Street, Colorado Street and Alabama Street. Often people driving through the neighborhood do not obey traffic laws and drive well above the posted speed limits, creating a safety risk for pedestrians, cyclists, and other vehicles. In 2019, there were 48 traffic violations on these four gateway streets. Of those 48 violations, 28 were related to license, registration, or insurance; 14 were driving-related (speed, yielding, etc.); three were equipment-related; and three were DUI. The addition of signage and traffic calming infrastructure on the busiest roads will create a safer environment.

Strategy NS&CP 3.1:

Use traffic engineering design concepts to reduce speeding and other traffic violations. [See also Strategy NI&LU 2.1]

Action Item NS&CP 3.1.1:

Enhance/increase traffic signage along neighborhood gateway streets (Basin, California, Colorado and Alabama streets).

Potential Partners: GHNA, City of Tallahassee (Underground Utilities and Public Infrastructure; Parks, Recreation and Neighborhood Affairs)

Action Item NS&CP 3.1.2:

Prioritize streets within the neighborhood for the installation of traffic calming features.

Potential Partners: GHNA, City of Tallahassee (Underground Utilities and Public Infrastructure; Parks, Recreation and Neighborhood Affairs)

Strategy NS&CP 3.2:

Establish safe walking routes to area schools and churches and inform parents and students about these routes.

Action Item NS&CP 3.2.1:

Work with TPD, Leon County School District and area schools to identify resources to ensure student safety.

Potential Partners: GHNA, City of Tallahassee (TPD; Parks, Recreation and Neighborhood Affairs), LCSO, Leon County School District



Concern NS&CP 4: Drug activity

Desired Outcome: Drug activity in the neighborhood is dramatically reduced.

From 2014-2018, Tallahassee Police Department reports of incidents occurring in Griffin Heights showed 397 instances in which a drug offense was included. During that timeframe, 2014 and 2017 were the years with the highest number of drug offenses at 90 each. 2016 and 2018 showed the biggest improvements with 62 and 70 instances, respectively. There are several factors that may lead people to be more susceptible to being involved in illicit drug activities. One reason is a lack of employment, which often stems from a lack of opportunity or knowledge of other options. The unemployment rate in the neighborhood is 10%, and 21% of people within the neighborhood do not possess a high school diploma or equivalent degree. Some of the crime hot spots include the apartment complexes, vacant lots or hidden areas (i.e. Riley Park), and the Alabama Street corridor. There are many solutions to address drug activity, including increased partnership with law enforcement, creation of job opportunities, and access to drug treatment facilities.

Strategy NS&CP 4.1:

Work with law enforcement and other community partners to decrease illegal drug activity in the neighborhood.

Action Item NS&CP 4.1.1:

Request TPD install surveillance cameras in strategic locations within the neighborhood.

Potential Partners: GHNA, City of Tallahassee (TPD; Parks, Recreation and Neighborhood Affairs)



Action Item NS&CP 4.1.2:

Encourage residents to call TPD to report incidents of drug activities in the neighborhood.

Potential Partners: GHNA, City of Tallahassee (TPD; Parks, Recreation and Neighborhood Affairs)

Action Item NS&CP 4.1.3:

Partner with service providers and faith communities to educate residents on substance use treatment resources. Assess the possibility of implementing a street outreach program to connect individuals to substance use resources. [See also Strategy ED&RE 4.1] Potential Partners: GHNA, City of Tallahassee (TPD; Parks, Recreation and Neighborhood Affairs), The Apalachee Center, other treatment providers



Action Item NS&CP 4.1.4:

Connect "Opportunity Youth" (youth ages 16 to 24 years old not enrolled in school or currently employed) to the TEMPO program for educational and entrepreneurial training/resources. [See also ED&RE 2.2.1]

Potential Partners: City of Tallahassee (TEMPO; TPD, Parks, Recreation and Neighborhood Affairs), GHNA, area churches



Concern NS& CP 5: Loitering at convenience stores

Desired Outcome: Residents feel safe when walking or driving by the area's convenience stores.

The convenience stores along the Alabama Street corridor have long been a place where people gather and loiter. These gatherings can result in illicit activities and/or the perception of such activities. The presence of large groups in front of stores often deters other residents from shopping at or even walking by these businesses, which has both economic and social costs. Though loitering is a concern for residents, that concern has not translated into reports to the Tallahassee Police Department. Over the past five years, only 13 reports of loitering were made to TPD. This suggests that, although it is a nuisance and a concern, residents do not feel the need to involve the police or feel helpless about preventing loitering on property that is not their own.

Strategy NS&CP 5.1:

Reduce incidences of loitering at neighborhood stores.

Action Item NS&CP 5.1.1:

Engage store owners and the owners of the lots adjacent to these businesses to help reduce loitering.

Potential Partners: GHNA, City of Tallahassee (TPD; Parks, Recreation and Neighborhood Affairs), store owners, adjacent property owners

Action Item NS&CP 5.1.2:

Connect those that are loitering to resources and alternate places to gather.

Potential Partners: GHNA, City of Tallahassee (TPD; Parks, Recreation and Neighborhood Affairs)

Action Item NS&CP 5.1.3:

Create additional or enhance existing community gathering spots.

Potential Partners: GHNA, City of Tallahassee (TPD; Parks, Recreation and Neighborhood Affairs)



Funding for Community Projects

Attachment 2 Page 84 of 100

Many of the action items outlined in this plan do not require funding to complete, but instead will be driven by collaboration, partnership and resident involvement. However, there are other key projects that the neighborhood has identified that will require funding, whether it be from local government, private foundations or other sources. The projects represent a need for investment in infrastructure and programming for the neighborhood that has long been underprovided. The Griffin Heights Community Action Team outlined its primary and sole concern for this section as: no identified or dedicated funding sources to finance the implementation of the neighborhood plan. Residents have put a lot of work into their plan and want to see these projects implemented. They are hopeful that their partners in local government will work creatively to help find ways to finance the plan.



Alignment with Tallahassee 2024 Strategic Plan: This section of the plan furthers Objectives 2B, 2C, 2D, and 3D of the City of Tallahassee 2024 Strategic Plan.



Page 85 of 100 Concern F 1: No identified or dedicated funding sources to finance the implementation of the neighborhood plan

Unlike other neighborhoods participating in the Neighborhood Public Safety Initiative, Griffin Heights is not within a Tallahassee Community Redevelopment Agency (CRA) district. Therefore, the neighborhood is not eligible to receive funding from the CRA. Funding for the neighborhood infrastructure projects, services and programs identified in this plan will have to come from other sources.

Desired Outcome: Projects outlined in the neighborhood plan are funded and implemented.

Strategy F 1.1:

Identify and cultivate dedicated funding sources from which projects and initiatives can be funded.



Action Item F 1.1.1:

Establish a working group to research and analyze whether the Griffin Heights neighborhood qualifies to be included in a Tallahassee Community

Redevelopment Agency District. If a needs assessment or other data collection is required, advocate with City leadership to request that.

Potential Partners: GHNA, CRA staff, FSU, FAMU



Action Item F 1.1.2:

If the results of the analysis referenced in Action Item F 1.1.1 show that the neighborhood meets the criteria to be included in the CRA, petition the

Tallahassee Community Redevelopment Agency Board and the Tallahassee City Commission for the inclusion of the Griffin Heights neighborhood in the Greater Frenchtown/Southside Community Redevelopment Area.

Potential Partners: GHNA, CRA



Action Item F 1.1.3:

Gather resident support in the form of letters, meeting attendance and petitions to support the

neighborhood's request for inclusion in the community redevelopment district.

Potential Partners: GHNA

Action Item F 1.1.4:

Request funding from Leon County for those projects and initiatives that qualify for County funding.

Potential Partners: GHNA

Strategy F 1.2:

Work with City and County departments and nonprofit partners to secure funding for neighborhood projects.

Action Item F 1.2.1:

Work with the Tallahassee-Leon County Office of Economic Vitality to secure funding for economic development projects, including the purchase of 1309 Alabama Street for a neighborhood grocery store.

Potential Partners: GHNA, Tallahassee-Leon County Office of Economic Vitality, City of Tallahassee (Parks, Recreation and Neighborhood Affairs), LCSO

Attachment 2

Attachment 2 Page 86 of 100

Action Item F 1.2.2:

Work with the City of Tallahassee Community Housing & Human Services Department to secure funding for housing development projects.

Potential Partners: GHNA, City of Tallahassee (Housing and Community Resilience, Parks, Recreation and Neighborhood Affairs)

Action Item F 1.2.3:

Work with the City of Tallahassee Underground Utilities and Public Infrastructure Department to secure funding for neighborhood infrastructure projects.

Potential Partners: GHNA, City of Tallahassee (Underground Utilities and Public Infrastructure, Parks, Recreation and Neighborhood Affairs)

Action Item F 1.2.4:

Research grant opportunities to fund infrastructure and social service projects; partner with relevant agencies/nonprofits. Use grant partnerships as opportunities to also build capacity for area nonprofits serving the neighborhood.

Potential Partners: GHNA, City of Tallahassee (Underground Utilities and Public Infrastructure Department, Parks, Recreation and Neighborhood Affairs), area nonprofits, area churches, FSU, FAMU





5 Appendices

Appendix A - Action Items for Immediate Implementation

- Appendix B Implementation Plans
- Appendix C Key Demographics

Appendix A - Action Items for Immediate Implementation

These action items have been identified as those ready for immediate implementation (aka "low-hanging fruit") which are defined as projects, events, and/or activities for which no extensive planning is needed, funding is already available, there is a ready partner, no permit is needed, can be done with a few people, and will show an impact on the community.

IMPLEMENTATION TASK	RESOURCES	STATUS	
PRIORITY AREA: ECONOMIC DEVELOPMENT & RESIDENT EMPOWERMENT			
Potential Partners: Griffin Heights Neighborhood Association, City of Tallahassee (Housing and Community Resilience; Parks, Recreation and Neighborhood Affairs; TEMPO), Lively Technical College, Tallahassee-Leon County Office of Economic Vitality, DOMI Station, FAMU Small Business Development Center, TCC, credit unions, Children's Services Council, Early Learning Coalition of the Big Bend, FAMU, FSU, area schools, area churches, JobCorps, CareerSource, Capital Area Community Action Agency, Big Bend After Re-entry Coalition, The League of Women Voters of Tallahassee, Florida Department of Highway Safety and Motor Vehicles- Florida Licensing on Wheels (FLOW), Tallahassee Lenders Consortium, Mt. Olive Community Development, Graceful Solutions, Tallahassee-Leon Housing Leadership Council, Habitat for Humanity, other nonprofits			
Host informational workshops in the neighborhood that increase residents' awareness of existing small business development resources, grant writing and financial education. (ED&RE 1.2.1)			
Monitor progress of the Children's Services Council and its related funding possibilities that can benefit the neighborhood. (ED&RE 1.2.6)			
Work with the administrators at local schools to introduce students from the neighborhood to local resources available for youth entrepreneurs. (ED&RE 1.3.6)			
Promote the TEMPO program with neighborhood opportunity youth in churches, businesses, apartment complexes and throughout the neighborhood through personal outreach and social media. (ED&RE 2.2.1)			
Promote existing job training resources in the neighborhood by inviting providers to community events and hosting resource fairs. (ED&RE 2.2.2)			
Help citizens returning from incarceration register to vote and re-establish their driver's license. (ED&RE 2.3.3)			
Promote resources for homebuying assistance. (ED&RE 3.1.1)			
Build lists of landlords willing to sell and renters interested in homeownership and connect the two. (ED&RE 3.2.1)			
Promote resources that support families and children with special needs and disabilities by inviting providers to church groups and neighborhood meetings/events. Encourage community centers to display resource materials. (ED&RE 4.1.3)			

Attachment 2 Page 90 of 100

		Page 90 of 100
IMPLEMENTATION TASK	RESOURCES	STATUS
Promote afterschool and recreation opportunities that are currently available to residents in the community through community events, schools, and social media. (ED&RE 4.2.2)		
Develop and distribute a quarterly calendar of community events via social media, church bulletins, etc. (ED&RE 6.1.1)		
Develop and host at least one new collaborative community event per year (ex: potluck, yard sale, etc.). Explore hosting a "Longest Table" event in the neighborhood. (ED&RE 6.1.2)		
Increase membership in the neighborhood association through personal outreach. Recruit at community events. (ED&RE 6.2.1)		
Establish a representative working group to explore new options for a neighborhood logo and motto. (ED&RE 6.2.3)		
Create signage to advertise neighborhood association meetings. (ED&RE 6.2.4)		
Potential Partners: Griffin Heights Neighborhood Association, City of Tallahassee (Communi Community Resilience; Underground Utilities and Public Infrastructure; Sustainability and Co Department, Keep Tallahassee Beautiful, area schools		
Notify code enforcement about properties that are overgrown or in disrepair so they can be addressed quickly. (CB 1.1.2)		
Promote existing City of Tallahassee Housing rehabilitation programs through community events and targeted outreach. (CB 1.2.1)		
Use social media to spread messages about litter prevention. (CB 2.1.1)		
Invite the TAPP program to community events to educate about litter/pollution. (CB 2.1.3)		
Have a youth cleanup day. Work with the Lawrence Gregory Community Center and local schools. Support Griffin Chapel's quarterly youth clean up days. (CB 2.1.6)		
Encourage residents to use DigiTally or to call the City's Customer Service at 891-4968 to report litter as it occurs on streets, parks and holding ponds. (CB 2.2.4)		

Attachment 2

	1	Page 91 of 100
IMPLEMENTATION TASK	RESOURCES	STATUS
Encourage residents to use DigiTally or to call the City's Customer Service Operations Department phone number to report illegal dumping. (CB 3.1.1)		
PRIORITY AREA: NEIGHBORHOOD INFRASTRUCTURE & LAND USE		
Potential Partners: Griffin Heights Neighborhood Association, City of Tallahassee (Commun Recreation and Neighborhood Affairs; Housing and Community Resilience; TAPP; Undergro		
Educate the community on how to report streetlight outages via DigiTally and the City's Customer Service line. (NI&LU 3.2.2)		
Educate residents on how to report litter in swales/ditches and ponds via DigiTally or the City of Tallahassee Customer Service line. (NI&LU 4.1.1)		
Promote the TAPP Rain Garden grant program through community events and social media. (NI&LU 4.3.2)		
Invite the City's Code Enforcement Division to provide a report on active code enforcement cases at neighborhood association meetings every other month. (NI&LU 6.2.1)		
Educate residents about how to promptly report potential code violations. Host a workshop where code enforcement provides education about code violations and ways to report them. (NI&LU 6.2.2)		
PRIORITY AREA: NEIGHBORHOOD SAFETY & CRIME PREVENTION		
Potential Partners: Griffin Heights Neighborhood Association, City of Tallahassee (Parks, Re County Sheriff's Office, Big Bend Crime Stoppers, area churches, schools, and businesses	creation and Neighborhood Affair	s; TEMPO; TFP; TPD), Leon
Promote the use of Crime Stoppers as a means for residents to anonymously report crime and suspicious activities taking place in the neighborhood. Inform residents that those who offer tips on criminal activities occurring in the neighborhood do not have to testify. (NS&CP 1.1.1)		
Identify and appoint block captains for the Griffin Heights Neighborhood Crime Watch, giving priority to the crime hot spot areas in the neighborhood. (NS&CP 1.1.2)		

Attachment 2 Page 92 of 100

		Page 92 of 100
IMPLEMENTATION TASK	RESOURCES	STATUS
Host activities and events that provide opportunities for law enforcement and residents to have positive and peaceful interactions and engagement (ex: Operation Safe Neighborhoods, Coffee with a Cop, etc.). Host these activities in apartment complexes (Griffin Heights Apts., Springfield Apts.) and other areas of the neighborhood. (NS&CP 2.1.1)		
Promote TPD's Residential Surveys as a community resource. (NS&CP 2.1.8)		
Encourage residents to call TPD to report incidents of drug activities in the neighborhood. (NS&CP 4.1.2)		
Connect "Opportunity Youth" (youth ages 16 to 24 years old not enrolled in school or currently employed) to the TEMPO program for educational and entrepreneurial training/ resources. (NS&CP 4.1.4, See also ED&RE 2.2.1)		
PRIORITY AREA: FUNDING		
Potential Partners: Griffin Heights Neighborhood Association, City of Tallahassee (Housing a Neighborhood Affairs; Underground Utilities and Public Infrastructure), Tallahassee-Leon Co		
Establish a working group to research and analyze whether the Griffin Heights neighborhood qualifies to be included in a Tallahassee Community Redevelopment Agency District. If a needs assessment or other data collection is required, advocate with City leadership to request that. (F 1.1.1)		
If the results of the analysis referenced in Action Item F 1.1.1 show that neighborhood meets the criteria to be included in the CRA, petition the Tallahassee Community Redevelopment Agency Board and the Tallahassee City Commission for the inclusion of the Griffin Heights neighborhood in the Greater Frenchtown/Southside Community Redevelopment Area. (F 1.1.2)		
Gather resident support in the form of letters, meeting attendance and petitions to support the neighborhood's request for inclusion in the community redevelopment district. (F 1.1.3)		

Appendix B - Implementation Plans

The following Implementation Plans collect action items that address topical areas throughout multiple Priority Area sections in one easy-to-reference location. These are not meant to replace the Priority Area sections, but rather to serve as a kind of index for larger focus areas that are addressed in multiple areas of the plan.

Griffin Heights Neighborhood First - Housing Implementation Plan

Action Item	Starting Timeframe	Resources	Status
ACCESS TO HOMEOWNERSHIP (Strategies ED&RE 3.1, ED&RE	3.2)		
Potential Partners: Griffin Heights Neighborhood Association, Ci Affairs), Tallahassee Lenders Consortium, Habitat for Humanity, Housing Leadership Council	-		-
Promote resources for homebuying assistance. (ED&RE 3.1.1)	Low-Hanging Fruit		
Conduct homeownership and home maintenance workshops in the neighborhood. (ED&RE 3.1.2)	Short-term		
Build lists of landlords willing to sell and renters interested in homeownership and connect the two. (ED&RE 3.2.1)	Low-Hanging Fruit		
Work with credit unions, nonprofit providers, and nonprofit developers to create a program that provides homebuyer and home maintenance education, down payment assistance, pre-and post-purchase mentorship and an emergency fund for new homeowners. (ED&RE 3.2.2)	Short-term		
HOUSING REHABILITATION (Strategies ED&RE 6.3, NI&LU 6.2,	NI&LU 6.3, CB 1.2)		L
Potential Partners: Griffin Heights Neighborhood Association, Ci Affairs), of Economic Vitality), area churches, Elder Care Service			creation and Neighborhood
Develop and implement a code enforcement amnesty program that waives liens for property owners that address violations. (NI&LU 6.2.3)	Intermediate		
Develop and implement a housing rehabilitation assistance program that offers financial (grants and/or loans) and			

regulatory incentives for owners to repair and remodel existing structures. (NI&LU 6.3.1, CB 1.2.2)	Short-term	
Promote existing City of Tallahassee Housing rehabilitation programs through community events and targeted outreach. (CB 1.2.1)	Low-Hanging Fruit	

Attachment 2

			Page 94 of 100
Action Item	Starting Timeframe	Resources	Status
Develop a program to connect eligible homeowners (seniors, individuals with disabilities, etc.) in need of home and yard maintenance assistance with volunteers who can help them to upkeep their homes and properties. (ED&RE 6.3.1, CB 1.2.3)	Short-term		
Organize a "Do Something Day" twice a year to assist residents in need with volunteers willing to help with minor home repairs and yard maintenance. (CB 1.2.4)	Short-term		

NEW CONSTRUCTION (Strategies NI&LU 6.1, F 1.2)

Potential Partners: Griffin Heights Neighborhood Association, City of Tallahassee (Housing and Community Resilience; Parks, Recreation and Neighborhood Affairs; Growth Management; Real Estate), Tallahassee-Leon Planning Department, Tallahassee Lenders Consortium, Habitat for Humanity, nonprofit and private developers, FSU Department of Urban & Regional Design

Maintain an inventory of all vacant lots and dilapidated homes within the neighborhood. (NI&LU 6.1.1)	Short-term
Support the development of the vacant tract of land on the northside of Volusia Street for affordable/workforce housing. Target new homeowners for this development. (NI&LU 6.1.2)	Intermediate
Assess the suitability of existing single-family lots for the development of workforce housing. Identify funding sources for the purchase of suitable lots. (NI&LU 6.1.3)	Short-term
Ensure that new housing developments are "green," energy efficient, apply universal design, incorporate solar technology when possible and are designed to match the look and feel of the community. (NI&LU 6.1.4)	Intermediate
Support the creation of a community land trust. (NI&LU 6.1.5)	Intermediate
Develop a database of publicly owned lots that are available for purchase. (NI&LU 6.1.6)	Short-term
Work with the City of Tallahassee Community Housing & Human Services Department to secure funding for housing development projects. (F 1.2.2)	Short-term

Griffin Heights Neighborhood First - Food, Health & Wellness Implementation Plan

Action Item	Starting Timeframe	Resources	Status		
ACCESS TO HEALTHY FOOD (Strategies ED&RE 5.1, F 1.2)	ACCESS TO HEALTHY FOOD (Strategies ED&RE 5.1, F 1.2)				
Potential Partners: Griffin Heights Neighborhood Association, Cit Public Infrastructure), Community Partners of Tallahassee, FAMU Department of Health, Tallahassee Memorial Hospital, Frenchtow	Small Business Develop	ment Center, Tallahassee Food Network	, FSU, FAMU, Leon County		
Advocate for the City/County to purchase 1309 Alabama Street for community food retail or other economic development benefit. (ED&RE 5.1.1, F 1.2.1)	Short-term				
Increase the number of healthy food retail spaces and other food businesses in the neighborhood by connecting entrepreneurs to opportunities to secure capital. (ED&RE 5.1.2)	Short-term				
Find a suitable location and partners for a community garden, a neighborhood farmers market/stand and/or food truck parking areas. (ED&RE 5.1.3, ED&RE 5.1.5)	Intermediate				
Create intergenerational gardening programs. Work with Tallahassee Food Network to incorporate learnings/model of its I-Grow garden. (ED&RE 5.1.4)	Short-term				
Host classes on nutrition and healthy cooking for residents. (ED&RE 5.1.6)	Intermediate				
Promote access to the KitchenShare program at neighborhood meetings and through social media. (ED&RE 5.1.7)	Short-term				
Collaborate with area churches and other organizers of food distributions in the neighborhood to include more fruits and vegetables when available. (ED&RE 5.1.8)	Intermediate				

Attachment 2 Page 96 of 100

			Page 96 of 100		
Action Item	Starting Timeframe	Resources	Status		
ACCESS TO WELLNESS SERVICES & ACTIVITIES (Strategies ED&	ACCESS TO WELLNESS SERVICES & ACTIVITIES (Strategies ED&RE 4.1, ED&RE 4.2, ED&RE 6.2, F 1.2)				
Potential Partners: Griffin Heights Neighborhood Association, City of Tallahassee Housing Authority, Bond Community Health Center, Leo Big Bend, Whole Child Leon, Department of Children & Families, Ta Seeds, Sewing Comfort program, Griffin Heights Apartments, Elder	on County Schools, Leon llahassee Food Network,	County Department of Healt	h, Early Learning Coalition of the		
Work with service providers, large apartment complexes, churches, etc., to offer services and events within the neighborhood and target promotion efforts to the community. (ED&RE 4.1.1, ED&RE 4.2.5)	Intermediate				
Work with area churches, beauty parlors and barber shops to play a role in helping reduce the stigma of accessing mental health services. (ED&RE 4.1.2)	Intermediate				
Promote resources that support families and children with special needs and disabilities by inviting providers to church groups and neighborhood meetings/events. Encourage community centers to display resource materials. (ED&RE 4.1.3)	Low-hanging Fruit				
Provide education to residents on recognizing and managing mental health challenges, understanding the links between mental health and substance use, and the impacts of trauma and poverty. (ED&RE 4.1.4)	Intermediate				
Establish a Springfield Children & Family Resource Center located in the Springfield Apartments on Joe Louis Street. Look at models like the Community School model at Sabal Palm Elementary. (ED&RE 4.2.1)	Short-term				
Promote afterschool and recreational opportunities that are currently available to residents in the community. Partner to create new or enhanced programming. (ED&RE 4.2.2)	Low-hanging Fruit				
Partner with area churches and other nonprofit organizations to offer new or enhanced recreational programs in the neighborhood (ex: Sowing Seeds, Sewing Comfort program). (ED&RE 4.2.3)	Intermediate				

Attachment 2 Page 97 of 100

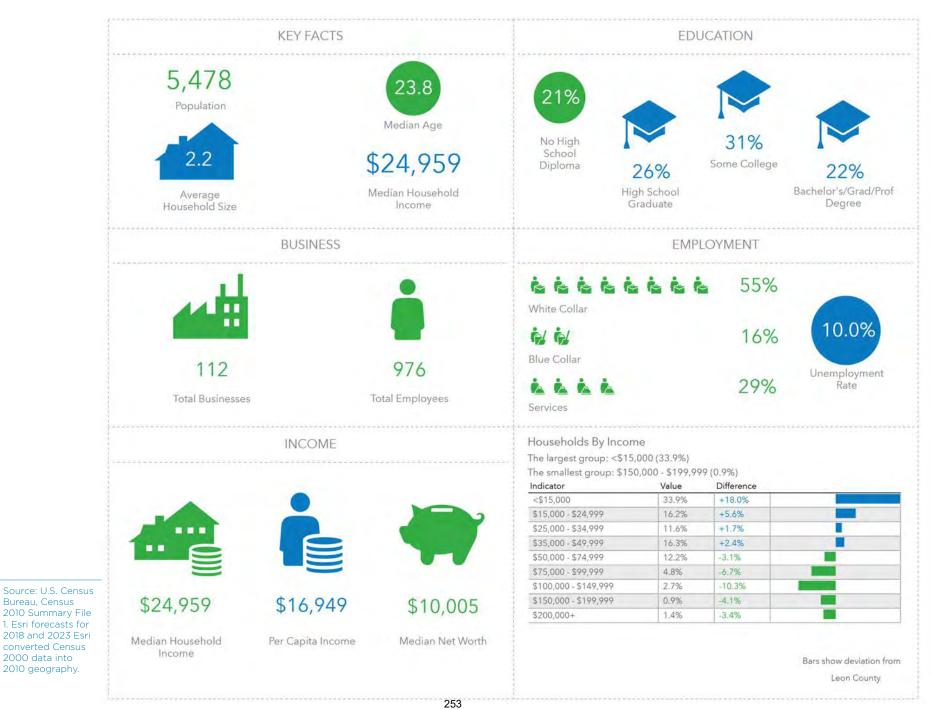
			Page 97 of 100
Action Item	Starting Timeframe	Resources	Status
Identify enhancements to neighborhood recreational facilities, including identifying space for a children's water feature and improvements to Riley Park, through a neighborhood working group. (ED&RE 4.2.6, NI&LU 1.1.1)	Intermediate		
Promote existing resources for senior recreation and engagement. Increase programming for seniors at Lawrence- Gregory Community Center. (ED&RE 4.2.7, ED&RE 6.3.2)	Intermediate		
Collaborate with elder-serving organizations to develop neighborhood activities designed to foster intergenerational interactions. (ED&RE 6.2.3)	Intermediate		
Research grant opportunities to fund infrastructure and social service projects; partner with relevant agencies/nonprofits. Use grant partnerships as opportunities to also build capacity for area nonprofits serving the neighborhood. (F 1.2.4)	Short-term		

Griffin Heights Neighborhood First - Neighborhood Safety Infrastructure Implementation Plan

Action Item	Starting Timeframe	Resources	Status		
NEIGHBORHOOD SAFETY INFRASTRUCTURE (Strategies NS&CP	NEIGHBORHOOD SAFETY INFRASTRUCTURE (Strategies NS&CP 3.1, NS&CP 3.2, NI&LU 2.1, NI&LU 4.2, F 1.2)				
Potential Partners: Griffin Heights Neighborhood Association, City of Tallahassee (Parks, Recreation and Neighborhood Affairs; StarMetro; TPD; Underground Utilities and Public Infrastructure) Tallahassee-Leon County Planning Department, Leon County Sheriff's Office, Leon County School District, Griffin Heights Apartments					
Enhance/increase traffic signage along neighborhood gateway streets (Basin, California, Colorado and Alabama). (NS&CP 3.1.1)	Short-term				
Prioritize streets within the neighborhood for the installation of traffic calming features. (NS&CP 3.1.2)	Short-term				
Work with TPD, Leon County School District and area schools to identify resources to ensure student safety. (NS&CP 3.2.1)	Short-term				

Pa(Page 98 of 100
Action Item	Starting Timeframe	Resources	Status
Conduct a Walk A Block assessment of existing sidewalks and bike lanes; repair sidewalk issues identified in the Walk A Block Assessment. (NI&LU 2.1.1, NI&LU 2.1.2)	Short-term		
Install/complete sidewalks on four priority streets: Preston Street (from Clay Street to Woodward Avenue), Harlem Street, Alabama Street and Colorado Street. (NI&LU 2.1.3)	Short-term		
Install signage to encourage vehicles to share the road with bicycles. (NI&LU 2.1.4)	Intermediate		
Explore the use of sharrows on higher-traffic roads to emphasize the need for cars and bicycles to share the road. Explore utilizing temporary planters on these roads to illustrate where bike lanes or sharrows could be. (NI&LU 2.1.5)	Intermediate		
Install a Rectangular Rapid Flash Beacon (lighted crosswalk) across Basin Street at Arizona to facilitate the safety of kids walking to the bus stop at Basin and Arizona. (NI&LU 2.1.6)	Short-term		
Work with the City of Tallahassee UUPI to determine feasibility of covering drainage ditches and moving stormwater to underground system. Explore Harlem St. as a priority street. (NI&LU 4.2.2)	Intermediate		
Work with the City of Tallahassee Underground Utilities and Public Infrastructure Department to secure funding for neighborhood infrastructure projects. (F 1.2.3)	Short-term		

Appendix C - Key Demographics

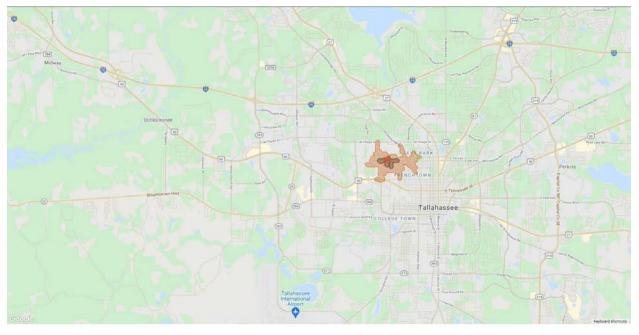


			Page 100 of 100
Population Summary		Housing Unit Summary	
2000 Total Population	4,655	2000 Housing Units	2,306
2010 Total Population	5,267	Owner Occupied Housing Units	20.1%
2018 Total Population	5,478	Renter Occupied Housing Units	69.5%
2018 Group Quarters	507	Vacant Housing Units	10.4%
2023 Total Population	5,642	2010 Housing Units	2,518
2018-2023 Annual Rate	0.59%	Owner Occupied Housing Units	18.1%
2018 Total Daytime Population	3,985	Renter Occupied Housing Units	67.8%
Workers	924	Vacant Housing Units	14.1%
Residents	3,061	2018 Housing Units	2,591
Household Summary		Owner Occupied Housing Units	14.6%
2000 Households	2,068	Renter Occupied Housing Units	71.2%
2000 Average Household Size	2.19	Vacant Housing Units	14.3%
2010 Households	2,162	2023 Housing Units	2,663
2010 Average Household Size	2.20	Owner Occupied Housing Units	15.7%
2018 Households	2,221	Renter Occupied Housing Units	69.8%
2018 Average Household Size	2.24	Vacant Housing Units	14.5%
2023 Households	2,278	Median Household Income	
2023 Average Household Size	2.25	2018	\$24,959
2018-2023 Annual Rate	O.51%	2023	\$29,470
2010 Families	778	Median Home Value	
2010 Average Family Size	3.07	2018	\$124,476
2018 Families	782	2023	\$139,062
2018 Average Family Size	3.06	Per Capita Income	
2023 Families	794	2018	\$16,949
2023 Average Family Size	3.06	2023	\$19,472
2018-2023 Annual Rate	0.31%	Median Age	
		2010	23.5
Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2018 and 2023 Esri		2018	23.8
converted Census 2000 data into 2010 geog	graphry.	2023	23.9

Griffin Heights: Neighborhood First

Retail Matching

An analysis of mobile device user data obtained from *Buxton mobilytics* was performed to identify the primary consumer segments for a 1-minute and 3-minute drive time (1-mile walk shed) of the subject property. The analysis of consumers to business within the 3-minute drive time of the subject location reveals the potential to capture a broad spectrum of visitors, although, it should be noted that the 1-mile walk shed includes portions of a primary business corridor along U.S. Highway 90, large student housing developments, and portions of the Florida State University main campus. To more accurately capture the activity potential for the subject location, which exists as a neighborhood-centered commercial use, a 1-minute drive time analysis was also performed. The 1-Minute drive-time, neighborhood-focused analysis shows overlap in only 2 consumer segments, whose proportionate share of visits to the subject area and brief description are provided in the chart below.



1309 Alabama (1,3 Minute Drive Time) City Context

SCOUT

1-Minute	3-Minute
22.19% - S69 Urban Legacies – Middle-aged, sophisticated singles established in modest urban settings.	39.69% - O53 Colleges & Cafes – Youthful singles and recent college graduates living in college communities.
13.3% - N48 Rural Southern Bliss – Lower to middle-income multi-generational families living in small towns.	9.56% - S69 Urban Legacies – Middle-aged, sophisticated singles established in modest urban settings.
10.69% - R67 Passionate Parents – Young, single parents with cost-conscious mindsets in second-city apartments.	3.3% - O51 Digital Savvy – Young singles who live digital-driven smaller-city lifestyles

5.39% - S71 Modest Retirees – Mature singles with limited income typically concentrated in inner-city apartments.	2.26% - G24 Ambitious Singles – Youthful, cutting-edge singles living in mid-scale metro areas balancing work and leisure lifestyles.
3.91% - Q64 Established in Society – Stable, sophisticated seniors living in older homes and leading sedentary lifestyles.	2.24% - F22 Fast Track Couples – Active, young, upper established suburban couples and families living upwardly-mobile lifestyles.
3.11% - O51 Digital Savvy – Young singles who live digital-driven smaller-city lifestyles	1.79% - B09 Family Fun-tastic – Upscale, middle-aged families with younger children pursuing busy, kid-centered lives in satellite cities.
2.88% - Q65 Mature and Wise – Retirees settled	1.26% - C13 Philanthropic Sophisticates -
in metro apartment communities living cost- effective, sensible lives.	Mature, upscale couples in suburban homes.
1.41% - P59 Expanding Horizons – Middle- aged families earning modest to average incomes from blue-collar jobs.	1.12% - A03 Kids and Cabernet – Prosperous, middle-aged married couples living child-focused lives in affluent suburbs.

A match analysis was also performed for the subject location which compares a potential location to the existing locations of established brands throughout a specified market, state, census region or country. For the purpose of this study, 1309 Alabama Street was compared to existing food markets and other non-convenience stores operating in the American Southeast. The following brands ranked as the top matches for the subject location.

Rank	Brand	Customer Count	Ideal Customer Ratio	Ideal Customer Similarity
1	Short Stop Food Marts	Below Average	High	Very Similar
2	Sprint Food Store	Low	Comparable	Very Similar
3	Harveys Supermarket	Low	Comparable	Similar
4	Dash In	Low	Low	Similar
5	The Space & Tea Exchange	Low	High	Similar

The analysis of the primary consumer segments within the 1-minute drive time (approximate 5-minute walk) of the subject property suggests activation of retail at this location may be challenged by the lower levels of income available to observed patrons and surrounding residents. The *Match* analysis also shows there is not an established national or regional market operator that directly matches to the consumer count, ideal customer ratio, and customer similarity surrounding the subject property, although some concepts do match two of those three key measurables. The absence of a direct match to the consumer profile of the Griffin Heights neighborhood indicates an opportunity to establish a custom solution to cater to the unique characteristics and spending habits of the community.

Alabama Street Market

Many American communities, with similar demographic characteristics, have turned to local farmers markets to bring fresh fruits and vegetables to their designated underserved communities. These markets not only serve to provide underserved inner-city communities with access to fresh, nutritious food, but it also opens new markets to regional farmers. The DesignWorks Concept for this property shows how a potential *Alabama St. Market* could function out of a retrofit of the existing facility in an open-air, outparcel-pad model.



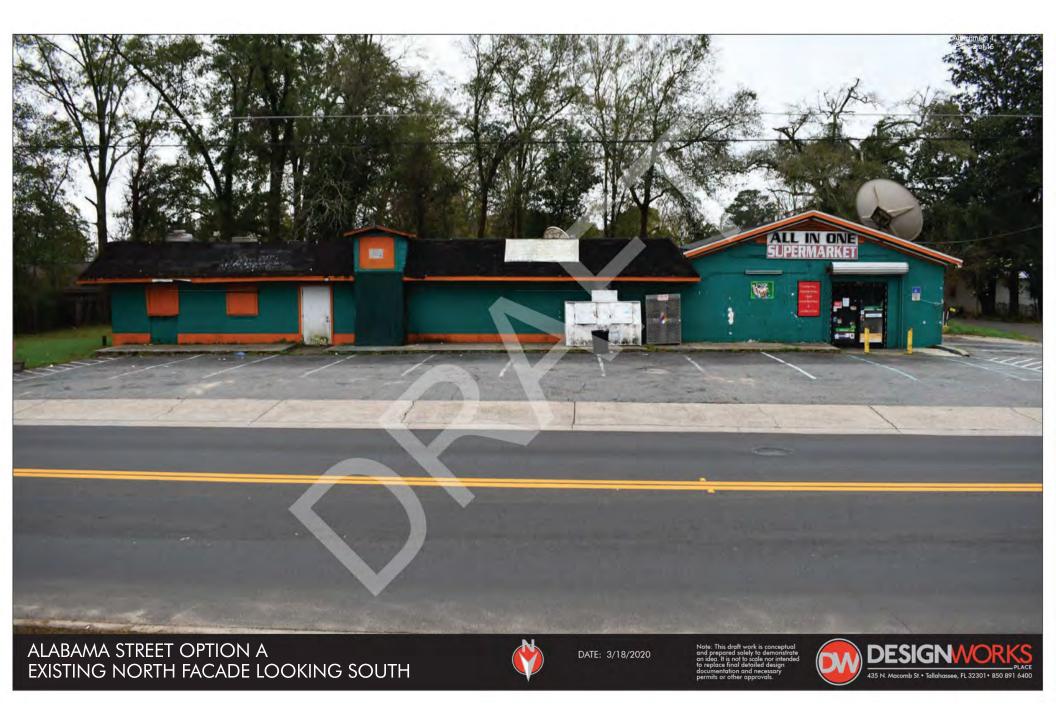
Existing Conditions shown on left with conceptual rendering "A" shown on the right. Source: Tallahassee-Leon County Planning Department, DesignWorks

It should be noted that the Alabama Street Market is a preliminary concept based on the property's new underlying zoning category, Neighborhood Boundary-1, property setback requirements, density/intensity standards and other regulatory requirements. It also assumes modifications to the existing structure(s) on sight once the property is acquired. More in-depth analysis of the existing conditions on the property may be required to develop a feasible reuse option.















HARLEM STREET OPTION A EXISTING WESTERN FACADE LOOKING EAST

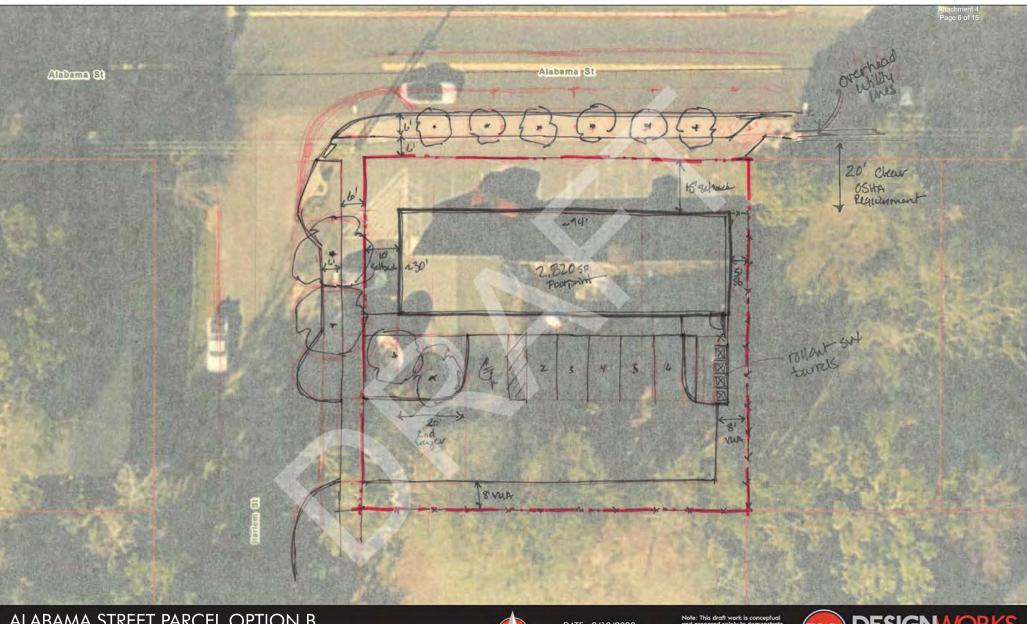






HARLEM STREET OPTION A POTENTIAL WESTERN FACADE IMPROVEMENTS





DATE: 3/18/2020

Note: This draft work is conceptual and prepared solely to demonstrate an idea. It is not to scale nor intended to replace final detailed design documentation and necessary permits or other approvals.







ALABAMA STREET PARCEL OPTION B VIEW FROM ALABAMA STREET LOOKING SOUTHWEST



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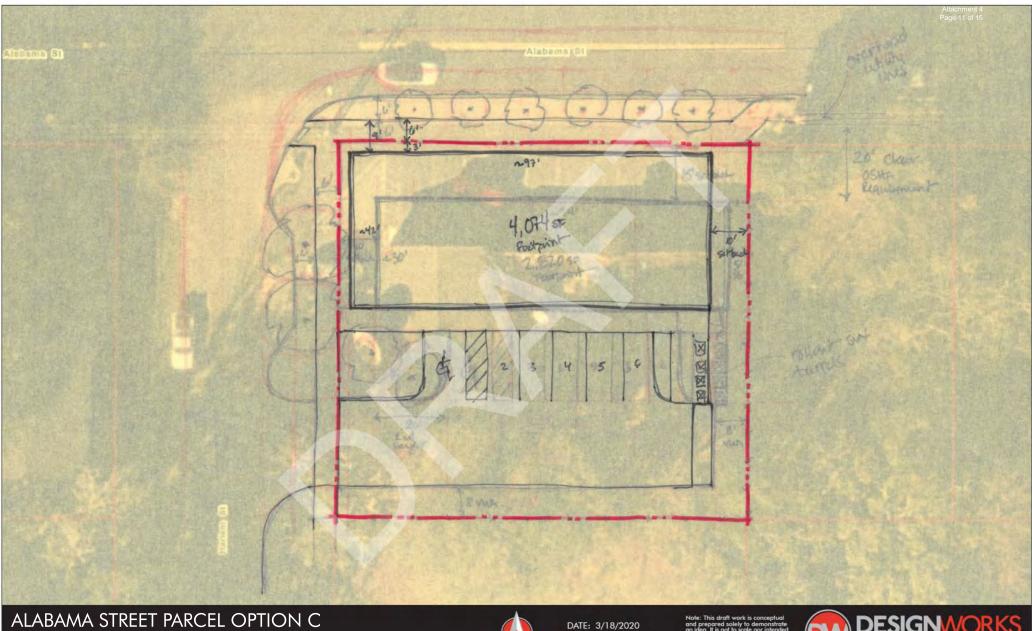




ALABAMA STREET PARCEL OPTION B POTENTIAL VIEW FROM WEST BIRD'S EYE VIEW







POTENTIAL SITE REDEVELOPMENT - POTENTIAL CODE CHANGES







ALABAMA STREET PARCEL OPTION C POTENTIAL VIEW FROM ALABAMA STREET LOOKING SOUTHWEST

DATE: 3/18/2020

Note: This draft work is conceptual and prepared solely to demonstrat an idea. It is not to scale nor intende to replace final detailed design documentation and necessary permits or other approvals.





ALABAMA STREET PARCEL OPTION C POTENTIAL VIEW FROM WEST BIRD'S EYE VIEW

DATE: 3/19/2020

Note: This draft work is conceptual and prepared solely to demonstrath an idea. It is not to scale nor intende to replace final detailed design documentation and necessary permits or other approvals.





Blueprint Intergovernmental Agency Board of Directors Agenda Item 7

December 9, 2021

Title:	Acceptance of the Fairgrounds Market Feasibility Report and Approval of Funding for Master Planning Services	
Category:	General Business	
Intergovernmental Management Committee:	Vincent S. Long, Leon County Administrator Reese Goad, City of Tallahassee Manager	
Contact:	Benjamin H. Pingree, Director, Department of PLACE Autumn Calder, Director, Blueprint Megan Doherty, Planning Manager, Blueprint Tatiana Daguillard, Planner I, Blueprint	

STATEMENT OF ISSUE:

This agenda item seeks Blueprint Intergovernmental Agency Board of Directors (IA Board) acceptance of the North Florida Fairgrounds Market Feasibility Assessment and Alternative Site Analysis Report (Report). The Report findings recommend continued operations of the Fairgrounds at the existing location and recommends further exploration of consolidating and enhancing Fair operations through a master plan process. Working within the \$12 million project budget, the master plan process would further assess and make recommendations for targeted improvements to expand Fair operations and potentially redevelop portions of the site. Accordingly, this agenda item requests authorization to allocate \$200,000 from the Blueprint Reserve Account to develop a Fairgrounds Master Plan, the next recommended step in the implementation of the Blueprint 2020 Beautification and Improvements to the Fairgrounds project.

FISCAL IMPACT:

This agenda item has a fiscal impact; the recommended action provides funding from the Blueprint Reserve Account in the amount of \$200,000 for a Fairgrounds Master Plan. The Reserve Account has a balance of \$1,000,000.

Blueprint Intergovernmental Agency Board of Directors Meeting, December 9, 2021 Item Title: Acceptance of the Fairgrounds Market Feasibility Report and Approval of Funding for Master Planning Services Page 2 of 14

RECOMMENDED ACTION:

Option 1: Accept the Market Feasibility Assessment and Alternative Site Analysis Report and allocate \$200,000 from the Blueprint Reserve Account for Master Plan services for the Fairgrounds Project.

EXECUTIVE SUMMARY

At the September 17, 2020 meeting, the IA Board approved full funding, \$12 million, for the Beautification and Improvements to the Fairgrounds Project (Fairgrounds Project) in FY 2024 and provided direction to initiate an updated market study as well as expanding the study to include an evaluation of possible relocation of Fair operations to an alternative site. The \$12 million in funding for this project was also approved by the IA Board at their September 27, 2021 meeting as part of the approved Fiscal Year 2022-2026 Capital Improvement Plan. This agenda item presents the North Florida Fairgrounds Market Feasibility Assessment and Alternative Site Analysis Report (Report), as directed by the IA Board at the September 17, 2020 meeting and included as Attachment #1.

As summarized below and detailed within the agenda item, this Report determined that the optimal site for the Fairgrounds is its current location. Moreover, the Report found that relocation of Fairgrounds operations to any available site is not financially feasible at this time, but there exists opportunities to consolidate Fair operations, improve economic opportunities, and redevelop portions of the site.

This item recommends acceptance the Report and authorization to fund a Fairgrounds Master Plan, the next recommended step in the implementation of the Blueprint project. Working within the \$12 million project budget, the Master Plan would identify and prioritize targeted improvements to enhance Fair operations. Building from the results of the Market Analysis, the Master Plan will also identify future redevelopment opportunities of select areas of the fairgrounds site, maximizing the benefits of the existing uses and identifying new investment opportunities.

Blueprint secured a contract with HDR Engineering, Inc. in February 2021 through the Continuing Services Agreement (CSA) for planning consultant services. HDR completed the North Florida Fairgrounds Market Feasibility Assessment and Alternative Site Analysis Report (Report) which includes:

- 1. Evaluation of the current Fairgrounds property and market conditions,
- 2. Analysis of market demand for the existing Fairgrounds site, and
- 3. Identification and evaluation of sites for potential Fairgrounds relocation.

The key findings from the Report are as follows:

- 1. The Economic Impact Analysis shows that visitors to the Fairgrounds contribute a total annual economic impact of approximately \$79.2 million to the local economy.
- 2. The role of the Fairgrounds and its economic impact will continue to grow.
- 3. It is reasonable to expect that targeted improvements to the existing Fairgrounds would yield additional positive economic impacts.
- 4. Fair activities can be accommodated on less acreage.

Blueprint Intergovernmental Agency Board of Directors Meeting, December 9, 2021 Item Title: Acceptance of the Fairgrounds Market Feasibility Report and Approval of Funding for Master Planning Services Page 3 of 14

- 5. If the Fairgrounds were relocated, replacing the existing facilities is estimated to cost \$22.8 million without taking into consideration land acquisition, access or other related improvements.
- 6. The updated appraisal, performed under the assumption of valuing the property as if vacant with the highest and best use as mixed use, determined that the current market value of the Fairgrounds property is \$3.7 million.
- 7. In terms of potential relocation of the Fairgrounds, limited alternative site options are available to support a facility of similar size.
- 8. The area does exhibit a need for increased housing production. Analysis of the local office, industrial, and retail commercial real estate market conditions does not reveal immediate redevelopment opportunities.
- 9. Review of the real estate market in Tallahassee reveals that there has been limited interest on the part of private developers to repurpose the existing Fairgrounds site.

The Report concludes that the Fairgrounds operations should continue at the existing location, the Blueprint \$12 million in funding should be used to make targeted improvements to maximize the economic impact of the Fairgrounds and, through reconfiguration of the land uses on the site, redevelopment opportunities of select areas could be identified. In consideration of the findings of this Study, it is recommended that Blueprint Intergovernmental Agency develop a Master Plan to identify and prioritize the targeted improvements and redevelopment opportunity areas, presented in Option #1. This next phase of the Fairgrounds project is intended to realize these opportunities and maximize the return on the investment of sales tax funds, creating an enhanced community asset for the Southside and Leon County. To allow for targeted improvements to the Fairgrounds site and allow for future growth and development, it is recommended that Leon County and the Fair Association evaluate the existing long-term lease agreement and property management structure needed to support any future community investment in the Fairgrounds site.

BACKGROUND/ANALYSIS:

As specified in the 2015 Second Amended and Restated Interlocal Agreement, the Fairgrounds Project provides "funding to construct improvements to the Fairgrounds." As directed by the IA Board at their September 17, 2020 meeting, the study was expanded to include evaluation of possible relocation of Fair operations to an alternative site. The Fairgrounds site is owned by Leon County and operated by the North Florida Fair Association (Fair Association) through a lease agreement that extends to the year 2067, which is included as Attachment #2. The lease requires that the County and the Fair Association agree on any matters involving the development and construction of improvements and facilities.

Figure 1, on the following page, identifies the uses of the Fairgrounds site presently. The entire area owned by Leon County is 119 acres. The leased portion of the Fairgrounds property is 107 acres and does not include the Gene Cox Stadium or Leon County Extension Office/Agricultural Center, which together are approximately 12 acres. The

Blueprint Intergovernmental Agency Board of Directors Meeting, December 9, 2021 Item Title: Acceptance of the Fairgrounds Market Feasibility Report and Approval of Funding for Master Planning Services Page 4 of 14

stadium parking area is shared by the Fair Association and Leon County Schools through a Joint Use Agreement.

Figure 1: Fairgrounds Parcel and Current Uses: Area Leased by Fairgrounds (107 Acres) Outlined in Yellow



The North Florida Fairgrounds plays an important role in the Tallahassee-Leon County community. Each November, approximately 115,000 people attend the annual North Florida Fair. This, combined with estimated attendance at other Fairgrounds' activities, suggests that more than 202,000 people visit the Fairgrounds annually. The Fairgrounds also have direct benefit for the Southside community members and businesses in the areas. Community listening sessions were conducted in summer 2021, which revealed area businesses are frequently patronized by the staff and visitors at Fair events. The Fair is surrounded by neighborhoods on three sides, and an economic benefit to area businesses has emerged around large-scale events occurring at the site. The Fairgrounds also serves as a community assistance center and as a training facility and staging area for federal and local emergency responders.

Previous Studies and Board of County Commissioners Direction

Prior studies initiated by the Leon County Board of County Commissioners (BOCC) explored relocating the Fair Association activities to a new site to determine feasibility of site redevelopment. The 2005 Fairgrounds Economic Feasibility Report addressed the possible redevelopment of the Fairgrounds site, provided a market analysis in order to determine the potential land uses that could be supported in the future, and evaluated development feasibility. That report concluded that large-scale redevelopment of the

Blueprint Intergovernmental Agency Board of Directors Meeting, December 9, 2021 Item Title: Acceptance of the Fairgrounds Market Feasibility Report and Approval of Funding for Master Planning Services Page 5 of 14

Fairgrounds property would not be feasible until 2015, and would be subject to changing market conditions. The Report also determined that there would be insufficient revenue from the sale of the property to support relocation of the Fair to an alternative location. The report recommended that the Fairgrounds property be maintained for Fair operations. The BOCC accepted this report at the February 25, 2005 workshop. The results of the 2005 Report are consistent with the findings from the Report presented in this agenda item.

Between 2005 and 2013, the BOCC considered several major possibilities regarding the Fairgrounds including: 1) acquiring a 114-acre parcel for potential Fairgrounds relocation (2006), and 2) creating a Sports Complex on the existing Fairgrounds site and relocating the Fairgrounds activities (2010-2012). Ultimately, no further action was taken on these initiatives. The BOCC adopted a Strategic Initiative for a sense of place initiative for the Fairgrounds at their December 9, 2013 Strategic Planning Retreat and allocated \$50,000 to support the initiative. These funds were utilized to conduct a market study that considered potential improvements at the Fairgrounds, which was conducted by Markin Consulting. This study did not analyze the potential of moving the Fairgrounds, which would be required in order to repurpose the land. On July 7, 2015, the BOCC approved the final Market Report, which included the following findings:

- (1) Any type of private development on out parcels of the Fairgrounds was not considered feasible at that time.
- (2) There exists current and potential future market demand for new events and rentals at the Fairgrounds, which support demand for a new multi-use exhibition building at the Fairgrounds.
- (3) Further planning was recommended to identify enhancement opportunities and areas for improvement, including the location of any future new buildings.

At the December 12, 2019 IA Board meeting, an agenda item providing cost considerations for advancing the implementation of the Fairgrounds and the Northeast Park projects. At that meeting, the IA Board accepted the status report and took no further action.

At the January 27, 2020 BOCC Retreat, the Board approved a new strategic initiative in relation to the Fairgrounds:

Conduct an updated market feasibility study and evaluation of the Fairgrounds relocation/modification.

At the July 9, 2020 IA Board budget workshop, the IA Board directed Blueprint to include full funding (\$12 million) for the Fairgrounds project in the current five-year capital budget and initiate an updated market study. At the September 17, 2020 meeting, the IA Board authorized \$100,000 to fund an updated market study, to include expanding the study to include an analysis of relocating the Fairgrounds, which is presented herein.

Blueprint Intergovernmental Agency Board of Directors Meeting, December 9, 2021 Item Title: Acceptance of the Fairgrounds Market Feasibility Report and Approval of Funding for Master Planning Services Page 6 of 14

REPORT FINDINGS:

The Market Feasibility Assessment and Alternative Site Analysis Report (Report), included as Attachment #1, includes five sections and begins with an Analysis of the Existing Site. The Market Analysis Study section examines current Fairgrounds facility offerings and the consumer, economic, and market profiles of the area around the Fairgrounds. An Economic Impact Analysis section assesses the broader community impact of activities held at the Fairgrounds and a Site Evaluation Analysis section considers six potential, adequately sized alternative sites should the Fairgrounds move from its existing location. The Report concludes with details of Stakeholder Engagement listening sessions and related engagement activities conducted over the course of this study.

Existing Site Analysis

The North Florida Fairgrounds (Fairgrounds) is a regional fair complex that hosts the annual November fair as well as a variety of additional events throughout the year. The existing Fair Association activities are financially sound and serve a variety of Leon County area needs. The Fairgrounds site is owned by Leon County and operated by the North Florida Fair Association (Fair Association) through a lease agreement that began in 1959, Attachment #2. The Fair Association's lease of the Fairgrounds property, most recently amended in 1995, extends to December 21, 2067, and provides for the Fair Association to maintain the grounds and improvements, subject to four ongoing uses not associated with the Fair Association activities.

The entire area owned by Leon County is 119 acres. The leased portion of the Fairgrounds property is 107 acres and does not include the Gene Cox Stadium or Leon County Extension Office/Agricultural Center, which together are approximately 12 acres, see previous Figure 1. The Fair Association leases its facilities from Leon County at an annual rate of \$1. Approximately 24 acres are currently supporting uses not associated with Fair operations: this area is leased by the City of Tallahassee and operated as Capital Park. The remaining 83 acres are used for Fair operations. While owned by Leon County, the leased portion of the Fairgrounds property does not include the Gene Cox Stadium or Leon County/IFAS Extension Office. The stadium parking area is shared by the Fair Association and Leon County Schools through a Joint Use Agreement.

The current area leased by the Fairgrounds is 107.5 acres, however Fair activities can be accommodated on less acreage. The Fair Association Board indicates that 55 acres are used for Fairground operations, including exhibit buildings, midway area, and on-site parking for major events. Additional offsite locations are used to support parking during peak events. The Alternative Site Analysis section further describes the operational site needs for the Fairgrounds.

The Fair Association's onsite facilities include nine (9) exhibition buildings, three (3) restrooms, one (1) cattle barn, ten (10) concession and information booths, and the 300-space parking lot shared with Gene Cox Stadium. The Fairground's climate-controlled indoor space totals 24,000 square feet, with nearly 90,000 square feet of other covered space available, along with a 24,000 square foot cattle barn The Fairgrounds share

Blueprint Intergovernmental Agency Board of Directors Meeting, December 9, 2021 Item Title: Acceptance of the Fairgrounds Market Feasibility Report and Approval of Funding for Master Planning Services Page 7 of 14

parking spaces at the Stadium with the Leon County School Board through a joint-use agreement. A map of Fair facilities is included below as Figure #2:

Figure 2: Map of Fair Association Facilities



Market Analysis Study

The Market Analysis Study concludes that the Fairgrounds operations should continue at the property however there is a potential demand for residential development. The Market Analysis Study focused on current Fairgrounds facility offerings and the consumer, economic, and market profiles of the area around the Fairgrounds. Data and analysis were conducted through the following methods:

- Toured the Fairgrounds site, facilities and surrounding areas to assess location factors and their impacts on potential events, activities and facility needs;
- Analyzed the current Fairground facility offerings;
- Evaluated current conditions pertaining to the property, including buildings, and existing and future land use; and
- Analyzed the Fairgrounds facility offerings and the current consumer profile.

Blueprint Intergovernmental Agency Board of Directors Meeting, December 9, 2021 Item Title: Acceptance of the Fairgrounds Market Feasibility Report and Approval of Funding for Master Planning Services Page 8 of 14

- Collaborated with the Office of Economic Vitality to understand local real estate and market trends, as well as areas of opportunity regarding potential redevelopment.
- Analyzed Costar and Buxom analyses related to local economic conditions and consumer profiles.
- Conducted an updated appraisal of the 107 acre Fairground parcel, which determined that the current market value is \$3.7 million. The appraisal valued the land-only with "mixed-use" land use as the highest and best use, and assumed existing buildings would be demolished.

Activities hosted at the Fairgrounds generate approximately \$79.2 million to the local economy, including direct, indirect, and induced effects. The primary market area for events at the Fairgrounds, excluding the annual North Florida Fair, is expected to be within a 20-minute drive time. Access to the Fairgrounds site is via Monroe Street, Paul Russell Road, and Tram Road. The Fairgrounds is located in a largely residential area that has a mix of single and multifamily homes. Approximately 200,000 residents live within the primary Fair market; many of these are young families. The Fairgrounds is located within a drivable distance to amenities that offer tourists the services they need when visiting for an event in the Tallahassee/Leon County or at the Fairgrounds itself. There are eating establishments, commercial and retail sites and other local attractions located further north, east, and west of the Fairgrounds site, pushing local residents and visitors to travel outside the area for these services. The Fairgrounds plays an important role in the Tallahassee environment as a driver of business that supports retail spending and employment both directly and indirectly.

There are a variety of facilities available at the Fairgrounds, though there are limitations related to building and site flexibility. Only two of the nine exhibition buildings are climate-controlled and available for rent when the annual November North Florida Fair is not being held. There are also larger, more flexible event facilities available in the Tallahassee area that compete with the Fairgrounds for events, such as the Donald L. Tucker Civic Center, Tallahassee Automobile Museum, various stand-alone meeting spaces, and local sports facilities. Compared to other local venues, the Civic Center offers superior size and quality of exhibition and meeting spaces, making it the most competitive event facility for the Fairgrounds.

Regarding market demand the current Fairgrounds site other than operations as the Fairgrounds, residential development has the strongest demand. Currently, a strong demand for new residential units exists in the Tallahassee market area, consistent with nationwide trends. Based on an evaluation of planned developments in the area, it was determined that the Colin-English property to the east of the Fairgrounds is anticipated to allow 139 acres for commercial and 499 acres for residential development, accounting for approximately 10,000 new housing units. However, it is unknown when these future residential developments may be permitted and constructed. Given the potential for residential development, the Market Analysis recommends analysis of the current uses and potential reconfiguration of the site to determine if a portion of the site could be offered to meet the demand. As recommended in this agenda item, the master planning process would provide this evaluation.

Blueprint Intergovernmental Agency Board of Directors Meeting, December 9, 2021 Item Title: Acceptance of the Fairgrounds Market Feasibility Report and Approval of Funding for Master Planning Services Page 9 of 14

An analysis of the local office, industrial, and retail commercial real estate market conditions does not reveal current redevelopment opportunities for these uses. There are numerous commercial properties near the Fairgrounds site; however many are vacant and have a high vacancy rate. Although there is a desire to expand industrial land use in Leon County, the Fairgrounds site is not suited for such uses given the prevalence of residential neighborhoods surrounding the site.

In summary, the Market Analysis Study concludes that the highest and best use of the property is continued operations as the Fairgrounds with some limited residential development.

Appraisal and Facilities Replacement Cost

The updated appraisal conducted in October 2021 by Cureton Johnson & Associates, LLC, (Attachment #3) determined that the current market value of the Fairgrounds property is \$3.7 million. The appraisal was performed under the assumption of valuing the property as if vacant with the highest and best use as mixed use residential and commercial. This was done acknowledging that the current future land use designations and zoning requirements would be restrictive for future developers and a land use change would likely be pursued. Currently, the property has a land use designation of "Recreation/Open Space and Governmental Operation," but to be maximally profitable to a potential developer the appraisal identified a highest and best use of mixed use residential and commercial as the best utilization for the property. Since the estimated value was for vacant land, appraiser used only the Sales Comparison Approach methodology and made appropriate adjustments to the comparables. Upon completion of the recommended master plan, the appraisal may be updated to reflect changes in real estate markets and, as determined through the master planning process, values associated for the designed highest and best land uses.

The current Fairgrounds property is valued at \$3.7 million. If the Fairgrounds were relocated, replacing the existing facilities is estimated to cost \$22.8 million without land, access or other related improvements. This estimate is based on a cost-per-square-foot value, based on the building types that currently exist on the property. The Fair Association's onsite facilities include nine (9) exhibition buildings, three (3) restrooms, one (1) cattle barn, ten (10) concession and information booths, and the 300-space parking lot shared with Gene Cox Stadium. Revenue from potential sale of the land (\$3.7 million) plus the project budget of \$12 million is still substantially less than required to acquire new land and replicate existing Fairgrounds activities at an alternative location.

Economic Impact Analysis

The Economic Impact Analysis examined the broader community impact of events and activities that take place at the Fairgrounds site. The estimation of economic impacts as detailed in the Report include:

- 1. Fairgrounds' visitor spending; and,
- 2. Incremental costs, or jobs, related to the operations and maintenance of the Fairgrounds property.

Blueprint Intergovernmental Agency Board of Directors Meeting, December 9, 2021 Item Title: Acceptance of the Fairgrounds Market Feasibility Report and Approval of Funding for Master Planning Services Page 10 of 14

The Fairgrounds economic impact totals \$79.2 million annually for the local economy. Fairgrounds visitors generate a cumulative total of nearly \$40 million in direct spending. The Fairgrounds attracts an estimated 202,600 visitors annually, with approximately 115,000 visitors attending the annual North Florida Fair in November. For Leon County generally, it is estimated that the average spending per visitor is \$279.18, based on the findings of the FY 2019-2020 Leon County Division of Tourism's Economic Impact of Tourism Report. This figure includes spending at restaurants, on accommodations, retail, transportation, entertainment, groceries and other expenses. Acknowledging that many visitors to the Fairgrounds are local or regional residents that do not spend on overnight accommodations, the total spending per visitor was broken down into two categories: overnight and day-trippers. Daytrippers spend less than overnight visitors on average, and this variance was taken into account when determining the overall economic impact of visitor spending. Not included in this figure is the economic impact realized from the sales of goods and services by local commercial exhibitors and businesses at the Fair during events. This information is not collected by the Fair Association, and therefore was not available for further analysis.

The role of the Fairgrounds and its economic impact is anticipated to continue to grow as Tallahassee's population and employment base expands in coming years. The Fairgrounds has annual expenses of approximately \$1.2 million, which generates a total of \$2.4 million in economic impact output annually.

In considering enhancements that could boost the economic vitality and community benefit of the Leon County site, the study team examined the economic impact of Fairgrounds around the state and country before and after making improvements. In one case study, the Association of Iowa Fairs invested \$5 million in various capital improvements, generating an additional \$35 million in statewide economic impact. Before improvements, this County fair drew more than one million visitors annually, and generated \$110 million in spending in the Des Moines economy. Over the course of three years, the Association of Iowa Fairs invested a total of \$18 million in various capital improvements to County fairs, yielding approximately \$132 million in economic impacts. Targeted improvements to the existing Fairgrounds site and facilities could yield similarly positive economic impacts. Flexible facilities and public access to the site outside of event times might also increase economic activity in the area.

Alternative Site Evaluation Analysis

The Site Evaluation Analysis provided an in-depth review of the operational and site needs of the Fairgrounds and a review of potential candidate sites. Based on the findings of the Alternative Site Analysis, and consistent with the findings of previous market analyses, relocating the Fairgrounds is not recommended at this time as detailed in the following section.

There are few properties on the real estate market today that can support an operation the scale of the Fairgrounds. The Fairgrounds requires a minimum of 55 acres of developable land with only modest changes in grade to sustain operations. A desktop review of Multiple Listing Service (MLS) and CoStar data for vacant tracts of land which could possibly serve as an alternate location for the North Florida Fairgrounds was Blueprint Intergovernmental Agency Board of Directors Meeting, December 9, 2021 Item Title: Acceptance of the Fairgrounds Market Feasibility Report and Approval of Funding for Master Planning Services Page 11 of 14

conducted. Over 30 properties ranging in size from 40 to 100 acres were initially reviewed. The properties were located within the counties of Franklin, Gadsden, Jackson, Jefferson, Leon, Liberty, Madison, Taylor or Wakulla. Six (6) candidate sites were further evaluated for the potential of a Fairgrounds relocation, of the sites identified five (5) are currently on the market. Based on information regarding the current Fairgrounds' operations and potential need for parking to support larger-scale events and activities in the future, the following criteria was developed to evaluate the suitability of alternative sites.

- Upland Acreage: Minimum acreage to support existing operations plus additional acreage to support future expansion.
- Proximity & Visibility: Distance to I-10 and proximity to the State Capitol.
- Regional & Site Access: Multiple points of access to the site preferred, along with well-established connections to the transportation network.

Five (Capitola, Mahan, Silver Lake, Tennessee, Capitol Circle South) of the six alternative sites identified are located in Leon County, while one (Midway) alternative site is located in Gadsden County. The sites were deemed infeasible for relocation due to excess wetland and floodplains, varied elevation, lack of existing roadway infrastructure to support access, and incompatible land uses.

Relocating the Fairgrounds is not recommended at this time due to the expense of rebuilding the facilities (\$22.8 million) the current market value of the existing site (\$3.7 million), as described the preceding Appraisal and Facilities Replacement Cost section, and the lack of suitable sites. The Report findings indicate that the existing Fairgrounds site is well suited for current purposes and has capacity to support increased activity as the minimum land area to support the operations is approximately 55 acres. The existing Fairgrounds site offers good access via highway and multiple local street frontages, has multiple gate locations, has no floodplain areas and only minor wetlands. The recommended master planning process would identify on the site where and how the Fairgrounds property (107 acres) could be best configured to enhance the fair operations.

Fairgrounds Improvements

While the Fairgrounds is already an important piece of the local community, targeted improvements to the site would expand the types of events the facility can accommodate. This has been the experience of other fairs across the country. For example, a \$5 million investment in various capital improvements at Iowa's fairgrounds generated an additional \$35 million in statewide economic impact. It is reasonable to expect that targeted improvements to the existing Leon County Fairgrounds (e.g., landscaping, sidewalk, and building consolidation or façade improvements, new restrooms and kitchen, etc.) could yield similarly positive economic impacts.

The Fair Association suggested that a larger, but more flexible, space could be more beneficial than the existing facilities and could offer the opportunity to increase rental income by broadening the potential uses of Fair facilities. A lack of flexible space was also mentioned during listening sessions held with area businesses. Both groups indicated that sometimes the space is too large or too small to accommodate certain types of events and makes it difficult to hold multiple events at the same time. Blueprint Intergovernmental Agency Board of Directors Meeting, December 9, 2021 Item Title: Acceptance of the Fairgrounds Market Feasibility Report and Approval of Funding for Master Planning Services Page 12 of 14

Based on feedback from the listening sessions with area business and residents and with Fair Association staff, a frequent suggestion for improvements at the Fairgrounds include façade and landscaping improvements. The Fair Association has recognized these types of improvements could be beneficial in attracting future rentals and improving the overall site for the community. Most recently, the Fair Association has paid approximately \$250,000 for decorative aluminum fence along the perimeter of the property, but it is only partially completed.

As described in the following section, working within the Blueprint Fairgrounds project budget, the Master Plan would identify and prioritize the targeted improvement for the Fairgrounds as well as any recommended reconfigurations. Leon County's contractual relationship with the Fair Association has evolved through the years to shift most of the control of the leased area to the Fair Association. The lease agreement in its current form essentially grants to the Fair Association leasehold property interest, which gives it exclusive possession of the leased area through 2067. Leon County's primary means of participating in the management and operation of the leased area is the requirement that the County and the Fair Association will agree on any matters involving the development and construction of improvements and facilities. Before the Fair Association can construct any improvements or facilities, or otherwise develop the property, the County must first be in agreement with such construction or development. Likewise, if the County wishes to undertake any redevelopment of the property in the leased area, the Fair Association must first agree. To prepare for targeted improvements to the Fairgrounds site and allow for future growth and development, it is recommended that Leon County and the Fair Association renegotiate a new lease agreement concurrent with the Master Plan effort.

MASTER PLAN PROCESS

This item recommends acceptance the Report and authorization to fund a Fairgrounds Master Plan, the next recommended step in the implementation of the Blueprint project. A master plan is a dynamic long-term planning document that provides a conceptual layout to guide future growth and development. The findings of this Report recommend the continued operations of the Fairgrounds at the existing location and recommended the master planning process to identify how the Fairgrounds could be best configured given the delta between the approximately 55 acres in use and 107 acres in the leased area. As such, and working within the \$12 million project budget, the Master Plan would identify and prioritize targeted improvements to enhance Fair operations. Building from the results of the Market Analysis, the Master Plan will also identify future redevelopment opportunities of select areas of the 107 acre site, maximizing the benefits of the existing uses and identifying new investment opportunities.

Further site planning analysis, complemented by public engagement and a visioning process identifying potential improvements, provides an opportunity to leverage the existing unique value and community benefit of the Fairgrounds to enhance the site's landmark position in the Tallahassee-Leon County community. The Master Plan will identify ways to reconfigure the site to maximize the land and function, opening up new ways create future economic benefits.

Blueprint Intergovernmental Agency Board of Directors Meeting, December 9, 2021 Item Title: Acceptance of the Fairgrounds Market Feasibility Report and Approval of Funding for Master Planning Services Page 13 of 14

NEXT STEPS

This agenda item seeks IA Board approval to allocate \$200,000 from the Blueprint Reserve Account to the Beautification and Improvements to the Fairgrounds project for master planning services. Should the IA Board approve Option #1, Blueprint will develop the scope of services for the master planning project, and it is anticipated that this next phase will take approximately 12 months to complete. Blueprint will secure this consultant service through the Blueprint Continuing Services Agreements (CSA) with final approval of the consultant task order provided the Intergovernmental Management Committee, per the Blueprint Procurement policy. The CSA provides for a variety of consultant services, with a maximum contract amount of \$250,000. Utilizing an existing CSA will expedite this phase of the project, maximize existing resources, and accelerate the presentation of findings to the IA Board. If Blueprint is not able to negotiate a satisfactory contract within the amount allocated for the masterplan, Blueprint will proceed to advertising for the services consistent with Blueprint Procurement Policy.

Upon conclusion of the Master Plan, anticipated for the IA Board consideration in late 2022/early 2023, the next phase will be design. The design phase will provide the construction ready plans for the targeted improvements to the site identified through the master planning process, and is anticipated to conclude in early 2024. The project is programmed to be fully funded at \$12 million by 2024 per the IA Board approved 2022-2026 Capital Improvement Plan. Construction of the improvements are anticipated to begin in 2024.

CONCLUSION:

This agenda item seeks Blueprint Intergovernmental Agency Board of Directors (IA Board) acceptance of the North Florida Fairgrounds Market Feasibility Assessment and Alternative Site Analysis Report (Report), presented as Option #1.

This Report determined that the optimal site for the Fairgrounds is its current location. Moreover, the Report found that relocation of Fairgrounds operations to any available site is not financially feasible at this time, but there exists opportunities to consolidate Fair operations, improve economic opportunities, and redevelop portions of the site. Option #1 would accept the Report and authorize funding for a Fairgrounds Master Plan, the next recommended step in the implementation of the Blueprint project. Working within the \$12 million project budget, the Master Plan would identify and prioritize targeted improvements to enhance Fair operations. Building from the results of the Market Analysis, the Master Plan will also identify future redevelopment opportunities of select areas of the 107 acre site, maximizing the benefits of the existing uses and identifying new investment opportunities. To prepare for targeted improvements to the Fairgrounds site and allow for future growth and development, it is recommended that Leon County and the Fair Association renegotiate a new lease agreement concurrent with the Master Plan effort.

The Report found that the current Fairgrounds site is well suited for existing activities and has the potential to increase its contribution to the local community and economy through targeted improvements expanding the types of events the Fairgrounds facilities Blueprint Intergovernmental Agency Board of Directors Meeting, December 9, 2021 Item Title: Acceptance of the Fairgrounds Market Feasibility Report and Approval of Funding for Master Planning Services Page 14 of 14

can accommodate. The Economic Impact Analysis shows that visitors to the Fairgrounds contribute a total annual economic impact of approximately \$79.2 million to the local economy, and the role of the Fairgrounds and its economic impact will continue to grow. The Alternative Site Analysis found that in terms of potential relocation of the Fairgrounds, limited site options are available to support a facility of similar size, and if the Fairgrounds were relocated, replacing the existing facilities is estimated to cost \$22.8 million without land, access or other related improvements included.

The Market Analysis revealed that the area does exhibit a need for increased housing production, and the Existing Site Analysis identified that Fair activities can be accommodated on less acreage than currently included within the existing 107-acre site. The Report recommended evaluating opportunities for redevelopment and recommends further exploration of consolidating Fair operations on-site to potentially open up a portion of the property for residential development. To take the next step towards the realization of these opportunities, this agenda item requests funding for a Fairgrounds Master Plan at a cost not to exceed \$200,000. Should the IA Board approve the Master Plan funding, it is anticipated to be completed by the end of 2022.

Action by the TCC and CAC: A presentation on the Market Feasibility Assessment and Alternative Site Analysis Report was provided to the CAC at their November 17, 2021 meeting.

OPTIONS:

- Option 1: Accept the Market Feasibility Assessment and Alternative Site Analysis Report and allocate \$200,000 from the Blueprint Reserve Account for Master Plan services for the Beautification and Improvements to the Fairgrounds Project.
- Option 2: Do not accept the Market Feasibility Assessment and Alternative Site Analysis Report.
- Option 3: IA Board direction.

RECOMMENDED ACTION:

Option 1: Accept the Market Feasibility Assessment and Alternative Site Analysis Report and allocate \$200,000 from the Blueprint Reserve Account for Master Plan services for the Beautification and Improvements to the Fairgrounds Project.

Attachments:

- 1. Market Feasibility Assessment and Alternative Site Analysis Report (2021)
- 2. Fairgrounds Lease Agreement
- 3. Appraisal Report of the North Florida Fairgrounds Property (2021)



North Florida Fairgrounds

Market Feasibility Assessment and Alternative Site Analysis Report

Tallahassee, Florida November 22, 2021



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Table of Contents

Executive Summary	5
Structure and Methodological Framework	5
Key Findings of the Report	5
Chapter 1: Background and Existing Site Analysis	8
Project Description	8
Background and Objectives	8
Key Findings of Market Analysis Study	9
Overview of Current Fairgrounds and Related Properties	10
Fairground Facilities	12
Site Location Assessment	19
Chapter 2: Market Analysis Study	24
Approach to Market Analysis Study	24
Community and Economic Profile	24
Available Community Resources	35
Area Attractions and Events	38
Competitive and Comparable Facilities	39
Assessment of Current Real Estate Conditions	43
Private Development Opportunities	45
Summary of Factors Affecting Demand for Fairground Facilities	45
Market Opportunities and Operating Focus	45
Chapter 3: Economic Impact Analysis	50
Purpose of Economic Impact Analysis	50
Key Concepts in Economic Impact Analysis	50
Economic Activity Related to Visitor Spending and Maintenance & Operations of Fairgrounds	51
Input Assumptions	
Results of Economic Impacts Simulations	
Economic Impacts of other Fairs	
Key Findings of Economic Impact Analysis	
Chapter 4: Site Evaluation Analysis	

Purpose of Site Evaluation	62
Approach to Site Evaluation	65
Capitola Site Evaluation	66
Mahan Site Evaluation	69
Midway Site Evaluation	72
Silver Lake Site Evaluation	75
Tennessee Site Evaluation	78
Capital Circle Site Evaluation	81
Key Findings of Site Evaluation	83
Chapter 5: Site Stakeholder Engagement	85
Purpose of Stakeholder Engagement	85
Approach to Stakeholder Engagement	85
Key Findings of Stakeholder Engagement	85
Summary of Key Findings	86
Appendix	88

Table of Figures

Figure 1: North Florida Fairgrounds Site Analysis	11
Figure 2: Fairgrounds Buildings and Other Facilities	12
Figure 3: Fairgrounds Buildings	
Figure 4: Interior of Fairgrounds Building	14
Figure 5: Concessions Area of Fairgrounds	15
Figure 6: Fairgrounds Concessions Area	15
Figure 7: Grassy Area near Fairgrounds Buildings	16
Figure 8: North Florida Fairgrounds – Planned Event Distribution by Type	18
Figure 9: Fairgrounds Outlying Areas	19
Figure 10: Drive Times around the Fairgrounds	20
Figure 11: Fairgrounds Access	21
Figure 12: Land Use around the Fairgrounds with Leon County Owned Parcels	
Figure 13: Land Use around the Fairgrounds	23
Figure 14: Total Tallahassee Population	25
Figure 15: Tallahassee Population Mapped	25
Figure 16: Population Density per Acre	26
Figure 17: Civilian Labor Force, Employment and Unemployment Rate, 2008-2019, Leon	
County	28
Figure 18: Retail	
Figure 19: Grocery Stores	33

Figure 20: Common Places	34
Figure 21: Hotels and Motels	36
Figure 22: Restaurants	38
Figure 23: Local Competition	40
Figure 24: Lodging Facilities with Meeting Spaces	42
Figure 25: Sport Facilities	43
Figure 26: Sites' Locations and their Drive Time from the Florida State Capitol	62
Figure 27: Capitola Site Overview	66
Figure 28: Capitola Site Constraints	
Figure 29: Mahan Site Overview	69
Figure 30: Mahan Site Constraints	71
Figure 31: Midway Site Overview	72
Figure 32: Midway Site Constraints	74
Figure 33: Silver Lake Site Overview	75
Figure 34: Silver Lake Site Constraints	77
Figure 35: Tennessee Site Overview	78
Figure 36: Tennessee Site Constraints	80
Figure 37: Capital Circle Site Overview	81
Figure 38: Capital Circle Site Constraints	83
Figure 39: Fairgrounds Buildings	84
Figure 40: Donald L. Tucker Civic Center Meeting Room Space Lay-out	91
Figure 41: Donald L. Tucker Civic Center Exhibit Hall Lay-out	92

Table of Tables

Table 1: Number and Percent of Events and Days by Type of Event	16
Table 2: Distance and Drive Time for Regional Cities and Towns	20
Table 3: Average Daily Traffic Counts, 2020	21
Table 4: Population Median Age by Drive Time	26
Table 5: Population Age Range by Drive Time	27
Table 6: Share of Population by Race/Ethnicity by Drive Time	27
Table 7: Households by Drive Time	27
Table 8: Family Households by Drive Time	28
Table 9: Location Quotients	
Table 10: Median Household Income by Drive Time	31
Table 11: Retail Leakage Study Findings	35
Table 12: Preferred Meeting and Convention Lodging	36
Table 13: Other Tallahassee Attractions and Distance from Fairgrounds	
Table 14: Fairgrounds' Operating Revenues & Expenses	48
Table 15: Estimated Per-Visitor Spending by Expenditure Category	53
Table 16: Adjusted Per-Visitor Spending by Expenditure Category for Fairgrounds' Event	
Attendees	54

Table 17: Fairgrounds' Event Visitors by Type	55
Table 18: Estimated Total of Visitor Expenditures	55
Table 19: Summary Visitor Spending and Industry Classification	56
Table 20: Economic Impact of Tallahassee Visitors in Paid Accommodations	57
Table 21: Economic Impact of Tallahassee Visitors Staying with Friends or Relatives	57
Table 22: Economic Impact of Tallahassee Day Trippers	58
Table 23: Economic Impact of Fairgrounds Operations and Maintenance	58
Table 24: Minimum Acreage to Support Operations	65
Table 25: Developable Area Characteristics – Capitola Site	67
Table 26: Developable Area Characteristics – Mahan Site	70
Table 27: Developable Area Characteristics – Midway Site	73
Table 28: Developable Area Characteristics – Silver Lake Site	76
Table 29: Developable Area Characteristics – Tennessee Site	79
Table 30: Developable Area Characteristics – Capital Circle Site	82
Table 31: Building Square Feet and Replacement Cost per Square Foot	84
Table 32: Employment Growth by Industry	89

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Executive Summary

The North Florida Fairgrounds (Fairgrounds) is a regional fair complex that hosts the annual November Fair as well as a variety of additional events throughout the year. Currently, the existing North Florida Fair Association activities are financially sound and serve a variety of needs in the Leon County area. As initiated by the Intergovernmental Agency Board of Directors in September 2020, the Blueprint Beautification and Improvements to the Fairgrounds project provides \$12 million to "construct improvements to the fairgrounds."¹ The first phase of this project is to update a previously completed market feasibility study (April 27, 2015) and conduct an alternative site analysis that considers relocating fair activities to a new site as an opportunity for more development and economic activity. The results of this effort will inform next steps related to Fairgrounds' improvements or potential relocation.

To accomplish this task, Blueprint Intergovernmental Agency has engaged HDR Engineering, Inc. (HDR) to evaluate the current Fairgrounds property, consider highest and best use options for the existing Fairgrounds site, and identify and assess the feasibility of a Fairgrounds' relocation. This North Florida Fairgrounds Market Feasibility and Alternative Site Analysis Report ("Report") details the results of the consultant team's technical and qualitative analyses, relying on input from residents, businesses, and the North Florida Fair Association, as well as third-party data and existing relevant plans. Additionally, the Office of Economic Vitality has offered input and guidance throughout the course of the study.

Structure and Methodological Framework

This Report begins with a market analysis that analyzes current Fairground facility offerings and assesses the consumer, economic, and market profiles of the Fairgrounds area. Next, an Economic Impact Analysis assesses the broader community impact of activities at the Fairgrounds. A Site Evaluation Analysis considers the feasibility of alternative sites should the Fairgrounds move from its existing location. Finally, a discussion of Site Stakeholder Engagement details listening sessions and related public engagement activities conducted over the course of this study is included.

Key Findings of the Report

The North Florida Fairgrounds plays an important role in the Tallahassee community by providing recreational, shopping, and entertainment options to both locals and visitors. Each year, approximately 115,000 people attend the North Florida Fair. This, combined with estimated attendance at other Fairgrounds activities, suggests that more than 202,000 people visit the Fairgrounds annually. This activity supports the local economy, which has been strong and growing in recent years prior to the recent COVID-19 pandemic. In fact, since 2009, population in Tallahassee has increased 1.13 percent annually and, based on historical five-year data, employment growth has been 1.3 percent annually in Leon County.

The entire Fairgrounds property area owned by Leon County is 119 acres. The leased portion of the Fairgrounds property from the County to the North Florida Fair Association is 107.5 acres.

¹ 2015 Second Interlocal Agreement Amended and Restated.

This does not include the Gene Cox Stadium or Leon County Extension Office/Agricultural Center, which together are approximately 12 acres. Of the 107.5 acres, 71 acres are cleared and 36 identified as woodlands. Approximately 29 acres are designated for the City of Tallahassee's Capital Park and Leon County Sheriff's Office Mounted Patrol and Livestock Impound. While the current area leased by the Fairgrounds is 107.5 acres, Fair activities can be accommodated on less acreage. The Fair Association Board indicates that 55 acres are used for Fairground operations, including exhibit buildings, midway area, and on-site parking for major events.

Results of the Economic Impact Analysis conducted for this study show that visitors to the Fairgrounds contribute between \$40 and \$79 million to the economy annually, including direct, indirect, and induced effects. The role of the Fairgrounds and its economic impact is anticipated to continue to grow as Tallahassee's population and employment base expands in coming years, based on historic trends.

Surrounding the Fairgrounds are several residential neighborhoods and a variety of amenities. The Fair itself draws many families from the area, and other events draw visitors from out of town. While the Fairgrounds is already an important piece of the local community, targeted improvements to the site would expand the types of events the facility can accommodate and enhance its contribution to the community. This has been the experience of other fairs across the country. For example, in Minnesota, 105 County & Regional Fairs generated \$167 million in economic activity in 2020. Over a three-year period, more than \$40 million of that total was attributable to:

- Construction of a \$4.5 million International Bazaar and restroom complex;
- A new \$1.3 million Moo Booth and Milking Parlor educational cattle exhibit;
- New roofs for the historic Livestock Pavilion and Swine Barn;
- Ongoing renovation of the Warner Coliseum;
- Improved amenities for guests; and
- Significant improvements to the State Fair's utilities and technology infrastructure.

Iowa's fairgrounds generated \$167 million in 2020. A \$5 million investment in various capital improvements on these fairgrounds generated an additional \$35 million in statewide economic impact.

It is reasonable to expect that targeted improvements to the existing North Florida Fairgrounds (e.g., landscaping, sidewalk and building façade improvements, new restrooms, and kitchen, etc.) would yield similarly positive economic impacts. More flexible multi-purpose event space and resident access to the site outside of event times might also increase economic activity in the area.

Cureton Johnson & Associates, LLC conducted an updated appraisal of the 107-acre Fairground parcel in October 2021. The appraisal determined that the current market value is \$3.7 million using a land-only approach to valuation, with a highest and best use of mixed-use. The study team determined that even without purchasing a new site or making access and other improvements to support Fair activities at a new location, the replacement cost for the buildings is estimated to be \$22.8 million. This expense alone suggests that relocating the existing Fairgrounds' operations is cost-prohibitive at this time.

As to alternative sites available on the market today to support a facility of similar size, there are limited options. Based on a desktop analysis of the Multiple Listing Service (MLS) and CoStar data, the study team evaluated sites for suitability based on upland acreage, proximity, visibility, site access, and compatibility with adjacent land uses. Potential alternative sites that were evaluated feature limited developable areas, access limitations, and other shortcomings. In contrast, the existing Fairgrounds site offers multiple street frontages, compatible land uses, and adjacent parking for spillover. The Fairgrounds' current site also serves as a central location for its role as a community assistance center and as a training facility and staging area for federal and local emergency responders.

Review of the real estate market in Tallahassee reveals that there is no immediate redevelopment opportunities for office, industrial, and retail commercial. The area does exhibit a strong demand for increased housing production. The site may also be large enough to accommodate community recreation and event space. Given the potential for residential development and other compatible uses, the study team recommends analysis of the current uses and potential reconfiguration of the site to determine if a portion of the site could be offered to meet the demand.

In consideration of the study findings, it is recommended that the Blueprint Intergovernmental Agency develop a Fairgrounds Master Plan. The findings recommend the continued operations of the Fairgrounds at its existing location and a master planning process to identify how the Fairgrounds could best be configured given the difference between the approximately 55 acres needed for Fair operations and 107.5 acres in the leased area. To maximize the economic impact, the Master plan would identify and prioritize targeted improvements for the Fairgrounds, and guide the long-term growth and investment in the site. The Beautification and Improvements to the Fairgrounds Project \$12 million in funding is recommended for the targeted improvements. Through reconfiguration of the land uses on the site, redevelopment of select areas could be "opened up" presenting an opportunity to capture the demand for residential and other uses as determined through the master planning process. Concurrent to this effort, it is also recommended that Leon County Government and the North Florida Fair Association evaluate the existing long-term lease and property management to support the community investment in the Fairgrounds site.

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Chapter 1: Background and Existing Site Analysis

Project Description

This report was prepared for Blueprint Intergovernmental Agency by HDR. It details the results of our assessment to determine potential market support and analyses of financial and economic impacts of capital improvements at the North Florida Fairgrounds, including an alternative site analysis.

Background and Objectives

At the December 9, 2013, Leon County Board of County Commissioners (BOCC) Strategic Planning Retreat, the Board adopted a Strategic Initiative to institute a sense of place initiative for the Fairgrounds and subsequently allocated funds to support the initiative. These funds were utilized to conduct a market study and consider potential improvements at the Fairgrounds. On July 7, 2015, the Board of County Commissioners approved the final report on the Market Report on the North Florida Fairgrounds and sense of place initiative.

The 2015 Market Study Report provided facility recommendations based on projected market demand, and it identified current and potential future opportunities for new event facilities. The recommendations included a new exhibition building with 35,000 to 40,000 square feet of rentable exhibition space, including clear-span, high-ceiling flat floor multipurpose space, dividable into two separate spaces. The facility would also include 2,000 square feet of dividable space, a kitchen, restrooms, a foyer area for pre-function space, concession areas, a show office and have proximity to paved parking. The recommendations also included a list of updates: new fencing and gate entries; electrical infrastructure upgrades; and on-grounds landscaping and beautification. The total estimated cost for the recommended facility was developed and presented as part of the report. It was determined that the existing lease would need to be evaluated in order to make major investments at the site. The projected revenues from the recommended facility would be insufficient to support the necessary financing, and, a Comprehensive Plan amendment and rezoning would need to be initiated to ensure the proper land use designations are in place to allow for future development.

The 2015 Fairgrounds Market Study Report was intended to: provide information on the current and anticipated market of the Fairgrounds; recommend Facility improvements; provide information on the long-term financial feasibility of supporting any recommended facility improvements; and to assess whether selling or leasing portions of the Fairgrounds for private development is a feasible option, while retaining the Fair Association Board operations on the remaining lands.

The Fairgrounds site is owned by Leon County and operated by the North Florida Fair Association (Fair Association Board) through a lease agreement that extends to the year 2067. The county is unable to take action on a Fairgrounds Project without the consent of the Fair Association Board, under the existing lease agreement. The Board of County Commissioners has previously explored relocating the Fair Association Board activities to a new site as an

opportunity for more development and economic activity. Such relocation options have not been financially feasible and were not explicitly a part of the 2015 Market Study Report.

At the September 17, 2020, Intergovernmental Agency Board (IA Board) meeting, the IA Board authorized Blueprint to advertise, negotiate, and award a contract for an updated market feasibility study and alternative site analysis for the Blueprint Infrastructure Beautification and Improvements to the Fairgrounds project. This report will cover the same areas as the 2015 study, and also include the evaluation of alternative sites and the possible relocation of the Fairgrounds.

Key Findings of Market Analysis Study

The following presents the key findings of the market analysis study and existing site analysis.

- It is estimated that approximately 202,600 people attend events at the Fairgrounds, with 115,000 people attending the North Florida Fair annually.
- Results of the Economic Impact Analysis conducted for this Study show that visitors to the Fairgrounds contribute a total economic impact of approximately \$40-\$79 million to the local economy annually, including direct, indirect, and induced effects. The role of the Fairgrounds and its economic impact is anticipated to continue to grow as Tallahassee's population and employment base expands in coming years, based on historic trends.
- Surrounding the Fairgrounds are several residential neighborhoods, and a variety of amenities are in proximity. The Fair itself draws many families from the area, and other events also encourage Tallahassee visitors from out of town.
- While the Fairgrounds is already an important piece of the local community, it is reasonable to expect that targeted improvements to the existing Leon County Fairgrounds (e.g., landscaping, sidewalk and building façade improvements, new restrooms, and kitchen, etc.) would yield additional positive economic impacts.
- In terms of potential relocation of the Fairgrounds, limited alternative site options are available to support a facility of similar size. Developable areas were limited and potential alternative sites that were evaluated feature access limitations and other shortcomings.
- An updated appraisal of the 107-acre Fairground parcel was conducted by Cureton Johnson & Associates, LLC., which determined that the current market value is \$3.7 million. Even without purchasing a new site or making access and other improvements to support existing Fairground activities at a new location, the replacement cost for buildings is estimated to be \$22.8 million. This expense alone suggests that relocating the existing Fairgrounds' operations is cost-prohibitive at this time.
- The existing Fairgrounds site offers multiple street frontages, compatible land uses, and parking spillover that can be handled on adjacent commercial sites. The Fairgrounds' current site also serves as a good location for its role as a community assistance center and as a training facility and staging area for federal and local emergency responders.
- Review of the real estate market in Tallahassee reveals that there has been limited interest on the part of private developers to repurpose the existing Fairgrounds site and

no consensus among stakeholders about a move or reuse strategy. Analysis of the local office, industrial, and retail commercial real estate market conditions also does not reveal immediate redevelopment opportunities. The area does exhibit a need for increased housing production, which is being met at alternative housing sites and private developments.

 The existing Fairgrounds site may be large enough to accommodate tournament space and athletic fields but, based on meetings with City Parks Recreation and Neighborhood Affairs, there is sufficient outdoor play space in the area. While indoor/court space is needed in Tallahassee, these facilities are usually sited near hotels, the interstate, restaurants, etc. They are likely to be used in a cyclical fashion but require maintenance throughout the year, which could not be managed by current Fairgrounds staff. Expansion of staff and equipment would be costly and while some event spaces are heavily subsidized because of these additional costs, it is unclear whether a facility at this location would result in increased local economic activity.

It is recommended that the Blueprint Intergovernmental develop a Master Plan detailing future improvement and enhancement scenarios for the Fairgrounds site. The Fair Association Board indicates that 55 acres are used for Fairground operations, including exhibit buildings, midway area, and on-site parking for major events. Additional offsite locations are used to support parking during peak events. Efficiencies identified through a Master Plan process could identify areas that could be "opened up" for redevelopment.

It is also recommended that Leon County and the North Florida Fair Association consider renegotiating a new lease agreement releasing portions of the Leased Premises to allow for redevelopment of the Fairgrounds property.

Overview of Current Fairgrounds and Related Properties

Figure 1 shows the entire property owned by Leon County and leased to various organizations and entities. The outlined area represents the property that was originally leased to the Fair Association Board in 1959. It comprises approximately 119.5 acres. The lease has since been amended to account for the areas now occupied by the County Extension Office and the Gene Cox Stadium and 0.5 acres for Paul Russell Road right-of-way. The current area leased by the Fairgrounds is 107.5 acres.

Figure 1: North Florida Fairgrounds Site Analysis



Source: Tallahassee Leon County Planning Department

PARCELS AND LOTS

The area in direct proximity to the Fairgrounds is largely residential and has a mix of single and multifamily units. On the western side of the Fairgrounds there are commercial properties that are mostly retail but also include some restaurants. To the east, there are three secondary schools that serve the surrounding community. The Fairgrounds serves as an important recreational space for the residents in direct proximity and in the wider surrounding area.

The Fair Association Board's lease of the Fairgrounds Property, most recently amended in 1995, extends to December 21, 2067, and provides for the Fair Association Board to maintain the grounds and improvements, subject to four additional ongoing uses not associated with the Fair Association Board's activities:

- The 9.1-acre parking lot abutting Gene Cox Stadium is used by the Leon County School Board for bus parking in conjunction with its use of Cox Stadium pursuant to an August 1989 Joint Use Agreement with the Fair Association Board.
- A 5.2-acre portion of the leased property abutting Tram Road is used for the Sheriff's Mounted Patrol Facility and for the County's livestock impoundment area pursuant to a September 1999 Joint Use Agreement with the Fair Association Board.
- An approximate 20.1-acre portion of the leased property abutting Tram Road is maintained by the City of Tallahassee for its Capital Park facility pursuant to the May 2005 Parks and Recreation Agreement, as amended in February 2008, between the City of Tallahassee and the County.
- A 2.6-acre recreational trail is maintained by the City of Tallahassee along the easternmost boundary of the Fairgrounds property, 2.28-acres of which lies within the

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leased premises, pursuant to the Recreational Trail Easement conveyed by the County in June 2008 pursuant to Board Resolution 08-19.

The Fair Association Board leases its facilities from Leon County at an annual rate of \$1.

BUILDINGS AND STRUCTURES

The area outlined in red on Figure 2 reflects the leased portion of the property. It does not include the Gene Cox Stadium or Leon County Extension Office (Agricultural Center). This aerial view shows the location of building facilities and open spaces used for parking and events, as well as their purpose. The Fairgrounds shares a 300-space parking lot with the Gene Cox Stadium but is in competition for these spaces when both venues are holding events.

Figure 2: Fairgrounds Buildings and Other Facilities



Source: ESRI, Florida Department of Revenue

Fairground Facilities

Figure 3 presents an overview of principal spaces, buildings and structures shown. The large open grass area to the west is used for midway events and visitor parking. However, during the 11-day run for the Fair this area is unavailable for parking due to the event being located on the site. There are nine buildings on the site, comprising approximately 126,000 square feet, along with several restrooms, a small office, and a kiosk.

Figure 3: Fairgrounds Buildings

		atum Lo		ANT CONTRACTOR

	prth Front Lot		outh Front Lot	
34	LEGE	ND		
North Florida For	INFORMATION BOOTH	POLE BARN	ET THE	
441 E. Paul Russell Rd. Tallahassee, Fl 32201 (850)878-3247	LOTS	FOOD BOOTHS	RESTROOMS	

Source: Fairground's website.

Buildings on the north side of the central mall, which is the cluster of buildings to the west of Gene Cox Stadium (buildings 1, 3, 7, and cattle barn), are metal structures used for floral exhibits, agricultural displays, housing cattle during the annual fair, poultry and petting zoos and other animal exhibits during the Fair.

Buildings 2 and 4 are located to the south of the central mall and are the only climate-controlled buildings with finished interiors. Each building is about 12,000 square feet and is used for home and fine arts exhibits and commercial exhibitors during the Fair. Next to these buildings is one that is used for 4-H exhibits and other activities during the Fair.

The grass area between the structures and the stadium parking lot is used for a "kiddie midway," which is dedicated to children's mechanical rides. Free entertainment is placed to the north of that lot. Other forms of free entertainment are interspersed where space is available.

The figure also shows the areas and facilities used for storage, information and concessions, restrooms and a camping area that includes electric and water "hook-ups" for 400 identified campsites.

• Buildings 1, 3 and 7 are metal-skin steel structures that are used for floral exhibits, agricultural displays, poultry and petting zoos and house other small animals during the Fair. These buildings are not climate controlled. These building can be rented during the rest of the year when the Fair is not being held.

Figure 4: Interior of Fairgrounds Building



Source: HDR

- The Cattle Barn is a large metal building used for housing cattle during the annual Fair and available for rent during the rest of the year. This building is not climate controlled.
- Buildings 2 and 4 are large metal buildings with finished interiors. Each building is approximately 12,000 square feet and used for home and fine arts exhibits and commercial exhibitors during the Fair. Building 2 has a serving kitchen. These buildings are the only climate-controlled facilities on the Fairgrounds. These buildings are available for rent when the Fair is not being held.
- Building 6 is a metal-skinned building like buildings 1 and 3. This building is used for 4-H exhibits and activities during the Fair. This building is not climate controlled. This building is available for rent during the rest of the year when the Fair is not being held.
- The information and concessions structures are made from concrete and located centrally between the buildings listed above. These spaces are available to vendors who sell food from them during the Fair and other events. During the Fair, these facilities are used for disseminating information to patrons and available to non-profit organizations to sell food concessions.

Figure 5: Concessions Area of Fairgrounds



Source: HDR

Figure 6: Fairgrounds Concessions Area



Source: HDR

• The North Front Lot and South Front Lot are used to hold the Fair and are closed to parking while it is being held. These areas are used for parking for other events outside of when the Fair takes place.

Figure 7: Grassy Area near Fairgrounds Buildings



Source: HDR

RECENT USAGE TRENDS OF FAIRGROUND FACILITIES

The facilities described above provide venues for a variety of uses. To assess the recent historical use of the Fairgrounds, we referenced calendars of events provided by the Fair Association Board for December 2019 through May 2021. During this period, the COVID-19 pandemic impacted many planned public events, so this assessment considers events that were planned but ultimately cancelled or postponed. Those events that were put on hold are also included in the table below. This assessment relates to non-Fair activities only.

According to Fair Association Board records for December 2019 through May 2021, 91 non-Fair events were planned at the Fairgrounds over 201 event days in the 18-month period. On some days, the Fairgrounds was home to multiple events, allowing for multiple event-days to be tallied for the same calendar day. Table 1 presents the number and percentage of events and event-days by event type.

Category of Event	Events		Event-Days	
	Count	%	Count	%
Animal	3	3%	3	1%
Antique	3	3%	5	2%
Arts / Crafts	2	2%	3	1%
Boat	1	1%	3	1%
Civic	1	1%	1	0%
Concert / Performance	11	12%	18	9%
Dog / Pet	13	14%	24	12%
Fireworks	3	3%	19	9%
Food	5	5%	7	3%
Gala / Banquet	5	5%	5	2%
Gun / Knife	9	10%	19	9%

Table 1: Number and Percent of Events and Days by Type of Event

Count	%	Count	%
2			70
3	3%	6	3%
16	18%	42	21%
1	1%	1	0%
3	3%	6	3%
6	7%	26	13%
3	3%	4	2%
3	3%	9	4%
91	100%	201	100%
	16 1 3 6 3 3 3	16 18% 1 1% 3 3% 6 7% 3 3% 3 3% 3 3% 4 3 3 3% 3 3% 3 3% 91 100%	16 18% 42 1 1% 1 3 3% 6 6 7% 26 3 3% 4 3 3% 9 91 100% 201

Source: Fair Association Board Records

Pre-pandemic and according to the Market and Financial Feasibility Study Report of the North Florida Fairgrounds completed in 2015 (based on Fair Association Board records), 55 non-Fair events were staged at the Fairgrounds in 2012. This accounts for 92 event days and 179 use days. For 2013, 58 non-Fair events were held at the Fairgrounds; accounting for 100 event days and 209 use days. For 2014, 56 non-Fair events accounted for 91 event days and 178 use days. Data for 2015 through 2018 were not available.

Private events are held at the Fairgrounds, and they include weddings, receptions, birthday celebrations, banquets, reunions, Quincenera activities, dances, school testings, to name a few. RV events, fireworks, and trade shows accounted for a higher share of event-day usage than implied by event count. Though dog training / pet activities, concerts / performances, and gun / knife shows represented 14 percent, 12 percent, and 10 percent of the total number of planned events over the December 2019 to May 2021 period, respectively, those activities represented only 12 percent, 9 percent, and 9 percent of total event days.

PLANNED EVENT DISTRIBUTION

The distribution of events by type is presented in Figure 8 below.

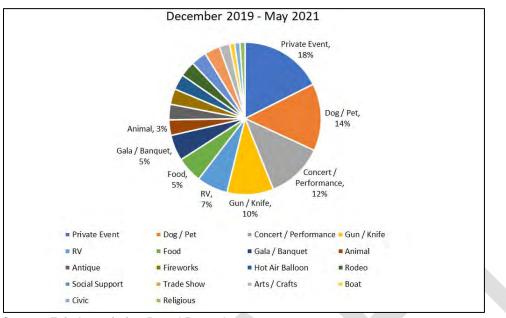


Figure 8: North Florida Fairgrounds – Planned Event Distribution by Type

Source: Fair Association Board Records

Examples of non-Fair events planned at the North Florida Fairgrounds during the December 2019 – May 2021 period include:

- The North Florida Gun & Knife Show
- Phantom Fireworks
- Tallahassee Dog Obedience Club events
- Pet Adoption events
- A Night to Shine sponsored by the Tim Tebow Foundation
- Tallahassee Regional Boat Show
- Micro Wrestling
- Great American Caravan
- Cabin Fever Drive-In Laser Show
- Tallahassee Balloon Festival
- National Hot Tub Expo
- Pull Up Comedy Show
- Souls to the Polls
- Carnival Food Fair
- The Less Fortunate Still Matters Foundation Community Event
- Government events for Leon County, Leon County Schools, and the City of Tallahassee.

While events listed above are not the only non-Fair events hosted at the Fairgrounds, they are representative of the types of events this venue supports.

Site Location Assessment

This section evaluates the current site's proximity to likely Fairground's visitors. The following discusses the location of the existing Fairgrounds and describes the population that can access the site within 10, 20, and 30 minutes of drive time. It is worth noting that other local fairs, including those held at Deep South Fairgrounds, the Decatur County Chamber of Commerce, and the Decatur County Agricultural Center are more than 40 miles and more than one hour drive time away. Our focus is therefore within 30 minutes of drive time, or halfway between those fairs and Tallahassee.

REGIONAL LOCATION

The Fairgrounds has regional and multi-area access via interstate 10 from the east and west, US Highway 27 from the northwest and US Highway 319 from the north and south. The Fair in particular draws people from across the region, so access is critical. Nearby fairgrounds include Suwannee County Fairgrounds, which is in Live Oak, Florida, but it is 85.1 miles from Tallahassee. The Central Panhandle Fairgrounds is in Panama City, Florida, which is 97 miles away.

Figure 9 shows the distance in miles from the Fairground via concentric circles, as well as the communities that fall within the various buffers.

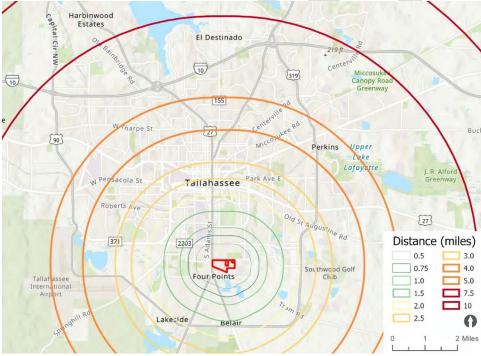


Figure 9: Fairgrounds Outlying Areas

Source: ESRI, Florida Department of Revenue

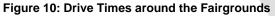
Table 2 shows mileage and drive times to and from Tallahassee from other communities in the region. Larger metropolitan areas such as Jacksonville and Pensacola are still within a 3-hour drive time from the Fairgrounds area.

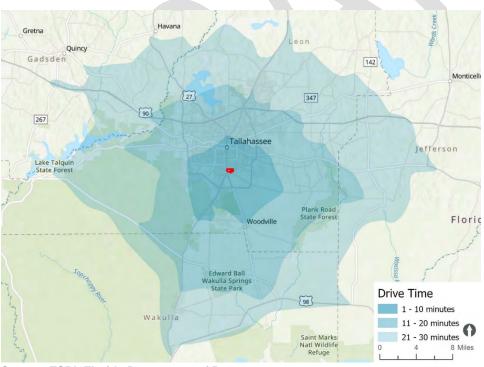
Location	Distance	Drive Time
Monticello, FL	27 miles	37 minutes
Thomasville, GA	34 miles	46 minutes
Bainbridge, GA	40 miles	53 minutes
Tifton, GA	92 miles	115 minutes
Dothan, AL	104 miles	106 minutes
Panama City, FL	104 miles	119 minutes
Gainesville, FL	152 miles	142 minutes
Fort Walton Beach, FL	164 miles	156 minutes
Jacksonville, FL	166 miles	157 minutes
Pensacola, FL	197 miles	170 minutes
Source: Google Maps		

Table 2: Distance and Drive Time for Regional Cities and Towns

DRIVE TIMES IN AND AROUND THE FAIRGROUNDS

The primary market area for non-Fair events and activities at the Fairgrounds is expected to be within a 20-minute drive time, based on the location of the Fairgrounds site, access to the site, and estimated drive times and other transportation access for local residents. Figure 10 shows the areas that fall within various drive time catchment areas.







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FAIRGROUNDS ACCESS AND TRAFFIC

The Fairgrounds site is located in the southern area of Tallahassee and south-central Leon County. Local access to the Fairgrounds site is via South Monroe Street from the north, Paul Russell Road from the east and west, and Crawfordville Road and Woodville Highway from the south. The Fairgrounds boundaries relative to South Monroe Street, Paul Russell Road, and Tram Road. Figure 11 shows parking and gated access to the Fairgrounds.

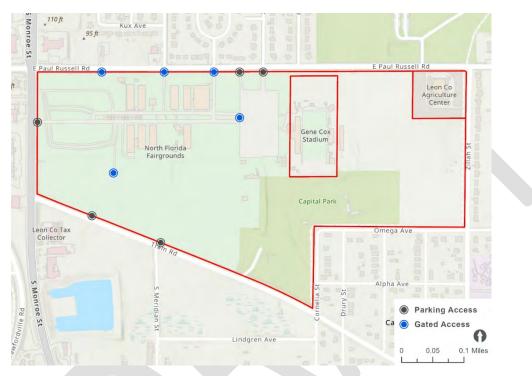


Figure 11: Fairgrounds Access

Source: ESRI, Florida Department of Revenue

Table 3 shows daily traffic counts provided by The Florida Department of Transportation for the streets that provide Fairground's access. South Monroe Street is the most heavily traveled, followed by Paul Russell Road. South Monroe Street access is closed and there are parking and access restrictions along Paul Russell Road during the annual November Fair. The south parking lots along Tram Road are considered underutilized during this time as well.

Street Location	Average Daily Traffic Count
Tram Road	3,000
South Monroe Street	15,600
Paul Russell Road	6,900

Source: Florida Department of Transportation

COUNTY OWNED PARCELS AND LAND USE

As shown in Figure 12, Leon County owns a number of parcels in proximity to the Fairgrounds that are primarily home to recreation spaces and administrative buildings. They are relatively smaller, however, which may make their use not feasible for potential Fairgrounds' relocation.

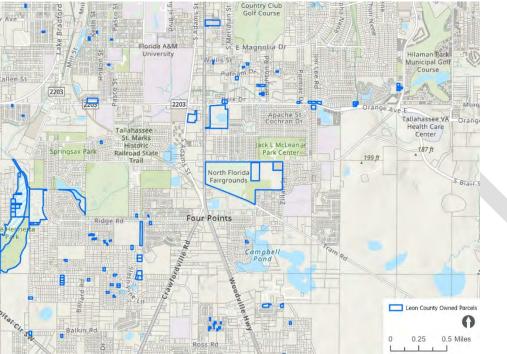
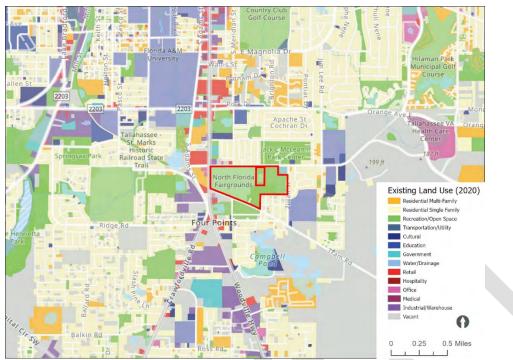


Figure 12: Land Use around the Fairgrounds with Leon County Owned Parcels

The map view in Figure 13 shows the variety of land uses with areas in closest proximity to the Fairgrounds. In general, the Fairgrounds is a recreational area with a large proportion of open space. It lies within a surrounding neighborhood that is primarily residential. A small amount of retail abuts the Fairgrounds, but there is a higher concentration to the north that offers restaurants and hotels to Fairgrounds' visitors. In addition to providing information about the community in general, some of these identified uses support Fairgrounds activities.

Source: ESRI, Florida Department of Revenue

Figure 13: Land Use around the Fairgrounds



Source: ESRI, Florida Department of Revenue, Tallahassee-Leon County GIS

Chapter 2: Market Analysis Study

Approach to Market Analysis Study

There are several elements to this Market Analysis Study. Working with Blueprint, the consultant team:

- Toured the Fairgrounds site, facilities, and surrounding areas to assess location factors and their impacts on potential events, activities and facility needs;
- Analyzed the current Fairground facility offerings;
- Evaluated current conditions pertaining to the property, including buildings, and existing and future land use;
- Reviewed and analyzed the Fairgrounds facility offerings and the current consumer profile;
- Conducted an economic impact analysis of the Fairground activities on surrounding businesses and neighborhoods and inventoried existing businesses other neighboring amenities;
- Evaluated alternative sites;
- Researched the current Fairgrounds economic position and analyzed possible future economic benefits of either relocating or modifying the Fairgrounds through redevelopment and/or rezoning; and
- Summarized study methodology, information gathered, findings.

Community and Economic Profile

Tallahassee is the state's capital and home of two major state universities and a community college. It also has an international airport available for business and recreational travel. The County is home to a diversified and growing economy, helping to make Tallahassee an attractive tourist destination that drives Fairgrounds events' attendance and tourist spending in the surrounding area. This activity benefits the diverse population of the city by employing residents to support the events held at the Fairgrounds. The local population also benefits from the visitor spending catalyzed by the various Fairgrounds events.

POPULATION TRENDS

Figures 14, 15, and 16 show population growth, total population and the population density in the area surrounding the Fairgrounds. Based on available data, population in Tallahassee grew steadily from 2008 to 2019 and added 22,653 residents during that period of time. The compounded annual growth rate over this time period was 1.13 percent, which equates to a 13.2 percent increase overall. Leon County also grew, but at a slightly slower pace. Since 2019, population growth has been approximately 0.6 percent per year.² There are developments planned in the near future around the Fairgrounds that are expected to increase the overall density of the neighborhood. Approximately 10,000 housing units are expected to be developed directly to the east of the Fairgrounds. While the Fairgrounds is currently located in a low-

² https://worldpopulationreview.com/us-counties/fl/leon-county-population

density area population and associated foot and vehicle traffic are expected to grow in the coming years.

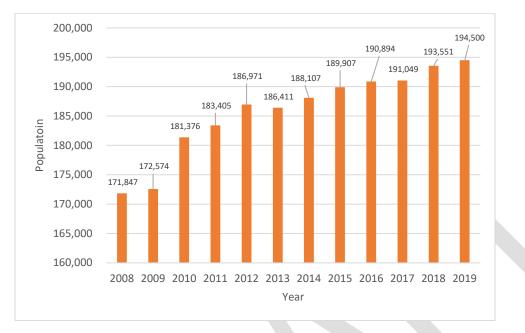
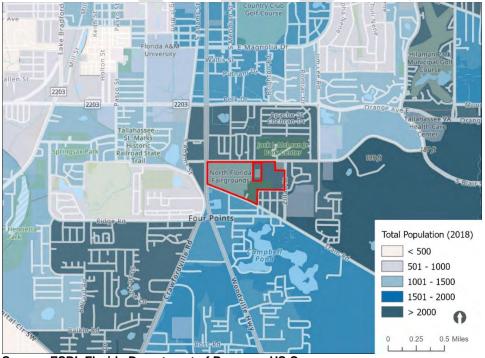


Figure 14: Total Tallahassee Population

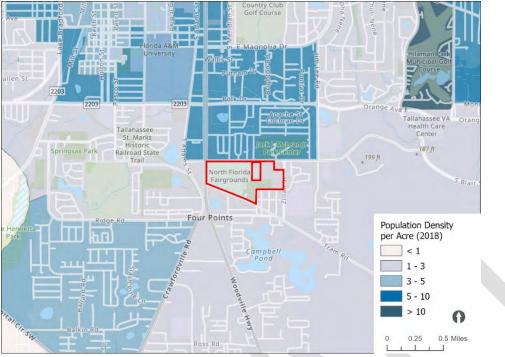
Source: US Census

Figure 15: Tallahassee Population Mapped



Source: ESRI, Florida Department of Revenue, US Census

Figure 16: Population Density per Acre



Source: ESRI, Florida Department of Revenue, US Census

POPULATION AGE

The median age of the population within 20 minutes of the Fairgrounds is estimated to be approximately 32 years, as shown in Table 4. The student populations of Florida State University (FSU) and Florida A&M University (FAMU) impact these statistics, and student residents are assumed to attend selected Fairgrounds' events. Observational information related to Fairground's attendees suggests that families represent a significant share of attendees, along with youth who enjoy the carnival rides. Additionally, the primary market area for non-Fair events and activities at the Fairgrounds is expected to be within a 20-minute drive time, based on the location of the Fairgrounds site, access to the site, and estimated drive times and other transportation access for local residents.

Table 4: Population Median Age by Drive Time

Median Age 2020	Median Age
Within 10-minute drive	25.8
Within 20-minute drive	32.1
Within 30-minute drive	34.2
Source: ESRI, US Census	

Table 5 presents the age segments for the population within 10-minutes, 20-minutes, and 30minutes of the Fairgrounds for the year 2020. As shown, the student population of FSU and FAMU significantly affects the distribution of the population's ages, with over 29 percent of the population in the 18 to 29 age range within 30 minutes of the Fairgrounds.

Population Distribution Percentages - 2020							
	0-17	18-29	30-39	40-49	50-64	65+	
Within 10-minute drive	17.4%	40.5%	13.1%	7.8%	12.4%	8.8%	
Within 20-minute drive	17.2%	35.1%	12.1%	9.4%	14.9%	11.4%	
Within 30-minute drive	18.8%	29.4%	12.1%	10.5%	16.8%	12.5%	

Source: ESRI, US Census

POPULATION RACE/ETHNICITY

Table 6 shows the 2020 estimated percentage breakdown of the population by race/ethnicity, within 10-minutes, 20-minutes, and 30-minutes of the Fairgrounds. More than 35,000 Black residents live within a 10-minute drive of the Fairgrounds, representing nearly half of the total population within that buffer. More White residents live within a 20- and 30-minute drive of the Fairgrounds.

Table 6: Share of Population by Race/Ethnicity by Drive Time

Race/Ethnicity by Drive Time – 2020								
Market Area	White	Black	American Indian	Asian	Pacific Islander	Other Race	Two or More Races	Hispanic
Within 10-minute drive	39%	48%	0%	3%	0%	1%	3%	7%
Within 20-minute drive	51%	36%	0%	3%	0%	1%	3%	6%
Within 30-minute drive	56%	31%	0%	3%	0%	1%	2%	6%
Source: ESRI, US Census								

HOUSEHOLDS AND FAMILIES

Table 7 presents the number of households by drive time to the Fairgrounds.

Table 7: Households by Drive Time

	Households	Average Household Size
Within 10-minute drive	28,186	2.63
Within 20-minute drive	91,724	2.52
Within 30-minute drive	120,382	2.56

Source: ESRI, US Census

Table 8 presents the number of families by drive time to the Fairgrounds.

Although the composition of the family is not clear, it does infer the likelihood that these family units include children and that family-focused events at the Fairgrounds would serve residents near the Fairgrounds, as well as residents who live outside of Tallahassee. These family-

focused events may be another opportunity for Fairground's event expansion beyond what is currently offered.

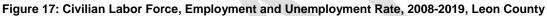
Table 8: Family Households by Drive Time

	Families	Average Family Size
Within 10-minute drive	13,035	2.07
Within 20-minute drive	45,074	2.65
Within 30-minute drive	66,333	2.77
Source: ESRI, US Census		

LABOR FORCE TRENDS

Labor force is a broad term describing an entire collection of people who are either employed³ or seeking employment. Information related to the Leon County labor force is presented in Figure 17. The unemployment rate held steady at 2.5 percent between 2017-2019. Employment and the labor force have been steadily increasing since 2016 as well. This growth, combined with the population growth the area has been experiencing, presents an opportunity for the Fairgrounds to increase attendance at their events as well as consider an expansion of the events they make available.





Source: Federal Reserve Economic Research Division

³ According to the Federal Reserve's definition, "employed persons consist of: persons who did any work for pay or profit during the survey reference week; persons who did at least 15 hours of unpaid work in a family-operated enterprise; and persons who were temporarily absent from their regular jobs because of illness, vacation, bad weather, industrial dispute, or various personal reasons. Each employed person is counted only once, even if he or she holds more than one job." https://fred.stlouisfed.org/categories/32444

EMPLOYMENT TRENDS

In 2013, businesses in Leon County employed 139,614 people across a variety of industries and occupations. The county added 9,044 employees over five years and in 2018 there were 148,658 people employed in Leon County, based on Current Employment Statistics collected by the Bureau of Labor Statistics. Some of these employees may be residents, while other may commute to the county for work. This amounted to a 6.5 percent growth over five years or 1.3 percent annually. The largest increases in the number of employees were in office & administrative support (+3,235), education (+2,122), material moving (+1,873) and transportation (+1,741) industries over that time period. In terms of percent increases, the largest industries of growth were material moving (+156.0%), transportation (+54.7%) and community & social services (+51.0%). Tables provided in the Appendix provide detail related to employment.

Not all industries in Leon County grew from 2013 to 2018. Employment in food preparation and service decreased (-1,673), as well as management (-923), architecture & engineering (-645) and personal care (-560). The largest percent decreases were in architecture & engineering (-35.2%), farming, fishing, and forestry (-47.4%), law enforcement (-22.0%), installation, maintenance & repairs (-16.2%), and food preparation and service (-15.5%).

LOCATION QUOTIENTS AND INDUSTRY DIVERSITY.

Employment data for Leon County shows an economy with a diverse industry mix and several areas where the county may have a competitive advantage as indicated by location quotients. A location quotient captures the relative intensity of an industry within an area, compared to the surrounding region, state or national intensity. To calculate a location quotient, compare the percent share of employment within an industry to the total number of jobs in the study area and divide that by the percent share of jobs in the surrounding region, state or nationally.

A location quotient greater than one indicates that the area in question has a relatively higher concentration of an industry when compared to the base region. This indicates that the good is an export good and a source of the area's competitive advantage in this industry. This means that the employment productivity in this industry exceeds local demand and that there is an external market to which the excess goods or services are exported. Industries within an area that have a location quotient greater than one are typically good choices for policy makers to promote investment, because their return is typically greater and more sustainable than industries that have location quotients less than one.

An industry with a location quotient less than one is reliant on imports from other regions to support local demand and may be viewed as leakages from the local economy. Investments in these industries typically do not have as great a return and are often not as sustainable, because there is an already established competitive advantage in another external market. One way to think about this is that it is easier and cheaper to grow an industry that is already strong than an industry that is a laggard relative to peer regions.

Table 9 shows the County's employment mix compared to both the national and Florida statewide industry mixes. These location quotients show that there are several strong industry

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concentrations in Tallahassee, which give the city a competitive advantage in these areas. Local productivity is exceeding local demand in these industries, and products and services are being exported to meet the demand of external markets.

Notably, with respect to spending related to Fairground's tourism, entertainment (1.20) and food preparations and serving (1.06) have location quotients greater than one, which indicate that investment and promotion of businesses in these industries and their workforce could have an outsized effect. This further indicates that investment and promotion of the Fairgrounds could support and further the competitive advantage that already exists in the city.

Services present relatively higher location quotients than some other occupations. For example, the Sciences, Legal, Business, and Financial Operations all have location quotients of 1.7 or higher. This may offer an opportunity for the Fairgrounds to target events and activities geared toward these segments of the economy.

Industry	United States	Florida	Leon County	Leon County to National Location Quotient	Leon County to Florida Location Quotient
Life, physical, and social science	0.9	0.6	1.1	1.22	1.94
Legal	0.8	1.1	1.9	2.38	1.74
Business and financial operations	5.6	6.2	10.6	1.89	1.71
Educational instruction and library	6.1	5.0	7.8	1.28	1.55
Community and social service	1.5	1.3	2	1.33	1.54
Computer and mathematical	3.1	2.6	3.7	1.19	1.41
Arts, design, entertainment, sports, and media	1.4	1.2	1.4	1.00	1.20
Management	5.5	5.4	6.3	1.15	1.16
Food preparation and serving related	9.2	9.7	10.3	1.12	1.06
Protective service	2.4	2.8	2.9	1.21	1.04
Farming, fishing, and forestry	0.3	0.2	0.2	0.67	1.03
Personal care and service	2.2	2.1	2	0.91	0.93
Healthcare support	4.4	3.4	3.1	0.70	0.93
Building and grounds cleaning and maintenance	3	3.5	3.2	1.07	0.90
Healthcare practitioners and technical	5.9	6.6	5.9	1.00	0.90
Office and administrative support	13.3	14.7	13.2	0.99	0.90
Architecture and engineering	1.8	1.4	1.2	0.67	0.89
Installation, maintenance, and repair	3.9	4.3	3.7	0.95	0.86

Table 9: Location Quotients

Industry	United States	Florida	Leon County	Leon County to National Location Quotient	Leon County to Florida Location Quotient
Sales and related	9.8	11.2	9	0.92	0.80
Construction and extraction	4.2	4.9	3.6	0.86	0.73
Transportation and material moving	8.5	8.3	5.1	0.60	0.62
Production	6.2	3.5	1.8	0.29	0.51

Source: BLS CES, HDR Analysis

INCOME TRENDS

Along with employment and population, income can be a useful data point to evaluate when thinking about the market for particular goods and services, such as Fairgrounds events. Table 10 presents the estimated 2020 median household incomes by drive times for the Fairgrounds. As shown, household income is significantly less for those residents who live closest to the Fairgrounds. As drive time increases, so do income levels. This suggests that efforts to market the Fairgrounds should be relatively wide, encompassing more than just the downtown Tallahassee area.

Table 10: Median Household Income by Drive Time

Median Household Income	Estimated Median Household Income	Households
Within 10-minute drive	\$35,029	28,186
Within 20-minute drive	\$48,781	91,724
Within 30-minute drive	\$55,879	120,382
Source: ESRI, US Census		

The median income of households within 20 minutes of the Fairgrounds, \$48,781, is lower than that same measure for both the United States and State of Florida. The 2020 US median household income was \$68,400 and the 2020 average household income in Florida was \$55,660, according to the U.S. Census Bureau. Part of the discrepancy likely reflects the presence of the large student population of both FSU and FAMU and a relatively more economically-disadvantaged population closer to the Fairgrounds. If the Fairgrounds chooses to expand its event offerings, this data should help identify the types of events that would be affordable to likely visitors.

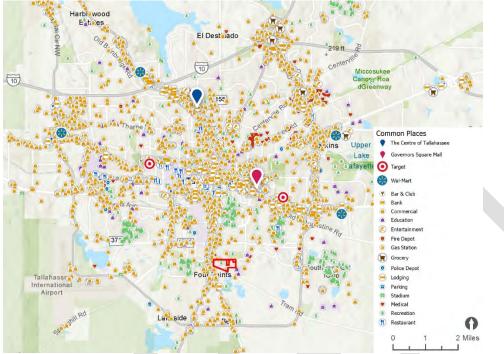
RETAIL

In addition to the commercial and retail areas near the Fairgrounds, Tallahassee has several other retail centers including Governors Square Mall, The Centre of Tallahassee, Walmart, Target, and grocery chains, as shown in Figure 18. The Gaines Street area has also expanded its retail offerings to include local and national businesses.

The retail market is strong in the city and has continued to attract investment over the past decade. Retailers likely benefit from tourists attracted to Tallahassee by the Fairgrounds. Retail real estate vacancy is a bit higher than in cities in the surrounding panhandle region, but net

absorption is also higher which indicates that demand for retail space in the city is strong and healthy. The existing supply largely meets demand although the market continues to grow, and it is expected that investment in this area will continue.

Figure 18: Retail



Source: ESRI, Florida Department of Revenue, Tallahassee-Leon County GIS

There are several grocery stores located near the Fairgrounds that serve the local population and Fairground users, such as those who stay onsite in recreational vehicles. Outlets located close by include Target, Publix, Walmart, Piggly Wiggly, and Save a Lot, as shown in Figure 19.

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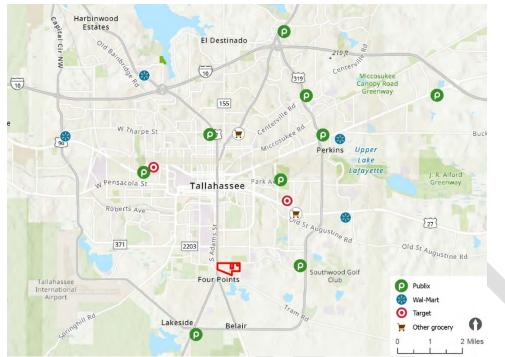


Figure 19: Grocery Stores

Source: ESRI, Florida Department of Revenue, Tallahassee-Leon County GIS

The Fairgrounds is closely surrounded by many retail outlets and some dining establishments, all of which provide additional activities for Fairground's visitors. The greatest concentration of restaurants lies to the north, as presented in Figure 20.

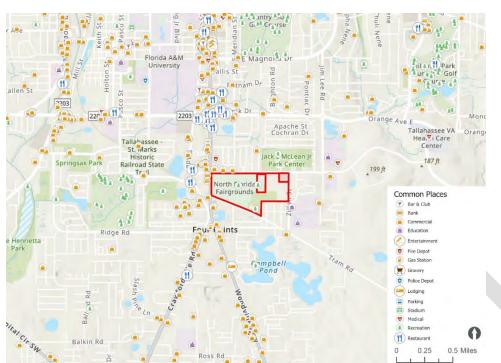


Figure 20: Common Places

Source: ESRI, Florida Department of Revenue, Tallahassee-Leon County GIS

Retail Leakage and Surplus

A retail leakage and surplus analysis was conducted by Buxton in 2020 for Blueprint Intergovernmental that utilized U.S. Census Bureau data to calculate retail leakage and surplus in the North Florida Fairgrounds community. Retail leakage refers to when residents spend more for products than local businesses capture. Retail leakage indicates that the local demand for those goods is not being met by local supply, and residents must spend elsewhere for the product. Conversely, retail surplus indicates that local businesses are selling more of their wares than local residents are purchasing. This indicates that local supply for the goods exceeds local demand and sales are being made to people coming in from elsewhere. A standard measure for these relationships is called the leakage index. An index of 1.0 indicates that local supply perfectly equals local demand, and the market is in equilibrium. An index below 1 indicates a leakage; for example, a leakage index of 0.80 indicates that local demand exceeds local supply by 20 percent, which indicates a leakage. An index above 1.0 suggests that local supply exceeds local demand and indicates that there is a surplus.

In general, the North Florida Fairgrounds community experiences leakages in almost all retail types. The only retail market that experiences a surplus is the Foodservice & Drinking Places industry which has a hefty 1.8, as shown in Table 11. Generally, residents must travel outside of the community more often than not for most types of retail shopping. The complete list of measured industries and their leakage indexes can be found below:

Table 11: Retail Leakage Study Findings

Leakage		Surplus	
Motor Vehicle Parts & Dealers	0.3	Foodservice & Drinking Places	1.8
Furniture & Home Furnishing Stores	0.1		
Electronics & Appliance Stores	0.0		
Building Material, Garden Equip. & Supplies	0.1		
Food & Beverage Stores	0.8		
Health & Personal Care Stores	0.7		
Clothing & Clothing Accessories Stores	0.2		
Sporting Goods, Hobby, Book & Music Stores	0.0		
General Merchandise Stores	0.0		
Miscellaneous Store Retailers	0.1		

Source: Buxton Retail Leakage and Surplus Analysis

Available Community Resources

Tallahassee offers a significant number of local resources that support the tourism industry logistically and make the city an attractive place to visit in conjunction with the Fairgrounds. As mentioned above, the city offers visitors lodging, shopping, and restaurants, but it also provides other recreational options and entertainment facilities that support, or in some cases compete with Fairground's activities.

HOTELS/MOTELS

According to the Leon County Division of Tourism Development, the local Convention and Visitors Bureau, there are 6,219 hotel rooms in the Tallahassee metropolitan area. Figure 21 shows the Fairgrounds relative to area's lodging facilities — both national chain and locally-owned properties within a 10-minute drive from the Fairgrounds. Most are located north of the Fairgrounds area where higher concentrations of other retail are also located.

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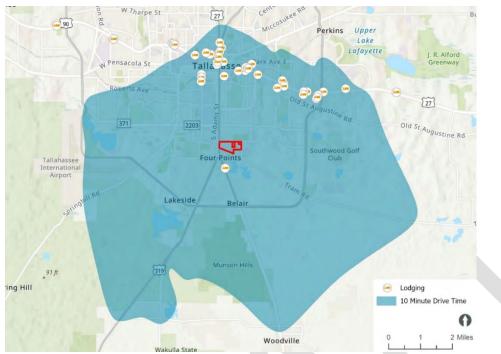


Figure 21: Hotels and Motels

Source: ESRI, Florida Department of Revenue

Table 12 below presents the preferred lodging facilities for meetings and conventions in the metropolitan area per the Leon County Division of Tourism Development. They include national chains as well as local facilities.

Hotel	Rooms	Hotel	Rooms
Aloft Hotel Tallahassee Downtown	162	Motel 6 Tallahassee West	101
Autograph Collection Hotel Duval	117	Quality Inn Tallahassee Near University	73
Baymont Inn & Suites Tallahassee Central	134	Red Roof Inn Tallahassee	108
Best Western Tallahassee Downtown Inn & Suites	74	Seven Hills Suites	160
Comfort Suites Tallahassee Downtown	64	Sleep Inn University Tallahassee	78
Courtyard Tallahassee Downtown Capitol	154	Suburban Extended Stay Hotel Tallahassee Near University	120
Double Tree by Hilton Hotel Tallahassee	242	Tallahassee North Inn & Suites	108
Econo Lodge Tallahassee	40	Budget Inn	32
Fairfield Inn & Suites Tallahassee Central	97	Cactus Motel	15
Four Points by Sheraton	164	Days Inn Tallahassee University Center	47
Governors Inn	41	Holiday Inn Express Tallahassee Capitol Univ Area	65

Table 12: Preferred Meeting and Convention Lodging

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Hotel	Rooms	Hotel	Rooms
Hampton by Hilton Inn Tallahassee- Central	78	Hotel Indigo Tallahassee College Town	143
Hilton Garden Inn Tallahassee Central	85	Residence Inn Tallahassee Universities @ The Capitol	135
Holiday Inn Tallahassee E Capitol - Univ	103	University Motel	56
Home2 Suites by Hilton Tallahassee State Capitol	132	WoodSpring Suites Tallahassee Northwest	121
Homewood Suites by Hilton Tallahassee	94	El Camino Motel	27
Motel 6 Tallahassee Downtown	100	Courtyard Tallahassee North I 10 Capital Circle	93
Quality Inn & Suites Capital District Tallahassee	90	Extended Stay America Tallahassee - Killearn	59
SpringHill Suites Tallahassee Central	88	Hampton by Hilton Inn & Suites Tallahassee I 10 Thomasville	122
Tru by Hilton Tallahassee Central	90	Hilton Garden Inn Tallahassee	99
Wyndham Garden Hotel Tallahassee Capitol	147	Holiday Inn Express Tallahassee East	134
Baymont Inn & Suites Tallahassee	93	Killearn Country Club & Inn	37
Best Western Plus Tallahassee Capitol	96	Quality Inn & Suites Tallahassee East I 10	59
Budgetel	28	Residence Inn Tallahassee North I 10 Capital Circle	78
Country Inn & Suites Tallahassee Northwest I 10	65	Tallahassee Inn	100
Days Inn & Suites Tallahassee Conference Center North	120	TownePlace Suites Tallahassee North/Capital Circle	93
Econo Lodge North Tallahassee	82	Hampton Inn & Suites Tallahassee Capitol University	124
Fairfield Inn Tallahassee North I 10	79	Days Inn Tallahassee Government Center	80
Holiday Inn & Suites Tallahassee Conference Center North	132	WoodSpring Suites Tallahassee East	121
Howard Johnson Express Inn Tallahassee	51	Candlewood Suites Tallahassee	114
La Quinta Inns & Suites Tallahassee North	154	Spring Hill Suites Tallahassee North	128
Microtel Inn & Suites by Wyndham Tallahassee Source: Leon County Division of Tourism	89	Staybridge Suites Tallahassee I 10 East	104

Source: Leon County Division of Tourism

RESTAURANTS

The Fairgrounds is near a variety of eating establishments located along South Monroe Street, as well as along Apalachee Parkway and Tennessee Street, as illustrated in Figure 22. The Gaines Street area, which is also nearby, has recently been renovated. These areas include fast food restaurants, national chain restaurants, locally owned diners, hotel restaurants, coffee shops and similar eating establishments. While many of the restaurants are located to the north

of the Fairgrounds along Apalachee Parkway, a significant number are also available on Monroe Street.



Figure 22: Restaurants

Source: ESRI, Florida Department of Revenue, Tallahassee-Leon County GIS

Area Attractions and Events

In addition to the Fairgrounds activities, there are other attractions in the Tallahassee area that bring visitors to the city. These attractions work in tandem with the Fairgrounds to help make Tallahassee an attractive destination with plenty to do. Table 13 presents some of these other attractions.

Attraction	Distance from Fairgrounds (miles)			
Tallahassee Museum	4.8			
LeMoyne's Chain of Parks Art Festival	2.9			
Cascade Park	2.2			
Florida State University	3.7			
Florida A&M University	1.9			
Challenger Learning Center	2.8			
Florida Historical Capitol Museum	2.4			
Tallahassee Automobile Museum	11.3			
Wakulla Springs State Park	11.4			
Source: Google Maps				

In addition, Tallahassee/Leon County residents and visitors have a variety of annual events and activities to choose from, including:

- FSU and FAMU Events
- Jazz and Blues Festival
- Outdoor Activities
- Southern Shakespeare Fest
- Summer Concert Series
- Tallahassee Film Festival
- Winter Festival

Some of these events are held at the Fairgrounds, but others are not. Based on our listening sessions and the venue descriptions that are publicly available, some of these events could be held at the Fairgrounds but may not be due to several factors. For example, a state-of-the-art amphitheater is not available at the Fairgrounds site. This may limit use of the Fairgrounds for concerts, music festivals, and plays. Some other venues offer child-focused features that may provide a competitive advantage to those venues for some events. For example, Cascades provides an interactive water fountain, children's play area, and miles of multi-use trails. City parks are open sun-up to sun-down, and while activity may occur after hours, it is not designed nor encouraged that way.

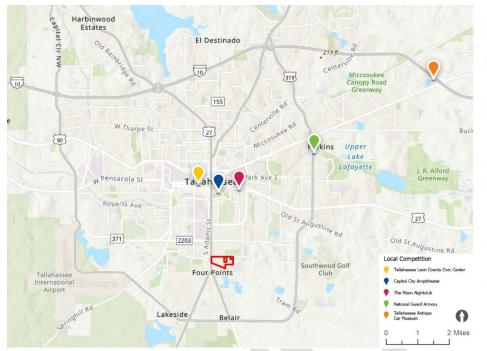
Based on conversations with the Fair Association Board, there are some limitations to their facilities that could be mitigated and potentially offer the opportunity for additional uses, beyond what has traditionally been held at the Fairgrounds. For example, two of the nine buildings are climate-controlled, and it is difficult to hold multiple events as the Fairgrounds and its facilities are presently configured. Building flexibility is also limited; some events may be either too large or too small to use the existing facilities, and there are limited kitchen facilities and restrooms. Ceiling limitations were also mentioned by facility users and the Fair Board, as were limited kitchen facilities and restrooms.

Competitive and Comparable Facilities

While many of the attractions, events and amenities described above complement the Fairgrounds activities, there are others that could compete because they also offer event space. The following are some facilities that are viewed as local competition, based on previous studies and research.

In previous studies, management of the Fair Association Board identified four local event venues as being competition for non-Fair events and activities: Donald L. Tucker Civic Center, Tallahassee Automobile Museum, The Moon nightclub, and the National Guard Armory. Based on additional research, Cascades Amphitheatre may fall into this category. The location of these event facilities, in relation to the Fairgrounds, is shown in Figure 23.

Figure 23: Local Competition



Source: ESRI, Florida Department of Revenue, Tallahassee-Leon County GIS

DONALD L. TUCKER CIVIC CENTER⁴

Formerly the Tallahassee-Leon County Civic Center, the Donald L. Tucker Civic Center (the Civic Center) is owned by Florida State University and operated by Global Spectrum. The Civic Center is a multi-purpose complex comprised of a 12,500-seat arena (home to the FSU Seminoles) and 54,000 square feet of meeting and exhibition space. There are six meeting rooms that can accommodate banquets, receptions, weddings, galas, and trade shows. The Civic Center also has an arena-view restaurant called the Spotlight Grille.

A review of the 2021 events calendar for the Civic Center shows that the Civic Center Exhibit Hall is principally used for FSU-related events, including basketball games. Non-FSU uses of the Exhibit Hall in 2021 included Infinity con Tallahassee!, Tallahassee Beer Fest, and the Alabama 50th Anniversary Tour. The schedule for 2021 is not as fully booked as previous years due to COVID-19 concerns. Layouts of this space are provided in the Appendix to this study.

TALLAHASSEE AUTOMOBILE MUSEUM⁵

Located near the intersection of Interstate 10 and U.S. Highway 90 (Mahan Drive), the Tallahassee Automobile Museum is a privately-owned car museum featuring more than 140 rare vehicles, as well as boat motors, and other items. There are three banquet halls available for events. The Duesenberg Banquet Hall is a 15,000 square foot semi-formal banquet hall that can accommodate 900 people at tables or 1,500 people using a theater-setting layout. Events such as proms, fundraisers, retirement parties, weddings, receptions, and graduations are held

⁴ https://www.tuckerciviccenter.com/arena-information/about-us

⁵ https://tacm.com/venue/

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in this venue. In addition to weddings and private parties, events held at this facility include Bridal Shows, Brewfest, regional trade association banquets and similar activities.

The Tucker and Auburn banquet rooms are smaller. Each is 2,500 square feet and glassenclosed on three sides from floor to ceiling. Tables and chairs can be arranged to accommodate seating up to 150 people.

THE MOON⁶

The Moon serves as a local nightclub and music venue that produces and rents its facilities for ticketed events. In addition, this venue is available for private rental receptions and banquets. Notably, the site is used to host various farmers who sell goods on the weekends. The Main Room is 26,000 square feet and has capacity for 1,500 people. The new Patio & Silver Moon rooms are each 4,000 square feet and can hold 200 people. Due to the COVID-19 pandemic, The Moon was temporarily closed but has reopened and begun holding events again. During the closure, a new roof, new floors, and a new production booth were installed. Kitchens were also updated, along with the main lobby bathrooms.

CAPITAL CITY AMPHITHEATER⁷

Located in Cascades Park, the Capital City Amphitheater opened in 2014. It is an outdoor venue with 1,500 fixed seats and can accommodate another 1,500 people sitting on grass. The Amphitheater is operated by the City of Tallahassee, and this venue is used by Leon County Division of Tourism Development to stage concerts.

LODGING FACILITIES WITH MEETING SPACES

Five lodging facilities in the Tallahassee area have meeting spaces with more than 2,500 square feet: Residence Inn, Double Tree, Four Points by Sheraton, and Hotel Duval. Proximity to the Fairgrounds is shown in Figure 24.

⁶ https://www.moonevents.com/

⁷ https://www.capitalcityamphitheater.com/

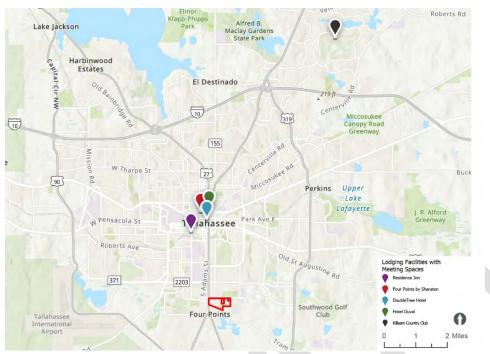


Figure 24: Lodging Facilities with Meeting Spaces

Source: ESRI, Florida Department of Revenue, Tallahassee-Leon County GIS

STAND-ALONE MEETING SPACES

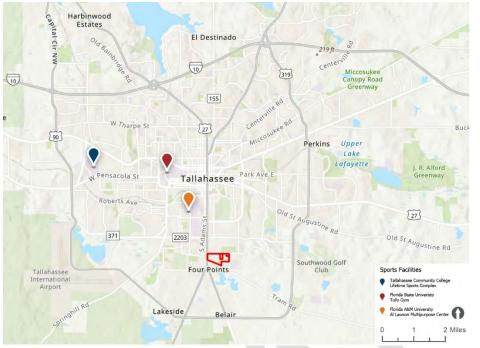
In addition to the facilities identified as direct competition (discussed above), there are other stand-alone facilities in the Tallahassee area that are used for meetings, conferences, and similar events. The largest are Challenger Learning Center, Augustus B. Turnbull III Florida State Conference Center, American Legion Hall, FSU Alumni Center, Tallahassee Community College and Doak Campbell Stadium.

SPORT FACILITIES

Figure 25 shows the location of numerous sports facilities in the Tallahassee area in relation to the Fairgrounds. While some of these may be viewed as competing facilities, many also complement activities at the Fairgrounds.

Discussions with City of Tallahassee Parks and Recreation Athletics Division suggested that there is sufficient outdoor space available to host sporting events, but indoor space is less available.

Figure 25: Sport Facilities



Source: ESRI, Florida Department of Revenue

These venues can accommodate indoor exhibitions and sports activities, including local and regional tournaments:

- Tully Gymnasium at FSU This facility has four indoor multi-sports courts and one championship volleyball court. The main court has a capacity of about 1,160 people. In addition to FSU sports activities and practices, Tully Gymnasium is rented for basketball and volleyball tournaments.
- Al Lawson Jr. Multipurpose Center at Florida A & M University this facility, located less than 3 miles from the Fairgrounds, has 4 basketball/volleyball courts that can be rented for sports tournaments, practices, and non-sports activities.
- Tallahassee Community College The facility has three indoor multi-sport courts that can be used for basketball, volleyball, cheerleading and martial arts.
- Donald L. Tucker Civic Center at Florida State University The facility features a 12,500-seat arena where basketball games, and other events, are held,

Assessment of Current Real Estate Conditions

The Fairgrounds plays an important role in the Tallahassee environment as a driver of business that supports retail spending and employment both directly and indirectly. Tallahassee is home to a diversified and growing economy that supports the Fairgrounds in making the city an attractive tourist destination in its own right and also benefits from tourists who are drawn to the city for events put on by the Fairgrounds. This attraction has contributed to a robust demand for both retail and residential real estate development in the area, and the continued success of the

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Fairgrounds depends in part on the city's ability to meet this demand, which could include new construction outside of the Central Business District.

Based on real estate reports available for the area, as of 2020, the vacancy rate in the office building market was 6.3 percent in the Tallahassee Central Business District (CBD), which includes the area around the State Capital Complex. This is relatively higher than its nearby panhandle neighbors of Panama City (2.4 percent) and Pensacola (2.8 percent). The vacancy rate for office real estate in the Tallahassee suburbs is similarly high at 9.4 percent. Net absorption in the CBD was negative 49,674 SF over the trailing 12 months in the CBD but when combined with the suburb market was positive at 88,675 SF.

Market analyses reviewed for this study suggest that the industrial market is stable. Vacancy is low at 2.2 percent, and there is limited construction in Tallahassee. The average asking lease rate in Tallahassee is middle of the road when compared to the panhandle region.⁸ Some real estate professionals in Tallahassee indicate that there is an insufficient amount of land available for industrial uses. Because the Fairgrounds property does not access I-10 or a major arterial corridor, this property is not likely to be suitable for the types of industrial uses even if those uses are in demand.

Retail investment was strong from 2014 to 2019, although prices per SF decreased slightly. Overall that market has been strong with high demand. Retail vacancy in Tallahassee is higher than in surrounding panhandle markets, at 6.1 percent, although net absorption was the highest in the region with 126,483 square feet. That capital investment may have expanded the supply quicker than it was met by demand, but that gap appears to be closing. There was still more than 30,000 square feet of new retail development under construction as of 2019.⁹

The residential picture is mixed. One source noted that housing supply is expected to grow about 1.75x the national growth rate,¹⁰ but another source¹¹ indicates that supply is very low and outstripped by demand. During 2021, and based on analyses conducted by area real estate development professionals, the median home value has appreciated 16 percent¹² and the new construction share of the market increased to nearly 14 percent in the first quarter.¹³ About 60-70 percent of houses that are on the market are already under contract, based on these same

⁹ CBRE. *Post-Covid Rebound: Industrial and Retail Demand Accelerate*. Marketview Florida Pandhandle, H2 2020. March 2021.

⁹ CBRE. Shopping Center Investment Sales and Retail/Commercial NNN Investment Sales. Marketview CBRE Capital Markets. 2020.

⁹ Tallahassee Real Estate Market 2021 Forecast | Tallahassee.com Community Blogs

¹⁰ CBRE. Shopping Center Investment Sales and Retail/Commercial NNN Investment Sales. Marketview CBRE Capital Markets. 2020.

¹² https://www.fortunebuilders.com/tallahassee-real-estate-and-market-trends/

¹³ https://www.manausa.com/blog/new-construction-report-may-2021/

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sources.¹⁴ Housing supply growth does not appear to be meeting increasing demand in this area, suggesting an opportunity for even more residential development.

Private Development Opportunities

In addition to analyzing the economic and demographic characteristics of residents and potential consumers of Fairgrounds events, HDR was tasked with assessing opportunities for private development of the Fairgrounds property. While there has been some limited interest in the Fairgrounds site, meetings with Office of Economic Vitality (OEV) suggest that there is no private development interest currently.

Summary of Factors Affecting Demand for Fairground Facilities

Based on the review of the various factors that affect demand for facilities at the Fairgrounds (site location, market area characteristics, support services and competitive factors), we noted the following:

- The Fairgrounds is located in a highly visible and easily accessible location within the Tallahassee/Leon County area;
- There are a variety of facilities available at the Fairgrounds, though there are limitations related to ceiling height and building flexibility;
- The Socio-Economic makeup of the local market, with low median household incomes (reflecting both university student population and an economicallydisadvantaged resident population in close proximity to the Fairgrounds), may preclude many more locally focused consumer shows or other high-admission cost events;
- The Donald L. Tucker Civic Center offers superior size and quality of exhibition and meeting spaces, making it the most competitive event facility for the Fairgrounds;
- The Tallahassee/Leon County market area has sufficient entertainment facilities and events to complement Fairground's activities;
- There are a number of events and activities that complement activities at the Fairgrounds;
- Planned new facilities in the Tallahassee area will not impact current or future Fairground events/uses;
- The Fairground's climate-controlled indoor space totals 24,000 square feet, with nearly 90,000 square feet of other covered space available, along with a 24,000 square foot cattle barn;
- Parking availability exceeds other venues in the market area, estimated to accommodate 300 cars based on the shared parking lot capacity for Gene Cox Stadium.

Market Opportunities and Operating Focus

The North Florida Fairgrounds plays an important role in the Tallahassee community by providing important recreational facilities and entertainment options to both locals and visitors. It

¹⁴ https://www.manausa.com/blog/new-construction-report-may-2021/

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supports the local economy, which has been strong and growing in recent years prior to the recent COVID-19 pandemic. Post-pandemic, we anticipate its role will continue to grow, as both population and employment growth is expected for the County.

EXISTING FAIRGROUNDS FACILITIES ADVANTAGES

The Fairgrounds is located proximate to restaurants, retail, and accommodations, which offer tourists some of the amenities they need when visiting for an event in the City or at the Fairgrounds itself. These same businesses help make Tallahassee an attractive place to live. While the Fairgrounds is an important piece of the local community, some targeted improvements to the site would expand the types of events the facilities can accommodate and potentially enhance its contribution to the community.

In addition to proximity to supporting amenities and businesses, the existing Fairgrounds site offers multiple street frontages, compatible land uses, and parking spillover that can be handled on adjacent commercial sites. It is also used as a community assistance center for the local community (Food Bank Events) and as a training facility and staging area for federal and local emergency responders as well as for local law enforcement. Its location in the City of Tallahassee makes this site a good location for these types of public services.

POTENTIAL IMPROVEMENTS TO EXISTING FAIRGROUNDS

The Fairgrounds facilities have limited use due to current condition, age and size. There are also larger, more flexible event facilities available in the Tallahassee area. Based on conversations with the Fair Association Board, area residents and businesses, several potential improvements were identified. Some were relatively small, while others are relatively significant, but it is unclear when they will be completed. For example, Fair Association Board members indicate that the asphalt on the facility needs resurfacing. Leon County is responsible for this maintenance item per the lease, but there is no provision in the lease regarding timing. In addition, the walkways could use improvement. This would improve flow on the Fairgrounds site, as well as potentially improve access and support beautification, though it may not increase attendance or associated event revenues.

Other projects identified include water and electric line improvements. The Fair Association Board also mentioned that additional fencing would increase the attractiveness of the property, and this improvement was identified during the 2014 study as well. The Fair Association Board has paid approximately \$250,000 on decorative aluminum fence to-date, but it is only partially completed. During our listening sessions, landscaping improvements also were highlighted as potentially improving the existing facility, as were building façade investments.

The Fair Association also suggested that a more versatile building could offer the opportunity to increase rental income. A lack of flexible space was also mentioned during listening sessions held with businesses. Both indicated that sometimes the space is too large or too small to accommodate certain types of events. It is also difficult to hold multiple events at the same time. The Fair Association suggested that a larger, but more flexible, space could be more beneficial than the existing facilities.

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With improved, expanded and/or more flexible space, it is likely that Fairgrounds' offerings could be enhanced to include new consumer and public shows, as well as trade and industry shows. While the site already hosts regional RV rallies, information obtained through listening sessions indicates there is an opportunity to expand these events. Vendors who already use the space suggested that additional rest room facilities located in other areas of the Fairgrounds and improved showers would be useful, particularly for large RV and other events. The need for additional kitchen facilities was also mentioned by residents and users of the existing facilities, as well as improved lighting. A fenced dog park, business incubator for area residents, were also suggestions. Other improvements included pest control, notably fire ants and flies.

Residents offered suggestions on improving the way the site looks, but they also suggested that they might consider the space more often if they knew more about availability and rates. While this information is posted on the Fairgrounds website,¹⁵ some residents may have limited access to a computer and more visible signage at the Fairgrounds might support additional use.

The existing Fairgrounds is financially viable and has grown over time in terms of events offered and revenues collected. In the absence of a new, more flexible facility, expansion of event offerings may be somewhat limited, based on the Fair Association Board's experience. Nonetheless, the existing facility is well-located, particularly for the North Florida Fair. There is parking available on the site, as well as along the adjacent streets. Revenues collected from the Fair have increased over time, primarily from admission fees and exhibition space.

MARKET OPPORTUNITIES

Based on the factors that affect demand for the Fairgrounds (i.e., location, area economics and demographics, competitive factors, usage trends), as well as listening sessions with residents, businesses and Fairgrounds tenants, there are several expanded and new market opportunities that may exist for facilities at the North Florida Fairgrounds:

- More of what is already offered: There may be opportunities to hold additional dog shows and RV jamborees at the Fairgrounds.
- Less of what is already offered: Residents expressed concern about the number of gun shows being held at the Fairgrounds.
- Sport facilities: While sport fields and other facilities have been mentioned as potential
 market niches for the Fairgrounds, there is concern about their financial viability. While it
 is possible and likely that new sport facilities would be used, as there is a demand for
 indoor spaces, their maintenance and operation will require additional funds that may
 require a public subsidy to support.
- Resident-supportive Uses: Residents indicated that a business incubator or other activity at the Fairgrounds would be useful to the community in general. There was some concern about new facilities and uses, primarily because there is significant vacant property available in the surrounding area.

¹⁵ https://northfloridafair.com/facility-calendar-rental-info/

FINANCIAL CONDITION OF THE FAIRGROUNDS

As shown in Table 14, total operating revenue for the North Florida Fair Association was \$1.5 million in 2019, an increase of approximately \$47,000 from 2018. \$606,798 of this revenue was generated by Midway fair rides. Another \$495,258 was collected through admission fees. Combined, this accounts for approximately 73 percent of total revenues.

When compared to the past five years, several sources of revenue experienced their highest values in 2019 – fair admission (\$495,258), fair exhibit rental (\$123,668), and "other income" (\$39,577) all exceed other years.

Revenues in 2019 covered all operating expenses, which totaled \$1.3 million. As compared to 2018, repairs and maintenance expenses decreased by nearly \$20,000. The primary driver of the reduction was related to electrical expenses, which totaled \$15,096 in 2018 and only \$4,642 in 2019. This decrease was nearly offset by an increase in grounds repairs and maintenance totaling \$16,653 in 2019, up from \$4,587 in 2018.

Merchant fees and e-tickets expenses nearly doubled, and depreciation and amortization also increased, but generally most expense categories were similar across years. Overall, the excess of revenue over expenses increased since 2018, from \$171,017 to \$194,520.

While the financial condition of the Fairgrounds has been historically stable, COVID did impact revenues. With the loss in rentals and decision to cancel the annual fair, cash reserves are down about \$600,000, according to Mark Harvey, Manager of the North Florida Fair. Indications are that things are returning to normal, however, and the Fair Association Board is optimistic.

	2019	2018
Operating Revenue		
Fair Rides/Midway	\$606,798	\$620,667
Fair Admission	\$495,258	\$425,950
Facilities Rental	\$242,975	\$275,095
Fair Exhibit Rental	\$123,668	\$111,556
Other Income	\$39,577	\$28,004
Total Operating Revenue	\$1,508,276	\$1,461,272
Operating Expenses		
General & Administrative	\$650,749	\$657,003
Fair Entertainment	\$84,400	\$77,700
Fair Premiums – Schedule I	\$59,014	\$58,096
Repairs & Maintenance – Schedule I	\$79,580	\$91,949
Utilities & Telephone	\$154,745	\$155,017
Depreciation & Amortization	\$148,563	\$129,093
Advertising	\$59,389	\$59,339
Midway Cost	\$16,239	\$16,216
Merchant Fees & Etix	\$41,757	\$21,322

Table 14: Fairgrounds' Operating Revenues & Expenses

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Equipment Rental	\$15,320	\$18,520
Scholarships	\$4,000	\$6,000
Total Operating Expenses	\$1,313,756	\$1,290,255
Excess of Revenue over Expenses	\$194,520	\$171,017

Source: North Florida Fair Association Financial Statements, December 31, 2019.

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Chapter 3: Economic Impact Analysis

Purpose of Economic Impact Analysis

This economic impact analysis was conducted to help relay the importance of the existing Fairgrounds and its events on the economy. It provides estimates of the spending associated with Fairgrounds' events and operations, as well as the multiplier impacts of additional rounds of spending. This section provides an overview of key concepts in economic impact analysis, outlines the methodology of estimation of these impacts, and discusses input assumptions.

Key Concepts in Economic Impact Analysis

Economic impact analysis (or assessment) is a type of conceptual analysis that identifies and quantifies the economic activity that is generated or can be attributed and linked to the investment project, government policies, events, etc. being evaluated. These projects, policies, or events have some underlying change in the stream of expenditures in an economy and lead to a change in the demand for goods and services. This has implications on the number of jobs and other measures of economic activity in the local, regional, and national economy.

Traditionally, economic impact analysis involves the estimation of three distinct types of economic activity, commonly referred to as "direct effects," "indirect effects," and "induced effects" that are attributable to a stream of incremental capital or operating expenditures. These are defined as follows:

- <u>Direct effects</u> refer to the initial economic effects occurring as the result of capital or operating expenditures directly related to the project, policy, or event being evaluated. Direct spending results in the employment of workers, business output, and sales of locally produced goods or services.
- <u>Indirect effects</u> refer to the "spin-off" economic activities that result from purchases of
 production inputs, goods, and services, by businesses that are impacted by the initial
 expenditures. The spending by the supplier firms on their labor, production inputs, goods,
 and services that they require creates output of other firms further down the production
 chain, bringing about additional business output, employment, and earnings. The sum of
 these effects across the supply chain is the indirect impact.
- <u>Induced effects</u> represent the increase in business output, employment, and earnings over and above the direct and indirect impacts, generated by re-spending of employment income derived from direct and indirect employment. Induced impacts are thus changes in economic activity that are the result of personal (household) spending for goods and services by employees comprising the direct and indirect impacts.
- <u>Total economic impact</u> is the sum of the direct, indirect, and induced effects for the project being evaluated.

Each of the direct, indirect, and induced effects defined is estimated in terms of various measures of economic activity that include the following:

• Output, the total gross value of all business revenue. Output represents the total sum of all economic activity that has taken place in connection with the project. This is the broadest measure of economic activity.

Indirect and induced impacts are often referred to as "multiplier effects," since they increase the overall economic impacts of the original expenditure that initiated the rounds of spending and effects described above.

In addition, an investment project, event, or government policies may result in various other impacts and broader socio-economic benefits affecting broader local and regional economies. These may include additional enabled economic activity, or improvements in productivity and competitiveness, improved quality of life in the affected region, or improved socio-economic profile of the affected region. Benefits like these are not fully captured in an economic impact analysis, though they contribute to the broader economy. In this Report, we provide a range of economic impact estimates that reflect how the North Florida Fairgrounds stimulates economic activity in the region. Specifically, we examine the economic impact of Fairgrounds' visitors' spending, as well as operations and maintenance activities at the Fairgrounds. It should be noted that the study's estimates rely on a variety of assumptions; the goal of the analysis is to provide a general understanding of the role that the Fairgrounds' events and operations play in the overall economy.

Economic Activity Related to Visitor Spending and Maintenance & Operations of Fairgrounds

The direct, indirect, and induced impacts discussed above are typically estimated based on project or program financial and engineering information using input-output modeling approaches. An input-output model captures and quantifies the flows of goods and services between various industries in an economy. The indirect multipliers from such models provide an aggregate measure of the effect that each \$1 of revenue of an industry has on all other industries in the economy, which arise through supply-purchase relationships. Induced multipliers account for the spending of employees. The economic impacts of visitors who come to the Fairgrounds, as well as the expenditures associated with operation and maintenance of the facility, are estimated using multipliers extracted from IMPLAN (IMpact analysis for PLANning).

IMPLAN is an economic impact modeling tool used for forecasting the effect of a given economic change in the economy's activity on the local, regional, and national economy. The change is specified in terms of incremental expenditures. The model is based on classic inputoutput modeling approaches combined with social accounting matrices and multipliers. It consists of a software package with data sets at various levels of geography (all of US/ national average, state, county, zip code), which are loaded into the software depending on the specific project and desired geographic area of impact assessment. ¹⁶

¹⁶ IMPLAN was originally developed in the 1970s for the US National Forest Services for economic impact projections of alternative uses of US public forest resources. In later years, IMPLAN was improved and updated to make it more functional and relevant for a wider range of projects and users. IMPLAN is now widely used and recognized by government organizations, academia, advisory

The methodology of the estimation of economic impacts with IMPLAN involves the following key steps:

- Step (1): Identify the streams of expenditures directly resulting from the proposed project-related activity (or the number of jobs that would be involved in various activities) and classify them into industrial sectors;
- Step (2): Identify IMPLAN industries that most closely correspond to the industrial sectors of expenditures listed in Step (1) (based on North American Industrial Classification System [NAICS] codes concordance);
- Step (3): Extract multipliers from the IMPLAN software data for the respective geographies for which the analysis is conducted; and
- Step (4): Construct an Excel-based input-output model that combines multipliers with expenditure and employment data to simulate direct, indirect, and induced impacts of construction and operations of the finished facility.

The streams of expenditures identified as directly resulting from the proposed project and taken into account in this assessment include the following two categories:

- 1. Fairgrounds' visitor spending; and,
- 2. Incremental costs related to the operations and maintenance of the Fairgrounds' facility.

Visitor spending is calculated using Leon County Division of Tourism estimates for visitor spending in Tallahassee for fiscal years 2019 and 2020. These estimates were used to calculate per-visitor-spending and then applied to the average annual expected attendance of the annual Fair.

The per-visitor-spending estimates reflect a sample of Tallahassee tourists and are not specific to Fairgrounds' activities, which include: dog, boat and gun shows; church and public events; the annual fair; craft shows; RV jamborees; and a variety of other activities. While visitor spending at each event would be expected to vary – spending associated with a boat show is likely to be higher than spending at a church-sponsored event – conducting surveys at each different event was not included in this Phase 1 study's scope. In addition, this level of detail is not collected by the Fair Association Board. As a result, the average Tallahassee tourist spending number was utilized in the economic impact analysis, adjusted to reflect the type of visitor (e.g., day-tripper or one who requires accommodations) and other factors unique to the Fairgrounds (e.g., RV site rental costs of \$30/night may be less than a hotel room).

The incremental operations and maintenance costs included in the analysis represent an assessment of costs or labor requirements to operate the Fairgrounds, based on information presented in the annual fiscal report for the Fair Association Board.

services, and business organizations. Currently, IMPLAN is operated by the Minnesota IMPLAN Group (MIG). In addition to updating and improving the databases and software, MIG holds regular training sessions, biannual user conferences, and maintains a collection of papers that have used IMPLAN. More information about the company, software, help, and support can be found at https://implan.com/.

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Input Assumptions

FAIRGROUND VISITOR SPENDING

It is estimated that the average spending per visitor is \$279.18, based on the findings of the Leon County Division of Tourism's Economic Impact of Tourism Report. This estimate includes spending at restaurants, on accommodations, retail, transportation, entertainment, groceries, and other expenses. Table 15 presents the per-visitor spending by type of expenditure for FY2019, FY2020, and the average, based on the Visit Tallahassee report. While an out-of-town visitor would likely spend across all these categories, a day-tripper or visitor with friends or family in the area would not. Someone visiting the area but staying with a friend might not require accommodations, for example. In this case, that individual would likely spend less than this average.

	Τα	Total		
	FY2019	FY2020	Average	
Per Visitor Restaurant Spending	\$64.13	\$68.38	\$66.26	
Per Visitor Accommodations Spending	\$54.28	\$57.87	\$56.08	
Per Visitor Shopping Spending	\$50.32	\$53.65	\$51.98	
Per Visitor Transportation Spending	\$32.69	\$34.85	\$33.77	
Per Visitor Entertainment Spending	\$28.78	\$30.68	\$29.73	
Per Visitor Groceries Spending	\$22.50	\$23.99	\$23.25	
Per Visitor Other Spending	\$17.54	\$18.70	\$18.12	
Per Visitor Spending	\$270.24	\$288.13	\$279.18	

Table 15: Estimated Per-Visitor Spending by Expenditure Category

Source: Leon County Division of Tourism – Visit Tallahassee, Economic Impact of Tourism Report, Fiscal Year 2020 (October 2019 –September 2020)

In addition to these differences in tourists (i.e., those requiring accommodations, those visiting friends and family, day-trippers), we also recognize that the average Leon County tourist may spend differently than a person attending an event at the Fairgrounds. The existence of RV hook up facilities, for example, may make it more likely for a Fairgrounds' event visitor to stay on-site, rather than in a hotel. We also recognize that a person who stays at the RV facilities on the Fairgrounds' property may be inclined to cook some meals in their RV, which means that those visitors would potentially spend less per visit on restaurants. As a result, we adjusted our per-visitor spending assumptions as shown in Table 16. We assume that all Fairgrounds' event attendees who require accommodations will spend no more than the standard RV rental rate of \$30 per night – a relatively conservative assumption since some attendees of some events (e.g., dog shows, antique shows) may in fact stay in a hotel that is likely to be more than \$30 per night.¹⁷ Further, we assume that all Fairgrounds' event visitors will spend half as much on restaurant meals as the average Leon County tourist – another very conservative assumption. This reflects our assumption that visitors staying in RVs may cook more of their own food in their RV than the typical Leon County tourist. It also reflects our assumption that food prices at

¹⁷ https://northfloridafair.com/r-v-camping-sites/

Fairgrounds' events may be less than the typical restaurant. These revisions result in an average Fairgrounds' event visitor spend of \$219.98, though not every Fairgrounds' visitor will spend across all these different categories. Those requiring accommodations will, but day-trippers and those attendees visiting family and friends will not.

	Adjusted
Per Visitor Restaurant Spending	\$33.13
Per Visitor Accommodations Spending	\$30.00
Per Visitor Shopping Spending	\$51.98
Per Visitor Transportation Spending	\$33.77
Per Visitor Entertainment Spending	\$29.73
Per Visitor Groceries Spending	\$23.25
Per Visitor Other Spending	\$18.12
Per Visitor Spending	\$219.98

Table 16: Adjusted Per-Visitor Spending by Expenditure Category for Fairgrounds' Event Attendees

For the economic impact analysis, average annual Fair attendance is assumed to be 115,000 visitors based on a range of 110,000-120,000 attendees over the past five years. It should be noted that the 2021 Fair had closer to 130,000 visitors, which suggests that this assumption is likely conservative.¹⁸ Regarding non-Fair events, the Fair Association Board does not generally attend nor request reports from the renters as to their attendees. As a result, data related to visitors at non-Fair events is not available.

The study team estimated non-Fair visitors based on listening sessions with event holders, the number and duration of events, and RV hookups. We assume 90 percent capacity on the RV hookups onsite with an average of two people per RV. Overall, we estimate that visitors to all events at the Fairgrounds is approximately 202,600 annually when combined with the average annual Fair attendance. This estimate was shared with the Fair Association Board; our non-Fair visitor estimate of 80,000-90,000 may be conservative based on feedback from the Board, which suggested that non-Fair attendance could approach 100,000 annually.¹⁹

As explained above, not all visitors are from out of town and require accommodations. As a result, the total attendance estimate was allocated across different types of visitors, consistent with data available from the Leon County Division of Tourism – Visit Tallahassee. Based on this information, we assume that 60 percent of Fairgrounds' visitors stay in paid accommodations, 24 percent stay with friends or relatives and 16 percent are day trippers. Total visitors by type assumed for the analysis are presented in Table 17 below.

¹⁸ The official fair attendance in 2019 was 111,000 and 2021 attendance was 130,000. According to the Fair Association Board, it usually ranges over the last 5 years between 110,000 and 120,000.

¹⁹ Fair Association Board Director, Mark Harvey, indicates that non-fair visitors may be closer to 100,000 annually.

 Table 17: Fairgrounds' Event Visitors by Type

Type of Visitor	Average	Total Estimated Visitors by Type
Total Visitors	100%	202,600
Visitors in Paid Accommodations	60%	121,030
Visiting Friends and Relatives	24%	48,718
Day Trippers	16%	32,852

Visitors in paid accommodations were allocated spending in all categories, visitors staying with friends or family were allocated spending in shopping, transportation, entertainment, and other, while day trippers were allocated spending in those same categories plus restaurants. Table 18 summarizes the spending by expenditure category, based on Fairgrounds' event attendance, assumptions related to type of visitor (i.e., day tripper, visitors staying with friends or family, out-of-town visitors requiring accommodations), and the adjusted per-visitor spending by spending category presented in Table 16. As shown below, Fairgrounds' event visitors are estimated to spend \$38.6 million annually in restaurants, hotels, and other services in the area.

Table 18: Estimated Total of Visitor Expenditures

Expenditure Category	Amount, \$M 2020 Dollars	IMPLAN Industry Classification	
Restaurants	\$5.1	509 – Full-service restaurants	
Accommodations	\$3.6	507 – Hotels and motels, including casino hotels	
Shopping	\$10.5	411 – General merchandise stores	
Transportation	\$6.8	418 – Transit and ground passenger transportation	
Entertainment	\$6.0	504 – Other amusement and recreation industries	
Groceries	\$2.8	406 – Food and beverage stores	
Other	\$3.7	412 – Miscellaneous store retailers	
Total	\$38.6		

FACILITY OPERATIONS AND MAINTENANCE

Facility operations and maintenance spending at the Fairgrounds was provided by the North Florida Fairgrounds and accounts for direct spending by the Fairgrounds. This information is included under expenses in the annual financial report. Reported expenses fall in the following categories:

- Wages & salaries
- Insurance
- Fair Entertainment
- Premiums
- Repairs & Maintenance
- Depreciation & amortization
- Advertising
- Utilities & telephone
- Equipment rental
- Retirement

- Office supplies & printing
- Other

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The annual fiscal report provided by the Fairgrounds includes information on spending in the categories listed above for the years 2014 to 2019. Table 19 links expenditures to IMPLAN Industry Classifications.

Table 19: Summary Visitor Spending and Industry Classification

Expenditure Category	Amount, \$M 2020 Dollars	IMPLAN Industry Classification
Salaries and Wages	\$0.41	525 – Private households
Insurance	\$0.08	445 – Insurance agencies, brokerages, and related activities
Fair Entertainment	\$0.07	504 – Other amusement and recreation industries
Premiums	\$0.06	445 – Insurance agencies, brokerages, and related activities
Repairs and Maintenance	\$0.10	60 – Maintenance and repair construction of nonresidential structures
Depreciation and Amortization	\$0.11	456 – Accounting, tax preparation, bookkeeping, and payroll services
Advertising	\$0.06	465 – Advertising, public relations, and related services
Utilities and Telephone	\$0.14	433 – Wired telecommunications carriers
Equipment Rental	\$0.02	453 – Commercial and industrial machinery and equipment rental and leasing
Retirement	\$0.0	439 – Nondepository credit intermediation and related activities
Office Supplies/Printing	\$0.01	470 – Office administrative services
Other	\$0.13	478 – Other support services
Total	\$1.20	

Results of Economic Impacts Simulations

This section presents the results of the analysis of economic activity generation due to Fairgrounds' visitor spending. The results are presented separately for each spending category.

ECONOMIC IMPACT OF VISITOR SPENDING

Tables 20, 21, and 22 show the economic impact of average annual Fairgrounds' visitor spending. Table 23 presents the average annual economic impact of Fairgrounds operations and maintenance. For the first three tables, these impacts have been broken out to show the specific impacts for visitors in paid accommodations, those staying with friends or relatives, and day trippers. Overall visitor and O&M spending of \$39.8 million is estimated to generate approximately \$79.2 million in economic impact.

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The total average annual spending from visitors staying in paid accommodation is \$26.6 million and is estimated to generate a total of \$52.9 million of output annually.

Impact Type	Direct Effect \$M	Indirect Effect \$M	Induced Effect \$M	Total Effect \$M
Restaurant Spending	\$4,009,556	\$1,576,769	\$3,088,310	\$8,674,636
Accommodations Spending	\$3,630,910	\$748,197	\$1,819,448	\$6,198,555
Shopping Spending	\$6,291,298	\$3,624,660	\$3,072,083	\$12,988,041
Transportation Spending	\$4,086,996	\$2,405,047	\$1,689,556	\$8,181,599
Entertainment Spending	\$3,598,397	\$822,749	\$1,977,045	\$6,398,192
Groceries Spending	\$2,813,748	\$1,254,372	\$1,971,009	\$6,039,129
Other Spending	\$2,193,307	\$1,081,888	\$1,109,449	\$4,384,644
Total Effects – Avg. Annual	\$26,624,213	\$11,513,683	\$14,726,900	\$52,864,796

Table 20: Economic Impact of Tallahassee Visitors in Paid Accommodations

The total average annual spending from visitors staying with friends or relatives is \$6.5 million and is estimated to generate a total of \$12.9 million of output annually.

Impact Type	Direct Effect \$M	Indirect Effect \$M	Induced Effect \$M	Total Effect \$M
Restaurant Spending	\$0	\$0	\$0	\$0
Accommodations Spending	\$0	\$0	\$0	\$0
Shopping Spending	\$2,532,413	\$1,459,021	\$1,236,594	\$5,228,029
Transportation Spending	\$1,645,124	\$968,095	\$680,091	\$3,293,309
Entertainment Spending	\$1,448,450	\$331,178	\$795,813	\$2,575,441
Groceries Spending	\$0	\$0	\$0	\$0
Other Spending	\$882,864	\$435,488	\$446,583	\$1,764,935
Total Effects – Avg. Annual	\$6,508,851	\$3,193,783	\$3,159,080	\$12,861,714

The total average annual spending from day trippers is \$5.5 million and is estimated to generate a total of \$11.0 million of output annually.

Impact Type	Direct Effect \$M	Indirect Effect \$M	Induced Effect \$M	Total Effect \$M
Restaurant Spending	\$1,088,331	\$427,989	\$838,273	\$2,354,593
Accommodations Spending	\$0	\$0	\$0	\$0
Shopping Spending	\$1,707,674	\$983 <i>,</i> 857	\$833,868	\$3,525,399
Transportation Spending	\$1,109,351	\$652,812	\$458,603	\$2,220,766
Entertainment Spending	\$976,728	\$223,322	\$536,638	\$1,736,688
Groceries Spending	\$0	\$0	\$0	\$0
Other Spending	\$595,339	\$293,661	\$301,142	\$1,190,143
Total Effects - Average Annual	\$5,477,422	\$2,581,642	\$2,968,525	\$11,027,590

Table 22: Economic Impact of Tallahassee Day Trippers

Table 23 shows the economic impact of average annual operations and maintenance spending associated with the Fairgrounds. The Fairgrounds has annual expenses of approximately \$1.2 million which generates a total of \$2.4 million in output annually.

Impact Type	Direct Effect	Indirect Effect	Induced Effect	Total Effect
Salaries and Wages	\$406,091	\$295,383	\$99,725	\$801,199
Insurance	\$81,715	\$26,408	\$37,255	\$145,378
Fair Entertainment	\$67,970	\$15,541	\$37,344	\$120,855
Premiums	\$57,941	\$18,725	\$26,416	\$103,082
Repairs and Depreciation	\$103,727	\$70,051	\$45,784	\$219,562
Depreciation and Amortization	\$113,464	\$79,865	\$65,670	\$258,999
Advertising	\$63,862	\$27,457	\$49,399	\$140,718
Utilities and Telephone	\$141,271	\$71,434	\$79,032	\$291,737
Equipment Rental	\$20,856	\$9,106	\$13,819	\$43,782
Retirement	\$4,674	\$5,114	\$2,132	\$11,920
Office Supplies/Printing	\$12,251	\$7,233	\$8,482	\$27,965
Other	\$129,544	\$64,567	\$61,718	\$255,829
Total Effects - Average Annual	\$1,203,365	\$690,884	\$526,776	\$2,421,025

Table 23: Economic Impact of Fairgrounds Operations and Maintenance

SENSITIVITY ANALYSES

Economic analyses generally rely on a number of key assumptions. For example, this economic impact analysis is based on the tourist spending amounts and patterns of a sample of Tallahassee visitors, rather than the spending patterns of all visitors to all events held at the Fairgrounds. The economic impact estimates also rely on non-Fair visitor estimates. As a result, it is often helpful to provide sensitivity analyses that reflect how a change in a key assumption

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impacts the final results, and to then provide a range of estimates that reflect the uncertainty associated with inputs.

Based on only North Florida Fair attendance (115,000 annually), the economic impact of this event is estimated to be \$43.6 million. Visitors requiring accommodations account for \$30 million of this impact. Visitors visiting family and friends and day-trippers account for \$7.3 million and \$6.3 million, respectively.

If we assume 202,600 annual visitors to Fairgrounds' events, but if we assume that Fairgrounds' event visitors spend half as much as the typical Leon County tourist (approximately \$110/visitor), our total economic impact is \$38.4 million. Nearly \$26 million of this would be associated with visitors who require accommodations. Visitors staying with family account for \$6.4 million and day-trippers \$5.5 million.

As a result of these sensitivity analyses, it is reasonable to assume that Fairgrounds' events, operations and maintenance spending, generate approximately **\$40 million to \$79 million** in annual economic impact, with the \$40 million estimate being very conservative.

Economic Impacts of other Fairs

In addition to conducting an economic impact analysis for the existing Fairgrounds' operations and events, the study team did a high-level review of similar studies conducted for other fairs across the country.

NORTH TEXAS STATE FAIR & RODEO

The North Texas State Fair & Rodeo in Denton, TX, has an annual attendance of 150,000. This report relies on IMPLAN multipliers to describe how significant the impact of visitor spending in Denton County is. The estimated impact of about \$4.1 million in visitor and operations spending is about \$7.6 million in economic activity, labor income, property income and local taxes.

The study also estimates what impact the construction of a new exposition center would have. They optimistically estimate that there would be 150,000 new annual visitors and that total visitor spending would increase to almost \$10 million annually and generate about \$16.5 million in economic activity, labor income property income and local taxes. The report also includes the expected impact of construction spending on the exposition center using IMPLAN multipliers.²⁰

IOWA STATE FAIR

The Iowa State Fair was cancelled in 2020 due to the COVID-19 pandemic, which caused a significant loss of consumer spending and had a significant effect on the state's economy. Industries such as retail, accommodation and food services and entertainment were severely affected by the cancellation. The fair draws more than one million visitors annually, generates \$110 million in spending in the Des Moines economy. The fair also usually sees hotels running

²⁰ Seman, Michael. North Texas State Fair & Rodeo: The Economic Impacts of Existing Activities and Preliminary Feasibility Assessment for New Fairgrounds and Expo Center. Center for Economic Development and Research. University of North Texas. July 2009.

at 80-100% capacity for the duration of the fair. The cancellation of the fair highlighted the significance it has on the local economy.²¹

OREGON COUNTY FAIRS

Oregon has a network of county fairs throughout the state that occur every year and draw locals and tourists who spend at the fairs and in the local communities. County fairs are important contributors to local economies, many of which are in small rural towns. In Oregon, their aggregate economic footprint was \$52 million spurred by \$34 million in spending by fair goers. County fairs generated 5 to 10 times greater impacts than the cost to operate them. A report from Oregon State University suggests a conservative estimate of \$15 in spending per attendee. The study suggests that additional data could determine that this impact is actually more significant than the study estimated.²²

WALWORTH COUNTY FAIR

The Walworth County Fair has been held annually for 160 years. A study from the University of Wisconsin-Whitewater relies on IMPLAN multipliers to calculate the economic impact of county-fair related spending. The study calculates direct, indirect and induced effects related to spending at the fair. All multipliers are over 1. The direct impact of the fair is estimated to be \$6.3 million, generating 77.3 jobs with \$1.3 million in annual income. The study determined that the indirect effect was not as high as expected but suggests this was due to leakage out of the county.²³

ECONOMIC IMPACT OF SPECIFIC FAIR IMPROVEMENTS

While it is useful to understand the relative magnitude of fair activities for comparison purposes, it is also important to understand the economic activity generated by fairs that made discrete investments to improve their events and facilities.

In Minnesota, for example, the 2018 Minnesota State Fair and its operations generated \$268 million in economic impact for the Twin Cities.²⁴ Other analyses related to this fair estimate that over a three-year period, more than \$40 million in economic impact was attributable to several key capital improvements:

- Construction of a \$4.5 million International Bazaar and restroom complex;
- A new \$1.3 million Moo Booth and Milking Parlor educational cattle exhibit;
- New roofs for the historic Livestock Pavilion and Swine Barn;
- Ongoing renovation of the Warner Coliseum;
- Improved amenities for guests; and

²¹ Akin, Katie & Porter, Sierra. Beyond the fairgrounds: Economic impact of canceled Iowa State Fair over \$100 million. Des Moines Register. June 2020.

²² Sorte, Bruce. Oregon County Fairs: An Economic Impact Analysis. Oregon State University. May 2007.

²³ Kashian, Russ. Walworth County Fair: An Economic Impact Analysis. University of Wisconsin-Whitewater. 2009.

²⁴ https://assets.mnstatefair.org/pdf/19-msf-economic-impact-one-sheet.pdf

Significant improvements to the State Fair's utilities and technology infrastructure.²⁵

In Iowa, 105 County & Regional Fairs generated \$167 million in economic activity in 2020.²⁶ A \$5 million investment in various capital improvements on the Iowa fairgrounds generated an additional \$35 million in statewide economic impact resulting from the improvements, above the \$167 million²⁷ generated by the fair itself in 2020.

Should the Fairgrounds study evolve into subsequent phases, additional information related to the investments made to other fairs, as well as their economic impact, may be useful in identifying specific investments in the existing site that are most likely to be most impactful economically.

Key Findings of Economic Impact Analysis

As compared to other fairs, the Fairgrounds' visitor, operating, and maintenance spending generates proportionally similar economic impacts as other fairs around the country. Targeted investments to improve fair facilities around the country appear to have had a significant additional economic impact, suggesting that similar, focused investments at the existing North Florida Fairgrounds could generate additional economic impacts by supporting new or expanded fair uses.

Overall, \$39.8 million in direct spending by visitors and operations and maintenance activities at the Fairgrounds is estimated to generate \$79.2 million in economic impact. The largest share of these impacts is associated with visitors staying in paid accommodations, \$52.9 million. It is worth noting that day trippers account for roughly \$11 million of the overall economic impact. Some of these day trippers are likely to live in Tallahassee and, in the absence of the Fairgrounds events, might spend their incomes on other events and businesses in the city. Assuming that all day trippers live in Tallahassee, \$68 million in economic impact would still be generated by Fairgrounds' activities, based on the estimates developed for this study. This analysis, combined with the sensitivity tests described previously, suggests that Fairgrounds' events, operations and maintenance support \$40 million to \$79 million in economic impact each year.

²⁵ http://readme.readmedia.com/Improvements-to-State-Fairgrounds-Result-in-40-Million-in-Economic-Impact/1057918

²⁶ https://www.iowafairs.com/pdf/EconomicImpact.pdf

²⁷ https://www.iowafairs.com/pdf/EconomicImpact.pdf

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Chapter 4: Site Evaluation Analysis

Purpose of Site Evaluation

A desk-top site evaluation was performed to explore the potential of sites for the relocation and/or development of the North Florida Fairground operations. There were six (6) candidate alternative sites assessed as part of this effort:

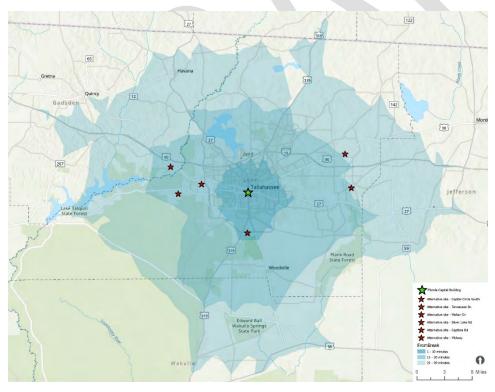
- Capitola Site
- Mahan Site
- Midway Site

- Silver Lake Site
- Tennessee Site
- Capital Circle South Site

Five (Capitola, Mahan, Silver Lake, Tennessee, Capital Circle South) of the six (6) alternative sites are located in Leon County, while one (Midway) alternative site is located in Gadsden County, just west of Leon County. The figure below shows the locations of all six (6) sites and their drive time from the Florida State Capitol Building in Tallahassee.

The sites were selected for evaluation in consultation with the Office of Economic Vitality. At the time of the evaluation, all sites expect the Capital Circle South site were on the market and identified as appropriately large to accommodate existing Fairgrounds' activities. Figure 26 presents the location of these sites.





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Approach to Site Evaluation

Based on information regarding the current Fairground's operations and potential need for parking to support larger-scale events and activities in the future, the following criteria was developed to evaluate the suitability of alternative sites.

- Upland Acreage Acreage unconstrained by wetlands and floodplain with potential to support existing operations and future expansion.
- Proximity & Visibility Limited distance to I-10 and central Tallahassee (State Capitol);
- Site Access Potential for multiple points of access along higher capacity roadways.
- Adjacent Land Uses Limited potential for conflicts with residential land uses on surrounding properties.

Table 24: Minimum Acreage to Support Operations

Area Use	Acreage
Exhibition Area	11.0
Midway Area	8.5
Paved Parking (shared with Gene Cox Stadium)	4.5
Grass Parking	23.0
Overflow Parking	5.0
Maintenance Facilities	3.0
Overall	55.0

The existing condition of each site was assessed, with a focus on location, distance from central Tallahassee and I-10 interchanges, physical and environmental constraints, topography, site access, and compatibility with surrounding land uses and development.

Capitola Site Evaluation

SITE ADDRESS AND LOCATION

The Capitola site is located in the east side of Leon County, with a street address of 10701 Capitola Rd, Tallahassee, FL 32317. An overview of the Capitola Site is presented below.

Figure 27: Capitola Site Overview



GENERAL CONDITIONS

The site is mostly vacant land with a 6,000 square foot warehouse on two fenced acres. Adjacent land uses include recreation/open space and vacant. Dirt roads run adjacent to the site's west border from north to south, and east to west at the warehouse. Florida Gas Transmission Company gas pipeline runs in the south-west/north-east direction south of the alternative site.

REGIONAL DRIVING TIME/DISTANCE

The site is 13.9 miles away from current North Florida Fair via US-27/Apalachee Parkway, and 13.1 miles away from the State Capitol via US-27 S/Apalachee Parkway. The site is also 6.4 miles away from the I-10/Gamble Road interchange and 8 miles away from the to I-10/Mahan Drive interchange.

SITE ACCESS

The site is directly accessible from Capitola Road a rural local roadway, with an approximate annual average daily traffic (AADT) of 6,400 and is approximately 1,358 feet of frontage to the site. The site is also indirectly accessible through the dirt roads that run through the site to/from

adjacent properties. The length of frontage along Capitola Road may permit 2-3 points of access. Capitola Road is a is a two-lane roadway with no existing potential to accommodate queuing.

DEVELOPABLE AREA

The site is mostly flat with few changes in elevation. Table 25 below shows the site's acreage and developable area characteristics, while Figure 28 presents the physical constraints for the site.

Table 25: Developable Area Characteristics – Capitola Site

Developable Area Characteristics	Area in Acres	Percentage of Total Acreage
Total Acreage	81.42	-
Upland Acreage (Total less Wetlands)	72.81	89%
Upland Acreage (Total less Wetlands + Floodplain)	28.56	35%
Wetlands	8.61	11%
Floodplain	44.25	54%

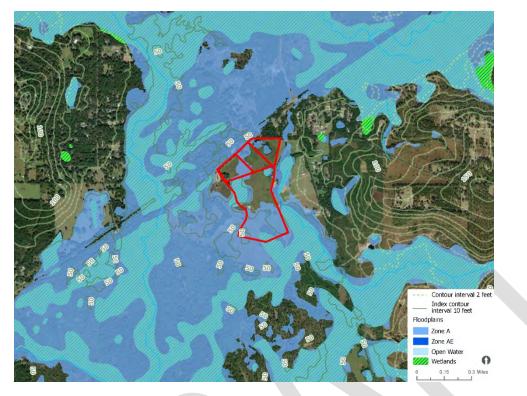
EXISTING AND FUTURE LAND USE

The site's existing land use is vacant, while the adjacent sites' land uses include recreation/open space and vacant land uses. The site's future land use is rural, while adjacent sites' future land uses include recreation/open space, rural, and rural community.

Adjacent to the site on the west and south sides is the L. Kirk Edwards Wildlife and Environmental Area, which is managed by the Florida Fish and Wildlife Conservation Commission and is owned by the Board of Trustees of the Internal Improvement Trust Fund of the State of Florida (TIITF) – the entity that holds title to state-owned lands in Florida. North of the site is the St. Marks Headwaters Greenway county park managed by Leon County Parks & Recreation. Conservation land may present a conflict for the Fairgrounds' operations.

Maps showing the Capitola site's topography, access, drive time, slope, existing land use, future land use, total population, and population density can be found in the Appendix.

Figure 28: Capitola Site Constraints



SUITABILITY SUMMARY

The Capitola site is located 13 miles from central Tallahassee and 6.4 miles from the I-10/Gamble Road interchange. The site is in a rural area with access from Capitola Road, a twolane rural local roadway. The site is 81.4 acres but only 28.56 acres is located outside designated wetlands and floodplain.

The site has been identified as a poor candidate for relocation of the Fairgrounds due to the modest amount of upland area, distance from central Tallahassee and I-10, and frontage along a two-lane rural roadway.

Mahan Site Evaluation

SITE ADDRESS AND LOCATION

The Mahan site is located in the north east quadrant of Leon County, with a street address of 10050 Mahan Drive, Tallahassee, FL 32309. Figure 29 shows an overview of the Mahan Site.

Figure 29: Mahan Site Overview



GENERAL CONDITIONS

The site is covered with woodlands and approximately 7.9 acres of the site is vacant land. A dirt road run through the middle of the site in the north-south direction. Adjacent land uses include residential and vacant land uses.

REGIONAL DRIVING TIME/DISTANCE

The site is 14.5 miles away from the current North Florida Fair via US-90/Mahan Drive, and 12.6 miles away from the State Capitol via US-90/Mahan Dr. The site is also 3.3 miles away from the I-10/Mahan Drive interchange and 8 miles away from the I-10/Gamble Road interchange.

SITE ACCESS

The site is directly accessible from Mahan Drive a rural minor arterial roadway, with an AADT of 5,400 and is approximately 3,518 feet of frontage to the site. The length of frontage along Mahan Drive may permit 5-7 points of access. Mahan Drive is a two-lane roadway with no existing potential to accommodate queuing.

DEVELOPABLE AREA

Elevation varies throughout the site by about 50 feet from lowest to highest point, and the lowest areas are wetlands. This site may require clearing, as the majority is covered by woodlands. Table 26 shows the site's acreage and developable area characteristics, while Figure 30 shows the physical constraints for the site.

Table 26: Developable Area Characteristics – Mahan Site

Developable Area Characteristics	Area in Acres	Percentage of Total Acreage
Total Acreage	52.1	-
Upland Acreage (Total less Wetlands)	41.37	79%
Upland Acreage (Total less Wetlands + Floodplain)	19.85	38%
Wetlands	10.73	21%
Floodplain	21.52	41%

EXISTING AND FUTURE LAND USE

The site's existing land use is vacant, while the adjacent sites' land uses include residential and vacant land uses. The site's future land use is rural, while adjacent sites' future land uses include rural and urban fringe.

The site is surrounded by undeveloped land to the north, south and east, and residential properties to the west. Surrounding land ownership belongs to the Rockaway LLP to the South, and Evans Richard H and Victoria M to the North.

Maps showing the Mahan Site's topography, access, drive time, slope, existing land use, future land use, total population, and population density can be found in this Report's Appendix.

Figure 30: Mahan Site Constraints



SUITABILITY SUMMARY

The Mahan site is located 12.6 miles from central Tallahassee via US 90/Mahan Drive and 3.3 miles from the I-10/Mahan Drive interchange. The site is 52.1 acres but less than half (19.85 acres) is unconstrained by the presence of designated wetlands or floodplain. The site is in a largely rural area with access from Mahan Drive, a two-lane, rural minor collector.

The site has been identified as a poor candidate for relocation of the Fairgrounds primarily due to the limited amount of site area available for fairgrounds operations and parking. Other factors limiting the site's appropriateness include distance from central Tallahassee and frontage along a rural roadway.

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Midway Site Evaluation

SITE ADDRESS AND LOCATION

The Midway site is located west of Leon County, with a street address of Business Park Road, Midway, FL 32343. The figure below shows an overview of the Midway Site.

Figure 31: Midway Site Overview



GENERAL CONDITIONS

The site is mostly undeveloped. The site is also constrained by the Midway Branch stream which runs through the west quadrants of the site.

REGIONAL DRIVING TIME/DISTANCE

The site is 12.1 miles away from the current North Florida Fair via US-90/Mahan Drive, and 11.1 miles away from the State Capitol via US-90 W. The site is also one mile away from the I-10/Memorial Blue Star Highway interchange, 5.3 miles away from the I-10/Capital Circle NW interchange and 9 miles away from the I-10/US 27 interchange.

SITE ACCESS

The site has frontage along Memorial Blue Star Highway, an Urban Minor Arterial roadway with an average annual daily traffic (AADT) of 18,100. The site is also indirectly accessible through the dirt roads that run through the site to/from adjacent properties. There is no current vehicular access to Memorial Blue Star Highway. Future access may be limited due to rail tracks running along Blue Star Highway and bridge over Midway Branch. Business Park Road appears to act as the main access to the site. Points of access to the site are very limited, with only 730 feet of frontage that may be obstructed by bridge over Midway Branch. The property is potentially

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accessible through Business Park Road, while access from Memorial Blue Star Highway is limited.

DEVELOPABLE AREA

The site is mostly flat with very little variation in elevation. Limited access to the site limits site's visibility from major roadways. Table 27 shows the site's acreage and developable area characteristics, while Figure 32 shows the physical constraints for the site.

Table 27: Developable Area Characteristics – Midway Site

Developable Area Characteristics	Area in Acres	Percentage of Total Acreage
Total Acreage	81.34	-
Upland Acreage (Total less Wetlands)	55	68%
Upland Acreage (Total less Wetlands + Floodplain)	14.02	17%
Wetlands	26.34	32%
Floodplain	40.98	50%

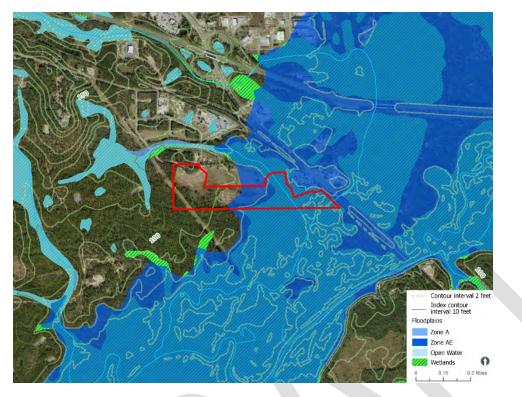
EXISTING AND FUTURE LAND USE

The site's existing land use is agricultural, while the adjacent sites' land uses include residential, industrial, and commercial. Data for future land uses is not available.

The site is surrounded by residential land uses to the east, and there are mining operations to the north. Overall, the area seems to be an industrial area. Site to the north manufactures precast concrete and has mining operations further north. Rail tracks run along Memorial Blue Star Highway; access would need to cross rail tracks. Adjacent sites to the west and south owned by TIITF, Florida Fish and Wildlife Conservation Commission. The north site is owned by Standard precast West Inc. Conservation land and residential land uses may present a conflict for the Fairgrounds' operations.

Maps showing the Midway Site's topography, access, drive time, slope, existing land use, future land use, total population, and population density can be found in this Report's Appendix.

Figure 32: Midway Site Constraints



SUITABILITY SUMMARY

The Midway site is located 11 miles west of central Tallahassee outside of Leon County but relatively close to the I-10/US 90 Interchange. The site is 81.34 acres but only a small portion (14.02 acres) is unconstrained by designated wetlands and floodplain. The site frontage along US 90, an urban minor arterial, is constrained by the presence of two stream crossings and an extensive wetland system. Due to the limited access (only 730' of frontage exists along US 90), presence of the Midway Branch stream crossing and associated wetlands, and small area available for fairgrounds use, the site has been identified as a poor candidate to support fairground operations and parking.

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Silver Lake Site Evaluation

SITE ADDRESS AND LOCATION

The Silver Lake site is located in the south west quadrant of Leon County, with a street address of 1711 Silver Lake Road, Tallahassee, FL 32310. The figure below shows an overview of the Silver Lake Site.

Figure 33: Silver Lake Site Overview



GENERAL CONDITIONS

The site was previously use for a sand company operation and is mostly vacant land with a 6,000 square foot building and a 4,800 square foot warehouse.

REGIONAL DRIVING TIME/DISTANCE

The site is 10.4 miles away from current North Florida Fair via W Orange Ave and FL-20, and 8.8 miles away from the State Capitol via Pensacola Street and FL-20 W. The site is also 5.4 miles to I-10/Memorial Blue Star Highway interchange.

SITE ACCESS

The site is directly accessible from Silver Lake Road, which is a rural local roadway, with approximately 5,800 AADT. There is approximately 1,536 feet of frontage to the site. The length of frontage along Silver Lake Road may permit 2-3 points of access. Silver Lake Road is a two-lane roadway with no existing potential to accommodate queuing.

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DEVELOPABLE AREA

The site's elevation varies due to sand and gravel operations. Significant grading is required to prepare the site for Fairgrounds' use. Table 28 shows the site's acreage and developable area characteristics, while Figure 34 shows the physical constraints for the site.

Table 28: Developable Area Characteristics – Silver Lake Site

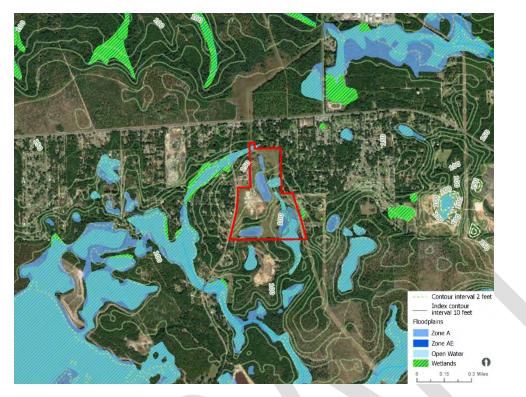
Developable Area Characteristics	Area in Acres	Percentage of Total Acreage
Total Acreage	88.67	-
Upland Acreage (Total less Wetlands)	79.06	89%
Upland Acreage (Total less Wetlands + Floodplain)	55.01	62%
Wetlands	9.61	11%
Floodplain	24.05	27%

EXISTING AND FUTURE LAND USE

The site's existing land use is vacant, while the adjacent sites' land uses include residential single-family and vacant land uses. The site's future land use is urban fringe, while adjacent sites' future land uses include urban fringe and urban fringe with residential preservation overlay. The site is surrounded by residential land uses, which may present a conflict for the Fairgrounds' operations.

Maps showing the Silver Lake Site's topography, access, drive time, slope, existing land use, future land use, total population, and population density can be found in the Report's Appendix.

Figure 34: Silver Lake Site Constraints



SUITABILITY SUMMARY

The Silver Lake site is located 9 miles west of central Tallahassee and 5.4 miles from the closest interchange with I-10 at I-10/US 90. The site is 88.67 acres with 55 acres identified as unconstrained by the presence of designated wetlands and floodplain. The site is located in a largely rural area, with large-lot single family neighborhoods to the west and east. Access to the site is along Silver Lake Road, a two-lane rural local roadway.

The site has been identified as a poor candidate to support relocation of the Fairgrounds due to location of wetlands and floodplain, distance from central Tallahassee and I-10, and frontage along a two-lane rural roadway,

Page 77 of 91

Attachment #1

Tennessee Site Evaluation

SITE ADDRESS AND LOCATION

The Tennessee site is located center west of Leon County, with a street address of 0 W Tennessee Street, Tallahassee FL 32304. The figure below shows an overview of the Tennessee Site.

Figure 35: Tennessee Site Overview



GENERAL CONDITIONS

Wetlands cover the diagonal of the site with the Munson Slough passing through the site from the north-west corner to the south east cove.

REGIONAL DRIVING TIME/DISTANCE

The site is 8.6 miles away from the current North Florida Fair via W Orange Ave and FL-20, and 6.3 miles away from the State Capitol via W Pensacola Street. The site is also 5.9 miles away from the I-10/Memorial Blue Star Highway interchange and 1.9 miles away from the I-10/Capital Circle NW interchange.

SITE ACCESS

The site is directly accessible from Shuler Road, an unpaved driveway off Capital Circle SW. Capital Circle SW is an urban principal arterial with an AADT of 25,000. The site has 60 feet of frontage to the north on Tennessee Street, which is an urban minor collector with an AADT of 19,800. There is 60 feet of frontage on the east on Capital Circle SW, which is an urban principal arterial with an AADT of 25,000. Limited frontage may permit only two points of access. Tennessee Street has potential for queuing along roadway.

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DEVELOPABLE AREA

The site is mostly flat with few changes in elevation. The Munson Slough River cuts through the site from the north-west corner to the south-east corner. Table 29 shows the site's acreage and developable area characteristics, while Figure 36 shows the physical constraints for the site.

Table 29: Developable Area Characteristics – Tennessee Site	Table 29: Developable	Area Characteristics -	Tennessee Site
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Developable Area Characteristics	Area in Acres	Percentage of Total Acreage
Total Acreage	86.5	-
Upland Acreage (Total less Wetlands)	40.6	47%
Upland Acreage (Total less Wetlands + Floodplain)	27.25	32%
Wetlands	45.9	53%
Floodplain	13.35	15%

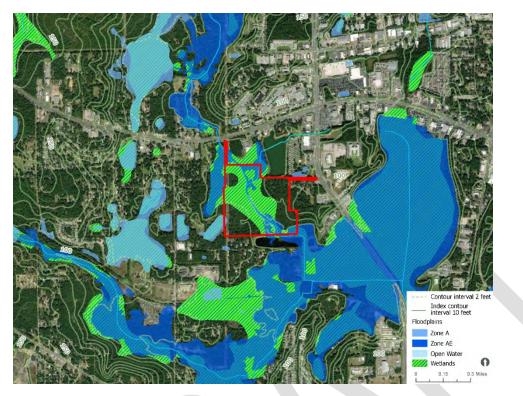
EXISTING AND FUTURE LAND USE

The site's existing land use is vacant, while the adjacent sites' land uses include residential, recreation/open space and vacant land uses. The site's future land use is suburban and urban residential, while adjacent sites' future land uses include suburban and urban residential.

Adjacent sites are primarily commercial sites, and future land use includes suburban and urban residential. The site might be constrained by the Munson Slough. There is limited access to the southwest corner of the site due to the residential properties along Gum Road. Multiple adjacent sites are owned by Leon County.

Maps showing the Tennessee site's topography, access, drive time, slope, existing land use, future land use, total population, and population density can be found in the Report's Appendix.

Figure 36: Tennessee Site Constraints



SUITABILITY SUMMARY

The Tennessee site is located 6.3 miles west of central Tallahassee and 2 miles from the I-10/Capital Circle interchange. The site is approximately 86.5 acres with 27.25 identified as unconstrainted by the presence of designated wetlands or floodplain. Upland portions of the site are bisected by wetlands and floodplain along Munson Slough. The site is in a suburban area and surrounded by commercial land uses, residential land uses, vacant land, and park land. Access to the site is limited to two relatively narrow points of entry (approximately 60' width), one on West Tennessee Street/US 90 and the other on Capital Circle SW.

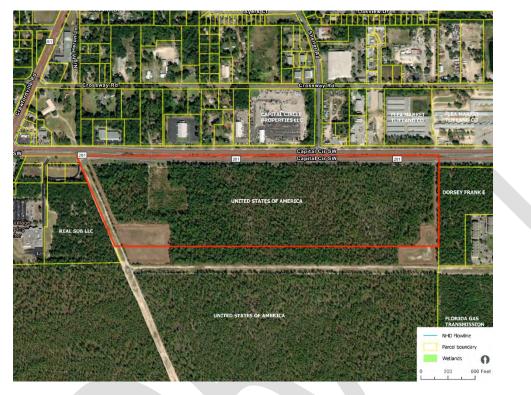
The site has been identified as a poor candidate to support relocation of the Fairgrounds due to access constraints and the presence of wetland and floodplains bisecting the property.

Capital Circle Site Evaluation

SITE ADDRESS AND LOCATION

The Capital Circle Site is located center south of Leon County. Figure 27 shows an overview of the Capital Circle Site.

Figure 37: Capital Circle Site Overview



GENERAL CONDITIONS

The site is covered with woodlands, approximately 8.3 acres of the site is vacant land, and 4.3 acres has small trees. The Capital Circle SE Trail runs along the frontage of the site. The site has no wetlands and no Flood zones.

REGIONAL DRIVING TIME/DISTANCE

The Site is 2.8 miles away from the current North Florida Fair via FL-61 S/Crawfordville Road, and 5.4 away from the State Capitol via S Adams Street and FL-61S/Crawfordville Road. The site is also along US 319 (Capital Circle SE) and 8.9 miles away from the I-10/US 27 interchange.

SITE ACCESS

The site is directly accessible from the Capital Circle SE (US 319), through two unpaved driveways along the east and east ends of the site. Capital Circle SE is an urban principal arterial, with AADT of 19,100 and approximately 4,013 feet of frontage to the site. The length of frontage along Capital Circle SE may permit 2-3 points of access, however, they may be constrained by the Capital Circle SE Trail. Capital Circle SE has potential for queuing along roadway.

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DEVELOPABLE AREA

Site is mostly flat with few changes in elevation. The site may require clearing as the majority is covered by woodlands. Table 30 shows the site's acreage and developable area characteristics, while Figure 38 shows the physical constraints for the site.

Table 30: Developable Area Characteristics – Capital Circle Site

Developable Area Characteristics	Area in Acres	Percentage of Total Acreage
Total Acreage	87.66	-
Upland Acreage (Total less Wetlands)	87.66	100%
Upland Acreage (Total less Wetlands + Floodplain)	87.66	100%
Wetlands	0	0%
Floodplain	0	0%

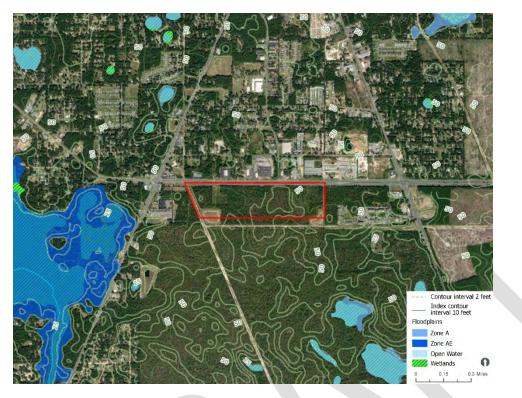
EXISTING AND FUTURE LAND USE

The site's existing land use is recreation/open space, while the adjacent sites' land uses include vacant, recreation/open space, industrial/warehouse, residential and retail land uses. The site's future land use is recreation/open space, while adjacent sites' future land uses include recreation/open Space.

Adjacent sites are primarily recreation/open space land uses; the site and the adjacent site to the south are part of the Apalachicola National Forest conservation land, owned and managed by the US Department of Agriculture's Forest Service. Conservation land may present a conflict for the Fairgrounds' operations.

Maps showing the Capital Circle site's topography, access, drive time, slope, existing land use, future land use, total population, and population density can be found in the Report's Appendix.

Figure 38: Capital Circle Site Constraints



SUITABILITY SUMMARY

The Capital Circle site, part of the Apalachicola National Forest, is located 5.4 miles from central Tallahassee and 8.9 miles from the I-10/US 27 interchange. The site is 87.66 acres with no wetland or floodplain constraints. The site has approximately 4,000 feet of frontage along Capital Circle SE, a 6-lane major arterial with two existing left turn lanes permitting future access to the property. North and west of the site are a mix of commercial and light industrial uses, to the east is a multifamily development, and to the south is federally-owned forest land.

Generally unconstrained site conditions and significant frontage along Capital Circle SE make this a potential candidate to support relocation of the Fairgrounds, but unique challenges are associated with federal ownership and potential high acquisition costs due to the site's attractiveness for other commercial uses.

Key Findings of Site Evaluation

As to potential relocation of the Fairgrounds, limited alternative site options are available to support a facility of similar size. Potential alternative sites that were evaluated feature access limitations, environmental constraints, and other shortcomings, while the existing Fairgrounds site offers multiple street frontages, compatible land uses, and parking spillover that can be handled on adjacent commercial sites. The Fairgrounds' current site also serves as a good location for its role as a community assistance center and as a training facility and staging area for federal and local emergency responders. An appraisal completed by Cureton Johnson & Associates, LLC, in October 2021 estimates the market value of the existing site to be \$3.7 million.

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If the Fairgrounds were to move to a new site, replacing the existing facilities is estimated to cost \$22.8 million. This estimate is based on a cost-per-square-foot value based on the building type but does not include site acquisition costs, costs for site preparation, or costs for off-site improvements such as roadway widening, construction of turn lanes, or extension of utilities.

Table 31 shows estimated square footage, cost per square-foot, and replacement cost.

Building	SF	Cost /SF	Replacement Cost
Cattle Barn	24,000	\$125	\$3,000,000
Building 1	12,000	\$150	\$1,800,000
Building 2 (climate controlled)	12,000	\$175	\$2,100,000
Building 3	12,000	\$150	\$1,800,000
Building 4 (climate controlled)	12,000	\$175	\$2,100,000
Building 6	12,000	\$150	\$1,800,000
Building 7	13,925	\$150	\$2,088,750
Building 8	12,120	\$150	\$1,818,000
Building 9	15,953	\$150	\$2,392,950
Bathroom (North)	2,400	\$300	\$720,000
Bathroom (East)	3,100	\$300	\$930,000
Bathroom (South)	2,000	\$300	\$600,000
Office	2,209	n/a	\$0
Kiosk	500	\$300	\$1,650,000
Total	136,207		\$22,799,700

Table 31: Building Square Feet and Replacement Cost per Square Foot

Source: HDR, GoogleMaps, and Leon County Property Assessor website.

Figure 39: Fairgrounds Buildings



Source: Fairground's website

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Chapter 5: Site Stakeholder Engagement

Purpose of Stakeholder Engagement

The stakeholder engagement element of this study involved listening sessions with residents and businesses, as well as virtual meetings with the Fairgrounds' Association Board of Directors, Leon County and City of Tallahassee officials, Blueprint and Office of Economic Vitality staff. The purpose was to gain a general understanding of Fairgrounds' strengths and weaknesses, as well as its role in the community.

Approach to Stakeholder Engagement

HDR successfully developed, implemented and facilitated stakeholder outreach during the market study. Listening sessions were completed virtually, using the ZOOM platform, and included four meetings with:

- 1. Leon County Government officials 3 participants
- 2. Fairgrounds Board of Directors 10 participants
- 3. Residents located near the fairgrounds- 4 participants
- 4. Businesses located near the fairgrounds/venue event producers- 4 participants

A total of 21 individuals participated in the outreach meetings and listening sessions.

Key Findings of Stakeholder Engagement

Themes gathered from the listening sessions included:

- Improvements to the buildings and grounds are needed
- Current staff do a good job with operations and provide excellent customer service
- There is capacity and a desire to host additional events
- Opportunity to increase benefits to the surrounding neighborhoods
- A continued focus on safety is needed
- Traffic impacts, including pedestrian access, parking and connectivity needs to be addressed
- Programming should continue to focus on youth and families and honor the fairgrounds history
- Opportunity to introduce recreational activities including passive green space, dog park and sport leagues
- Maintain a charitable presence in the community. A place for the community to gather. There is no other place like this in the region.
- Program/partnership opportunities: Find a way to partner with schools, neighborhoods within the area, job incubators, Visit Tallahassee

All listening sessions attendees appreciated the opportunity to participate in the conversation and welcome the opportunity to stay engaged. Notes associated with the listening sessions are provided in the Appendix of this Report.

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Summary of Key Findings

The following presents the key findings of the market analysis study and existing site analysis.

- It is estimated that approximately 202,600 people attend events at the Fairgrounds, with 115,000 people attending the North Florida Fair annually.
- Results of the Economic Impact Analysis conducted for this Study show that visitors to the Fairgrounds contribute a total economic impact of approximately \$40-\$79 million to the local economy annually, including direct, indirect, and induced effects. The role of the Fairgrounds and its economic impact is anticipated to continue to grow as Tallahassee's population and employment base expands in coming years, based on historic trends.
- Surrounding the Fairgrounds are several residential neighborhoods, and a variety of amenities are in proximity. The Fair itself draws many families from the area, and other events also encourage Tallahassee visitors from out of town.
- While the Fairgrounds is already an important piece of the local community, it is reasonable to expect that targeted improvements to the existing Leon County Fairgrounds (e.g., landscaping, sidewalk and building façade improvements, new restrooms, and kitchen, etc.) would yield additional positive economic impacts.
- In terms of potential relocation of the Fairgrounds, limited alternative site options are available to support a facility of similar size. Developable areas were limited and potential alternative sites that were evaluated feature access limitations and other shortcomings.
- An updated appraisal of the 107-acre Fairground parcel was conducted by Cureton Johnson & Associates, LLC., which determined that the current market value is \$3.7 million. Even without purchasing a new site or making access and other improvements to support existing Fairground activities at a new location, the replacement cost for buildings is estimated to be \$22.8 million. This expense alone suggests that relocating the existing Fairgrounds' operations is cost-prohibitive at this time.
- The existing Fairgrounds site offers multiple street frontages, compatible land uses, and parking spillover that can be handled on adjacent commercial sites. The Fairgrounds' current site also serves as a good location for its role as a community assistance center and as a training facility and staging area for federal and local emergency responders.
- Review of the real estate market in Tallahassee reveals that there has been limited interest on the part of private developers to repurpose the existing Fairgrounds site and no consensus among stakeholders about a move or reuse strategy. Analysis of the local office, industrial, and retail commercial real estate market conditions also does not reveal immediate redevelopment opportunities. The area does exhibit a need for increased housing production, which is being met at alternative housing sites and private developments.
- The existing Fairgrounds site may be large enough to accommodate tournament space and athletic fields but, based on meetings with City Parks Recreation and Neighborhood Affairs, there is sufficient outdoor play space in the area. While indoor/court space is needed in Tallahassee, these facilities are usually sited near hotels, the interstate,

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restaurants, etc. They are likely to be used in a cyclical fashion but require maintenance throughout the year, which could not be managed by current Fairgrounds staff. Expansion of staff and equipment would be costly and while some event spaces are heavily subsidized because of these additional costs, it is unclear whether a facility at this location would result in increased local economic activity.

It is recommended that the Blueprint Intergovernmental develop a Master Plan detailing future improvement and enhancement scenarios for the Fairgrounds site. The Fair Association Board indicates that 55 acres are used for Fairground operations, including exhibit buildings, midway area, and on-site parking for major events. Additional offsite locations are used to support parking during peak events. Efficiencies identified through a Master Plan process could identify areas that could be "opened up" for redevelopment.

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Appendix

Blueprint Intergovernmental Agency | 315 South Calhoun Street, Tallahassee, FL 32301 Market Feasibility Assessment and Alternative Site Analysis Report



Table 32: Employment Growth by Industry

	2013	2014	2015	2016	2017	2018	5 Ye Grov
Material Moving Occupations	1,201	2,074	1,613	2,534	2,132	3,074	156
Transportation Occupations	3,180	3,326	2,739	2,481	3,104	4,921	54
Community & Social Service Occupations	2,398	2,696	1,944	4,144	3,809	3,622	51
Building & Grounds Cleaning & Maintenance Occupations	3,290	5,025	4,624	4,000	3,660	4,383	33
Fire Fighting & Prevention, & Other Protective Service Workers Including Supervisors	1,889	2,049	1,746	2,377	1,898	2,421	28
Computer & Mathematical Occupations	5,672	5,383	6,712	4,669	6,174	6,757	19
Education Instruction, & Library Occupations	11,524	13,732	12,190	13,455	13,668	13,646	18
Arts, Design, Entertainment, Sports, & Media Occupations	3,034	3,515	2,959	4,152	2,785	3,565	17
Office & Administrative Support Occupations	20,855	22,238	21,246	22,407	20,361	24,090	15
Health Diagnosing & Treating Practitioners & Other Technical Occupations	5,126	5,366	4,865	5,616	5,553	5,682	10
Sales & Related Occupations	15,802	15,909	18,878	13,941	15,623	16,936	7
Health Technologists & Technicians	2,429	1,317	3,412	2,481	2,986	2,583	6
Life, Physical, & Social Science Occupations	2,264	2,735	1,624	2,967	1,583	2,310	2
Production Occupations	2,799	2,845	1,924	2,365	2,208	2,810	0

Attachment #1 Page 89 of 91

FS

Blueprint Intergovernmental Agency | 315 South Calhoun Street, Tallahassee, FL 32301 Market Feasibility Assessment and Alternative Site Analysis Report

	2013	2014	2015	2016	2017	2018	5 Ye Grov
Healthcare Support Occupations	3,218	2,238	1,918	2,726	2,965	3,158	-1
Business & Financial Operations Occupations	9,886	8,895	9,109	9,629	9,952	9,681	-2
Management Occupations	13,098	12,665	14,163	17,238	15,499	12,175	-7
Construction & Extraction Occupations	4,140	4,191	3,840	4,587	4,651	3,723	-10
Legal Occupations	4,245	3,132	2,661	4,191	4,915	3,686	-13
Personal Care & Service Occupations	5,475	4,192	3,857	2,547	4,956	4,723	-13
Food Preparation & Serving Related Occupations	10,819	10,656	13,868	8,767	11,193	9,146	-15

3,462

1,723

1,832

253

2,470

2,116

1,357

228

2,495

1,541

1,844

290

2,739

2,194

1,183

154

3,017

2,602

1,531

678

2,902

1,344

1,187

133

-16

-22

-35

-47

Architecture & Engineering Occupations Farming, Fishing, & Forestry Occupations Source: BLS CES, HDR analysis

Installation, Maintenance, & Repair Occupations

Law Enforcement Workers Including Supervisors

FJS

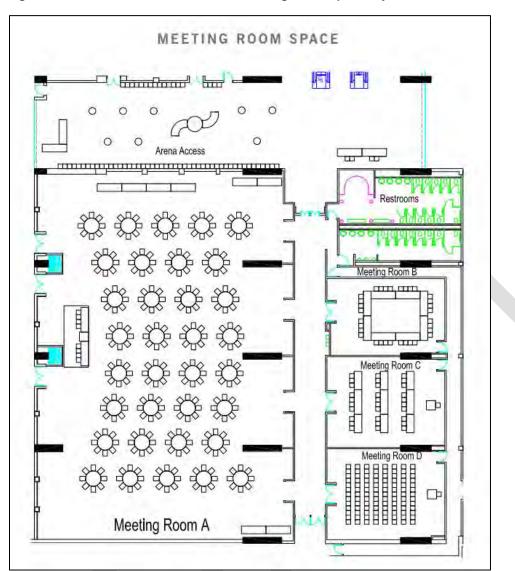
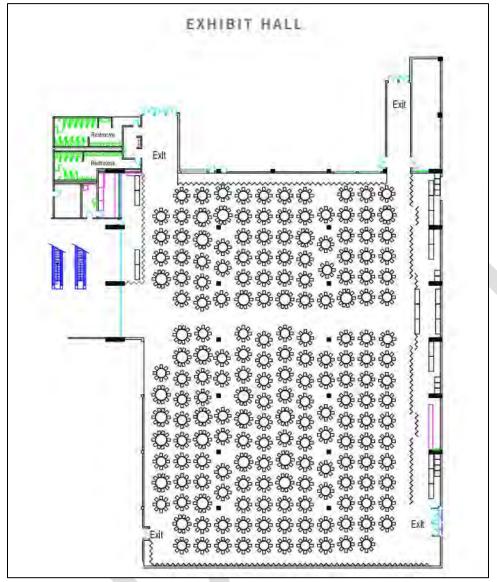


Figure 40: Donald L. Tucker Civic Center Meeting Room Space Lay-out

Source: Donald L. Tucker Civic Center

FJS





Source: Donald L. Tucker Civic Center

MODIFIED LEASE AGREEMENT

This Agreement is made and entered into this <u>26th</u> day of <u>Decenter</u>, 1995, between LEON COUNTY, a political subdivision of the State of Florida (the "County"), and NORTH FLORIDA FAIR ASSOCIATION, INC., a non-profit corporation created and existing under the laws of the State of Florida (the "Association").

WITNESSETH

WHEREAS, on November 2, 1959, a written agreement (the "Lease") was entered into between the parties hereto by which the County leased certain property therein described to the Association and which set forth the terms and conditions of such Lease, such Lease being recorded in Deed Book 250, Page 83 of the Public Records of Leon County, Florida; and

WHEREAS, such Lease has subsequently been modified by certain written modifications executed by the parties hereto, such written modifications being recorded in Official Records Book 386, Page 69 (dated October 28, 1969), Official Records Book 554, Page 280 (dated November 7, 1972, Official Records Book 918, Page 2180 (dated October 17, 1978), Official Records Book 1011, Page 2096 (dated June 24, 1980) of the Public Records of Leon County, Florida, and has been further modified by that certain Modification of Lease dated October 9, 1984, and by that certain Modification of Lease dated June 30, 1987, and by that certain Modification of Lease dated September 20, 1988, and by that certain Modified Lease Agreement dated January 15, 1991; and WHEREAS, the parties now desire to further modify certain provisions of the Lease; and

WHEREAS, the parties also desire to enter into this Modified Lease Agreement, which shall contain the modifications referred to in the preceding paragraphs, and which shall integrate the abovereferenced Lease and all of the subsequent modifications into a single instrument, which instrument shall supersede the abovereferenced Lease and all of the modifications thereto, which were executed prior to the date of this Modified Lease Agreement;

NOW, THEREFORE, the County, for and in consideration of the sum of \$1.00 and other valuable consideration to it in hand paid by the Association, the receipt of which is hereby conclusively acknowledged, hereby enters into this Modified Lease Agreement with the Association to lease and let unto the Association the lands hereinafter described for the period of time and upon the conditions hereinafter set forth. The parties hereto agree as follows:

 <u>The Premises Leased</u>. See Exhibit "A" attached hereto and made a part hereof.

 <u>Term of Lease</u>. The term of this Lease with regard to all of the leased premises shall extend until the 31st day of December, A.D., 2067.

3. <u>Termination of Lease</u>. This Lease may be terminated in any one or more of the following ways or upon any one or more of the following grounds:

- A. In the event the Association may become bankrupt or be dissolved, the County may terminate this Agreement by written notice to the Association.
- It is recognized that the Association is organized Β. and exists for the purpose of conducting and operating public fairs or exhibitions for the benefit and development of the educational, agricultural, horticultural, livestock and other resources of the State, or any county or counties of the State, and that the Association contemplates conducting an annual fair as provided in Chapter 616, Florida Statutes. In the event the Association does not hold or conduct such annual fair during each year of the period of this Agreement, except in the event of disaster, national emergency or other reasonable or justifiable cause, then this Agreement shall terminate on the 31st day of December of the year in which said annual fair was not conducted. The ways, means, methods, grounds and causes for termination of this Agreement as set forth, shall be separate, distinct, and independent ways, means, methods, grounds and causes for termination of this Agreement.
- C. Notwithstanding the foregoing or any other provision in this Agreement, this Lease shall not

be terminated unless the ground or cause for termination is not remedied within 90 days after the County notifies the Association of such ground or cause, or if there is a ground or cause that cannot with due diligence be cured within such 90day period, unless the Association does not commence the cure of such ground or cause within such 90-day period and thereafter diligently prosecute the same to completion.

4. <u>Rental</u>. On January 1 of each calendar year during the term of this Agreement, the Association shall pay the sum of One and No/100 Dollar (\$1.00) to the County as rental for the abovedescribed premises.

5. <u>Purposes of This Agreement</u>. The purpose of this Agreement is to provide the means and facilities for the conduct of the activities of the Association.

6. <u>Maintenance of Premises</u>. The Association, with such assistance as the County may contribute, shall maintain the grounds and improvements thereon in a state of good repair, except for the paving on said demised premises which the County hereby agrees to maintain, subject to the terms and conditions of that certain Joint Use Agreement by and between the Leon County School Board and the North Florida Fair Association dated August 10, 1989. The Association will pay for all utilities used on the leased premises.

7. <u>Insurance</u>. The County shall, at its expense, insure the improvements on the premises against damage by fire, wind storm or

other casualties to the full replacement cost of such improvements. In the event of loss, insurance proceeds shall be used to rebuild or repair such improvements. The Association shall, at its expense, carry public liability insurance in the amount of not less than one million dollars and deposit with the County the evidence of such insurance and shall name the County as an additional named insured.

8. <u>Assignment And Subletting</u>. This Lease shall not be assigned by the Association without the express written consent of the County.

It is recognized that the leased premises are highly desirable and in considerable demand for use for public assemblies and community meetings, and it is expressly understood in leasing the premises to the Association that the people of Leon County and the various religious, civic, fraternal and other community organizations shall not be deprived of the use of the premises on an equal and non-discriminatory basis without just cause therefor, and the Association shall establish a fair and reasonable schedule of rates for subleasing said premises or parts or portions thereof. No religious, civic, fraternal or other community organization of Leon County shall be denied use of the premises at the prescribed rate without just cause.

9. <u>Restrictions And Reservations</u>. The Association and the County will agree on questions of policy touching such matters as the overall development plans for the premises and the construction of new improvements and facilities thereon. Pursuant to such

Agreement, the Association, or the Association in cooperation with the County, may construct or provide for such improvements and facilities.

10. <u>Notices</u>. Notices provided for in this Agreement shall be in writing and delivered to the County by delivery to the Clerk of the Circuit Court of Leon County, Florida and to the Leon County Administrator, and shall be delivered to the Association by delivery to its Secretary or to its President, or in the event of their absence from the County, by mailing such notices to them or either of them at the last known address of such officers.

11. <u>Lease Binding Upon Parties and Their Successors And</u> <u>Assigns</u>. This Agreement and each and every term and provision hereof shall be binding upon the parties hereto and their successors in interest and assigns.

12. <u>County Defined</u>. Wherever used herein the word "County" shall be also deemed to mean the Board of County Commissioners of Leon County, Florida.

IN WITNESS WHEREOF, the parties have caused their hands and official seals to be affixed as of the date first above written.

LEON COUNTY. FLORIDA Bv: m Bruce J. Chairman los APPROVED AS, TO

County Attorney

TTEST: erk

WITNESSES:	NORTH FLORIDA FAIR ASSOCIATION, INC., a non-profit corporation
Alsa L. Atliner	C
Shara Garood	By:

STATE OF FLORIDA COUNTY OF LEON

I HEREBY CERTIFY that on this day, before me, a Notary Public duly authorized in the State and County aforesaid to take acknowledgements, personally appeared $\underline{B_{PUCeJ}}$, $\underline{H_{OS}}$, to me known to be the Chairman of the BOARD OF COUNTY COMMISSIONERS, LEON COUNTY, FLORIDA, and acknowledged before me that he executed the foregoing instrument freely and voluntarily under authority duly vested in him by the laws of the State of Florida.

WITNESS my hand and official seal in the State and County aforesaid, this 20th day of Docombor, 1995.

NOTARY PUBLIC My commission expires: 7-13-98



STATE OF FLORIDA COUNTY OF LEON

I HEREBY CERTIFY that on this day, before me, a Notary Public duly authorized in the State and County aforesaid to take acknowledgements, personally appeared P_{ayne} Midyette JR, to me known to be the President of the NORTH FLORIDA FAIR ASSOCIATION, INC. and acknowledged before me that <u>he</u> executed the foregoing instrument freely and voluntarily under authority duly vested in hum by the laws of the State of Florida.

WITNESS my hand and official seal in the State and County aforesaid, this 20^{\pm} day of December , 1995.

NOTARY PUBLIC (My commission expires: Feb. 27, 1996)



EXHIBIT "A"

A tract of land located in Township 1 South, Range 1 East, Section 18 and Township 1 South, Range 1 West, Section 13:

Commence at the Northeast corner of Section 13, Township 1 South, Range 1 West; thence South 00 degrees 21 minutes 39 seconds West 33.00 feet to a point on the southerly right-of-way boundary of Paul Russell Road said point being the POINT OF BEGINNING.

From said POINT OF BEGINNING; thence North 89 degrees 53 minutes 54 seconds East 2591.74 feet along said southerly right-of-way boundary to a point on the westerly right-of-way boundary of Zillah Street; thence South 00 degrees 24 minutes 59 seconds West 1328.99 fest along said westerly right-of-way boundary to a point on the northerly right-of-way boundary of Omega Avenue; thence North 89 degrees 35 minutes Ol seconds West 1272.80 feet to a point at the intersection of the northerly right-of-way boundary of Omega Avenue with the westerly right-of-way boundary of Cornelia Street; thence South 648.29 feet along said westerly right-ofway boundary to a point on the northerly right-of-way boundary of Tram Road; thence North 58 degrees 42 minutes 57 seconds West 2494.94 feet along said minutes 57 seconds West 2494.94 feet along said northerly right-of-way boundary to a point on the easterly right-of-way boundary of South Monroe Street; thence along said easterly right-of-way boundary North 00 degrees 09 minutes 57 seconds West 90.30 feet to a point; thence North 09 degrees 48 minutes 50 seconds West 101.43 feet to a point; thence North 03 degrees 35 minutes 58 seconds West 100.18 feet to a point; thence North 00 degrees 44 minutes 20 seconds West 100.00 feet to a point; thence North 00 degrees 09 minutes 57 seconds West 600.00 feet to a point; thence North 04 degrees 55 minutes 54 seconds East 6.42 feet to a point; thence North 04 degrees 58 minutes 48 seconds East 59.53 feet to a point on the southerly right-of-way boundary of Paul Russell Road; thence North 89 degrees 53 minutes 54 seconds East 1036.59 along said southerly right-of-way boundary to the POINT OF BEGINNING.

LESS AND EXCEPT the following described parcels:

PARCEL NO. 1 - Lying in Section 18, Township 1 South, Range 1 East,

Commence at the Northeast corner of Section 13, Township 1 South, Range 1 West; thence South 00 degrees 21 minutes 39 seconds West 33.00 feet to a point on the southerly right-of-way boundary of Paul Russell Road; thence North 89 degrees 53 minutes 54 seconds East 2591.74 feet to a point at the intersection of the South right-of-way boundary of Paul Russell Road with the West right-of-way of Zillah Street, said point being the POINT OF BEGINNING.

From said POINT OF BEGINNING; thence South 00 degrees 24 minutes 59 seconds West 400.00 feet along the said westerly right-of-way boundary to a point; thence leaving the said westerly right-of-way boundary South 89 degrees 53 minutes 54 seconds West 450.00 feet to a point; thence North 00 degrees 24 minutes 59 seconds East 400.00 feet to a point on the southerly right-ofway boundary of Paul Russell Road; thence North 89 degrees 53 minutes 54 seconds East 450.00 feet along said southerly right-of-way boundary to the POINT OF BEGINNING.

PARCEL NO. 2 - Lying in Section 18, Township 1 South, Range 1 East,

Commence at the Northeast corner of Section 13, Township 1 South, Range 1 West; thence South 00 degrees 21 minutes 39 seconds West 33.00 feet to a point on the southerly right-of-way boundary of Paul Russell Road; thence North 89 degrees 53 minutes 54 seconds East 1100.21 feet to a point; thence leaving the said southerly right-of-way boundary South 00 degrees 12 minutes 06 seconds East 37.00 feet to a concrete monument which is the POINT OF BEGINNING;

From said POINT OF BEGINNING continue South 00 degrees 12 minutes 06 seconds East 850.00 feet to a concrete monument; thence North 89 degrees 53 minutes 54 seconds East 400.00 feet to a concrete monument; thence North 00 degrees 12 minutes 06 seconds West 850.00 feet to a concrete monument, said concrete monument being 37.00 feet South of the southerly right-of-way of Paul Russell Road; thence South 89 degrees 53 minutes 54 seconds West 400.00 feet to the POINT OF BEGINNING.

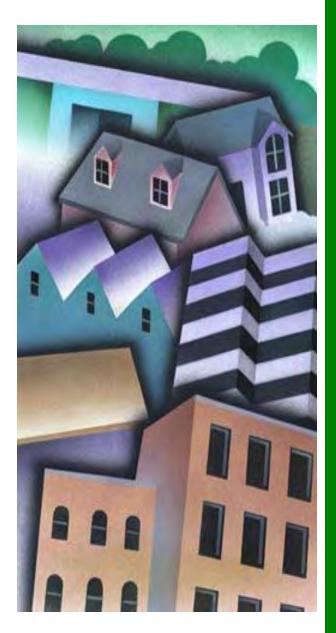
21

PARCEL NO. 3 - Lying in the Northeast quarter of Section 13, Township 1 South, Range 1 West, per D.O.T. Description,

Commence at an iron pipe marking the Northeast corner of said Northeast 1/4; thence South 00 degrees 21 minutes 39 seconds West along the East line of said Northeast 1/4 for 33.00 feet to a point on the South right-of-way of Paul Russell Road; thence South 89 degrees 53 minutes 49 seconds West along a line 33.00 feet South of (when measured at right angles) and parallel with the North line of said Northeast 1 Quarter for 401.95 feet to the POINT OF BEGINNING. Thence continue South 89 degrees 53 minutes 49 seconds West along said parallel line for 634.61 feet to a point on the easterly maintained right-of-way of State Road No. 61; thence South 04 degrees 58 minutes 37 seconds West along said easterly right-of-way for 59.71 feet; thence North 45 degrees 55 minutes 03 seconds East for 35.25 feet; thence South 89 degrees 55 minutes 03 seconds East for 613.91 feet; thence North 00 degrees 55 minutes 03 East for 35.22 feet to the POINT OF BEGINNING.

Page 1 of 115

CURETON JOHNSON & ASSOCIATES, LLC REAL ESTATE SERVICES



Residential and Commercial Real Estate Appraisal Services

Telephone: 850.386.3720 *Fax:* 850.385.7626 An Appraisal Report

Of

The North Florida Fairgrounds Property Comprised of 106.61+/- Acres (Valuation as Though Vacant)

Located At

411 East Paul Russell Road Tallahassee, Leon County, Florida

For

Blueprint Intergovernmental Agency Attn: Mr. Derrick Brown Right-of-Way Manager 315 S. Calhoun Street Suite 450 Tallahassee, FL 32301

> Date of Value - As Is October 22, 2021

Date of Report October 29, 2021

Cureton Johnson File #: 211465 PO#: COTLH-0001072454 Task Order: CJ001

CURETON JOHNSON & ASSOCIATES, LLC^{age 2 of 115}

REAL ESTATE SERVICES 1358 Thomaswood Drive, Tallahassee, Florida 32308 Phone: 850.386.3720 Fax: 850.385.7626

PAUL T. CURETON, CREA STATE-CERTIFIED GENERAL APPRAISER

WAYNE R. (CHIP) JOHNSON II, MAI STATE-CERTIFIED GENERAL APPRAISER NO. RZ0002407 (FL) - 297403 (GA)

JASON HART STATE-CERTIFIED RESIDENTIAL APPRAISER NO. RD0007028

CHAD TAYLOR STATE-CERTIFIED RESIDENTIAL APPRAISER NO. R00007284

DANIEL YOUNG STATE-CERTIFIED REGISTERED TRAINEE NO. RI25057



October 29, 2021

Blueprint Intergovernmental Agency Attn: Mr. Derrick Brown Right-of-Way Manager 315 S. Calhoun Street Suite 450 Tallahassee, FL 32301

Re: An **Appraisal Report** of the North Florida Fairgrounds Property, containing 106.61 acres+/-. The property is improved with several building and site improvements, but those improvements have been disregarded, at the request of the client. The subject property is located on the south side of Paul Russell Road, along the east side of South Monroe Street and along the north side of Tram Road in Tallahassee, Leon County, FL. The appraisal is of the fee simple estate and the property is more particularly described in this report.

Dear Mr. Brown:

At your request we have completed the appraisal of the aforementioned property located in Leon County, Florida. The property is more specifically described in the body of this report. The purpose of this appraisal is to estimate the market value of the fee simple interest in the subject property. Market value and fee simple interest are defined in the accompanying report.

It should be mentioned that this is an **Appraisal Report**, which contains several specific assumptions that may impact the value reported. The assumptions made are set forth within the attached report along with the general assumptions and limiting conditions. By accepting our report, you agree to the assumptions and conditions as noted. We hope that you find the enclosed appraisal report clear, logical and adequately documented in the conclusions reached.

Based on the inspection of the subject property and the investigation and analysis undertaken, we have formed the opinion that, as of the date of value stated herein; subject to the assumptions and limiting conditions set forth in this report, the market value of the subject property is as follows:

		MARKET VALUE CONCLUSION		
Property	Interest Appraised	Marketing/Exposure Period	Date of Value	Market Value
As-Is	Fee Simple Estate	6-18 Months	Oct. 22, 2021	\$3,700,000

Should you have any questions, please contact us at your convenience. We appreciate having had the opportunity to be of service to you.

Respectfully submitted,

Wayne R. Johnson II, MAI State-Certified General Real Estate Appraiser RZ 2407

CURETON JOHNSON & ASSOCIATES, LLC

Real Estate Appraisals • Real Estate Consulting • Real Estate Sales • Litigation Support • Expert Witness • Feasibility Studies

PREFACE TO REPORT

We have been asked by the client, to value the fee simple interest of the North Florida Fairgrounds property (as though vacant), located on the south side of Paul Russell Road, on the east side of South Monroe Street and on the north side of Tram Road in Tallahassee, Leon County, FL. Upon request by the client, we have been asked to value the subject property using a complete appraisal analysis. Information contained in this report is felt to be accurate, however, the information extracted from public records is not guaranteed. All reasonable attempts to verify the information have been made.

This report represents a complete appraisal in Appraisal Report format which is intended to comply with the reporting requirements set forth under Standards Rule 2-2(a) of the Uniform Standards of Professional Appraisal Practice for an Appraisal Report. As such, it presents only summary discussions of the data, reasoning and analyses that were used in the appraisal process to develop the appraiser's opinion of value. Supporting documentation concerning the data, reasoning and analyses is retained in the appraiser's file. The depth of discussion contained in this report is specific to the needs of the clients and for the intended use stated below.

Note: We have not been provided a copy of a recent survey or title policy for the subject property and therefore are left to assume that no easements, encroachments, or use restrictions exist on the subject property. In addition, we have not been provided a wetland delineation by a surveyor for the property either. Thus, should a wetland survey depict wetland boundaries substantially different from that represented in this report, this valuation may be subject to revision.

Note: Finally, we have not been provided a land planning or civil engineering analysis of the site, to determine the development capabilities of the site. Therefore, we were resigned to utilizing our expertise in valuing such property. Should either study reveal any major discrepancies from that which is assumed by the appraiser, this valuation may be subject to revision.

Note: This report also assumes that the subject property is not environmentally contaminated and/or has no negative soil issues as well.

Note: As of this valuation date, the nation and the world were enduring the COVID-19 Coronavirus virus/pandemic. This new illness affects the lungs and airways and has infected several people around the world, with several deaths as well. It is inevitable that this crisis will negatively affect the general economy and the real estate economy, but the degree of such will not be known until a future date (after analyses of values, absorption trends, occupancy rates, etc.). Given these circumstances, we have valued the subject based on the extraordinary assumption that no value loss has occurred, as it is unknown at this point. Should future value loss occur with respect to the subject property, a subsequent valuation may be necessary.

Note: No concurrency analysis was provided by the client or property owner. Absent of such documentation, we are left to assume no major concurrency costs would be required (with respect to schools, utilities, or traffic mitigation). If found otherwise, this valuation may be subject to revision.

Note: The subject property is currently improved with over 130,000 SF of building improvements and various site improvements as well. Although these improvements exist, we have been asked by the client to value the property assuming these improvements do not exist. In addition, the current zoning and future land use designations allow primarily for park and government entity uses. The client has also asked that we value the subject land based upon it's highest and best use. Thus, this request would require a zoning and future land use change. We have therefore, valued the property based upon a reasonable (or most probable) zoning and future land use needed to accommodate the highest and best use as well. Valuing the property based upon these premises, creates a value based upon these hypothetical conditions (that these improvements do not exist and that the zoning/future land uses are changed). A hypothetical condition is defined as follows:

A condition, directly related to a specific assignment, which is contrary to what is known by the appraiser to exist on the effective date of the assignment results, but is used for the purpose of the analysis.¹

¹<u>Uniform Standards of Professional Appraisal Practice</u>, The Appraisal Foundation, 2018-2019 Edition, P. 4 *CURETON JOHNSON & ASSOCIATES, LLC Real Estate Appraisals + Real Estate Consulting + Real Estate Sales + Litigation Support + Expert Witness + Feasibility Studies*

DATE OF VALUE: October 22, 2021 DATE OF REPORT: October 29, 2021 **PROPERTY TYPE:** Public Fairgrounds Property (Including Public Park Use); Appraised Based on Highest and Best Use (Mixed-Use Residential/Commercial). **LEGAL DESCRIPTION:** Lengthy metes and bounds description in Section 13 & 18 of Township 1 South, Range 1 East; Leon County, Florida. 411 East Paul Russell Road, Tallahassee, FL 32301 PHYSICAL ADDRESS: **PROPERTY LOCATION:** The subject property is located along the east side of South Monroe Street, along the south side of Paul Russell Road, along the north side of Tram Road, along the west side of Cornelia Street, along the north side of Omega Avenue and along the west side of Zillah Street. The property is situated in southeast Leon County, approximately 2 miles north of the Woodville Highway/Capital Circle SE intersection and 2 miles south of downtown Tallahassee (Capitol Complex). **APPRAISAL PURPOSE:** To estimate the market value of the fee simple interest of the subject property, as defined by the Office of the Controller of the Currency under 12 CFR, Prt 34, Subpart C. INTENDED USE OF REPORT: For the sole purpose of assisting the client in estimating the market value for internal evaluation purposes. **OWNER OF RECORD:** According to the Leon County Public Records, the subject property(s) is currently owned by: Leon County C/O Division of Real Estate 301 S. Monroe Street. Suite 202 Tallahassee, FL 32301 **NEIGHBORHOOD:** The neighborhood boundaries are best defined as those areas south of Orange Avenue, north and west of Capital Circle and east of Springhill Road; situated in the southeast guadrant of Leon County, FL. TAX IDENTIFICATION NUMBER: 31-18-20-853-0000 SITE SIZE (TOTAL): 106.61 Acres, or 4,643,932 SF+/-**ZONING/LAND USE CATEGORY:** Proposed (Based on HBU): PUD, Planned Unit Development (Zoning) & Suburban (Future Land Use) Existina: PUD 14 and OS Open Space (Zoning) & Recreation/Open Space and Government Operational (Future Land Use)

i

IMPROVEMENTS:	The subject property is currently improved with various warehouse, office, clubhouse, park and recreational buildings. In addition, the property
	includes various site improvements (asphalt paving, landscaping, fencing, ball fields, etc.). The improvements were built from 1955 to 1990 (per Leon County Public Records) and have been well maintained. However, at the request of the client, we have been asked to disregard the improvements and value the property as though vacant (at it's highest and best use).
PROPERTY COMPOSITION:	The subject property is comprised of approximately 71+/- acres of cleared (or improved) areas and 35 +/- acres of wooded (non-cleared) timberland areas. We estimate that the property is comprised of approximately 10+/- acres of impervious area as well.
HIGHEST & BEST USE: As Though Vacant:	Mixed Use (Residential, Commercial, Office, Service & Public Use)
MARKET VALUE:	\$3,700,000
EXPOSURE PERIOD:	6-18 MONTHS

I certify that, to the best of our knowledge and belief, ...

- The statements of fact contained in this report are true and correct.
- The reported analyses, opinions and conclusions are limited only by the reported assumptions and limiting conditions and are our personal, unbiased professional analyses, opinions and conclusions.
- I have no present or prospective interest in the property that is the subject of this report and we have no personal interest or bias with respect to the parties involved.
- My compensation is not contingent on an action or event resulting from the analyses, opinions, or conclusions in, or the use of, this report.
- My analyses, opinions and conclusions were developed and this report has been prepared, in conformity with the requirements of the Uniform Standards of Professional Appraisal Practice.
- As of the date of this report, Wayne R. Johnson II has completed the requirements of the continuing education program required by the Florida Department of Business and Professional Regulation and for the Appraisal Institute.
- The appraiser has included a site plan sketch in the appraisal report to show approximate dimensions of pad sites and is included only to assist the reader in visualizing the property and understanding the appraiser's determination of its size.
- No personal property, unless specifically indicated, has been included in our value conclusion. Only the real estate has been considered.
- No engineering survey was made or caused to be made by the appraisers and any estimates of fill or other site work are based on visual observation. Therefore, accuracy is not guaranteed.
- No soil tests were made or caused to be made by the appraisers. Soil of the subject parcel appears to be firm and solid, typical of the area; and subsidence in the area is unknown or uncommon. The appraisers, however, cannot warrant against such condition or occurrence.
- The description and condition of physical improvements, if any, described in this valuation are based on visual observation. Since engineering tests were not conducted, no liability can be assumed for soundness of structural members.
- All value estimates are contingent on zoning regulations and land-use plans in effect as of the date of appraisal and based on information provided by governmental authorities and employees. It is assumed that all applicable zoning and use regulations and restrictions have been complied with, unless a nonconforming use has been stated, defined and considered in the valuation.
- A concerted effort was made to verify each comparable sale noted in this report. Since many principals, however, reside out of the area, or entities for which no agent could be contacted within the allotted time for completion of this report, certain sales may not have been verified.
- No responsibility is assumed for legal matters concerning this report, nor is any opinion rendered concerning title, which is assumed to be good and merchantable. The property is assumed to be free and clear of all liens or encumbrances, unless specifically enumerated within this report.
- No one provided significant real property appraisal or appraisal consulting assistance to the person signing this certification.

- The appraiser will not give testimony or appear in court because he or she made an appraisal of the property in question, unless specific arrangements to do so have been made beforehand.
- No responsibility is assumed for the flood maps used in this report. These maps lack detail. Only licensed surveyor can determine the subject property's flood zone status with precise accuracy.
- It is assumed that the utilization of the land and improvements is within the boundaries of property lines of the property described and that there is no encroachment or trespass unless in the report.
- The value estimated in this report is based on the assumption that the property is not negatively affected by any hazardous substances or detrimental environmental conditions. The appraiser is not an expert in the identification of hazardous substances or detrimental environmental conditions. The appraiser's routine inspection of and inquiries about the subject property, did not develop any information that indicated any apparent, significant hazardous substances or detrimental environmental conditions which would affect the property negatively. It is possible that the test and inspections made by a qualified hazardous substance and environmental expert would reveal the existence of hazardous materials and environmental conditions on, or around, the property that would negatively affect its value.
- This certificate is in accordance with the <u>Uniform Standards of Professional Appraisal Practice</u> Standard Rule 2-3. <u>It is not certification under Florida Real Estate License Law Chapter 475</u>. Wayne R. Johnson II, however, is a Florida State Certified General Real Estate Appraiser No. RZ2407.
- Wayne R. Johnson II, the appraiser(s)signing this report, has not performed or provided any appraisal or appraisal consulting services pertaining to the subject property within the prior three years (of the effective date of value), as an appraiser or in any other capacity. Furthermore, neither the appraiser or any other employee of Cureton Johnson & Associates, LLC is presently involved with the management, leasing, disposition, or any similar service regarding the subject property.

This is to certify that, upon the request for valuation by our client, we have personally inspected, collected and analyzed data concerning the subject property and appraised the fee simple interest of the above captioned real property. Based on the inspection of the subject property and the investigation and analysis undertaken, we have formed the opinion that, as of the date of value stated herein; subject to the assumptions and limiting conditions set forth in this report, the market value is as follows:

		MARKET VALUE CONCLUSION		
Property	Interest Appraised	Marketing/Exposure Period	Date of Value	Market Value
As-Is	Fee Simple Estate	6-18 Months	October 22, 2021	\$3,700,000

Wayne R. Johnson II, MAI State-Certified General Real Estate Appraiser RZ 2407

General Value Conditions:	Unless otherwise specifically stated, the value given in this appraisal report represents our opinion of the market value as of the date specified. The market value of the real estate is affected my market and economic conditions, both local and national and will vary as these conditions change. This value, unless so stated, is gross, without consideration given to any encumbrance, restriction or question of title. The value for land and improvements as contained within this report are constituent parts of the total value reported and neither is to be used in making a summation appraisal by combination with values derived from other sources.
Use of the Appraisal:	Possession of this report or a copy thereof does not carry with it the right of publication nor may it be used for any purpose by any one but the client for whom it was made without the consent of our office and undersigned or the client. Unauthorized printing, copying or duplication of any part or in total of this report is specifically prohibited by the undersigned and Cureton Johnson & Associates, LLC. Copies may be obtained from the undersigned upon approval of the undersigned, the firm, or our client. Acceptance of and/or use of this appraisal in any way, constitutes acceptance of the General Assumptions and Limiting Conditions on which it was based. Our responsibilities are complete upon delivery and acceptance of the appraisal report.
Data:	The description of the improvements to the property as well an any income and expense information of the subject property as submitted by the client or his assignees for this appraisal or has been obtained by our office is considered to be accurate and reflects the subject as of the date of this appraisal. We assume no responsibility for the accuracy of information supplied by others. The information contained in this report including any information furnished by others to our office is not guaranteed but was gathered from reliable sources which are believed to be accurate. We reserve the right to reconsider any value estimate to the extent justified by subsequent discovery of any inaccuracies in any data or the discovery of any new data which could result in a revised value estimate.
Legal Considerations:	The legal description used in this report is assumed to be correct. However, it may not necessarily have been confirmed by survey. No responsibility is assumed in connection with a survey or for encroachments, overlapping or other discrepancies that might be revealed thereby. We have not made a survey and assume no responsibility for any survey which may be presented. We assume no responsibility for matters legal in nature and title to the property is assumed to be marketable. In addition, unless stated to the contrary, the property is appraised as an unencumbered fee simple estate which is not used in violation of acceptable ordinances, statutes or other governmental regulations. All mortgages, liens and any other encumbrances to the title of the subject property have been disregarded unless specified within the appraisal report. The subject property has been appraised as though managed under responsible ownership and competent management.

Conditions Unapparent to the Appraiser:	We assume that no hidden or unapparent conditions of the property, subsoil or structure, contamination by hazardous material of any type exist which would render it more of less valuable than the comparable properties used in this report.
Zoning and Licenses:	It is assumed that all applicable zoning and use regulations and restrictions have been complied with, unless a nonconforming use has been stated, defined and considered in the valuation. Unless otherwise noted, it is assumed that no encroachments or violations exist within the subject property. Furthermore, it is assumed that the subject property complied with all applicable federal, state and local environmental regulations and laws unless noncompliance is stated, defined and considered in the valuation. This appraisal is based upon the assumption that all required licenses and/or permits, consents or other legislative or administrative authority from any local, state or national governmental or private entity or organization have been or can be obtained or renewed for any use on which the value estimate contained in this report is based in a timely manner and without unusual cost.
American with Disabilities Act (ADA) :	The American with Disabilities Act (ADA) became effective January 26, 1992. We have not made a specific compliance survey and analysis of this property to determine whether or not it is in conformity with the varied detailed requirements of the ADA. It is possible that a compliance survey of the property, together with a detailed analysis of the requirements of the ADA, could reveal that the property is not in compliance with one or more of the requirements of the act. If so, this fact could have a negative impact on the value of the property. Since we do not direct evidence relating to this issue, we did not consider possible noncompliance with the requirements of ADA in estimating the value of the property.

Appraisal Purpose: The purpose of this appraisal is to estimate market value of the fee simple interest of the subject property as defined by the Office of the Controller of the Currency under 12 CFR, Part 34, Subpart C.

Intended Use of Appraisal: For the sole purpose of assisting the clients in evaluating the subject property's market value for internal evaluation purposes.

Appraisal Development and Reporting Process: The appraisal process encompasses the necessary research and analysis to prepare a complete appraisal in accordance with the Uniform Standards of Professional Appraisal Practice of the Appraisal Foundation.

This appraisal involved inspecting the subject site, the general comparable market area and the subject neighborhood. Investigations were made of various economic indicators and other market sources to determine the strengths and weaknesses of the economy as it affects the value of the subject property. Adequate economic and market data was sought and used if found, for a basis of supported market conclusions. Judgement was used in the absence of available data, or in instances when the collection of data was uneconomic in relation to the its importance to the valuation problem.

In preparing the as developed appraisal, the appraiser inspected the subject and gathered information from the subject's neighborhood and from comparable areas to the subject property. For the raw land valuation, the Direct Sales Comparison Approach was utilized.

The **Sales Comparison Approach** is based primarily upon the principle of substitution, which implies that a prudent individual will pay no more for a property than it would cost the individual to purchase a comparable substitute property. Units of comparison are components into which a property may be divided for purposes of comparison. All appropriate units of comparison should be analyzed for the property type being appraised and the resulting value indications reconciled to a single indicated value or value range. The sales are analyzed and adjusted for differences in elements of comparison, which are characteristics of properties that cause the prices paid for real estate to vary.

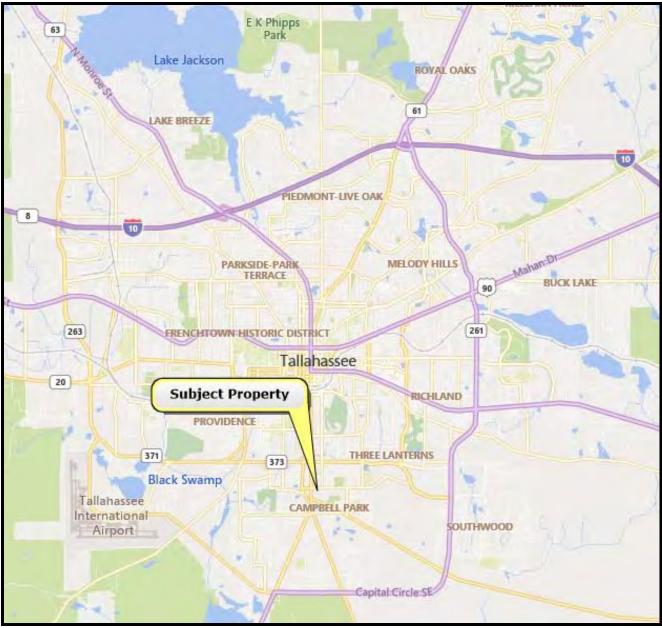
Sales requiring lesser degrees of adjustment are typically the most comparable and are given greater weight than sales requiring greater degrees of adjustment. However, other factors must be considered including the reliability of the sales data and the degree of support of the required adjustments. After consideration of these factors, a final point value or value range is set forth.

Definition of Market Value:	 The most probable price which a property should bring in an open and competitive market under all conditions requisite to fair sale, the buyer and seller each acting prudently and knowledgeably and assuming the price is not affected by undue stimulus. Implicit in this definition is the consummation of a sale as of a specified date and the passing of title from seller to buyer under conditions whereby: buyer and seller are typically motivated both parties are well informed or well advised and acting in what they consider their own best interest a reasonable time is allowed for exposure in the open market payment is made in terms of cash in United States dollars or in terms of financial arrangements comparable thereto the price represents the normal consideration for the property sold unaffected by special or creative financing or sale concessions granted by anyone associated with the sale.²
Appraisal Objective or Purpose:	To estimate the market value "as-is" of the fee simple interest in the subject property, as defined by the Office of the Controller of the Currency under 12 CFR, Part 34, Subpart C.
Client of Report:	This report is intended for sole use by the client, Blueprint Intergovernmental Agency; and/or assigns.
Intended Use of Report:	For the sole purpose of assisting the client, Blueprint Intergovernmental Agency; for internal evaluation purposes.
Date of Inspection:	October 22, 2021
Effective Date of Value:	October 22, 2021
Date of Report:	October 29, 2021
Property Inspection Performed By:	Wayne R. Johnson II, MAI, State Certified General Appraiser #RZ2407 performed an inspection of the subject premises on October 22, 2021.
Property Rights Appraised:	The interest appraised represents the fee simple interest.
Definition of Fee Simple Estate:	Absolute ownership unencumbered by any other interest or estate, subject only to the limitations imposed by the governmental powers of taxation, eminent domain, police power and escheat. ³

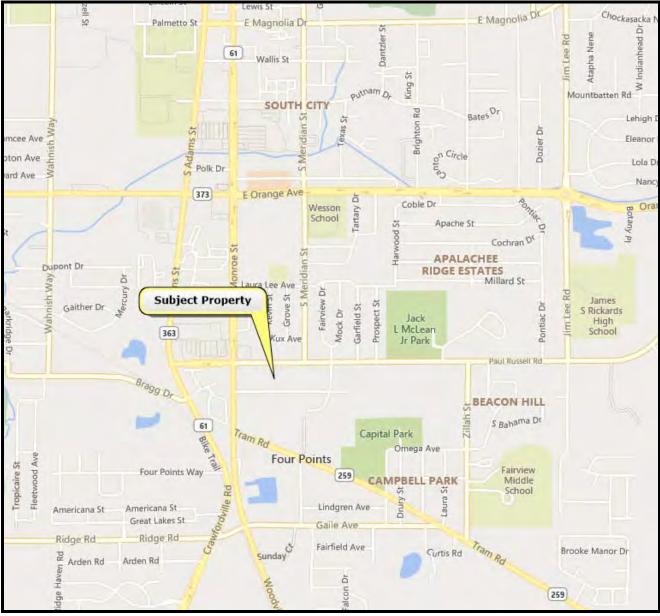
²[The Appraisal Foundation. Uniform standards of Professional Appraisal Practice. United States of America: The Appraisal foundation, 2003; 7] [Rules and Regulations, Federal Register, Volume 55, No. 165, Page 34696]

Exposure Period:	 <i>Exposure period</i> is the general length of time that a property would have to be exposed for sale on the market, given that the property sold at market value. Exposure period is best defined in the <i>Dictionary of Real Estate Appraisal, 4th Edition, 2002,</i> as: 1. The time a property remains on the market. 2. The estimated length of time the property interest being appraised would have been offered on the market prior to the hypothetical consummation of a sale at market value on the effective date of the appraisal; a retrospective estimate based on an analysis of past events assuming a competitive and open market. Exposure time is always presumed to occur prior to the effective date of the appraisal.
Marketing Period:	In an advisory opinion, the Appraisal Standards Board (ASB) of the Appraisal Foundation Advisory Opinion 7 (A)-7), Uniform Standards of Professional Appraisal Practice, 2001 Edition, page 128, defines marketing period as: an estimate of the amount of time it might take to sell an interest in real property at its estimated market value during the period immediately after the effective date of the appraisal.
Conclusion:	Based on previous sales information found in our appraisal files and based on conversations with local real estate brokers, the estimated exposure and marketing period for the subject property is estimated as follows: 6-18 MONTHS
External Forces Affecting Market Value:	There were no factors found in our research or inspection that would indicate that conditions external to the subject site, were found that would negatively affect the value of the subject property.

General Property Description:	The subject of this valuation is a 106.61+/- acre parcel of land, currently represented as the North Florida Fairgrounds and Capital Park property (which includes Beasley - Nims Field). The subject property is comprised of approximately 71+/- acres of cleared (or improved) areas and 35 +/- acres of wooded (non-cleared) timberland areas. We estimate that the property is comprised of approximately 10+/- acres of impervious area as well. The subject property is currently improved with various warehouse, office, clubhouse, park and recreational buildings. In addition, the property includes various site improvements (asphalt paving, landscaping, fencing, ball fields, etc.). The improvements were built from 1955 to 1990 (per Leon County Public Records) and have been well maintained. However, at the request of the client, we have been asked to disregard the improvements and value the property as though vacant (at it's highest and best use). The subject property is located along the east side of South Monroe Street, along the south side of Paul Russell Road, along the north side of Tram Road, along the west side of Zillah Street. The property is situated in southeast Leon County, approximately 2 miles north of the Woodville Highway/Capital Circle SE intersection and 2 miles south of downtown Tallahassee (Capitol Complex).
Assessor Parcel #:	31-18-20-853-0000
Legal Description:	Lengthy metes and bounds description in Section 13 & 18 of Township 1 South, Range 1 East; Leon County, Florida.
Current Ownership:	Per the Leon County Public Records, the subject property(s) is currently owned by: Leon County C/O Division of Real Estate 301 S. Monroe Street, Suite 202 Tallahassee, FL 32301
Five Year History of Ownership:	According to the Leon County Public Records, the subject property has not transferred via an arms length transaction within the past fifty (50) years. In fact, the Leon County Property Appraiser's Office depicts no sales history for the subject property. Please refer to the appendix of this report for the subject tax card.
Current Agreement for Sale:	The subject property is not currently listed for sale or under contract for sale. No "for sale" signs were visible upon our inspection of the property.



Subject Location Map - General



Subject Location Map - Specific



Subject Aerial Location Map

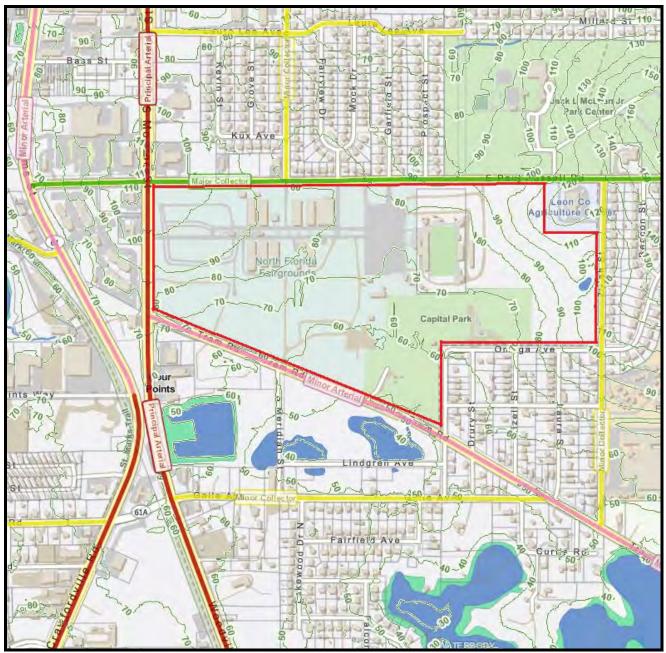
Land Size:	106.61 Acres, or 4,643,932 SF+/-
Shape:	The subject property has an irregular shape (with rectangular attributes).
Access & Visibility:	The subject property contains approximately 3,185+/- feet of frontage on the south side of East Paul Russell Road, approximately 1,000+/- feet along the east side of South Monroe Street (SR 61), approximately 2,500+/- feet along the north side of Tram Road, approximately 690+/- feet along the west side of Cornelia Street, approximately 1,280+/- feet along the north side of Omega Avenue and 920+/- feet along the west side of Zillah Street.
	Paul Russell Road is considered a major collector road, South Monroe Street is a principal arterial, Tram Road is a minor arterial and the remaining roads are non- classified. South Monroe Street is the only four-lane road, while the others are city- maintained, two-laned roadways. According to FDOT Online 2020, traffic counts along this segment of Monroe Street are 15,600 VPD, while Paul Russell is 6,900 VPD and Tram Road is 3,000 VPD.
	In summary, the subject has very good access given the degree of highway frontage and the extensive frontage on six (6) different streets.
Topography:	Overall, the subject is at road-grade level and has a gently sloping/rolling topography. We estimate that the overall slope change is 50+/- feet, as elevations range from 60 feet to 110 feet +/- above mean sea level. The property appears to encompass only a very minor degree of wetlands in the very east portion along Zillah Street (less than $\frac{1}{2}$ acre). None of the property is within the floodplain.
Soils:	A soil analysis for the site has not been provided for the preparation of this appraisal. In the absence of a soil report, it is a specific assumption that the site has adequate soils to support the highest and best use. Predominant soil types in this immediate area are Orangeburg Fine Sandy Loam.
Drainage:	The subject property appears to allow for adequate drainage, with no standing water found in the developable/buildable areas of the site. As noted above, the subject has no floodplain areas and only very minor wetlands.
Stormwater Retention Facility:	The subject property does not appear to have any major onsite stormwater retention facility (only drainage swales). The property does, however, appear to encompass 10+/- acres of impervious area (building and pavement). This existing impervious area would help to offset future onsite stormwater requirements. However, major development of the site would most likely require substantial onsite stormwater retention/detention.
Environmental & Engineering Issues:	Unless otherwise stated in this report, we have no knowledge of any hidden or unapparent conditions of the subject site, (including wetlands or unsuitable soil), or adverse environmental conditions (including the presence of hazardous wastes, toxic substances, etc.) that would make the subject site more or less valuable. It should be stated that Cureton Johnson & Associates are not engineers and are not qualified to provide a soil assessment or detect the existence of potentially hazardous material or underground storage tanks which may be present on or near the site. For purposes of this analysis, Cureton Johnson & Associates has specifically assumed that the property is not affected by any unsuitable soils, wetlands, or hazardous materials and/or underground storage tanks that may be present on or near the property.



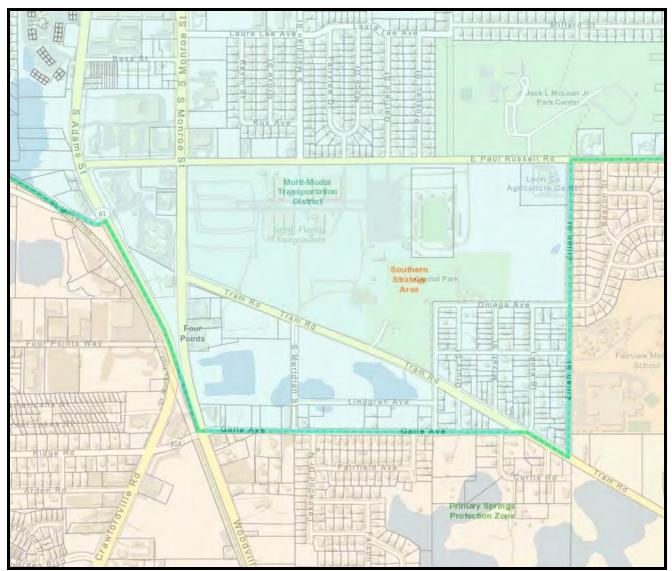
Subject Property Plat Map



Subject Aerial Plat Map



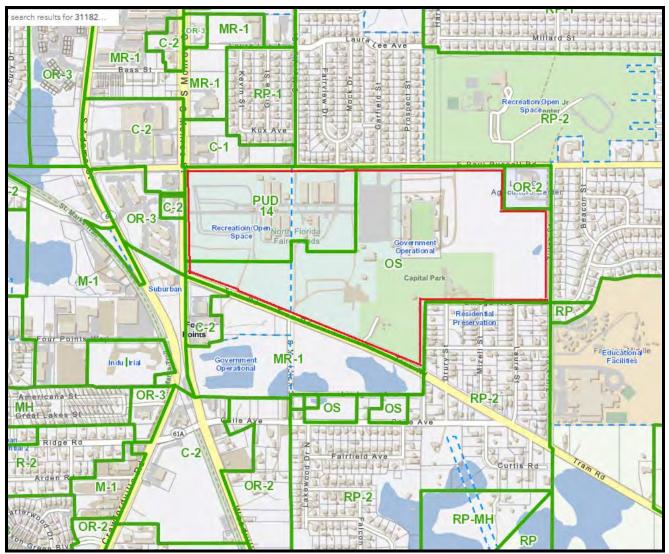
Subject Topographical & Contour Map



Subject Special Planning Area Map



Tallahassee Urban Services Area Map



Subject Future Land Use/Zoning Map

FEMA Flood Zone:

	FIOOD Zone Status	and Elevation:
Address (from parcels)	411 E PAUL RUSSELL RD	
FEMA Data Source	DFIRM - Digital Flood Information Rate Map	DAE
Inside Special Flood Hazard Area?	OUTSIDE SPECIAL FLOOD HAZARD AREA	Appropriate Street
Risk Level	MODERATE TO LOW RISK AREAS	Cochran Drive
Flood Zone(s)	x	di Milard Street
Description(s)	X = OUTSIDE FLOODPLAIN	Bass Street
Base Flood Elevation	N/A	KuxAvenue ag
NFIP Community Name	CITY OF TALLAHASSEE	61 Paul Russell Road Paul Russell Road
County	LEON	
State	Florida	
NFIP Community Number	120144	
NFIP Map Number or Community Panel Number	12073C0294F	Four Points Way
Inside CBRA?	FALSE	S Aundgrein Avienue) Vag a g
CBRA Type	N/A	Ridge Road
Map Panel Effective Date	2009-08-18 04:00:00+00	Arden Road
LOMA/LOMR (yes/no)		800 (5) 2000/th
LOMA/LOMR Date	UNKNOWN - check map	-84.26901; 20 4051
	I	
FEMA Map #:	12073C0294F	Note: Due to the fact the flood zone maps lac
FEMA Flood Zone		detail, we recommend that a licensed surveyor of engineer be consulted to certify the Flood Zon

Flood Zone Status and Elevation:

Definitions:

Status of the site.

Zones B, C and X are the flood insurance rate zones that correspond to areas outside the 100-year flood plains, No BFEs or depths are shown within this zone.

Zone A corresponds to areas within the 100-year flood plains; Base Flood Elevations or depths are shown.

Zones AE and A1-A30 correspond to the 100-year flood plains with Base Flood Elevations determined.

Zone X

Zone AH corresponds to the areas of 100-year shallow flooding (usually areas of ponding) where average depths are between 1 and 3 feet. The BFEs have been determined within this zone.

Zone AO corresponds to the areas of 100-year shallow flooding (usually sheet flow on sloping terrain) where average depths are between 1 and 3 feet. Average flood depths have been determined.

Zone A99 identifies areas inundated by the 100-year flood plains that will be protected by a Federal flood protection system where construction has reached specified statutory milestones. No BFEs or depths are shown within this zone.

Zone D designation is used for areas where there are possible but undetermined flood hazards.



VIEW OF SUBJECT AT NW CORNER



VIEW OF SUBJECT FROM SOUTH MONROE STREET



VIEW OF SUBJECT AT SW CORNER



VIEW OF SUBJECT FROM TRAM ROAD (WEST SIDE)



VIEW OF TRAM ROAD



VIEW OF EAST SIDE OF SUBJECT PROPERTY (SOUTH PORTION)



VIEW OF SUBJECT FROM TRAM ROAD (EAST SIDE)



VIEW OF OMEGA AVENUE



VIEW OF EAST SIDE OF SUBJECT PROPERTY (NORTH PORTION)



VIEW OF EAST SIDE OF SUBJECT PROPERTY (SOUTH PORTION)



VIEW OF EAST SIDE OF SUBJECT PROPERTY (NORTH PORTION- NEAR NW CORNER)



VIEW OF OMEGA AVE & ZILLA ST INTERSECTION



VIEW OF SUBJECT FROM PAUL RUSSELL (EAST SIDE)



VIEW OF SUBJECT FROM PAUL RUSSELL (MIDDLE)



VIEW OF SUBJECT FROM PAUL RUSSELL (MIDDLE-WEST)



VIEW OF SUBJECT FROM PAUL RUSSELL (WEST SIDE)



VIEW OF PAUL RUSSELL RD/MONROE STREET INTERSECTION



INTERIOR VIEW - WEST SIDE

INTERIOR VIEW - MIDDLE WEST



INTERIOR VIEW - MIDDLE



INTERIOR VIEW - MIDDLE



INTERIOR VIEW - MIDDLE

Easements and Encroachments:	A title policy for the property has not been provided for the preparation of this appraisal. Based on our visual inspection and review of the plat maps, the property does not appear to be adversely affected by any easements or encroachments. It is recommended the client/reader obtain a current title policy outlining all easements and encroachments on the property, if any, prior to making a business decision.
Covenants, Conditions and Restrictions:	There are no known adverse covenants, conditions and restrictions impacting the site that are considered to affect the marketability or highest and best use, other than zoning restrictions.
Utilities and Services:	The subject property is located inside the city limits of Tallahassee and within the USA (Urban Service Area) and is afforded public utilities. The site is provided municipal water, sewer and electric, telephone and fire/police service. It is our understanding that public water/sewer is readily available along South Monroe Street, Paul Russell Road and Tram Road. Overall, the present utilities and services provide adequate quality and quantity to service the highest & best use.
Zoning:	The subject property currently has a future land use designation of Recreation/Open Space and Government Operational. The property has a zoning designation of PUD 14 Planned Unit Development (northwest Fairgrounds area) and OS Open Space (remaining area). These future land use designations and zonings, however, appear to be quite constraining, as these land use/zonings are designed to resign the property to a government (municipal) fairgrounds and park use. Of primary significance, the client has asked that we value the property based upon it's highest and best use and based upon a reasonable future land use designation and zoning. In estimating a reasonable future land use and zoning change, we conducted an interview with <i>Mr. Artie White, AICP, CNU-A (Tallahassee-Leon County Planning Department, Director)</i> . After reviewing the existing zoning and land use maps, Mr.
	White noted that it would be reasonable to conclude that the future land use would need to be changed initially and that would mostly likely be Suburban along the highway-fronting areas, then transitioning to Residential Preservation away from the major roadways (easterly). A reasonable zoning to accompany this future land use would mostly likely be a PUD Planned Unit Development. Given the large subject land size (100+ acres), a developer would likely request a PUD zoning so that a mixture of uses could be assigned to the single parent parcel initially. These uses would mostly likely include highway-oriented commercial along Monroe Street and Paul Russell Road, transitioning to medium density residential (detached single-family). This property use configuration would accommodate market needs, while abiding by the future land use and zoning requirements as set forth by the Tallahassee-Leon County Planning & Zoning Department. The PUD zoning designation was originally assigned in the late 1990's and is a vested zoning designation for those properties located within its boundaries. It should be mentioned that this zoning is unique in that it conveys specific regulations relative to the PUD (Planned Unit Development) as a whole. Moreover, a variety of uses are allowed under this zoning designation, but only specific uses are allowed in certain areas of the PUD.
Surrounding Land Uses:	The subject is part of a mixed-use district of south Tallahassee. The property is totally surrounded by public roadways. However, adjacent east along North Monroe Street are typically highway-oriented uses (banks, retail, restaurant, etc.). to the north, south and east are primarily older (detached) single-family residential subdivisions. Notable nearby properties include: Gene Cox Stadium, Fairview Middle School, Wells Fargo Bank, CVS Pharmacy, Planet Fitness, The Shoe Box, Leon County Tax Collector, Family Dollar, etc. Notable nearby residential subdivisions include: Campbell Park, Lakewood, Beacon Hill and Wilson Green.

CURETON JOHNSON & ASSOCIATES, LLC

PROPERTY TAX ANALYSIS

Tax Assessment Analysis: Real estate taxes for properties located in Leon County are based on the assessed value of real property, hence the term ad valorem (which means according to value) taxes. The assessed value is typically based on, but not necessarily equivalent to, its market value. Florida law mandates that all property be assessed by the county at full market value. The full market value, however, is generally not assessed and Florida's property taxes are considered low in relation to the rest of the nation. The millage rates for Leon County tend to fluctuate from year to year. The millage rate is adjusted each year in relation to the total assessed value of all properties located in Leon County. If the total taxable value is higher than the previous year, the millage rate will typically be equal or lower; the opposite is true as well. Therefore, it is difficult to determine whether the millage rate will increase since we do not know what the total taxable value will be for the future.

Current Assessment & Tax Information	Tax I.D. #	Estimated Land Value	Improvement Value	Estimated Assessed Value
Parent Parcel	31-18-20-853-0000	\$2,132,200	\$3,848,488	\$5,980,688
	Total Assessment			\$5,980,688
	Millage Rate			19.194800
	Gross Tax Liability (Be	efore Early Tax [Discount)	\$114,798
	Gross Tax Liability (Af	ter 4% Early Ta	c Discount)	\$110,206

Taxing Authority	2021 Millage Rate
Leon County Commission	8.31440
Children's Services Council	0.37500
Emergency Medical Service	0.50000
School Board By State Law	3.62800
School Board By Local Board	1.50000
School Board By Local Board	0.74800
City of Tallahassee	4.10000
Downtown Improvement	1.00000
NW FL Water Management District	0.02940
Totals	
Inside City Limits (1)	19.1948
Outside City Limits (2)	15.0948
Downtown (3)	20.1948

2021 Leon County Millage Rates

Note: The current assessment and annual taxes appear to be in-line with competing properties and were deemed reasonable by the appraiser. However, the current owner is a non-profit entity and therefore does not pay property taxes. Therefore, the above tax information is for informational purposes only and assuming that the owner is a "for-profit" entity.

NEIGHBORHOOD ANALYSIS

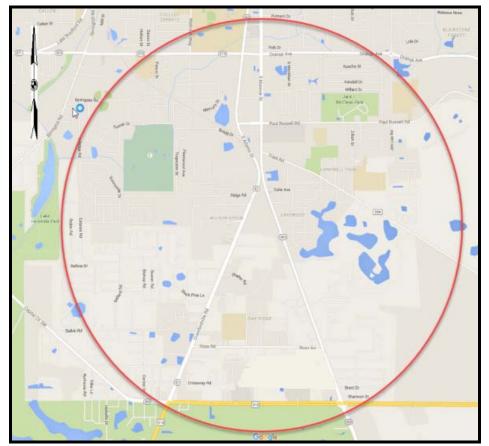
Definition: Although physical characteristics of real estate are important elements in determining value, external influences on a real property must be considered as well. These forces (economic, social, physical and governmental) play a major role in determining the trends in real estate. The neighborhood, although not easily defined, can best be described as:

A group of complementary land uses; a congruous grouping of inhabitants, buildings, or business enterprises.⁴

Based on the above definition, a neighborhood can be considered as a grouping of complementary land uses that are similarly affected by the various physical, economic, social and governmental forces. Additionally, the neighborhood overview assists in the determination of future land uses and value trends within the defined boundaries.

Location: The subject property is located at 411 East Paul Russell Road, Tallahassee, Leon County, Florida. Tallahassee is the state capital located in Leon County in the western Florida panhandle.

Boundaries: The neighborhood boundaries are best defined as the commercial corridor of S. Monroe Street (SR 363)/Crawfordville Rd. (SR 61)/Woodville Hwy. (SR 363), from Orange Avenue (north) to Capital Circle SE (US 319)(south).



Neighborhood Location Map

⁴ The Appraisal Institute, **The Appraisal of Real Estate**, Twelfth Edition, The Appraisal Institute, 2001), p. 164. *CURETON JOHNSON & ASSOCIATES, LLC* **Neighborhood History and Trends:** The majority of the residential components of the subject neighborhood were developed in the 1960's and 1970's. The neighborhood is comprised of a mixture of uses, but predominantly residential uses. Mobile home use in the neighborhood is characterized by both mobile home parks (i.e. Scenic Meadows, Springwood, Sunshine, Cascade Village, Pine Ridge Estates) and mobile home neighborhoods and mostly west of Crawfordville Road. Residential uses are prevalent as well and are primarily found in the subdivisions such as Fairfax Estates, Orange Blossom Heights, Capital City Estates, Campbell Park, Lakewood, Beacon Hill, Lee Manor and Wilson Green (developed in mid-2000's).

The subject is part of a mixed-use district of south Tallahassee. However, adjacent east along North Monroe Street are typically highway-oriented uses (banks, retail, restaurant, etc.). to the north, south and east are primarily older (detached) single-family residential subdivisions. Notable nearby properties include: Gene Cox Stadium, Fairview Middle School, Wells Fargo Bank, CVS Pharmacy, Planet Fitness, The Shoe Box, Leon County Tax Collector, Family Dollar, etc. Notable nearby residential subdivisions include: Campbell Park, Lakewood, Beacon Hill and Wilson Green.

Within the past ten years, the subject neighborhood has been relatively stagnant. Although some new construction has taken place along the commercial districts of Capital Circle and Crawfordville Road, new development for mobile home and residential use has been minimal. Most mobile home parks are at least twenty years old and contain mobile homes of modest quality. In light of the general appeal of the subject neighborhood and in light of recent lack of new development, we foresee minimal new development in the near future. However, with some vacant residential land available in the neighborhood and in light of the lack of Urban Service Area Expansion in other areas of the county, there is a high probability that purchases of remaining vacant raw land tracts could occur and development could take place.

Neighborhood Development Trends: The majority of the commercial development took place in the 1930's and 1940's along South Monroe Street. A later surge of development occurred in the 1960's and 1970's. From the 1970's to the 1980's, the subject neighborhood only experienced modest new development and redevelopment. In the mid 1990's, however, the subject neighborhood began to experience revitalization, as evidenced by some new construction and rehabilitation in the northern areas of the neighborhood. Moreover, within the past 10-15 years, some development has occurred in the southern areas of the neighborhood and even south, as evidenced by the construction of a Winn Dixie grocery store/Eckerd's pharmacy (and retail shopping) at the corner of Paul Russell Road and South Monroe, the construction of a public Library on South Monroe Street, the fairly recent construction of two student apartment complexes and the construction of the FAMU Credit Union building on South Monroe Street. The most recent new construction/renovations have been the recently developed O'Reilly Auto Parts Store on South Monroe (at Wallis) and the recent total renovation of the neighborhood in the SoMo District, just south of the Capitol.

Probably the most influential of all current projects to the south side of Tallahassee is the Cascades Park/Capital Cascades Trail project (conducted by City of Tallahassee/Blueprint 2000). This project is designed to provide significant stormwater management facilities (abate existing flooding problems in immediate area) and provide for a world class park setting. Upon completion, with its Meridian Plaza and Amphitheater, multi-use bike and hiking trails, interactive Water Play Plaza, Boca Chuba water fountain and a proposed restaurant/bar, this park already is hosting a variety of city-sponsored activities, events and concerts. The project was completed in 2014. In conjunction with this project, Franklin Boulevard has been totally redeveloped with new streets, new street signs, improved drainage, new landscaping, underground utilities and updated (new) lighting facilities. Franklin Boulevard essentially is the gateway leading to the park from the north (main entrance).

The greatest influence to roadways and transportation (to the neighborhood) is the current relocation and development of the new FAMU Way Extension program. This roadway system, which is designed in conjunction with the Florida A & M University master plan and the Gaines Street revitalization program, will essentially create a new roadway system from FAMU Way near Gaines Street/Railroad Avenue, across the Eugenia Street area, through the Gamble Street area and eventually linking back to Lake Bradford Road. In addition to new roadways and roundabouts, this project will entail state-of-the art drainage systems, community parks, sidewalk systems and greenspace areas. The project began in 2014 and is slated for final completion some time in 2022.

Another major development in this area is the recently completed Big Bend Cares multi-purpose facility, developed at the southwest intersection of South Monroe Street and Magnolia Drive. This property was purchased by Big Bend Cares to eventually construct a \$13 million (29,000 SF) Big Bend Cares multi-purpose facility. This facility is proposed to include 78 parking space, a primary care clinic, basic laboratory testing services, dental services, mental health services, case management & offices and a pharmacy. The total campus site size is 4.14 acres.

Another major influence to the neighborhood is the SoMo District (northern area of neighborhood). This redevelopment district is being spurred by the new Proof Brewery development on South Monroe Street (at FAMU Way & Harrison Avenue). This building is 32,000+/- SF and will be the headquarters for this highly acclaimed craft brewery operation. In addition, other retailers and restaurant operators have followed in this district, as evidenced by the Happy Motoring café and the Vale Restaurant on South Adams Street. In addition, the Tallahassee CRA has assisted in facade upgrades to several retailers along South Monroe Street, improving the overall aesthetics of the neighborhood. There is also a proposed SoMo Market project, represented as a redevelopment of a 12,916 SF warehouse for development of food market facility. Finally, Bugra Demirel recently purchased an existing mixed-use property for future development (South Monroe Street at Harrison Avenue and Oakland Avenue), although details of that project have not yet been finalized.

Although new construction has only recently been more than modest, we foresee that this trend will continue and that new construction and revitalization with increase in the near future given the subject's close proximity to the central business district and downtown Tallahassee and given the infrastructure upgrades as a result of Cascades Park and the FAMU Way roadway projects.

Neighborhood Value Trends: Typical mobile home lots range from \$15,000 to \$30,000+, relative to location, size and surrounding properties. Most mobile homes range in value from \$30,000 to \$85,000. Typical residential lot values in the neighborhood range from \$25,000 to \$40,000+, while typical single-family residences range from \$100,000 to \$200,000+. Newer residences in the neighborhood typically range from \$200,000 to \$300,000.

Commercial vacant land in the subject neighborhood varies from \$.50 per square foot to \$5.00 per square foot, relatively to location, site characteristics and surrounding properties. The lower end of this range is typically represented by industrial/warehouse/manufacturing property, while the high end is represented by highway oriented commercial uses. Occupancy rates in the neighborhood are lower than typical only because some of the properties in the neighborhood are abandoned. Well maintained properties, however, typically yield occupancy rates of 95%.

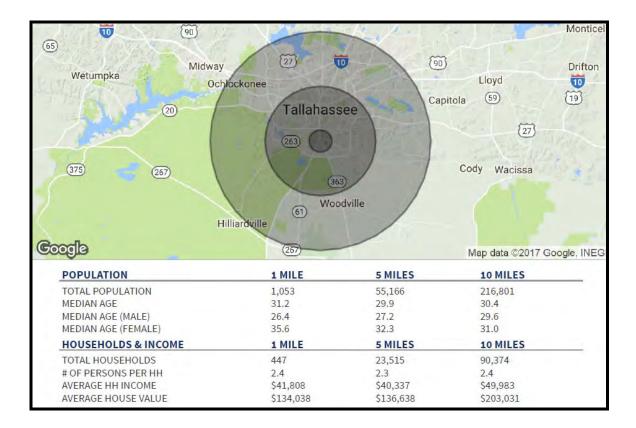
Overall, commercial and residential values in the Tallahassee market area rose at unprecedented rates from 2000-2005 (10%+ per year). This appreciation was fueled primarily by low interest rates, creative financing and investor speculation. Beginning in 2006, however, values began to plateau and from 2008-2012 actually declined at rates proportionate to the previous year upswings. More recent trends (2014-2020) have been for a leveling off of values and some isolated areas of value appreciation. As the local and national economies have recovered, demand for real estate has ensued as well. Economic indicators such as: low unemployment, rising wages and increasing populations have all been positive signs towards the recovery. Thus, the most recent trends (2017-2020) have been for heightened sentiment for owner-occupants and investors. Given the current economic circumstances, we would speculate that substantial value appreciation in the neighborhood is highly unlikely, but stable to tempered value increase should be existent.

Tallahassee/Leon County Enterprise Zone: It is our understanding that the subject neighborhood is at least partially located in the Tallahassee/Leon County Enterprise Zone.

On February 24, 2003, the State of Florida designated four new enterprise zones, including the Tallahassee/Leon County Enterprise Zone. The Florida Enterprise Zone program offers businesses located within a designated zone certain financial incentives including: job tax credits for employing residents of the zone, sales tax refunds on business equipment, sales tax refunds on building materials, Enterprise Zone property tax credit and the potential for sales tax exemptions on electrical energy.

The effective date of this designation is January 1, 2003. The Tallahassee-Leon County Planning Department will administer the Tallahassee/Leon County Enterprise Zone. Please contact this local zoning department for the exact boundary location of the enterprise zone.

Neighborhood Demographics: The following table summarizes the neighborhood demographics (specifically in the 1-mile radius), provided by SitesUSA 2018.



To summarize, the total population within a 1-mile radius of the subject property is 1,053, with a median age of 31.2 and an average household income level of \$41,808. The average house value is \$134,038. Overall, these statistics would reveal a medium-dense residential market, but below-average income levels and below-average housing levels as well. These demographics support the conclusion of the immediate area being an "affordable" housing type area.

Conclusion: The subject neighborhood is best characterized as an "affordable" lower-income area of Tallahassee. The neighborhood offers close proximity to: shopping, employment, the Capitol, dining and to both universities (FSU and FAMU). With its affordable land and housing prices, this area is somewhat hedged against significant downturns in the economy, as affordable housing is generally the most stable of all income brackets. Moreover, the fact that much of the neighborhood is comprised of mobile/manufactured homes makes it even more stable, as this sector of housing is the most affordable and attracts a large amount of demand (in both slow and high-growth time periods).

Given the subject neighborhood's locational characteristics and residential affordability, we foresee the prospects of the area to be positive over the near future. Although many of the residences are of below-average quality and condition, the mere fact that the subdivision offers good proximity to support facilities increases the desirability of the neighborhood.

HIGHEST AND BEST USE ANALYSIS

Introduction: The basic economic forces of supply and demand are basic tools for analyzing the relationships between economic behavior and the appraisal process. The interdependent factors that influence value are also economic in origin because modern value and appraisal theory have evolved from neoclassical economic thought. The relationship between economic behavior and appraisal are clearly evident in real estate markets. An understanding of market behavior is essential to the concept of highest and best use. The forces of supply and demand create market value, so the interaction between market forces and highest and best use is of crucial importance. When the purpose of an appraisal is to estimate market value, highest and best use analysis identifies the most profitable, competitive use to which the property can be put. Therefore, highest and best use is a market-driven concept and is the foundation on which market value rests. Generally, the price a buyer is willing to pay for real estate is directly related to the most profitable use of the site or property.

Definition: A property's highest and best use is defined as:

"The reasonably probable and legal use of vacant land or an improved property, which is physically possible, appropriately supported, financially feasible and that results in the highest value. The four criteria the highest and best use must meet are legal permissibility, physical possibility, financial feasibility and maximum productivity.."⁵

The existing use of the site may or may not coincide with the determined highest and best use of the property. In order for the property to achieve its highest and best use it must meet the following four criteria and be: *legally permissible, physically possible, financially feasible and maximally productive.*

If a proposed use fails to meet any of the criteria, it is discarded and another use is reviewed. In the following section of this valuation report, the highest and best use is determined first for the site as though vacant and available to be put to its highest and best use. No considerations are given to any of the existing improvements. A second analysis considers the site as improved, taking into account the present improvements and their effect on market value. The highest and best use of both land as though vacant and property as improved must meet these criteria.

HIGHEST AND BEST USE AS THOUGH VACANT

Land has no value until there is a use for it, but the amount of the value depends on the character of the intended use. Highest and best use of land or a site as though vacant assumes that the parcel is vacant or can be made vacant by demolishing the existing improvements. Taking this into consideration, the uses that create value in the current real estate market can be identified by testing the four criteria on the property as vacant.

Legally Permissibility: As mentioned previously, the subject property currently has a future land use designation of Recreation/Open Space and Government Operational. The property has a zoning designation of PUD 14 Planned Unit Development (northwest Fairgrounds area) and OS Open Space (remaining area). These future land use designations and zonings, however, appear to be quite constraining, as these land use/zonings are designed to resign the property to a government (municipal) fairgrounds and park use. Of primary significance, the client has asked that we value the property based upon it's highest and best use (utilizing a hypothetical future land use/zoning) and based upon a reasonable future land use designation and zoning.

In estimating a reasonable future land use and zoning change, we conducted an interview with *Mr. Artie White, AICP, CNU-A (Tallahassee-Leon County Planning Department, Director).* After reviewing the existing zoning and land use maps, Mr. White noted that it would be reasonable to conclude that the future land use would need to be changed initially and that would mostly likely be Suburban along the highway-fronting areas, then transitioning to Residential Preservation away from the major roadways (easterly).

⁵[Source: <u>The Dictionary of Real Estate Appraisal</u>, 4th Edition (Chicago, Illinois: The Appraisal Institute, 2001)]. CURETON JOHNSON & ASSOCIATES, LLC Real Estate Appraisals + Real Estate Consulting + Real Estate Sales + Litigation Support + Expert Witness + Feasibility Studies PAGE 23 A reasonable zoning to accompany this future land use would mostly likely be a PUD Planned Unit Development. Given the large subject land size (100+ acres), a developer would likely request a PUD zoning so that a mixture of uses could be assigned to the single parent parcel initially. These uses would mostly likely include highway-oriented commercial along Monroe Street and Paul Russell Road, transitioning to medium density residential and office just away from the highway and then low-density residential (detached singlefamily). This property use configuration would accommodate market needs, while abiding by the future land use and zoning requirements as set forth by the Tallahassee-Leon County Planning & Zoning Department.

The PUD zoning designation was originally assigned in the late 1990's and is a vested zoning designation for those properties located within its boundaries. It should be mentioned that this zoning is unique in that it conveys specific regulations relative to the PUD (Planned Unit Development) as a whole. Moreover, a variety of uses are allowed under this zoning designation, but only specific uses are allowed in certain areas of the PUD.

It should be noted that we were not provided an abstract of title and therefore assume that no negative land-use or deed restrictions exist on the subject property. We would recommend a title search be done to determine if any such restrictions exist.

Physically Possible: The size, shape, area and terrain of the parcel affect the available uses as well. Physical limitations must be observed since construction may be either unfeasible or physically impossible.

The subject property is currently improved with various warehouse, office, clubhouse, park and recreational buildings. In addition, the property includes various site improvements (asphalt paving, landscaping, fencing, ball fields, etc.). The improvements were built from 1955 to 1990 (per Leon County Public Records) and have been well maintained. *However, at the request of the client, we have been asked to disregard the improvements and value the property as though vacant (at it's highest and best use).*

The subject of this valuation is a 106.61+/- acre parcel of land, currently represented as the North Florida Fairgrounds and Capital Park property (which includes Beasley - Nims Field). The subject property is comprised of approximately 71+/- acres of cleared (or improved) areas and 35 +/- acres of wooded (non-cleared) timberland areas. We estimate that the property is comprised of approximately 10+/- acres of impervious area as well.

The subject property is located along the east side of South Monroe Street, along the south side of Paul Russell Road, along the north side of Tram Road, along the west side of Cornelia Street, along the north side of Omega Avenue and along the west side of Zillah Street. The property is situated in southeast Leon County, approximately 2 miles north of the Woodville Highway/Capital Circle SE intersection and 2 miles south of downtown Tallahassee (Capitol Complex).

The subject property contains approximately 3,185+/- feet of frontage on the south side of East Paul Russell Road, approximately 1,000+/- feet along the east side of South Monroe Street (SR 61), approximately 2,500+/- feet along the north side of Tram Road, approximately 690+/- feet along the west side of Cornelia Street, approximately 1,280+/- feet along the north side of Omega Avenue and 920+/- feet along the west side of Zillah Street. Paul Russell Road is considered a major collector road, South Monroe Street is a principal arterial, Tram Road is a minor arterial and the remaining roads are non-classified. South Monroe Street is the only four-lane road, while the others are city-maintained, two-laned roadways. According to FDOT Online 2020, traffic counts along this segment of Monroe Street are 15,600 VPD, while Paul Russell is 6,900 VPD and Tram Road is 3,000 VPD. In summary, the subject has very good access given the degree of highway frontage on the extensive frontage on six (6) different streets.

Overall, the subject is at road-grade level and has a gently sloping/rolling topography. We estimate that the overall slope change is 50+/- feet, as elevations range from 60 feet to 110 feet +/- above mean sea level. The property appears to encompass less than 5% wetland or floodplain areas.

The subject is part of a mixed-use district of south Tallahassee. The majority of the residential components of the subject neighborhood were developed in the 1960's and 1970's. The neighborhood is comprised of a mixture of uses, but predominantly residential uses. However, adjacent east along North Monroe Street are typically highway-oriented uses (banks, retail, restaurant, etc.). to the north, south and east are primarily older (detached) single-family residential subdivisions. Notable nearby properties include: Gene Cox Stadium, Fairview Middle School, Wells Fargo Bank, CVS Pharmacy, Planet Fitness, The Shoe Box, Leon County Tax Collector, Family Dollar, etc. Notable nearby residential subdivisions include: Campbell Park, Lakewood, Beacon Hill and Wilson Green.

Within the past 10-20 years, the subject neighborhood has been relatively stagnant. Although some new construction has taken place along the commercial districts of Capital Circle and Crawfordville Road, new development for mobile home and residential use has been minimal. Most mobile home parks are at least twenty years old and contain mobile homes of modest quality. A few single-family residential subdivisions were developed in the southern areas of the neighborhood (i.e. Montejo, Wilson Green, Oak Ridge Place, Landmark, and Paeonia Place). Some development has occurred in the southern areas of the neighborhood and even south, as evidenced by the construction of a Winn Dixie grocery store/Eckerd's pharmacy (and retail shopping) at the corner of Paul Russell Road and South Monroe, the recent construction of a public Library on South Monroe Street, the fairly recent construction of two student apartment complexes and the construction of the FAMU Credit Union building on South Monroe Street. The most recent new construction/renovations have been the recently developed O'Reilly Auto Parts Store, the Big Bend Cares Facility at Monroe Street and Magnolia and the recent total renovation of the Early's Kitchen Restaurant, near the Capitol.

In summary, the subject property offers close proximity to schools, employment centers, shopping, religious facilities, etc. South Monroe Street also offers direct access to downtown Tallahassee as well.

Financially Feasible: The financial feasibility of a specific use for the subject property is a function of the conformity of uses within the neighborhood and the strength of the specific market. Financially feasible uses yield a positive return to the land.

As noted above, the immediate subject area is occupied by a mixture of uses, including single-family residential, multi-family residential, office uses, service uses and highway-oriented commercial uses (retail restaurant, C-store, etc.). Community facility and religious facilities exist as well, however, these uses do not appear to support a positive return to the land at this time (and thus eliminated from consideration). As evidenced by increasing land and home values, high occupancy rates and stable (overall) demand for such properties, we have concluded that residential use is the only financially feasible use.

In this case, we surveyed the surrounding market area. Within this survey, we have analyzed current land values, finished (improved) property values, lease rates, occupancy rates and value trends. Without question, the immediate area would be considered to be an "affordable" real estate sector of Tallahassee, as evidenced by surrounding median household income levels. The immediate area, however, does offer excellent proximity to support facilities, good access points and ease of access to: downtown, the central business district, Tallahassee International Airport, to the Apalachee Parkway and Monroe Street corridors and even good access to the Southwood Mixed-Use District as well. Although profit margins are slightly less than typical (for all sectors of real estate), the locational factors and existing population base, makes this a relatively attractive area for both residential and commercial investors. With respect to residential use, there currently exists strong demand for both single-family and multi-family end-users, coupled with rising property values and high occupancy rates. With respect to commercial use, the existing strong population base makes commercial development attractive as well (although slightly tempered and possibly not fully justified at this point). The need for shopping, dining and services to this area continues to exist, given this existing and slightly growing population base.

In summary, financial feasibility is directed towards commercial use along the highway-fronting areas, mediumdensity and office uses in the middle portion and low-density (detached single-family) residential in the middle to eastern areas away from Monroe Street. **Maximally Productive:** The maximally productive use is the use which yields the highest value and highest return to the land. In this case and given the proposed (hypothetical) zoning, we would conclude that a mixed-use project would be the maximally productive use for the subject property.

As stated in the financial feasibility section of the highest and best use, the maximally productive use would consist of the following components: commercial use along the highway-fronting areas, medium-density and office uses in the middle portion and low-density (detached single-family) residential in the middle to eastern areas away from Monroe Street. Commercial uses could possibly consist of similar users to the existing area (i.e. discount stores, pharmacy/drug stores, food supply stores, grocery stores, fast food and dine-in restaurants, etc.). Other commercial uses that warrant consideration include: banks, convenience stores, carwashes, etc. With respect to office uses, these facilities would typically consist of state or local municipal users (i.e. local tax collector office, State Agency office, etc)., as the immediate area is not characterized by Class A professional office use. However, given the proximity of support facilities, there is always a need for municipal office space.

With respect to residential use, there is a very high need and demand for all types of affordable residential housing. From the highest density allowed, this would consist of multi-story apartments (with 1BR/2BR/3BR) units, catering to low to low-middle income housing, etc. Evidences of such include the new tax-credit housing complex on Magnolia Drive (recent land sale) and other smaller complexes in the SE sector of Leon County. With respect to single-family residence housing, the current affordable price-point would range from \$200,000 to \$300,000, with most homes in the 1,000 to 2,000 SF range, with modest amenities, but functional and practical for the first-time home buyer. There currently exists an affordable housing crisis in Leon County, given the disparity between modest wage growth and inflationary factors driving home values to unprecedented levels. Typically, private-public partnerships and government-subsidized housing are the most effective tools to provide affordable housing to a well-located area such as the subject. Thus, the demand for all types of residential housing is strong, with the challenge being that of providing a reasonably-priced product and still affording the developer the opportunity to generate a reasonable profit.

In summary, the highest and best use as though vacant is for a mixed-use project, with highwayoriented commercial use along Monroe Street and Paul Russell Road, transitioning to office and medium-density residential for the interior areas of the site and low-density residential uses in the eastern areas of the site.

LAND VALUATION

Methodology: Since land cannot be produced or constructed like improvements can, the only source of market values is the market itself. The interaction of supply and demand dictate prices that produce the values that are displayed in the market. Hence, vacant land values are a direct representation of market activity.

Although there are other land valuation techniques, the Sales Comparison Approach to land value typically represents the most accurate depiction of land value when comparable vacant land sales are available. In this case, vacant land sales are available and are deemed to be accurate representations of the current sales market. In order to locate recent comparable land sales, the Leon County Public Records were searched and analyzed. Once the sales were determined, specific information and data concerning each respective parcel were verified with either the buyer, seller, or other representatives involved with the transaction. A search was also compiled of current market activity and active vacant parcels that were comparable to the subject site. When significant differences occurred, appropriate adjustments were made to each comparable. The adjusted figures for each vacant sale are then reconciled, to formulate a land value.

Market value is achieved through this approach by direct comparisons of the property being appraised to similar properties that have sold in the same or in a similar market. The price that a typical buyer pays is often a result of a "shopping process," in which an informed buyer compares available alternatives. This approach is based on the principle of substitution, which implies that a prudent person will not pay more to buy a property than it will cost to buy a comparable substitute property.

One of the most significant factors in price determination is the current sales market. In order to estimate the value of the property using this approach, it was necessary for this appraisal group to search the subject market area (Leon County) public records to locate the most comparable sales transactions to the subject (only arms length transactions were used in this valuation). All sales were verified with a party involved in the transaction (i.e. buyer, seller, agent or representative of either side). Verification included sale price and date, specifications of the improvements, terms of sale, etc. In addition, real estate professionals were interviewed to determine market conditions and to observe the available competing properties.

Once market data is compiled and verified, comparisons are made between the subject and the recent comparable sales to determine the similarities and dissimilarities. When necessary, adjustments are made to each comparable so that each comparable becomes as close to identical to the subject as possible. These adjusted comparable sales are consequently reconciled to form a value estimate using the Direct Sales Comparison Approach. The following pages describe pertinent aspects of each comparable property, the necessary adjustments made to them and the reconciliation of their adjusted values. Proximity of these properties to the subject can be found in the addenda of this report.

The main determinants found in making comparisons between the subject and each comparable were: location, land size, land shape, zoning designation, utilities, topography, locational characteristics, financing/concessions (if any) affecting the transaction and market conditions (time).

Since no engineering or land use analysis was provided for the subject property and since the exact density and/or commercial intensity is not known, the only applicable unit of comparison for this valuation was the "price per land acre" method. In addition, given ambiguities associated with allocating use-types to various components of the parent tract and given the lack of engineering/land use analysis, we have utilized a mixture of sales, including: commercial, medium density residential and mixed-use land sales as well. Those sales were all analyzed together and then reconciled to formulated a final value of the subject property.

The sales uses represent larger residential, commercial and mixed-use raw land sales, which have occurred within the past four (4) years in Leon County, FL.

Pertinent information concerning each comparable sale is reported on the following pages.

COMPARABLE LAND SALE ONE:

DATE OF SALE:	October 9, 2020
O.R. BOOK/PAGE:	5499/654
GRANTOR:	Gardens at Westlake LLC
GRANTEE:	Gulf Power Company
TAX I.D. NUMBER:	22-25-20-207-0000
PROPERTY TYPE:	Vacant Commercial Property
LOCATION:	The subject property is located on the north side of West Tennessee Street (U.S. 90) and along the east side of Lewis Loop, approximately one mile east of Geddie Road and 2 miles west of Capital Circle NW.
LEGAL DESCRIPTION:	Metes & Bounds Section 25, Township 1 North, Range 2 West; Leon Co, FL
ZONING:	CP, Commercial Parkway District Zoning Suburban Future Land Use
SALES PRICE:	\$784,000
LAND AREA:	26.255 +/- Acres, or 1,143,668 Square Feet
SHAPE:	Generally Rectangular
PRICE PER ACRE:	\$29,861 Per Acre
PRICE PER ACRE: SITE IMPROVEMENTS:	\$29,861 Per Acre None of value.
SITE IMPROVEMENTS:	None of value.
SITE IMPROVEMENTS: UTILITIES:	None of value. All public utilities in place. Overall, the subject is at or near road-grade level and has a gently sloping topography, with overall slope change of 10 feet or less. Elevations range from 150 feet to 160 feet. None of the property is reportedly consumed by floodplain,
SITE IMPROVEMENTS: UTILITIES: TOPOGRAPHY:	None of value. All public utilities in place. Overall, the subject is at or near road-grade level and has a gently sloping topography, with overall slope change of 10 feet or less. Elevations range from 150 feet to 160 feet. None of the property is reportedly consumed by floodplain, however approximately 20% of the property is considered wetlands. Average/Average
SITE IMPROVEMENTS: UTILITIES: TOPOGRAPHY: ACCESS/VISIBILITY:	None of value. All public utilities in place. Overall, the subject is at or near road-grade level and has a gently sloping topography, with overall slope change of 10 feet or less. Elevations range from 150 feet to 160 feet. None of the property is reportedly consumed by floodplain, however approximately 20% of the property is considered wetlands. Average/Average
SITE IMPROVEMENTS: UTILITIES: TOPOGRAPHY: ACCESS/VISIBILITY: STORMWATER RETENTION:	None of value. All public utilities in place. Overall, the subject is at or near road-grade level and has a gently sloping topography, with overall slope change of 10 feet or less. Elevations range from 150 feet to 160 feet. None of the property is reportedly consumed by floodplain, however approximately 20% of the property is considered wetlands. Average/Average Onsite

COMPARABLE LAND SALE ONE - EXHIBITS:





LAND VALUATION

COMPARABLE LAND SALE TWO:

PROPERTY TYPE:	Vacant (Mixed-Use Future Development) Land
LOCATION:	Property is located along the south side of Bannerman Road, across from the Bull Headley Road intersection and just east of the entrance of Summerbrooke Development; in NE Tallahassee, Leon County, FL.
DATE OF SALE:	October 15, 2020
O.R. BOOK/PAGE:	5502/952
GRANTOR:	Cawthon Family Properties, LLC
GRANTEE:	Golden Oak Land Group LLC
TAX I.D. NUMBER:	14-08-20-408-0000; 14-08-20-409-0000; 14-17-20-008-0000
LEGAL DESCRIPTION:	Lengthy metes and bounds description in: Sections 8 & 17, Township 2 North, Range 1 East, Tallahassee, Leon County, Florida.
PROPERTY ZONING:	LP, Lake Protection & LPN, Lake Protection Node District
SALES PRICE:	\$4,400,000
LAND AREA:	181.07± Acres, or 7,887,409± Square Feet
PRICE PER ACRE:	\$24,300/Acre
SITE IMPROVEMENTS:	Property includes a 3,979 SF single-family residence (built in 1912) and a 504 SF residence (built in 1963) and some outbuildings. However, due to the highest and best use of the site and the condition/quality of the buildings, these improvements represented no contributory value.
SHAPE/TOPOGRAPHY:	Overall, the shape is generally rectangular (as assembled). The property has a sloping topography, with approximately 100 feet of total elevation change slope change (elevations range from 150 feet to 250 feet above mean sea level). Approximately 20-25% of the property is comprised of floodplain or wetlands.
AVAILABLE UTILITIES:	Public water and sewer available (entire property is located within the Urban Services Area).
TRANSACTION TERMS:	Cash to seller.
VERIFICATION:	Justin Ghazvini (representative of grantee) by Wayne R. Johnson II, MAI, Cureton Johnson, LLC.

COMPARABLE LAND SALE TWO (CONTINUED):

COMMENTS:

Per Mr. Ghazvini, this property is being purchased to develop into a mixed-use community. The property's existing zoning allows for 30 acres+/- of commercial (300,000 SF+/-) or multi-family residential (at 8 units per acre) and 150 acres+/- of single-family residential development (225+/- single-family homes). Grantee is largest developer in the Tallahassee area. Traffic concurrency was existent and would require mitigation, while no school concurrency anticipated. Area subdivisions have protested some and continued protesting/appeals are anticipated (which may required mitigation of density/intensity desired). The property is reportedly going to be anchored by a future Publix Grocery Store.

Demographics in this area as some of the most attractive in all of Leon County. Median household income in this Census Tract is \$122,365 and population in this Census Tract is 7,207 persons.

COMPARABLE LAND SALE TWO - EXHIBITS:





COMPARABLE LAND SALE THREE:

DATE OF SALE:	January 11, 2018
O.R. BOOK/PAGE:	5151/1312
GRANTOR(S):	Jancie Terlouw, Etal
GRANTEE:	Poplin 4561 Hickory Forest Circle LLC
TAX I.D. NUMBER:	21-30-20-206-0000
PROPERTY TYPE:	Vacant Mixed-Use Land
LOCATION:	North side of U.S. Highway 90 (West Tennessee Street), directly across the street from Aenon Church Road and approximately 3/4 mile west of the intersection of Capital Circle SW, Tallahassee, Leon County, Florida.
ZONING:	CP, Commercial Parkway (40%) and R-5, Residential (60%)
SALES PRICE:	\$725,000
LAND AREA:	17.93 Acres, or 781,031 Square Feet +/-
PRICE PER ACRE:	\$40,435/Acre
SITE IMPROVEMENTS:	Vacant land; No improvements of any significant value. Property had a mobile
	home office, a small garage building and other outbuilding improvements which contributed no value to the property. There was a Lamar land leased area (ODA sign - \$1,500/YR), but due to the remaining term of the lease contributed no premium to the property either. The mobile home was personal property and not included in the sale.
UTILITIES:	contributed no value to the property. There was a Lamar land leased area (ODA sign - \$1,500/YR), but due to the remaining term of the lease contributed no premium to the property either. The mobile home was personal property and
UTILITIES: SHAPE/TOPOGRAPHY:	contributed no value to the property. There was a Lamar land leased area (ODA sign - \$1,500/YR), but due to the remaining term of the lease contributed no premium to the property either. The mobile home was personal property and not included in the sale.
	 contributed no value to the property. There was a Lamar land leased area (ODA sign - \$1,500/YR), but due to the remaining term of the lease contributed no premium to the property either. The mobile home was personal property and not included in the sale. All public utilities in place. Property had a generally rectangular shape. The topography was gently sloping with elevations ranging from 70 feet to 90 feet, with approximately 15% of the site being flood-prone or wetlands (with man-made pond in the middle of site,
SHAPE/TOPOGRAPHY:	 contributed no value to the property. There was a Lamar land leased area (ODA sign - \$1,500/YR), but due to the remaining term of the lease contributed no premium to the property either. The mobile home was personal property and not included in the sale. All public utilities in place. Property had a generally rectangular shape. The topography was gently sloping with elevations ranging from 70 feet to 90 feet, with approximately 15% of the site being flood-prone or wetlands (with man-made pond in the middle of site, but dry at the time of sale) Property had good access, with 663+/- feet of frontage on West Tennessee Street (four-laned federal highway), with good traffic counts.
SHAPE/TOPOGRAPHY: ACCESS/VISIBILITY:	 contributed no value to the property. There was a Lamar land leased area (ODA sign - \$1,500/YR), but due to the remaining term of the lease contributed no premium to the property either. The mobile home was personal property and not included in the sale. All public utilities in place. Property had a generally rectangular shape. The topography was gently sloping with elevations ranging from 70 feet to 90 feet, with approximately 15% of the site being flood-prone or wetlands (with man-made pond in the middle of site, but dry at the time of sale) Property had good access, with 663+/- feet of frontage on West Tennessee Street (four-laned federal highway), with good traffic counts.

COMPARABLE LAND SALE THREE (CONTINUED):

COMMENTS: This property had been used as a portable building sales facility, but had a highest and best use for mixed-use development. The property was purchased by the long-term tenant (Southeast Portable Buildings) who had been leasing the property for 10+ years. Grantee planned on continuing to use the front of the property and possibly developing the rear residential at a later date.

The property had been listed for sale for several years, for \$1,200,000 (by Mr. Long), with little activity at that price. The property was then reduced to \$850,000, once seller became motivated to sell. Based on the existing list price of \$850,000 sale equates to an 85% sale-to-list price ratio.

The property had a site plan conducted by Moore Bass Engineering, which depicted two commercial outparcels along the highway frontage and 43 detached single-family residential lots in the rear. Property was unique in that it had good traffic exposure on W. Tennessee Street (18,500 +/- VPD), but also had an interior karst feature (2 acres) and rear residential development area as well.

COMPARABLE LAND SALE THREE - EXHIBITS:

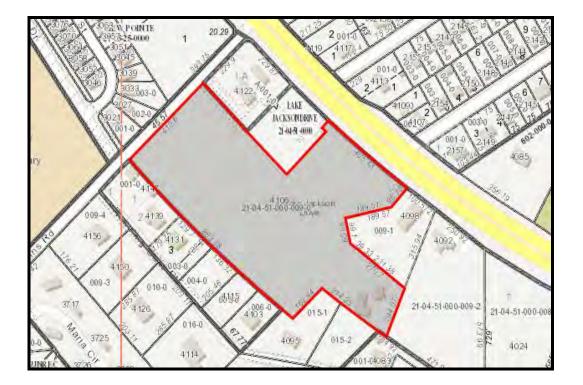


Comparable Land Sale #3 - Aerial Plat Map

COMPARABLE LAND SALE FOUR:

DATE OF SALE:	March 12, 2021
O.R. BOOK/PAGE:	5561-28
GRANTOR(S):	Chapel Hill Baptist Church of Tallahassee, Inc.
GRANTEE:	Mei Zhu & Charlie Minh Nguyen
TAX I.D. NUMBER:	21-04-61-000-0090
PROPERTY TYPE:	Vacant Commercial & Multi-Family Land
LOCATION:	East of Perkins Road and south of North Monroe Street, in Tallahassee, Leon County, Florida.
ZONING:	RP (Residential Preservation) & C-2 (General Commercial District)
SALES PRICE:	\$540,000
LAND AREA:	11.49 Acres, or 500,504± Square Feet
PRICE PER ACRE:	\$46,997 Per Acre
SITE IMPROVEMENTS:	Vacant land; No improvements of any significant value.
UTILITIES:	Public Utilities to Site.
SHAPE/TOPOGRAPHY:	Property has an irregular shape. The topography was sloping with elevations ranging from 140 feet to 190 feet above mean sea level. Approximately 0% acres of the site was flood-prone or wetlands.
ACCESS/VISIBILITY:	Property has good access from $410\pm$ ft of frontage on Perkins Road and $400\pm$ ft of frontage on North Monroe Street.
STORMWATER RETENTION:	Partial offsite stormwater entitlements, but 90% of the site will require onsite stormwater (per Peter Gonzales of NAI Talcor).
TRANSACTION TERMS:	Cash to Seller.
VERIFICATION:	Verified with Peter Gonzalez, Broker (NAI Talcor), by Daniel Young, of Cureton Johnson, LLC. Additional verification via Leon County Public Records.
COMMENTS:	This property was purchased by two new investors. The original parcel of land was split into two and 1.00± acres was sold to the Circle K at the corner of Perkins & Monroe for expansion. The owners plan to build a strip center in the C-2 zoning on North Monroe street and either develop the RP zoning with single family detached homes or town homes.

COMPARABLE LAND SALE FOUR - EXHIBITS:





COMPARABLE LAND SALE FIVE:

DATE OF SALE:	October 19, 2017
O.R. BOOK/PAGE:	5122/1826
GRANTOR(S):	English Family Enterprises, LTD
GRANTEE:	Lullwater at Blair Stone LLLP
TAX I.D. NUMBER:	31-16-20-220-0000
PROPERTY TYPE:	Vacant Multi-Family Land
LOCATION:	North side of Blairstone Road, just west of Capital Circle SE and adjacent west of the Publix Southwood Village Shopping Center, in Tallahassee, Leon County, Florida.
ZONING:	Colin English PUD, Planned Unit Development
SALES PRICE:	\$2,050,000
LAND AREA:	26.23 Acres, or 1,142.578 Square Feet +/-
PRICE PER ACRE:	\$78,155/Acre
SITE IMPROVEMENTS:	Vacant land; No improvements of any significant value.
UTILITIES:	All public utilities in place.
SHAPE/TOPOGRAPHY:	Property had a generally rectangular shape. The topography was sloping with elevations ranging from 90 feet to 160 feet above mean sea level. Approximately 6-8 acres of the site was flood-prone or wetlands, with 10 acres of the site actually considered environmentally sensitive areas and reserved as a conservation easement (greenspace).
ACCESS/VISIBILITY:	Property had good access, with over 1,300+ linear feet of frontage on the north side of Blairstone Road.
STORMWATER RETENTION:	Partial offsite stormwater entitlements, but 90% of the site will require onsite stormwater (per Brad Parker of TLG Real Estate).
TRANSACTION TERMS:	Cash to Seller.
VERIFICATION:	Verified with Bruce Wiener, closing attorney for grantee, by Wayne R. Johnson II, MAI, of Cureton-Johnson, LLC. Additional verification via Moore-Bass site plan and deed perusal.
COMMENTS:	This property was purchased by an out-of-town apartment developer (Fickling & Company) to construct a 244-unit (9-building) apartment community on the site. This project (Lullwater at Blair Stone) is proposed to be comprised of 98 (1BR) units, 110 (2BR) units and 36 (3BR) units, with 3-4 story buildings. As noted above, this site has offsite stormwater retention and approximately 10 acres of the site will be placed in a conservation easement (undevelopable, greenspace).

COMPARABLE LAND SALE FIVE - EXHIBITS:

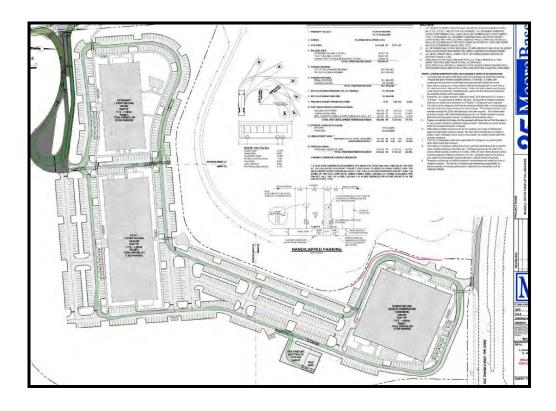


Comparable Land Sale #5 - Aerial Plat Map

COMPARABLE LAND SALE SIX:

DATE OF SALE:	July 27, 2018
OR BOOK/PAGE:	5221/927
GRANTOR:	English Family Enterprises, LTD
GRANTEE:	Nathan Lee Head of Tallahassee, LLC
TAX I.D. NUMBER:	31-08-20-408-0000 & 31-17-20-002-0000
LOCATION:	The subject property is located on the south side of East Orange Avenue and the north side of South Blairstone Road, in SE Tallahassee, FL.
LEGAL DESCRIPTION:	Lengthy metes and bounds description in: Section 8, Township 1 South, Range 1 East; Leon County, FL.
PROPERTY ZONING:	English Property PUD, Planned Unit Development District
SALES PRICE:	\$2,870,500
LAND AREA:	33.77 Acres, or 1,471,021 Square Feet +/-
AVAILABLE UTILITIES:	All available at site
BUILDING SIZE:	Property has been permitted for a total of 165,345 SF of professional (State pre-leased) professional office space.
PRICE PER ACRE:	\$85,001 Per Acre
PRICE PER ACRE: ROAD FRONTAGE:	\$85,001 Per Acre Property encompasses approximately 417+/- linear feet along East Orange Avenue and approximately 1,272+/- feet along South Blairstone Road.
	Property encompasses approximately 417+/- linear feet along East Orange
ROAD FRONTAGE:	Property encompasses approximately 417+/- linear feet along East Orange Avenue and approximately 1,272+/- feet along South Blairstone Road.
ROAD FRONTAGE: SITE IMPROVEMENTS:	Property encompasses approximately 417+/- linear feet along East Orange Avenue and approximately 1,272+/- feet along South Blairstone Road. None of Value The site has an irregular shape and a gently rolling/sloping topography, with elevations ranging from 180 feet to 208 feet above mean sea level. Property is
ROAD FRONTAGE: SITE IMPROVEMENTS: SHAPE/TOPOGRAPHY:	 Property encompasses approximately 417+/- linear feet along East Orange Avenue and approximately 1,272+/- feet along South Blairstone Road. None of Value The site has an irregular shape and a gently rolling/sloping topography, with elevations ranging from 180 feet to 208 feet above mean sea level. Property is 100% uplands with no noted wetlands or floodplain areas.
ROAD FRONTAGE: SITE IMPROVEMENTS: SHAPE/TOPOGRAPHY: AVAILABLE UTILITIES:	 Property encompasses approximately 417+/- linear feet along East Orange Avenue and approximately 1,272+/- feet along South Blairstone Road. None of Value The site has an irregular shape and a gently rolling/sloping topography, with elevations ranging from 180 feet to 208 feet above mean sea level. Property is 100% uplands with no noted wetlands or floodplain areas. Public water and sewer in place.

COMPARABLE LAND SALE SIX - EXHIBITS:





COMPARABLE LAND SALE SEVEN:

DATE OF SALE:	June 30, 2021
OR BOOK/PAGE:	5619/1227
GRANTOR:	Thomas & Dorothy Jones, LTD
GRANTEE:	March Road Townhomes FL LLC
TAX I.D. NUMBER:	31-01-20-007-0000
LOCATION:	The subject property is located on the north side of Apalachee Parkway and on the east side of March Road, approximately 2.5 miles east of the Capital Circle SE intersection and 5.5 miles east of downtown Tallahassee.
LEGAL DESCRIPTION:	Lengthy metes and bounds description in: Section 1, Township 1 South, Range 1 East; Leon County, FL.
PROPERTY ZONING:	R-3, Single-Family and Two-Family Residential District
SALES PRICE:	\$1,900,000
LAND AREA:	36.92 Acres, or 1,471,021 Square Feet +/-
AVAILABLE UTILITIES:	All available at site
PRICE PER ACRE:	\$51,463 Per Acre
ROAD FRONTAGE:	Property encompasses approximately 330+/- linear feet along the east side of March Road and 190+/- feet along Apalachee Parkway (U.S. Highway 27). U.S. Highway 27 is six-laned and federally maintained, while March Road is county-maintained and two-laned.
SITE IMPROVEMENTS:	None of Value
SHAPE/TOPOGRAPHY:	The site has an irregular shape and a gently rolling/sloping topography, with elevations ranging from 80 feet to 130 feet above mean sea level (50 feet+/- of slope change). Property is 97% uplands with only a small 1 acre+/ isolated wetland in the middle of the site.
AVAILABLE UTILITIES:	Public water and sewer in place.
AVAILABLE UTILITIES: TRANSACTION TERMS:	Public water and sewer in place. Cash to seller.

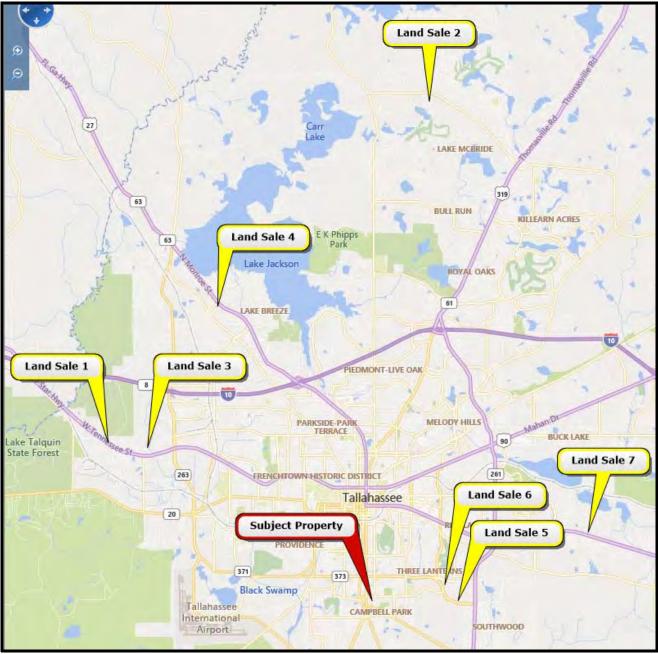
COMPARABLE LAND SALE SEVEN - EXHIBITS:





		LAN		OF SALES COMI RGROUNDS PRO				
	Subject	Sale #1	Sale #2	Sale #3	Sale #4	Sale #5	Sale #6	Sale #7
Identification	N. Monroe Street & Paul Russell Road	W. Tennessee & Lewis Loop	Bannerman Road	W. Tennessee Street	North Monroe Street	Blairstone Road	Orange Avenue	Apalachee Parkway
Location	Tallahassee, FL Leon County	Tallahassee, FL Leon County	Tallahassee, FL Leon County	Tallahassee, FL Leon County	Tallahassee, FL Leon County	Tallahassee, FL Leon County	Tallahassee, FL Leon County	Tallahassee, FL Leon County
Tax ID #	31-18-20-853- 0000	22-25-20-207- 0000	14-08-20-408- 0000,Etal	21-30-20-206- 0000	21-04-61-000- 0090	31-16-20-220- 0000	31-08-20-408- 0000,Etal	31-01-20-007- 0000
Sale Date	N/A	10/2020	10/2020	01/2018	03/2021	10/2017	07/2018	06/2021
Sales Price	N/A	\$784,000	\$4,400,000	\$725,000	\$540,000	\$2,050,000	\$2,870,500	\$1,900,000
Site Size	106.61± Acres	26.255.± Acres	181.07±Acres	17.93± Acres	11.49± Acres	26.23± Acres	33.77± Acres	36.92± Acres
Zoning	PUD-Proposed Planned Unit Development	CP Commercial Parkway	LP & LPN Lake Protect Mixed-Use	CP & R-5 Comm Pkwy & Residential	C-2 & RP Commercial & Residential	PUD Multi-Fam Residential	PUD Planned Unit Development	R-3 Single & Two Family Residential
Topography	Gentle Slope 99%+ Uplands	Gentle Slope 80% Uplands	Sloping 75% Uplands	Gentle Slope 85% Uplands	Gentle Slope All Uplands	Gentle Slope 75% Uplands	Gentle Slope 100% Uplands	Gentle Slope 97%+ Uplands
Shape	Irregular	Rectangular	Rectangular	Rectangular	Irregular	Rectangular	Irregular	Irregular
Stormwater	On-Site	On-Site	On-Site	On-Site	On-Site	Mostly On-Site	On-Site	On-Site
Utilities	Full Municipal Services	Full Municipal Services	Full Municipal Services	Full Municipal Services	Full Municipal Services	Full Municipal Services	Full Municipal Services	Full Municipal Services
Access/ Visibility	Good/Very Good	Good	Good	Good	Good/Very Good	Good	Good/VGd	Good/Very Good
Location	Average	Below Average	Average	Below Average	Average	Good	Good	Good
Price Per Acre	N/A	\$29,861	\$24,300	\$40,435	\$46,997	\$78,155	\$85,001	\$51,463
				tet Conditions Adju				
YR/Market Conc	litions	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Market Adjusted	l Price Per Acre	\$29,861	\$24,300 Propert	\$40,435 y Characteristic Ad	\$46,997 iustments	\$78,155	\$85,001	\$51,463
Site Size		-25.00%	0.00%	-25.00%	-25.00%	-25.00%	-25.00%	-25.00%
Location		15.00%	0.00%	15.00%	0.00%	-20.00%	-20.00%	-20.00%
Topography/We	tlands	10.00%	10.00%	10.00%	0.00%	10.00%	0.00%	0.00%
Access/Visibility	y	10.00%	10.00%	10.00%	0.00%	10.00%	0.00%	0.00%
Utilities		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Stormwater Ret	ention	0.00%	0.00%	0.00%	0.00%	-5.00%	0.00%	0.00%
Shape		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Zoning		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	10.00%
Total Amount of	Adjuotmente	Final Ad 10.00%	ustments 20.00%	10.00%	-25.00%	-30.00%	-45.00%	-35.00%
Total Amount of	•	\$32,847	\$29,160	\$44,479	\$35,248	\$54,709	-45.00%	\$33,450
Adjusted Mean		\$32,647	ψ23,100	ψ 4 4,473	ψJJ, 24 0	Ψ J 4 ,1 U 3	ψ 1 U, <i>I</i> J I	ψου, μου
	n Price Per Acre	\$39,521						
Aujusteu media	In the rel Acie	ψ00,240						

SUMMARY OF SALES COMPARISON APPROACH



Comparable Sales Location Map

Explanation of Adjustments: Although the comparables used were found to be the most similar to the subject at the time of this valuation, differences were found between each sale and the subject. Pertinent differences that affect value require adjustments as each sale relates to the subject. The following is a brief explanation of the adjustments made to the sales.

Primary/Transaction Adjustments

Market Conditions: This adjustment is based on differences in market conditions from the time of sale up to the date of value. The percentage adjustment is based on annual appreciation or depreciation found as extracted from the market. As noted previously, the most recent trends have been for a leveling off of values. Since all five sales occurred within a reasonable time-frame of this valuation, no adjustment was necessary.

Property Characteristics Adjustments

Location: Since Sales 1, 3-7 all had superior location to the subject, these sales were given downward adjustments. These sales have superior demographics and superior surrounding land values as well. Sale 2 had superior demographics, but far inferior proximity to support facilities (differences offset).

Size (Economies of Scale): This adjustment embodies the theory of "economies of scale," which states an inverse relationship between the size of a property and its paid price per unit. We found this theory to be applicable in this valuation and have applied it to the applicable sales, due to the differences in acreage. Since Sales 1, 3-7 all were significantly smaller than the subject, these sales were given downward adjustments. Sale 2 was substantially larger and required the opposite adjustment.

Topography/Wetlands: Since Sales 1, 2, 3 & 5 all had a substantially higher degree of wetlands/floodplain than the subject (and other comparables), these sales required an upward adjustment for being inferior in this regard. The other sales had relatively similar degree of wetlands.

Access/Visibility: The subject has exceptional visibility and access, given frontage on multiple roadways. This is especially advantageous for new development as construction of new roads is minimized. Since the subject is superior to Sales 1-3 & 5, these sales required upward adjustments for this difference. The other sales had frontage on multiple roadways and deemed equal in this regard.

Utilities: All six sales have adequate access to public utilities and therefore no adjustments were necessary.

Stormwater: Sales 1-4 and 6-7 (like the subject), required onsite stormwater retention. Thus, no adjustments were necessary to these sales. Sale 5 had some offsite stormwater entitlements and was slightly superior to the subject.

Zoning: The subject is presumed to have adequate (mixed-use) zoning, to accommodate commercial use on the major roadways and office/residential or residential use on the off-corridor areas. Sales 1-6 all had either mixed-use zoning or medium to high density residential zoning (equal to the subject). Sale 7 had no commercial zoning and slightly inferior residential zoning.

Reconciliation of Comparable Sales: All of the sales were considered to be good indications of current market value for the subject property. The range of adjustments was from a low of 20% to a high of 50%+. Since adjustments for the sales were deemed to be reasonable and since all of the sales closed within a reasonable time period of this valuation, consideration was given to all five sales. However, since Sales 2 & 4 yielded the fewest adjustments, these three sales were given slightly more consideration.

Price Per Acre Value: After adjustments, the price per acre values ranged from \$29,160 per acre to \$54,709 per acre. The mean of the sales resulted in a figure of \$39,521 and the median resulted in a figure of \$35,248 per acre. The range of best sales was from \$31,590 and \$35,248 per acre. By utilizing both measures of central tendency and the most similar sales, we have reconciled a value figure of **\$35,000 per acre.**

Typical investors, brokers and developers place emphasis on both units of measure (price per acre and price per unit or price per buildable SF). However, in this case, the price per unit or price per buildable SF was not found to be applicable. Therefore, we have placed all emphasis on the price per acre method.

Based on the foregoing, we have estimated that the value of the subject property, as of the stated valuation date and subject to the limiting conditions and special assumptions (found attached to this report) and based upon a hypothetical condition (see Preface), to be:

Measure of Value	Estimated Value Per Unit	Unit Size	Value	Final Value
Per Acre	\$35,000/Acre x	106.61± Acres =	\$3,731,350	\$3,731,350
Final Land	/alue - Rounded			\$3,700,000

FINAL VALUE OF SUBJECT PROPERTY - AS THOUGH VACANT BASED ON HYPOTHETICAL CONDITION \$3,700,000 THREE MILLION SEVEN HUNDRED THOUSAND DOLLARS

Note: Please note that, although not valued as such, the subject land value could be allocated based upon use type. As noted previously, absent of any land use/engineering analysis, we felt this methodology to not be applicable in the primary land valuation. However, the final value stated above, would be allocated to represent approximately \$100,000 per acre (for 10+/- acres of highway-fronting commercial), approximately \$100,000 per acre (for 10+/- acres of highway-fronting raw land allocation over the remaining 86+/- acres would equate to approximately \$20,000+/- per acre.

APPENDIX

RESUME OF APPRAISER(S)

QUALIFICATIONS OF W.R. "CHIP" JOHNSON, MAI

EXPERIENCE:

- October 1993 April 1994: Associate Appraiser with Shadden & Associates, Inc., Tallahassee, FI (Vaden Shadden, Jr., MAI)
- April 1994 August 2002: Associate Appraiser with Cureton and Associates, Inc., Tallahassee, FL (Paul T. Cureton)
- August 2002 Present: Cureton-Johnson & Associates, Inc. Tallahassee, FL

EDUCATION:

Associates of Arts Degree, Manatee Community College, Bradenton, FI, 1990.

Bachelor of Science Degree-Business/Real Estate, Minor-Economics, Florida State University, Tallahassee, FL, December 1992.

PROFESSIONAL EDUCATION:

Successful completion of:

General Continuing Education:

- Uniform Standards of Professional Appraisal Practice July 1994, (Lee & Grant Tallahassee)
- Appraising 1-4 Family Residential Properties July 1994, (Lee and Grant Tallahassee)
- From the Appraiser to the Underwriter July 1994, (Lee and Grant Tallahassee)
- USPAP/LAW Update May 1996 [REES] (Steve Williamson), Tallahassee, FL.
- Appraisal Methods and Applications May 1996 [REES] (Steve Williamson), Tallahassee, FL.
- USPAP/LAW Update March 2000 [REES] (Steve Williamson), Tallahassee, FL.
- USPAP/LAW Update November 2002 [NW FL Chapter of the Appraisal Institute] (Steve Griffith, MAI), Tallahassee, FL
- Feasibility, Market Value, Investment Timing October 2004: Option Value [Appraisal Institute], Chicago, IL
- Analyzing Operating Expenses October 2004; [Appraisal Institute], Chicago, IL
- Eminent Domain and Condemnation October 2004; [Appraisal Institute], Chicago, IL
- National USPAP Update and Florida Laws & Regulation October 2004; [McKissock Schools], Online Education.
- Small Hotel/Motel Valuation, November 2004; [Appraisal Institute], Chicago, IL
- Appraising Blueprints & Specifications, November 2006; [Appraisal Institute], Chicago, IL
- Appraisal of Nursing Facilities, November 2006; [Appraisal Institute], Chicago, IL
- Using Your HP 12C Financial Calculator, November 2006; [Appraisal Institute], Chicago
- National USPAP Update and Florida Laws & Regulation October 2006; [Appraisal Institute]; Tallahassee, FL.
- USPAP 7-Hour National Update Course August 2012; McKissock Education
- Florida Appraisal Laws & Regulations August 2012; McKissock Education
- USPAP 7-Hour National Update Course October 2014; McKissock Education
- National USPAP Update October 2016, McKissock Online
- Florida Appraisal Laws & Regulations October 2016, McKissock Online
- Florida Appraisal Laws and Rules October 2018, McKissock Online
- National USPAP Update October 2020 McKissock Online
- Florida Appraisal Laws & Regulations October 2020 McKissock Online

Certification Preparatory Courses:

 Florida State Certification for General Appraiser Status - Exam Preparatory Course -October 1998 (Steve Williamson)

Appraisal Institute Courses:

- Course 410: Standards of Professional Appraisal Practice-Part A, February 2000, Atlanta, GA
- Course 420: Standards of Professional Appraisal Practice Part B, December 2000, Chicago (On-line).
- Course 510: Advanced Income Capitalization, July 2001, Tallahassee (Challenge)
- Course 520: Highest and Best Use Analysis, October 2000, Tampa, FL.
- Course 530: Advanced Sales Comparison and Cost Approaches, May 2000, Tampa, FL.
- Course 540: Report Writing and Valuation Analysis, July 2000, Tampa, FL.
- Course 550: Advances Applications, April 2001, Tampa/Tallahassee, FL.
- Comprehensive Appraisal Workshop (Ted Whitmer, MAI), July 2001, Tampa, FL.
- General Demonstration Report Workshop (Rick Borges, MAI), April 2003, Atlanta, GA.
- Florida Law Update and National USPAP (Don Emerson), August 2006, Tallahassee, FL
- Appraisal of Nursing Facilities, October 2006, Chicago, IL
- Using Your HP12C Financial Calculator, November 2006, Chicago, IL
- Appraising From Blueprints and Specifications, November 2006, Chicago, IL
- Supervisor Trainee Roles and Rules, September 2008, Tallahassee, FL
- Florida Law Update September 2008, Tallahassee, FL
- USPAP: Hypothetical Conditions and Extraordinary Assumptions, September 2008, FL
- National USPAP Update September 2008, Tallahassee, FL
- Introduction to GIS Applications for Real Estate Appraisal, October 2008, Chicago, IL
- Business Practices and Ethics, October 2008, Tampa, FL
- Residential Design & Functional Utility, October 2008, Tampa, FL
- Small Hotel/Motel Valuation October 2009, Chicago, IL
- National USPAP Update October 2009, Chicago, IL
- Condominiums, Co-ops, and PUD's October 2009, Chicago, IL
- Online Analyzing Distressed Real Estate October 2010, Chicago, IL
- Online Business Practices and Ethics April 2011, Chicago, IL
- 15 Hour National USPAP Equivalent Course April 2011, Chicago, IL
- Feasibility, Market Value & Investment Timing: Option Value August 2012, Chicago, IL
- Analyzing Operating Expenses October 2012, Chicago, IL
- FHA and The Appraisal Process October 2012, Chicago, IL
- Real Estate Finance Statistics & Valuation Modeling October 2013, Chicago, IL
- Analyzing Operating Expenses October 2014, Chicago, IL
- FHA and The Appraisal Process November 2014, Chicago, IL
- Using Your HP12C Financial Calculator November 2014, Chicago, IL
- Florida Appraisal Laws and Regulations November 2014, Online
- National USPAP Update October 2014, Online
- Appraisal of Self-Storage Facilities October 2016, Online
- Appraisal of Convenience Stores October 2017, Appraisal Institute
- National USPAP Update October 2017, Appraisal Institute
- Appraising Automobile Dealerships September 2018, Online
- Forecasting Revenue September 2018, Online
- Subdivision Valuation October 2018, Online
- Business Practices and Ethics February 2019, Chicago, IL
- Comparative Analysis October 2020, Online
- Appraisal of Medical Office Buildings October 2020, Online
- Fundamentals of Apartment Appraising October 2020, Online

Primary Course Work:

FLORIDA STATE UNIVERSITY (1992) - Department of Real Estate REE 3043 Real Estate Principles REE 4204 Real Estate Finance REE 4103 Real Estate Appraisal REE 4143 Real Estate Market Analysis REE 4313 Real Estate Feasibility Analysis REE 4433 Legal Environment of Real Estate

PRACTICAL EXPERIENCE:

Appraisal experience in the following types of residential property:

1 0 1	
Single-Family Residential	Condominium
2-4 Family Dwellings	Eminent Domain
Vacant Land	Subdivision Analysis
Relocation Appraisals	Partial Interest Valuations
Construction Litigation Support	Condo/Townhouse Project Analysis
Temporary Construction Easements	Permanent Drainage Easements

Appraisal experience in the following types of other property

raisal experience in the following types o	f other property:
Vacant Land (AG/Res/Comm)	Daycare Facilities
Office	Motel/Hotel
Retail	Restaurant
Warehouse	Industrial (Storage, Manufacturing/Distribution)
Mini-Storage Warehouse	Ground-Rent Analysis
Retail/Office	Seafood Processing Facilities
Carwash Facilities	Church
Partial Interest Valuations	Leased-Fee/Leasehold Interest Valuations
Full-Service Marina Facilities	Grocery Store Facilities
Special-Purpose Properties	Automotive Sales/Service
Temporary Construction Easements	Permanent Drainage Easements
Submerged Land Leases	Submerged Dredging Easements
Gas-Line Easement	Schools (Vocational & Charter)
Borrow Pits	Recreational/Shooting Plantations
Various Agricultural Property Types	Various Mineral/Water Rights Valuations
Hydroponic Farms	Blueberry & Chestnut Orchard Farms
Nursery Operations & Facilities	Airport Facilities (Market Value & Ground Rent)
Conservation Easements	Assisted Living & Memory Care Facilities
Hospital/Healthcare Uses	RV Parks
Parking Garage Facilities	Cemetery Facilities
Bar & Nightclub Facilities	Automobile Dealerships (Local & Regional)
Poultry Farms (Breeder/Broiler)	Utility Companies/Utility System Uses
Asphalt/Concrete Plants	Natural Springs Properties
Motorcycle Racing Tracks	Compost Facilities (Sewage Sludge & Poultry Waste)
Grain Elevator Facilities	Golf Course Facilities (Country Clubs)
Title Insurance Claim Disputes	Peanut Shelling Operations

CIVIC AFFILIATIONS:

Member of:

The Appraisal Institute (Member) Northwest Florida Chapter of The Appraisal Institute (Board of Directors, 2002-2008) Coastal Conservation Association (Board of Directors/Big Bend Chapter, 1998-2007) Florida State University/ Real Estate Networking Association Tallahassee Coalition for Positive Growth Management (2000-2010) Florida State University - Varsity Club (2000-Present) Holy Cross Anglican Church (Vestry Member, Senior Warden & Capital Campaign, 2007-2012)

PROFESSIONAL LICENSES:

Florida State Certified General Real Estate Appraiser #2407

Georgia State Certified General Real Estate Appraiser #297403

PROFESSIONAL AFFILIATIONS:

Member of the Appraisal Institute, Designated Member #406283

Approved Appraiser - City of Tallahassee/Real Estate Division

Approved Appraiser- Federal Housing Administration/U.S. Department of Housing and Urban Development

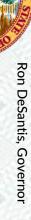
EXPERT WITNESS:

Qualified as an Expert Witness (for eminent domain, divorce and/or construction litigation proceedings) in the following Circuit Courts:

- Leon County, FL (Judges: Dekker, Clark, Smith, Gary, Sjostrom, Shelfer, Lewis)
- Wakulla County, FL (Judges: Sauls & Dodson)
- Gadsden County, FL (Judges: Reynolds, Shelfer)
- Franklin County, FL (Judge Hankinson)
- Jefferson County, FL (Judge Geivers)
- Bay County, FL
- Gulf County, FL
- Madison County, FL (Judge Dekker)
- Washington County, FL
- Walton County, FL
- Santa Rosa County, FL
- Tift County, GA

Qualified as Expert Witness in Federal Bankruptcy Court (Judge Killian, retired and Judge Specie: Tallahassee, FL)

Qualified as Expert Witness in U.S. Federal District Court (Judge Smoak, Panama City, FL)



Page 66 of 115

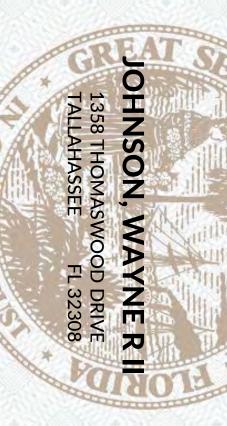
Halsey Beshears, Secretary



FLORIDA REAL ESTATE APPRAISAL BD

THE CERTIFIED GENERAL APPRAISER HEREIN IS CERTIFIED UNDER THE

PROVISIONS OF CHAPTER 475, FLORIDA STATUTES





This is your license. It is unlawful for anyone other than the licensee to use this document.

Do not alter this document in any form.

Always verify licenses online at MyFloridaLicense.com

EXPIRATION DATE: NOVEMBER 30, 2022

LICENSE NUMBER: RZ2407

Atta	ach	me	nt 3	;
Page	67	of	115	;

port Descript						ILE NUMBERING
Client Lender		governmental / governmental /			Inlernal Order Number	211465
Appraiser Supervisor Order Date Prionity Job Type Property Type Loan Type	second constant of the second constant of the	R. Johnson, M			Lender Case Number	211100
Supervisor					Client File Number	
Order Date	10/14/2021		Due Dale		FHA / VA Case Number	
Priority			Loan Amouni		Main File Number on Form	211465
Job Type	Narrative		Sale Price		Other File Number on Form	
Property Type	Fairgrounds		Sale Dale		BILLING	& DELIVERY SUMMARY
Loan Type Form Type			Refinance Owner Est. Val		Invoice Number 21146	65
Property Rights Appr	raised Fee Si	imple Leasehi			invoice Dale	
Property Address	411 E. Paul F				- Outward Da	
City Tallaha		tussell Road	State FL	Zip Code 32301	Bill To Blueprint I	
County Leon	a jugitation			20-853-0000	Dideprint i	Intergovernmental Agency
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		Neighborhood			Base Fee	\$ 7,900.0
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		Name		Work Phone	Home Phone	Mobile Phone
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Owner	Leon County of	lo Div of Real I	Estate Mgmt			
Occupani						
Agent						
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CITY OF TALLAHASSEE

Tax Exempt? Y

City of Tallahassee 300 S. Adams Street Tallahassee FL 32301 United States

Supplier: 0000128171 Cureton Johnson & Associates LLC 1358 Thomaswood Drive Tallahassee FL 32308 United States cjohnson@cureton-johnson, com

		Page: 1
	Dispatch \	/ia Email 10-22-2021
Date		Revision
10-21-2021		
Freight Terms		Ship Via
FOB Destination	n	Best Available
		Delivery
Phone		Currency
	Date 10-21-2021 Freight Terms FOB Destination	Date 10-21-2021 Freight Terms FOB Destination

Attachment 3 Page 68 of 115

300 S. Adams Street, 4th

Tallahassee FL 32301

United States

Floor

Replenishment Option: Standard

Ship To: BLUEPRT00 Office of Blueprint 2000 315 S. Calhoun Street Suite 450 Tallahassee FL 32301 United States

Line- Sch	Item/Description	Mfg ID	Quantity	UOM	PO Price	Extended Amt	Due Date
L - 1.	Appraisal Services	3	52.67	HR	150.0000	7,900.50	12/31/2021
Contr	ract ID: 3800A		Contra	So act Line: 2	chedule Total Release: 74	7,900.50 Category Line: 0	-
	The vendor will provide Task Order CJ001, date	a appraisal report for Fair d 9/30/21.	grounds Parcel as outline	d in			
	Project Manager: Derick Fund 900, Account 5210						
	AMOUNT, ISSUED PER	JRCHASE ORDER (BPO) R TERMS/CONDITIONS (
		REFERENCED: RVICES SPECIFIED IN T RCHASE AGAINST THIS		T ARE			
		RDERS WILL BE PLACE		ON AN			
	AGAINST THIS BPO SH	OF ALL INDIVIDUAL CAL	"TOTAL PO AMOUNT",				
	- DELIVERY/WORK TIC						
	DELIVERY/WORK TICK						
	PAYMENT MAY BE [IAL INVOICE WITH THE ' DELAYED, IF "ORIGINAL FO" ADDRESS AND PRO	" INVOICE IS NOT SUBM				
	TO THE ABOVE BILL I	I ADDRESS AND PRO	FERLT IDENTIFIED.				

Tax Exempt ID: 858012621695C

Total PO Amount

7,900.50

Authorized Signature

Ouronica Sme Grackin

TALLAHASSEE	PURC	HAS	SE ORDER (PO) TERMS AND CONDITIONS
			s may be overwritten due to the following conditions:
			and/or special terms and conditions are included in writing in the PO.
	 If this PO is issu 	ed und	nder an executed written contract, then the contract terms and conditions shall govern.
FALLER Form responsibility for defacts or other failures or work with unless otherwise spacified or space field work has been completed and scattering with the IPO and the IBM and t	These terms and conc - If special instruc - If special instruc - If this PO is issu ammenial Agency (BP), Planning Agency (BTPA), as PO and any Contractors or 1 allowed, to dolivery tocation ials/supplies shall be properly LER shall inform BUYER ry/completion terms of the PO any algument of the work is not rolice to SELLER, may other s, or work elsewhere SELLER illure to timely perform Ill accuptance of all items or or to Final acceptance shall diverments of this order > Final acceptance of all items or or to Final acceptance of all items or to Final acceptance shall occur pled by BUYER and BUYER a made without a written specifications: All -mail (electronic PDF image); -rA-28, Tatlahassee, Fi 32301- copy of the invoice any be ny invoice or payment request age) must conform to the tract, also include master unit price and extended price by fundice sconcerning ION, telephone (850) 881- tunity Policy, Suppliers will not ce, color, gender, religion, ander identity, prolected stances will the price be higher R shall become the property of	20 21 22	 and/or special terms and conditions are included in writing in the PO. Inder an executed written contract, then the contract terms and conditions shall govern. INSURANCE COVERAGE: Applicable to the purchase of supples, equipment, and survices, including construction under aggregate amount of \$100000 SELLER, at wom cost and expense, shall edular and maintain in force during the term of this PO, the following minimum insurance coverage A Commercial General/Umbrolla Labibily insurance - \$500,000 00 limit per accurrence for property damage and bodily inpury SELLER should indicate in its bid whaher the coverage is provided on a claim made or preferably on an occurrence basis. The insurance shall include coverage of Products/Completed Operations; Contractusi, independent: Contractors; Bred Form Property Damage and personal inpury Competitionations; Non-owned Audos; and Hired Autos Workers: Compensation and Employers/Umbrolla Labibily insurance. Workers: Compensation coverage with benefits and monetary limits as as 10 chin in Chapter 4AU Florida Statulise. This policy shall include Employers/Umbrolla Labibily insurance, including errors and omissions, \$500,000 or as accident. Workers: Compensation coverage with benefits and monetary limits as as 10 encoursed. Workers: Compensation and Employers/Umbrolla Labibily insurance, including errors and omissions, \$500,000 or as a primited (Imbrolla bes value per occurrence). Information Security(Cyber Luabibily nsurance written on a "dams-made" basis covering SELLER as otherwise transmission overage is perioded (Imbrolla bes value per occurrence). Information Security(Cyber Luabibily insurance written on a "dams-made" basis covering SELLER as damsets be perform, all services, including, without limitation, dams, other damsets and any paymeter follate observices including written information as periode (Imbrollation complexes) in a services. Including written and comsind on t
SELLER and will be relurned to BUYER upon demand B Any and all artwork or typeset pholo ready material hal has been pair or has been sent to SELLER for reproduction by BUYER will be return	d for in the initial setup charge,	23	entity crime applicable to that person or to an affiliate of that person AVAILABILITY OF FUNDS: BUYER'S projects performed under this PO are contingent upon an annual appropriation for its purpose by the Commission or other specified funding source for this procurement
payment shall become due SHIPPING: All containers, reels, or pallets shipped with supplies by SELLER		24	SEVERABILITY: If any term or provision of this PO, to any extent, be held invalid or unenforceable, the remainder of this
BUYER upon receipt unless otherwise agreed in writing			PO, shall not be affected, and every other term and provision of this PO shall be deemed valid and enforceable to the extent permitted by law
LAWS: The items and/or services covered by this PO shall comply with all ap faws, statutes, ordinances, rules, and regulations.		25	SCRUNTINIZED COMPANY LIST: SELLER certifies that it is not listed on either the Scrutinized Companies with Activities in Sudan List or the Scrutinized Companies with Activities in the tran Petroleum Energy Sector List, created
TAXES: BUYER is generally exempt from sales, excise, or federal transporta in pricing unless agreed upon with BUYER. A copy of BUYER's Tax Exemptio request. SAFETY DATA SHEETS (SDS): Prior to shipping any chemicals or substance	n Certificate is available upon as to BUYER or bringing any		pursuant to Section 215 473, Florida Statutes Pursuant to Section 287 135(5), Florida Statutes, SELLER agrees BUYER may immediately terminate this PO for cause if the SELLER is found to have submitted a false certification or if the SELLER is placed on the Scrutinized Companies with Activities in Sudan List or the Scrutinized Companies with Activities in the Iran Patroleum Energy Sector List during the term of the PO
chemicals or substances onto BUYER property or BUYER work site, the SELL copies of current SDS ASSIGNMENT: SELLER may not assign any portion of the PO without prior or PROCUREMENT SERVICES		26	INDEPENDENT CONTRACTOR: The parties to this PO are independent contractors, and none of the provisions of this PO shell be interpreted or deemed to create any relationship between such parties other than that of independent contractors. Nothing contained in this PO shall be construed to create a relationship of employer and employee, master and servant, principal and agent, or coventurers between the City and the Supplier, between the City and any employee.
E-VERIFY: All Contractors and Subcontractors shall utilize the U.S. Department of Homel	and Securily's E-Verify system,		of the Supplier, or between the Supplier and any employee of the City. The City shall have no right to control or direct the details, manner, or means by which the Supplier performs the services or other requirements of this PO except to
in accordance with the terms governing use of the system, to confirm the empiri- A All persons employed by the Contractor during the term of the Co	oyment eligibility of: Intract to perform employment	1.1	require compliance with requirements and standards stated in the PO. The Supplier, similarly, shall have no control over or management authority with respect to the City or its operations.
dulies within Florida; and B All persons, including subcontractors, assigned by the Contractor to		27	SUPPLIER PORTAL: The City has a self-service Supplier Portal for vendors to register as a supplier and provide their business information including email address, contact and banking information It is the responsibility of the SELLER to
contract with the Department The Contractors and Subcontractors hereby acknowledge and agree to adhere			maintes information including entait address, contact and banking information in it is the tesponsibility of the SELLER to maintain this information and keep it current. Any updates to SELLER information will be accepted or rejacted within 48- 72 hours. Failure to provide current or accurate information may impede payment.
448.095 Florida Statules (2020) as amended from time to time. Eature to co	molywill e 449.005 Elorida		remember a state to provide current or accurate monnation may impede payment

In accordance with the terms governing use of the system, to confirm the employment eligibility of: A All parsons employed by the Confractor during the term of the Contract to perform employment dulies within Florida; and All parsons, including subcontractors, assigned by the Contractor to perform work pursuant to the contract with the Department The Contractors and Subcontractors hereby acknowledge and agree to adhere to the provisions of Section 448 095, Florida Statules (2020), as amended from time to time. Failure to comply with s 448 095, Florida Statules will result in a termination of the contract, the Contractor will not be awarded another City contract for at least one (1) year from the date of contract termination and the Contractor will be liable for any additional costs incurred by the City as result of the contract learmination VENUE. This PO shall be governed by the Laws of the State of Florida Any titigation involving this PO shall be in the courts of competent jurisdiction in Leon County, Florida or the United Stated District Court for the Northern District of Florida.

Revised: March 2021 Please direct all questions or concerns to City of Tallahassee Procurement Services Division at (850) 891-8280

Authorized Signature

Deromica Sme Grackin

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Project No.:	Project Location: FAIRGROUNDS PARCEL								
		Document Routing	g Form						
Document No:	N/A	Date: <u>10/4/21</u>	ROW Manager: Derrick Brown						
Vendor Name	Cureton	-Johnson and Associates, L	LC Vendor No.:0000128171						
Document Typ	Comment Type: Task Order No. CJ001 Contract No: 3800								
Document Titl	e: Appraisal As	signment for Appraisal Rep	bort						
Budget Impac	t: Yes 🛛 No 🛛	Amount: <u>\$7,900.00</u>							
Below \$25,000		Above \$25,000 🛛	IMC Memo						
Legal Review Approval	Susan Dawson Susan Dawson,	Digitally signed by Susan Dawson Date: 2021,10.06 11:51:20 -04'00' Esq.	Date:						
Department D Approval	irector Review Autumn Calder Autumn Calder, Blueprint Direct		Date:						
PLACE Direct	or Review								
Approval	N/A	;	Date:						
Administrative	e Review								
Date Emailed to	ACM/ CA	N/A1	Date to County Administration <u>N/A</u>						
Date to City Bu	dget Review: <u>1</u>	N/A]	Date to City ACMN/A						
Date to Treasur	e Clerk:	N/A]	Date returned to Blueprint: <u>N/A</u>						

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Attachment 3 Page 71 of 115

Chip Johnson

From: Sent: To: Subject: Derrick Brown <Derrick.Brown@Blueprintia.org> Thursday, October 21, 2021 8:27 AM Chip Johnson RE: Fairgrounds Appraisal

Yes.

Respectfully, Derrick A. Brown, Right of Way Manager Blueprint Intergovernmental Agency Office: 850.219.1086 Cellular: 850.712.2791 Derrick.Brown@BlueprintlA.org

-----Original Message-----From: Chip Johnson <cjohnson@cureton-johnson.com> Sent: Wednesday, October 20, 2021 4:44 PM To: Derrick Brown <Derrick.Brown@Blueprintia.org> Subject: Fairgrounds Appraisal

Hey Derrick. Hope all is well.

We are working on the fairgrounds land appraisal. Had a question

Looks like it is zoned open space. That zoning has a very limited land usage. Typically associated with government parcels. Do you want us to appraise the property based on the highest and best use and a reasonable zoning and future land-use designation? Thanks Chip

Sent from my iPhone

- <u>E</u>

Attachment 3 Page 72 of 115

-1

Chip Johnson

From: Sent: To: Cc: Subject: Derrick Brown <Derrick.Brown@Blueprintia.org> Tuesday, September 14, 2021 10:35 AM Chip Johnson Violeta Wall RE: Request for Appraisal Quotes

Morning Chip: Please note fairground appraisal is for the <u>land</u> only.

Respectfully, Derrick A. Brown, Right of Way Manager Blueprint Intergovernmental Agency Office: 850.219.1086 Cellular: 850.712.2791 Derrick.Brown@BlueprintlA.org

From: Chip Johnson <cjohnson@cureton-johnson.com>
Sent: Monday, September 13, 2021 10:54 AM
To: Violeta Wall <violeta.wall@Blueprintia.org>
Cc: Derrick Brown <Derrick.Brown@Blueprintia.org>
Subject: RE: Request for Appraisal Quotes

Violet,

There are several buildings on the fairgrounds property (offices, warehouse, single-family etc.). So are we disregarding all existing improvements?

Thx, Chip



W.R. "Chip" Johnson, MAI

Principal Cureton Johnson & Associates, LLC 1358 Thomaswood Drive Tallahassee, FL 32308 850.386.3720 (o) 850.385.7626 (f) Email: cjohnson@cureton-johnson.com

From: Violeta Wall <<u>violeta.wall@Blueprintia.org</u>> Sent: Friday, September 10, 2021 5:24 PM

Attachment 3 Page 73 of 115

PHONE: (850) 219 – 1081 or 219-1082 FAX: (850) 219-1098

Authorized By (Type/Print)

APPRAISAL COMPANY: Cureton Johnson & Associates, LLC

12

Blueprint Legal APPRAISAL ASSIGNMENT

75

Blueprint Intergovernmental Agency

APPRAISER CONTACT NAME: Wayne R. "Chip" Johnson TELEPHONE NUMBER: 850.386.3720
EMAIL ADDRESS: cjohnson@cureton-johnson.com
CITY OF TALLAHASSEE AGENT NAME: Derrick Brown, Blueprint IA Right of Way Manager
EMAIL ADDRESS: Derrick.Brown@BlueprintlA.org
TELEPHONE NUMBER: 850-219-1086
PROJECT NAME: FAIRGROUNDS PARCEL
PROJECT LOCATION:
PROJECT / FUND NUMBER:
APPRAISAL REQUESTED: Image: Non-Eminent Domain Image: Form Report Appraisal Report Image: Other
 Eminent Domain Appraisal Report Before & After (Land Only) Before & After (w/ Improvements)
Please Check One: 🗌 Original 🔲 Modification 🔄 Update 📋 Review
DETAILED DESCRIPTION FOR SERVICES REQUESTED (Scope of Work):
(Attach schematics, plans, maps, and details as required)
PROJECT BUDGET FOR SERVICE REQUESTED:
AGREED PRICE: <u>\$</u>
Contact Person (Type/Print) Phone Number

459

Date

- 7

Attachment 3 Page 74 of 115

PHONE: (850) 219 – 1081 or 219-1082 FAX: (850) 219-1098

Blueprint Legal
APPRAISAL ASSIGNMENT

- 4

Blueprint Intergovernmental Agency

TO BE COMPLETED BY APPRAISER:	
Base Price: Professional Fees: <u>52.67</u> hrs × \$ <u>150.00</u> /hr Clerical Fees:hrs × \$/hr Other: TOTAL	\$ \$7,900.00 \$ \$ \$ 7,900.00
Date Request Received: <u>9/30/2021</u>	Accepted: YES NO
Appraiser Signature:	Date: <u>October 1, 2021</u>

FEE BREAKDOWN BY PARCEL:

Turn Time: 5-6 Weeks

Revised on October 12, 2006 Revised on December 20, 2006 January 15, 2007 August 19, 2014

TASK ORDER NO. CJ001 FAIRGROUNDS PARCEL

This Task Order No. CJ001 is issued by Leon County – City of Tallahassee Blueprint Intergovernmental Agency, hereinafter referred to as the "Agency" pursuant to Contract No. 3800, dated October 31, 2016, hereinafter referred to as the "Contract", between the CITY OF TALLAHASSEE (CITY), and Cureton Johnson & Associates, LLC, hereinafter referred to as the "Consultant".

RECITALS

Whereas, in accordance with the Contract, **Exhibit** A, the Consultant is to provide the Agency with professional property appraisal services related to all necessary tasks pertaining to the investigation of, the calculation of, and the generation, report and documentation of the appraised value of real property either commercial or residential as requested by the Agency; and

Whereas, the purpose of this Task Order is to establish the scope of work, price for services, and schedule for performance of the work investigate, calculate, generate and report of the appraised value of real property located at the FAIRGROUNDS, Tallahassee, Florida (Exhibit B); and

Whereas, in accordance with Blueprint Procurement Policy, Section 101.07.5, and Contract No. 3800, the Agency desires to utilize the services of the Consultant to perform the scope of services set forth below.

NOW THEREFORE, for good and valuable consideration, the receipt and sufficiency of which are hereby acknowledged, the Parties hereby agree as follows:

1. INCORPORATION OF RECITALS AND EXHIBITS

The Recitals set forth above, the accuracy of which being acknowledged, are hereby made a part hereof as if set forth in their entirety below. Exhibits A and B as further described in Section Number 4, are attached hereto and incorporated herein as if set forth in their entirety below.

2. EFFECTIVE DATE

The effective date of this Task Order shall be the date of full execution hereof.

3. SCOPE OF SERVICES

The Consultant shall provide for the investigation of, calculation of and the generation, report and documentation of the appraised value of real property located at the FAIRGROUNDS, as requested by the Agency. All appraisal and appraisal review services shall be performed in accordance with applicable Florida Statutes and the Uniform Standards of Professional Appraisal Practice.

4. COMPENSATION AND PAYMENT

The work will be performed in accordance with the terms and conditions set forth in the Contract. Exhibit A, and this Task Order. All compensation and payments for Agency approved work performed in completion of the Project shall be paid to the Consultant on a fixed-fee basis in accordance with this Task Order, at a total cost not to exceed \$7,900.00.

5. PRECEDENCE OF CONTRACT DOCUMENTS:

The contract documents shall consist of this Task Order, including all attachments and amendments hereto and any Authorization Letters issued hereunder, the Contract, **Exhibit A**, and the real property location, **Exhibit B**. In the event of conflict between the terms and conditions of those documents, such terms and conditions shall control in the following order:

- i. Task Order.
- ii. Exhibit A.
- iii. Exhibit B.

6. SERVICES TO BE PROVIDED

-1

Consultant hereby agrees to provide the professional services to the Agency in accordance with the Scope of Services as described within this Task Order.

Whereas, the Parties have set forth by the signature execution hereof as of the date first written below.

LEON COUNTY-CITY OF TALLAHASSEE BLUEPRINT INTERGOVERNMENTAL AGENCY

1 By: rick Brown

Its: Right of Way Manager

Date:

APPROVED AS TO FORM: Blueprint Intergovernmental Agency

Susan _{By:} Dawson Digitally signed by Susan Dawson Date: 2021.10.06 11:50:51 -04'00'

Susan Dawson, Esq. Blueprint Attorney CURETON-JOIINSON & ASSOCIATES, LLC

Chip" Johnson, MAI incina

10/1/2021 Date:

COT Contract No. 3800

1.1

Exhibit A

1

CONTRACT

NO. 3800

REAL ESTATE APPRAISAL AND CONSULTING SERVICES

THIS CONTRACT, executed this 31 day of October 2018, by and between the CITY OF TALLAHASSEE, a Florida municipal corporation, hereinafter called "City", and CURETON - JOHNSON & ASSOCIATES, LLC, hereinafter called "Contractor".

WITNESSETH:

That in consideration of the mutual covenants, obligations and terms set forth herein and other good and valuable considerations, the receipt and sufficiency of which is acknowledged, the parties hereby agree as follows:

- 1. The Contractor shall furnish services to the City as described in the City's request for proposals for Consulting Real Estate Appraisal Services (RFP No 0122-16-RWT-RC) and all addenda thereto, if any, (collectively, the "RFP") based on the fee schedules attached to this Contract and identified as Exhibit "A". The term of this Contract shall begin November 1, 2016 and shall end October 31, 2019, with up to two (2) one (1) year extensions upon the mutual prior written consent of the partles.
- 2. The Contractor will, at its own cost and expense, do the work required to be done, provide all services required to be provided, and meet all other requirements or conditions imposed, all strictly in accordance with the RFP, and the Contractor's proposal dated June 30, 2016, which are on file in the office of the City Treasurer-Clerk and are by reference made a part hereof to the same extent as if set out herein.
- 3. Should City desire for Contractor to perform any work or services within the scope of this Contract, City and Contractor shall prepare an Appraisal Assignment which shall specify the work or services to be performed, the time period or the specific schedule for performance, the compensation or method of compensation for such work or

Attachment 3 Page 79 of 115

services, and either a tump sum, not-to-exceed amount, or estimated cost of such work or services. Appraisal Assignments will be made on a non-exclusive basis, with consideration of the workload and scheduling needs of both parties, and at the sole discretion of the Real Estate Management Department. Contractor acknowledges that the City may assign some or all work or services within the scope of this Contract to other contractors.

- 4. Contractor shall not undertake or perform any work or services described in an Appraisal Assignment unless authorized in writing by a Purchase Order, issued by the City, or by a Task Order, executed by the City and the Contractor (collectively, "Authorizing Documents"). The type of Authorizing Document used in regard to a particular Appraisal Assignment will depend upon the cost of the work or services to be performed. Each Authorizing Document shall incorporate by reference the applicable Appraisal Assignment, as agreed upon by the Parties, and the terms and conditions set forth in this Contract. Each Authorizing Document may include additional terms and conditions applicable to the particular Apprensal Assignment, provided that such terms and conditions are not in conflict with the terms and conditions of this Contract and further provided that no pre-printed terms or conditions on a Purchase Order form shall apply to performance of the particular work or services. Contractor shall submit invoices for services in accordance with the payment schedule set forth in the applicable Appraisal Assignment, and the City will pay all proper invoices in accordance with requirements of the Florida Prompt Payment Act.
- 5. On the faithful performance of an Appraisal Assignment by the Contractor, the City will pay the Contractor in accordance with the terms and conditions of the applicable Authorizing Document.

- 6. The Contractor shall indemnify and save harmless the City, its officials and employees, from all losses, damages, costs, expenses, liability, claims, actions, and judgments of any kind whatscever, including without limitation attorney's fees and cost of litigation, arising out of or caused by any act or omission of the Contractor, its subcontractors, or the employees, officers, directors, or agents of either.
- 7. Services shall be performed in response to Appraisal Assignments from agents of the Real Estate Management Department of the City, which may be made on a nonexclusive basis, by project or parcel, with consideration of the workload and scheduling needs of both parties, all at the sole discretion of the Real Estate Management Department.

IN WITNESS WHEREOF, the parties hereto have caused this Contract to be executed by their duly authorized representatives, effective the date first above written.

[REMAINDER OF PAGE INTENTIONALLY LEFT BLANK]

Allest. Ų James O. Cooke IV Cily Treasurer-Clerk

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itness as to the Contr

Approved as to form:

Assistant City Attorney

CITY OF TALLAHA8SEE

intoh Bul By: 12sh 10

Andre Libroth Procurement Services Manager

CURETON - JOHNSON & By.

Paul T. Curelon, III. Manager



VID# 0000128171 Cated 3800

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Fee Proposal Attachment E: Fee Schedule

This proposal is submitted in good faith, without collusion or fraud. Paul T. Cureton, Owner, has the suthority to bind Cureton-Johnson & Associates, LLC (1355 Thomaswood Drive, Tallahassee, FL 32308; Phone: 850-386-3720; Fax: 850-385-7626) to this contract, if awarded.

ATTACHMENT E

TO BE PLACED IN BINDER 2

CITY OF TALLAHASSEE

CONSULTING REAL ESTATE APPRAISAL SERVICES

DO NOT SUBMIT FEES WITH BINDER 1. MUST BE SUBMITTED

IN BINDER 2.

îtam No.	Description	1" Vear	Z" Year	3rd Year
001	Residential appraisate - Fannis Mae Form Report	\$475.00	\$475.00	\$476.00
602	Appraisal Services, pur hour	-\$150.00	\$150.00	\$150,00
他迎	Consulting Services, per hour	\$150.00 \$195.00 \$85.00	\$150.00 \$196.00 \$85.00	\$150.00 \$195.00 \$85.00
686	Expert Witness Services, per hour			
005	Associate Services, per hour			
005	Clarical Services, per hour	\$25.00	\$25.00	\$25.00

EVALUATION OF FEES WILL BE BASED ON ITEMS OUT THROUGH DOS

Exhibit "A"

City of Tallehasson RFP No. 0122-16-RWT-RC Fee Propagal

Submitted by: Cureton-Johnson & Aszociates, LLC 1358 Thomaswood Drive, Talizhazson, FL 32308

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October 18, 2020

VIA EMAIL: cjohnson@cureton-johnson.com

Chip Johnson Cureton-Johnson & Associates LLC 1358 Thomaswood Drive Tallahassee, FL 32308

Re: Contract No. 3800 Extension Letter RFP-0122-16-RWT-RC Real Estate Services

Dear Mr. Johnson

The above reference contract will expire October 31, 2020 with a (1) year extensions available. As such, this letter shall serve as the City of Tallahassee's formal notice to extend the above referenced contract for the one (1) year option period - November 1, 2020 to October 31, 2021.

Per City records, your certificate of insurance is not on record. Please be advised your firm is NOT permitted to render services to the City of Tallahassee without the required insurance Forward the certificate of insurance (COI) Indicate the contract number on the insurance certificate for reference purposes. NOTE: PER THE CONTRACT TERMS THE CITY OF TALLAHASSEE MUST BE NAMED AN ADDITIONAL INSURED ON THE COI. The COI may be

faxed to (850) 891-8177; emailed to Cindy Dickinson@talgov.com; or mailed to: Treasurer Clerk Office/Contracts Division, 300 S. Adams Street. Mail Box A-31. Tallahassee, FL 32301.

Please indicate your firm's acceptance of this extension by signing and returning via Adobe Sign. The City looks forward to continuing its excellent working relationship with your firm. Should you have any questions please contact Robert Threewitts at telephone (850) 329-7437.

Sincerely,

Venenica McChackin

Veronica McCrackin Manager for Procurement Services

VM/rwt

ACCEPTANCE OF CONTRACT EXTENSION

Name (Typed or Printed)

Wayne R. Johnson

Vayne R. Johnson

Signature

Date

10/19/2020

CITY HALL	JOHN E. DAILEY	DIANNE WILLIAMS-COX
300 South Adams Street	Mayor	Mayor Pro Tem
Tullubassee, FL 32301-1731	Mayor	mayor rio tem
850-891-0000	REESE GOAD	CASSANDRA K. JACKSON
FDD: 711 • Tulgov.com	City Manager	City Attorney

ELAINE W. BRYANT Commissioner JAMES OF COOKE, IV

City Treasurer-Clerk

CURTIS RICHARDSON Commissioner

JEREMY MATLOW Commissioner

DENNIS R, SUTTON **City Auditor**

-

COT Contract No. 3800

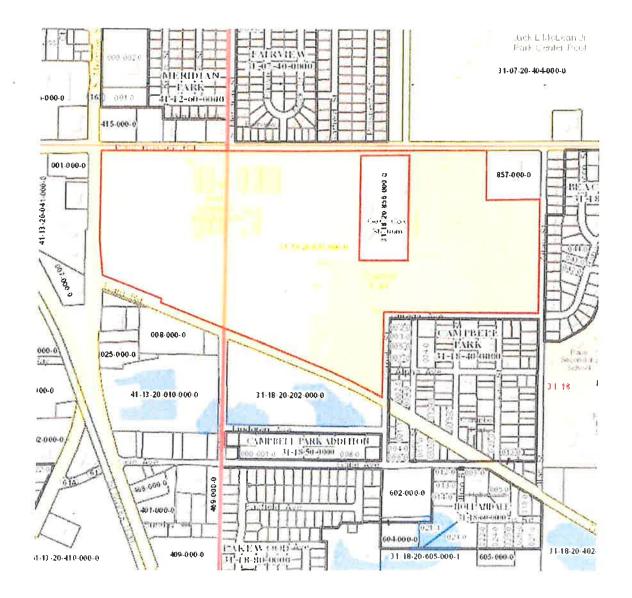
Exhibit B

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EXHIBIT "B"

Parcel Id No.: 311820853000



Parcel: 3118208530000 Owner: LEON COUNTY

Leon County Property Appraiser

The Tax Roll is compiled by the Legal Descriptions as recorded in the Public Records of Leon County. Location addresses are not used in the preparation of the Tax Roll. <u>They should not be used for title searches or preparation of legal documents.</u>

Parcel Information

Parcel ID: 3118208530000 Owner(s): LEON COUNTY Tax District: 1 - CITY Legal Desc: SECTION 13 & 18 T1S R1E DB 176/65 LESS OR 5607/1188

C/O DIVISION OF REAL ESTATE MANAGEMENT Mailing Addr: 301 S MONROE ST STE 202 TALLAHASSEE FL 32301

Google Map

Location: 411 E PAUL RUSSELL RD Location (Street) Addresses are provided by City Growth Management 850-891-7001 (option 4), and County DSEM 850-606-1300. Parent Parcel: Acreage: 106.610

Subdivision: NOT IN SUBDIV Property Use: 8600 - COUNTY Bidg Count: 14

Certified Value Detail

Tax Year	Land Value	Improvement Value	Total Market Value	SOH Differential	Classified Use Homestead
2021	\$2,132,200	\$3,848,488	\$5,980,688	\$0	\$0 2021 - No

Certified Taxable Values

Tax Year	Taxing Authority	Rate	Market	Assessed	Exempt	Taxable
2021	Leon County	8.31440	\$5,980,688	\$5,980,688	\$5,980,688	\$0
	Leon County - Emergency Medical Service	0.50000	\$5,980,688	\$5,980,688	\$5,980,688	\$0
	School - State Law	3.62800	\$5,980,688	\$5,980,688	\$5,980,688	\$0
	School - Local Board	2.24800	\$5,980,688	\$5,980,688	\$5,980,688	\$0
	City of Tallahassee	4.10000	\$5,980,688	\$5,980,688	\$5,980,688	\$0
	NW FL Water Management	0.02940	\$5,980,688	\$5,980,688	\$5,980,688	\$0

Building Summary

Tax Year	Card	Bldgs Building Use	Building Type	Yr Built	Base SqFt	Auxiliary SqFt
2021	1	1 Commercial	242 - Clubhouse/Exemp	ot 1990	585	56
2021	2	1 Commercial	242 - Clubhouse/Exemp	ot 1990	627	330
2021	3	1 Commercial	242 - Clubhouse/Exemp	ot 1990	496	56
2021	4	1 Commercial	400 - Warehouse	1956	12,000	
2021	5	1 Commercial	400 - Warehouse	1956	12,000	152
2021	6	1 Commercial	400 - Warehouse	1982	24,000	
2021	7	1 Commercial	400 - Warehouse	1956	11,800	
2021	8	1 Residential	SF - Single Family	1985	1,173	95
2021	9	1 Commercial	400 - Warehouse	1955	13,925	90
2021	10	1 Commercial	400 - Warehouse	1966	12,120	
2021	11	1 Commercial	472 300 - Office	1970	2,209	



411 E PAUL RUSSER 8R0 115

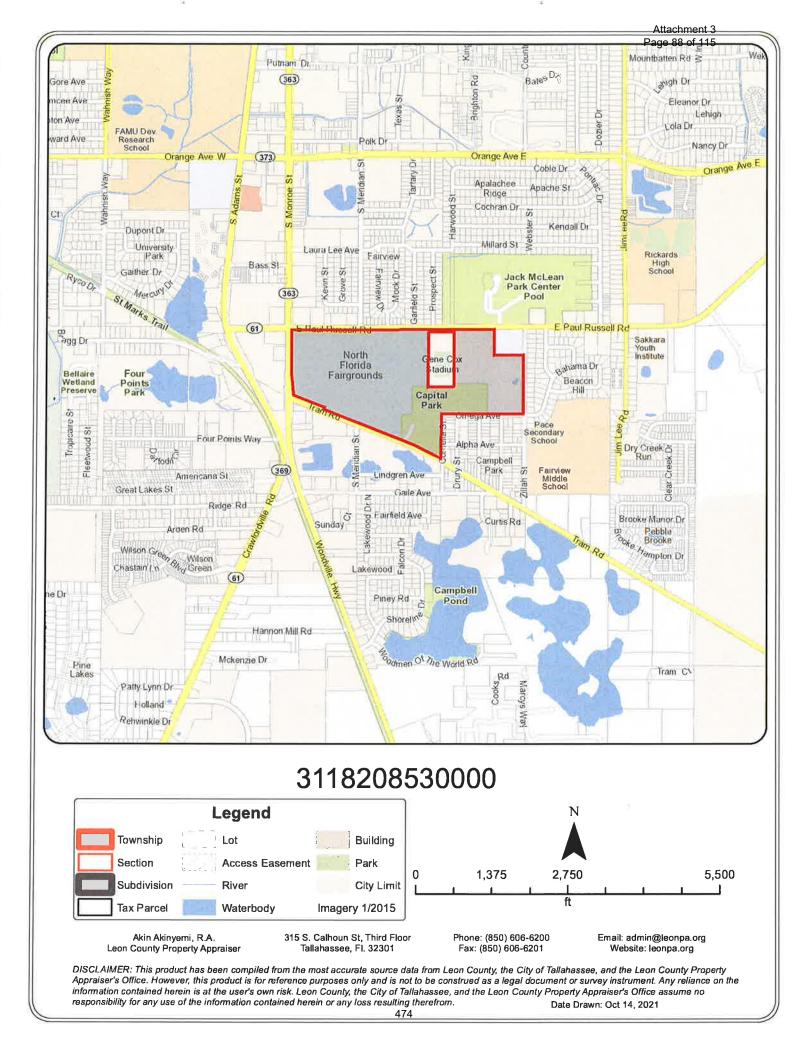
2021 12 1 Commercial 400 - Warehouse 1956 15,593	915 achment 3
	87 of 115
2021 14 1 Commercial 400 - Warehouse 1966 12,000	
Total: 14 130,648 1	,694

Quick Links - (Note: Clicking links below will navigate away from our website.)

County Links

Leon County Tax Collector Permits Online (City / County) Property Info Sheet County Map Links Land Information (Contains FEMA, Zoning, Fire Hydrant, etc.) Flood Zone (FEMA) Zoning Map Fire Hydrant Map More TLCGIS Maps

Other Map Links Google Map Map





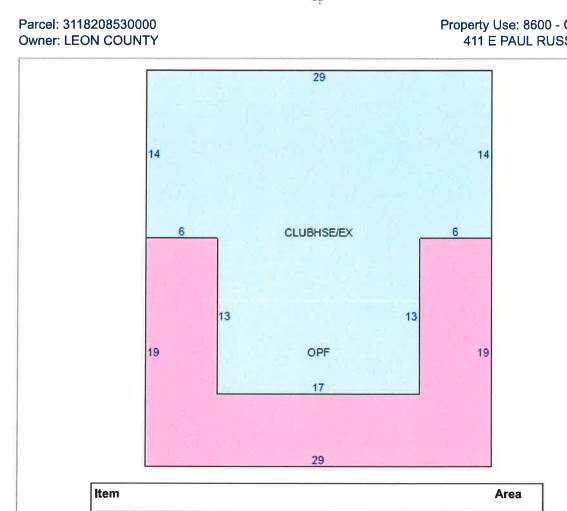
Parcel: 3118208530000 **Owner: LEON COUNTY**

Property Use: 8600 - COUNTY Attachment 3 411 E PAUL RUSSELL RD Page 89 of 115

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7 7 0PF 7	
7 CLUBHSE/EX 15 15 15 C	16 LUBHSE/EX 15 16
Item	Area
	Area 345
Item CLUBHSE/EX - 242:CLUBHOUSE/EXEMPT OPF - OPF:Open Porch Finish	

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Attachment 3 Page 90 of 115

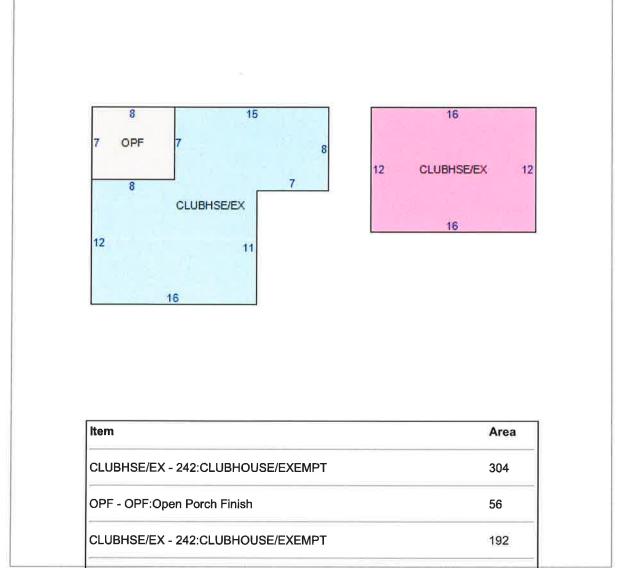
CLUBHSE/EX - 242:CLUBHOUSE/EXEMPT 627 OPF - OPF: Open Porch Finish 330 Printed on Thursday, October 14, 2021, at 1:45:55 PM EST



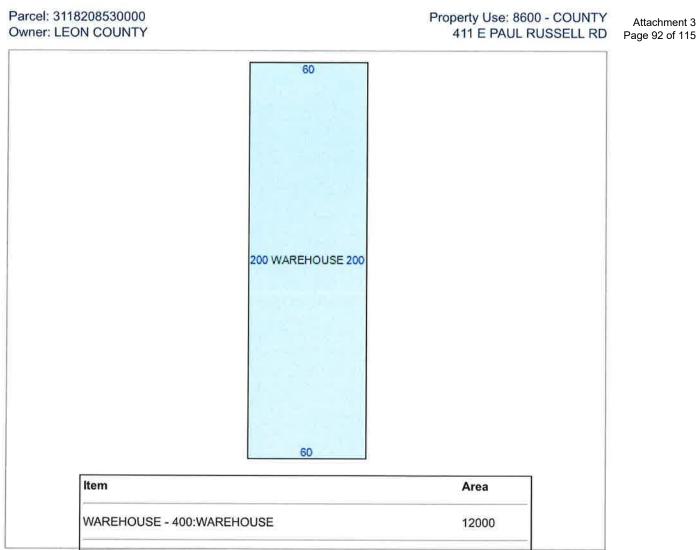


Property Use: 8600 - COUNTY 411 E PAUL RUSSELL RD Page 91 of 115

Attachment 3



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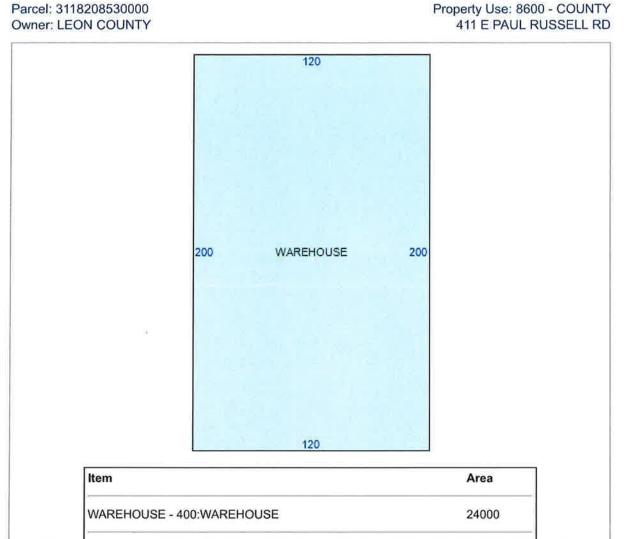


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Property Use: 8600 - COUNTY 411 E PAUL RUSSELL RD

Attachment 3 Page 94 of 115

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Parcel: 3118208530000 Owner: LEON COUNTY

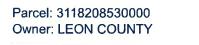
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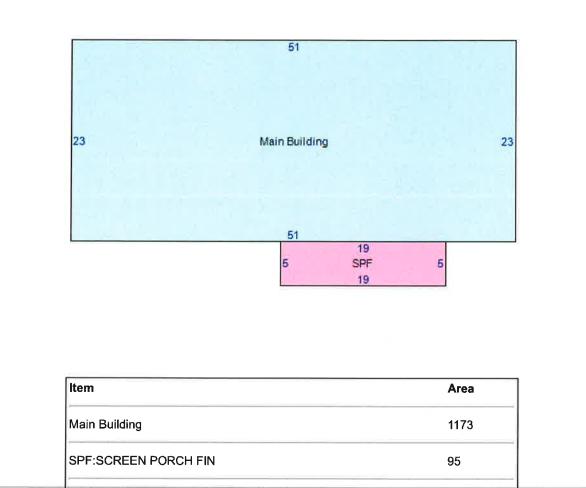
Property Use: 8600 - COUNTY 411 E PAUL RUSSELL RD Page 95 of 115

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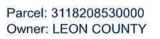
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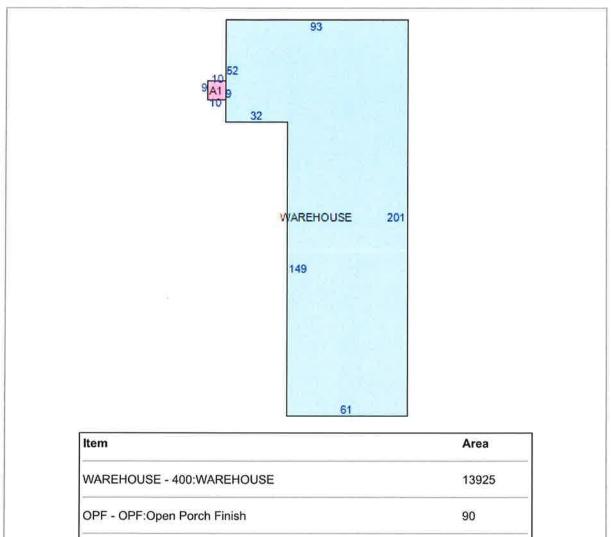




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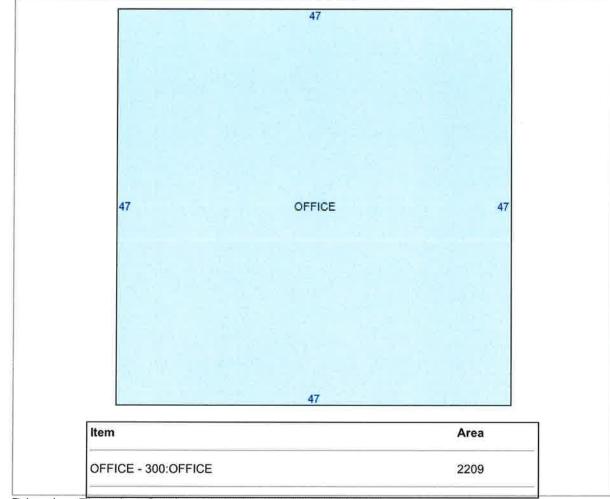
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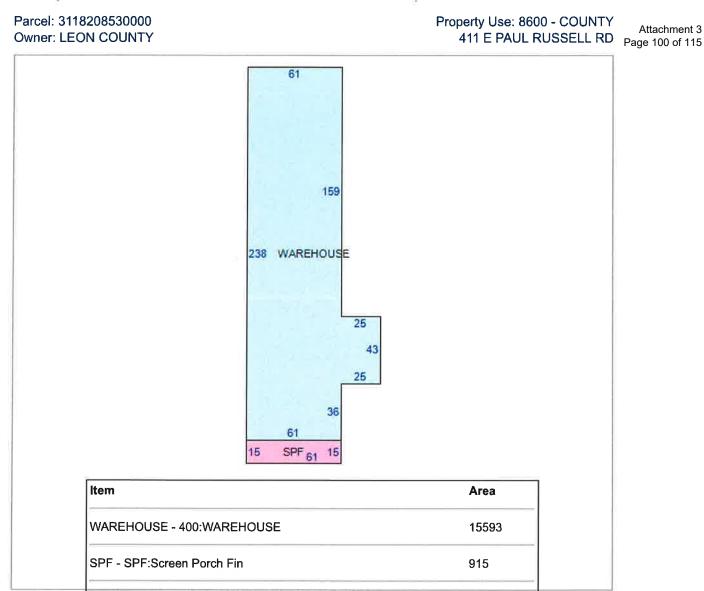
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Parcel: 3118208530000 Owner: LEON COUNTY

Property Use: 8600 - COUNTY 411 E PAUL RUSSELL RD Page 99 of 115



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Parcel: 3118208530000 **Owner: LEON COUNTY**

Property Use: 8600 - COUNTY 411 E PAUL RUSSELL RD Page 101 of 115

- 4

	60 202 WAREHOUSE 202		
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Parcel: 3118208530000 Owner: LEON COUNTY	Property Use: 8600 - COUNTY 411 E PAUL RUSSELL RD	Attachment 3 Page 102 of 115
200	60 EHOUSE 200	
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Tax Roll Property Summary

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Prope	rty Sum	imary			Please click	here for this page	s Instruction
Accoun	it Numbei	311820	8530000	Туре	REAL EST	ATE	Request E-B
Addres	S	523 E PAUL RUS	SELL RD TAL	Status			
Sec/Twi	n/Rng	18 1S 1E		Subdivis	sion		
Year	Roll	Account Number	Status	Date Paid	Amount Paid	Balance Due	5
<u>1994</u>	R	1994 3118208530000	No Tax Due				Tax Bill
1995	R	1995 3118208530000	No Tax Due				Tax Bill
<u>1996</u>	R	1996 3118208530000	No Tax Due				Tax Bill
<u>1997</u>	R	1997 3118208530000	No Tax Due				Tax Bill
<u>1998</u>	R	1998 3118208530000	No Tax Due				Tax Bill
<u>1999</u>	R	1999 3118208530000	No Tax Due				Tax Bill
2000	R	2000 3118208530000	No Tax Due				Tax Bill
2001	R	2001 3118208530000	No Tax Due				Tax Bill
2002	R	2002 3118208530000	No Tax Due				Tax Bill
2003	R	2003 3118208530000	No Tax Due				Tax Bill
2004	R	2004 3118208530000	No Tax Due				Tax Bill
2005	R	2005 3118208530000	No Tax Due				Tax Bill
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2007	R	2007 3118208530000	No Tax Due				<u>Tax Bill</u>
<u>2008</u>	R	2008 3118208530000	No Tax Due				Tax Bill
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2013	R	2013 3118208530000	No Tax Due				Tax Bill
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2017	R	2017 3118208530000	No Tax Due				Tax Bill
2018	R	2018 3118208530000	No Tax Due				Tax Bill
2019	R	2019 3118208530000	No Tax Due				Tax Bill
2020	R	2020 3118208530000	No Tax Due				Tax Bill
Year	Roll	Account Number	Status	Date Paid	Amount Paid	Balance Due	

CURRENT ACCOUNT DETAILS

3118208530000

2020

Tax Bill

	Property	y Description	Owner Informat	ion Attachment 3
	18 1S 1E 60.03	A IN N 1/2 OF NW	LEON COUNTY	Page 104 of 115
	1/4 DB 176/65 (FAIR GROUNDS)	C/O DIVISION OF REAL	ESTATE MANAGEMENT
			301 S MONROE ST STE	202
			TALLAHASSEE, FL 3230	1
	Current	Values and Exemptions	Taxes and Fees	Levied
	ASSESSMENT	5,825,223	TAXES	.00
	TAXABLE	0	TOTAL	. 00
	EXEM.	5,825,223		
* NO TAXÉS DUE	* * * * * *	NO TAXES DUE * * * * * *	NO TAXES DUE * * * * *	* *
Post Date	Receipt	: # Pmt Type Status	Disc Interest	Total

- 1

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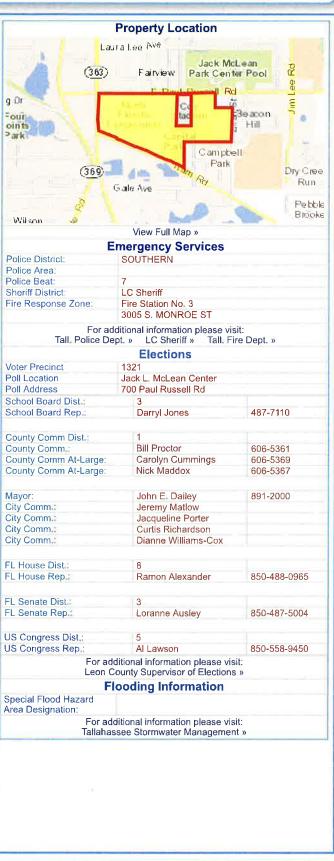
Links of Interest TALLAHASSEE - LEON GIS MAPPING LINK TO PROPERTY APPRAISER



Tallahassee-Leon County GIS Property Information Sheet



3118208530000	
411 E PAUL RUSSELL RD	
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TALLAHASSEE FL 32301	
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itional information please visit:	
County Property Appraiser »	Polic
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MULTIPLE FUTURE LAND USE	
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	City
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	TALLAHASSEE FL 32301 IN IN Itional information please visit: thassee-Leon County GIS » Derty Tax Information \$ 0 TOPERTY Information \$ 5980688 \$ 5980688 \$ 5980688 \$ 5980688 \$ 5980688 \$ 5980688 \$ 5980688 \$ 5980688 \$ 5980688 \$ 0 \$ titional information please visit: County Property Appraiser » Ing and Land Use Info Coning and Land Use Info No Itional Information please visit: .eon County Planning Department » 850-891-6400 Distribution Information please visit: .eon County Planning Department * 850-891-6400 Distribution Information please Visit: .eon County Planning Department * 850-891-6400 Distribution Information please Visit: .eon County Planning Department * 850-891-6400 Distribution Information Please Visit: .eon County Planning Department * 850-891-6400 Distribution Information Please Visit: .eon County Planning Department * 850-891-6400 Distribution Information Please Visit: .eon County Planning Department * 850-891-6400 Distrib



Print To PDF

	PERMITTED USES	SES
1. District Intent		3. Accessory Uses
The OS District is intended to provide areas within the community for the	 (1) Agriculture. (2) Cemeteries. 	(1) A use or structure on the same lot with, and of a nature customarily incidental and subordinate
resource conservation and passive or active recreational facility needs of the	(3) Nature centers and related administrative and service facilities.	to, the principal use or structure and which
Restaurants (wit	(4) Open space, natural areas, conservation areas and wildlife	area or cubic volume of the principle use or
	management areas.	structure, as determined by the Land Use
regional public parks with active	(5) Outdoor passive and active recreational facilities,	Administrator
integral to the park's design. The OS	(6) Silviculture.	(2) Light infrastructure and/or utility services and facilities necessary to serve nermitted uses as
District may be applied to publicly or	(7) Stormwater management facilities.	determined by the Land Use Administrator.
of natural features is desired. The OS	(8) Restaurants (without drive thrus) and retail uses integral to parks containing active recreational facilities.	
Ustrict is permitted in any Future Land Use Category established by the Comprehensive Plan.		

Attachment 3 Page 106 of 115

492

-11

-11

	4. Minin	4. Minimum Lot or Site Size	Site Size	5. Minimu	5. Minimum Building Setbacks	backs		6. Maximum Building Restrictions	rictions
Use Category	a. Lot or Site Area	b. Lot Width	c. Lot Depth	a. Front	b. Side – Interior Lot	c. Side – Corner Lot	d. Rear	a. Building Size (excluding gross building floor area used for parking)	b. Building Height (Including stories used for parking)
Any Permitted Principal Use	None	None	None	25 feet	None, except 15 fl. if adjoining a low density residential zoning district.	25 feet	10 feet	1,000 square feet of gross building area per acre	3 stories
Restaurant (without drive thrus) and Retail Use	None	None	None	10 feet	None, except 15 ft. if adjoining a low density residential zoning district.	25 feet	10 feet	300 square feet of gross building floor area per acre; Individual buildings may not exceed 7,000 gross square feet	3 stories

Attachment 3 Page 107 of 115

493

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-41

Sec. 10-165. Planned Unit Development (PUD) Zoning District Requirements and Procedures.

(a) *Purpose and Intent of District.* The Planned Unit Development (PUD) zoning district is intended to provide a method by which proposals for a unique zoning district which are not provided for or allowed in the zoning districts otherwise established by this chapter may be evaluated. The standards and procedures of this district are intended to promote flexibility of design and permit planned diversification and integration of uses and structures, while at the same time retaining in the City Commission the absolute authority to establish such limitations and regulations as it deems necessary to protect the public health, safety, and general welfare. In so doing, the PUD district is intended to:

- (1) Promote more efficient and economic uses of land.
- (2) Provide flexibility to meet changing needs, technologies, economics, and consumer preferences.
- (3) Encourage uses of land which reduce transportation needs and which conserve energy and natural resources to the maximum extent possible.
- (4) Preserve to the greatest extent possible, and utilize in a harmonious fashion, existing landscape features and amenities.
- (5) Provide for more usable and suitably located recreational facilities, open spaces and scenic areas, either commonly owned or publicly owned, than would otherwise be provided under a conventional zoning district.
- (6) Lower development and building costs by permitting smaller networks of utilities and streets and the use of more economical building types and shared facilities.
- (7) Permit the combining and coordinating of land uses, building types, and building relationships within a planned development, which otherwise would not be provided under a conventional zoning district.

(b) *Eligibility*. The PUD district is designed to allow an applicant to submit a proposal for consideration, for any uses or any mixture of uses that are consistent with the Comprehensive Plan, and to allow the City Commission to approve any proposal which it determines to be in the best interest of the public health, safety, and welfare, along with any conditions or requirements or limitations thereon which the City Commission deems advisable. The approval of PUD rezoning requests rests with the City Commission. However, no rezoning to a PUD zoning district shall be eligible for approval unless the following minimum conditions are met:

- (1) *Minimum Area for a PUD Zoning District*. The minimum area required for an application to a planned unit development district is three acres with the following exception: properties subject to development which are required by schedule 10.3 development standards and/or comprehensive plan to be filed as a planned unit development or site plan review required. In such cases, there is no minimum size requirement.
- (2) Configuration of the PUD Zoning District. The tract or tracts of land for which the PUD zoning district is made shall be adjoining with sufficient width and depth to accommodate the proposed use. A tract of land within the planned development future land use category that is divided by the dedication of right-of-way from a landowner to, or created through the amicable resolution of a condemnation proceeding by a

governmental entity, shall be considered adjoining for purposes of creating a planned unit development zoning district.

(3) Unified Control/Ownership. All land included for the purpose of development within a PUD district shall be owned by or be under the complete control of the applicant for such zoning designation, whether the applicant be an individual, partnership, corporation, other entity, group, or agency. The applicant shall provide the City all of the necessary documents and information that may be required by the City Attorney to assure the City that the development project may be lawfully completed according to the plans sought to be approved. No application shall be considered until the requirements of this section have been fully complied with.

(c) *Review Process*. An application for a PUD zoning district shall consist of a PUD Concept Plan and a PUD Final Development Plan. A PUD zoning district is established when a PUD Concept Plan is approved by the City Commission.

- (1) *Planned Unit Development Concept Plan.* A PUD Concept Plan is a generalized plan which shows the proposed use and maximum density or intensity of all lands within a PUD zoning district in accordance with the information set forth in subsection (d) of this section. Once a PUD Concept Plan is approved by the City, the subject properties will be designated PUD on the Official Zoning Map of the City.
- a. *Pre-Application Conference*. An application for a pre-application conference shall be submitted to the City in accordance with established policies and procedures.
- b. *PUD Concept Plan Application*. A PUD Concept Plan application shall be submitted in accordance with the submittal requirements set forth in subsection (d) of this section.
- c. *Public Notification*. Public notice of the Development Review Committee shall be given at least five (5) calendar days in advance of the Development Review Committee meeting by publication in a newspaper of regular and general circulation in the city and the county. In addition, written notice shall be mailed at least five (5) calendar days in advance of the Development Review Committee meeting to the current address (based on records of the county property appraiser's office) of each property owner within 500 feet of the project and to registered neighborhood associations. Due notice shall be given of the Planning Commission and City Commission public hearings at least fifteen (15) calendar days in advance of the hearing by publication in a newspaper of regular and general circulation in the city and the county. In cases in which formal proceedings are conducted under chapter 2, article III, division 2, subdivision II, of this Code, the notice for the public hearing held by the Planning Commission shall apply only to the public hearing on the recommended order from the administrative law judge.
- d. DRC Review. The Development Review Committee shall review a PUD Concept Plan application at a regularly scheduled meeting to determine if the application complies with the Comprehensive Plan and other applicable land development regulations adopted by the City. The Development Review Committee shall prepare an itemized list of written findings of fact which supports a recommendation of approval, approval with conditions,

or denial of a PUD Concept Plan. The written findings of the Development Review Committee shall be forwarded to the Planning Commission. Meetings of the Development Review Committee shall be conducted in accordance with established policies and procedures.

- e. *Planning Commission Review*. The Planning Commission shall review the PUD Concept Plan, the written findings of fact of the Development Review Committee, and conduct a public hearing in order to formulate a recommendation to the City Commission on approving, approving with conditions, or denying a PUD Concept Plan. The recommendation of the Planning Commission shall be supported by written findings of fact. Meetings of the Planning Commission shall be conducted in accordance with established policies and procedures. Formal proceedings before the planning commission may be requested in accordance with chapter 2, article III, division 2, subdivision II, of this Code.
- f. *City Commission Review*. The City Commission shall review the PUD Concept Plan, the recommendation and written findings of the Development Review Committee and the Planning Commission, and conduct a public hearing. The City Commission will then approve, approve with conditions, or deny the PUD Concept Plan. The decisions of the City Commission shall be final and shall be supported by written findings. Meetings of the City Commission shall be conducted in accordance with established policies and procedures.
- g. Revisions to PUD Concept Plan. The applicant shall have 90 days from the date of the city commission meeting when final action is taken to submit a revised PUD concept plan to include any conditions of approval for the planned unit development concept plan imposed by the city commission. Any such changes shall be reviewed for acceptance by the PUD members or their designees within ten days of receipt and shall bear the signature of the development review committee members or their designees before the PUD concept plan can be accepted as the approved PUD concept plan. Upon written request from the applicant, one 90-day extension may be granted to the applicant by the planning department director for submittal of the revised planned unit development concept plan. Failure by the applicant to submit a revised site plan within the time frames specified in this section shall deem the site plan null and void.
- h. Amendments to PUD Concept Plan. Any amendments to the PUD concept plan shall be reviewed as a new PUD concept plan. Notwithstanding this provision, the Growth Management Department may approve amendments to the PUD Concept Plan during the review of a PUD Final Development Plan if the Growth Management Department determines that said amendments are substantially minor in nature and do not effect the overall character of the PUD Concept Plan. The criteria that the Growth Management Department shall use to determine if the proposed changes effect the overall character of the PUD include, but are not limited to an increase in the overall number of residential dwelling units or non-residential building square feet; a substantial decrease in the amount of acres devoted to common open space and/or natural area; and a substantial

change in the general location of the proposed land uses, including the common open space and/or natural areas.

- (2) *PUD Final Development Plan.* A PUD Final Development Plan is a detailed development plan which is prepared to scale showing accurately and with complete dimensioning the boundaries of a site and the location of all buildings, structures, land uses, and principal site development features proposed. The submittal requirements, review process, and minimum standards that apply to a PUD Final Development Plan are set forth in the site plan review procedures of chapter 9, article III of this Code. At the option of the applicant, a PUD Concept Plan may be reviewed simultaneously with a PUD Final Development Plan. The submittal requirements of such a review shall be determined at the pre-application conference.
- (3) Consolidated PUD Concept/Final Plan. A unified PUD concept/final plan consists of an application which includes all submittal requirements for a PUD concept plan and PUD final development plan outlined in subsection (d) of this section and chapter 9, article II, of this Code, submitted for review as a single entity. The unified PUD concept/final development plan is subject to the review process outlined in this subsection (c).
- (d) Submittal Requirements.

(1) *PUD Concept Plan.* A PUD Concept Plan shall consist of the graphic or textual information itemized in subsections (d)(1)a. through c. of this section. Adjustments to this information can be made at the pre-application conference.

- a. A general plan for the use of all lands within the proposed PUD. Such plans shall indicate the general location of residential areas (including density and unit types), open space, parks, passive or scenic areas, and commercial areas (including building square footage and height).
- b. A plan of vehicular and pedestrian circulation showing the general locations and right-of-way widths of roads, sidewalks, the capacity of the system and access points to the external and internal thoroughfare network.
- c. Quantitative summary of land uses (maximum acres, maximum non-residential building square feet, maximum number of residential dwelling units). A report shall be submitted to the City that includes a statement indicating how the proposed development complies with the Comprehensive Plan and a general description of the proposed development including:
 - 1. The total acreage of the project.
 - 2. The number of acres proposed to be developed in the various categories of land shown on the Concept Plan; the percentage of total acreage represented by each category of use and each component of development; and an itemized

list of uses proposed for each of the components which shall be the range of uses permitted for that section of the PUD.

- 3. The number and type of dwelling units proposed for the overall site and for its components, including dwelling unit per acre calculations and population projections for each or for nonresidential projects, gross square footage devoted for each land use.
- 4. The establishment of minimum development standards which shall govern the site and development such as lot shape and size, internal streets and pedestrian ways, open space provisions, off-street parking, buffers and landscape areas.
- 5. A binding commitment to develop the property in accordance with the approved Concept Plan and conditions of approval. The commitment shall bind all subsequent owners.
- 6. A site conditions map which includes:
 - i. Legal description and boundary survey signed and sealed by a registered Florida land surveyor.
 - ii. Name of the PUD; owner; subdivider/lessee/optionee (if applicable), and address and phone number of each; surveyor and engineer of record; and date of drawing.
 - iii. Scale, date, north arrow, and general location map showing relationship of the site to external uses, structures, and features.
 - iv. Boundaries of the subject property, all existing streets, buildings, water courses, easements, section lines, and other important physical features.
 - v. Existing topography (latest U.S. Department of the Interior Geological Survey).
 - vi. The location and size of all existing drainage facilities and a utility concept plan.
 - vii. Information about the existing vegetative cover and general soil types, and their appropriateness for the proposed project.
 - viii. The location and function of all other existing public facilities which would serve the residents of the site including but not limited to schools, parks, and fire stations. The requirements to provide this information may be waived for small projects. If required, notation of this information on a scaled map is acceptable.
- 7. An environmental analysis approved by the City Growth Management Department, in accordance with the applicable provisions chapter 5 of this Code.
- 8. A Preliminary Certificate of Concurrency issued by the City of Growth Management Department.

(2) *PUD Final Development Plan.* For information on the submittal requirements for PUD Final Development Plans, refer to chapter 9, article III of this Code.

(e) *Review Criteria*. In evaluating a proposed PUD district, the City shall consider the criteria established in this subsection. The consideration of each criteria by the City shall be documented by written findings.

- (1) *Consistency with the Comprehensive Plan.* The proposed PUD district shall be consistent with the Comprehensive Plan.
- (2) *Consistency with Other Ordinances*. The proposed PUD district shall be consistent with all other ordinances adopted by the City, including but not limited to the applicable environmental and concurrency management ordinances.
- (3) Consistency with Purpose and Intent of PUD District. An application for a PUD district shall indicate how the proposed PUD district meets the purpose and intent of the PUD district, as set forth in subsection (a) of this section. The narrative shall address the statements itemized in subsection (a)(1) through (7) of this section.

(f) Status of Previously Approved PUD's. Any PUD project approved prior to November 1, 1997 shall continue to be governed by the approved PUD plan and any agreements, terms, and conditions to which the approval may be subject and shall be designated PUD on the Official Zoning Map if it is located in its entirety or in part within a Mixed Use A, B, or C Future Land Use category. Whenever any application is made to substantially modify an approved PUD, or to undertake a new development on part or all of the property, the application shall be made under the terms and procedures of the PUD district set forth in this chapter. Notwithstanding this provision, the Growth Management Department may approve amendments to the PUD Concept Plan in accordance with subsection (c)(1)g. of this section.

(g) Creating standards in a planned unit development that vary from certain standards in chapter 7, 9, and 10 of the Land Development Code.

(1) Sign Code. The city commission may approve different standards from the requirements of Chapter 7, Sign Code, Article III, Requirements and Prohibitions provided that the proposed sign standards adopted in the PUD are not less restrictive than would be required pursuant to the existing code.

(2) Street Design. The city commission may approve different standards from the requirements of Subsection 9- 9-112(b) street design standards, provided that the applicant can demonstrate to the satisfaction of the City Commission that the proposed standards will not adversely impact vehicular circulation within the planned unit development or to adjacent properties and that roadways remain safe and efficient.

(3) Development Standards. If the applicant demonstrates to the satisfaction of the City Commission that the imposition of the proposed development standards will not adversely affect the compatibility of the PUD with surrounding land uses and nearby

neighborhoods, the city commission may approve different standards from the normal requirements of the following sections in Chapter 10, Zoning.

a. Article IV, Zoning Districts and Development Standards, for setback standards, height standards, lot coverage standards, building size standards, accessory use standards;

b. Article VI, Off-Street Parking, Loading and Vehicular Interconnection Requirements;

- c. Section 10-177, buffer standards;
- d. Section 10-411, accessory uses;
- e. Section 10-412, accessory structures; and
- f. Section 10-427, lighting standards.

(4) Site Circulation. The City Commission may approve different standards from the normal requirements of Chapter 10, Zoning, for the purpose of improving site circulation, including but not limited to, the widths of drive aisles, turn-around requirements, and onsite sidewalk requirements, provided the applicant can demonstrate to the satisfaction of the city commission that the proposed standards will not adversely impact pedestrian and vehicular circulation within the planned unit development or to adjacent properties and that roadways remain safe and efficient.

Cureton-Johnson & Associates (850) 386-3720

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Tallahassee,					ATE
Telephone Numbe	er: (850) 386-3720	Fax Number: (850) 38	35-7626	Octobe	r 27, 2021
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Blueprint Intergovernmental Agency Board of Directors Agenda Item #8

December 9, 2021

Title:	Authorization to Commence the Process to Obtain Bond Financing
Category:	General Business
Intergovernmental Management Committee:	Vincent S. Long, Leon County Administrator Reese Goad, City of Tallahassee Manager
Lead Staff / Project Team:	Benjamin H. Pingree, Director, Department of PLACE Autumn Calder, Director, Blueprint Cristina Paredes, Director, Office of Economic Vitality Tres Long, Senior Accountant, Blueprint

STATEMENT OF ISSUE:

This agenda item presents a status update on the Blueprint Intergovernmental Agency (IA) Implementation Plan, which was adopted at the June 21, 2018 IA Board workshop. The Implementation Plan was last approved by the IA Board on September 27, 2021 as part of the Fiscal Year 2022 Budget and Fiscal Year 2022 – 2026 Capital Improvement Program (CIP), and recommends four actions to continue the progression of the Implementation Plan as it relates to project financing. In summary, the four recommended actions include 1) a budget amendment to fund the upfront costs of obtaining financing, 2) authorization for the Agency to contract with credit rating agencies, 3) a budget amendment to fund the Animal Services Center project, and 4) approval for the Agency to commence the process to obtain financing through a competitive bond sale to fund the corresponding Blueprint Infrastructure and Office of Economic Vitality Capital Projects. Should the IA Board approve these actions, a Supplemental Resolution and bond offering documents will be brought back to the IA Board at the February 24, 2022 IA Board meeting prior to the issuance of the debt. It is anticipated that the bond proceeds will be received by the Agency for their intended uses in spring 2022.

FISCAL IMPACT

This item has fiscal impact as it requests approval of budget amendments and requests IA Board approval to proceed with the Agency's Implementation Plan that was initially

Blueprint Intergovernmental Agency Board of Directors Meeting December 9, 2021 Item Title: Authorization to Commence the Process to Obtain Bond Financing Page 2 of 7

adopted at the June 21, 2018 IA Board meeting and most recently approved at the September 27, 2021 Public Hearing.

RECOMMENDED ACTION:

- Option 1: Approve budget amendment in the amount of \$400,000 to cover the initial costs, as detailed in this agenda item, of obtaining financing necessary to proceed with implementation of the Blueprint and Office of Economic Vitality project timeline and adopted Fiscal Year 2022 Operating Budget and Fiscal Year 2022 2026 Capital Improvement Program.
- Option 2: Authorize the Agency to enter into contracts for obtaining the Agency's credit rating from two credit agencies.
- Option 3: Approve budget amendment to fund Animal Service Center improvements totaling \$3.8 million through debt financing.
- Option 4: Authorize the Agency to commence the process to obtain financing for projects totaling up to \$115.8 million plus associated closing costs through a competitive bond sale and to bring a Supplemental Resolution and bond offering documents back to the IA Board at the February 24, 2022 IA Board meeting, commensurate with the FY 2022 2026 CIP.

SUPPLEMENTAL INFORMATION:

The Agency's Approved 2018 Implementation Plan (Attachment #1) was adopted at the June 21, 2018 IA Board workshop at which the IA Board chose to implement the prioritized Blueprint projects with an initial \$100 million in bond funding in FY 2022. Two projects scheduled for later funding rounds, the Fairgrounds Beautification and Improvements and the Northeast Park, were added to the five-year Capital Improvement Program by the IA Board in subsequent meetings on July 9, 2020 and February 18, 2021, respectively. Additional project funding for the FSU Doak Campbell Stadium improvements and the Leon County Research and Development Authority Incubator was also approved for Office of Economic Vitality capital projects at subsequent IA Board meetings on September 27, 2021 and September 20, 2018, respectively.

The Fiscal Year (FY) 2022 Operating Budget and Fiscal Year 2022 – 2026 Capital Improvement Program (CIP) adopted by the IA Board at the September 27, 2021 public hearing identified project financing totaling \$86.5 million, with \$65 million required by Blueprint Infrastructure projects and \$21.5 million required by Office of Economic Vitality projects. During the regular meeting on the same date, the IA Board approved advancing funding to the Tallahassee-Leon County Animal Service Center in the amount of \$3.8 million, bringing the FY 2022 debt issue to \$90.3 million. The Agency also budgeted to obtain a State Infrastructure Bank (SIB) Loan in the amount of \$25.5 million with draws planned for FY 2023 and 2024. Together, this brings the total financing for initial projects up to \$115.8 million during FY 2022. A final bond issuance of \$80 million for Infrastructure projects is also planned for FY 2024 to complete the Implementation Plan approved in 2018 and modified thereafter.

Blueprint Intergovernmental Agency Board of Directors Meeting December 9, 2021 Item Title: Authorization to Commence the Process to Obtain Bond Financing Page 3 of 7

Blueprint staff have met with the Agency's financial advisors, PFM (formerly known as Public Financial Management), on several occasions since the September 27, 2021 IA Board meeting and their recommendation is to pursue bond financing with a competitive public offering for a total of \$115.8 million plus associated closing costs, as this is currently the lowest-cost option in terms of total closing costs and debt service over the life of the debt. The other option would have been to issue a request for proposal (RFP) to banks for a large, single loan similar to the loan issued to finance the FAMU Bragg Memorial Stadium Repairs project, however this option would likely carry a higher interest rate. and the number of participating banks would be relatively small considering the size of the loan. As of the most recent estimate provided on October 27, 2021, the net interest and closing costs for a competitive bond of \$90.3 million would be \$17.0 million while the costs for a bank loan would be \$17.9 million. Attachment #2 details the estimated costs and projected closing timelines for both the competitive bond and bank loan options. In summary, the staff recommendation for pursuing bond financing with a competitive public offering saves the Agency an estimated \$900,000 compared to the alternative RFP for bank financing over the life of the loan.

The recommended actions in this item are structured to walk through each phase of the process for obtaining bond financing, including:

- 1. Increasing the Agency's operating budget to pay for certain costs that will be incurred prior to receiving funds, including the cost of hiring credit rating agencies.
- 2. Authorizing the Agency to contract with two credit rating agencies to obtain the Agency's credit rating.
- 3. Amend the FY 2022 budget to include bond funding for the Animal Service Center, as previously directed by the IA Board, bringing the bond funding to \$90.3 million.
- 4. Authorize the Agency to commence the process to obtain financing for projects totaling up to \$115.8 million plus associated closing costs through a competitive bond sale and to bring a Supplemental Resolution and bond offering documents back to the IA Board at the February 24, 2022 IA Board meeting. The difference between the \$115.8 authorized amount and \$90.3 million in Step 3 is contingent on approval of a State Infrastructure Bank Loan in the amount of \$25.5 million from the Florida Department of Transportation.

FISCAL YEAR 2022 FINANCING BUDGET AMENDMENTS AND IA BOARD DIRECTION

The Agency will incur issuance costs and closing costs related to bond financing both before and after the bond proceeds are received. The Agency's financial advisor has been instructed to seek financing in an amount large enough to cover the required financing amounts for the Agency's projects as well as any costs associated with issuing the debt. **Option #1 of this item requests an increase of \$400,000 in the unclassified professional fees account under Blueprint Administration to cover the initial costs of obtaining financing of \$115.8 million via the sale of bonds.** This amount will be reimbursed when bond proceeds are received in March or April of 2022. Some of the costs that will be incurred include fees for the Agency's financial advisor, bond

Blueprint Intergovernmental Agency Board of Directors Meeting December 9, 2021 Item Title: Authorization to Commence the Process to Obtain Bond Financing Page 4 of 7

counsel, bond disclosure counsel, bond intermediary fees, and credit rating fees from credit rating agencies. Payment for some of these services will become due before the Agency receives the cash from the sale of bonds, and a budget amendment is required to cover the costs of these services. The final cost of issuance will be tallied and presented at the May 19, 2022 Budget Workshop, shortly after bond proceeds are received and all associated expenses are paid.

The financial advisors also recommend that the Agency obtain credit ratings from two commercial credit rating agencies in order to receive the most competitive interest rates for the competitive bond issuance. The three primary credit rating agencies for commercial and governmental borrowers are Moody's, Fitch Group, and S&P Global Ratings. Previously, the Agency held an AA credit rating and that is expected to continue.

Option #2 of this item requests IA Board authorization to enter into contracts for obtaining the Agency's credit rating from two credit rating agencies. Funding for the two credit ratings will be provided by the increase in unclassified professional fees detailed in Option #1, above. Obtaining the Agency's credit rating will take approximately thirty to forty-five days after contracts are initiated.

At the September 27, 2021 IA Board meeting, an analysis of advancing the funding for the Tallahassee-Leon County Animal Service Center project was presented (Attachment #3). The IA Board voted unanimously at the September meeting to advance fund the Animal Service Center in FY 2022 through a \$3.8 million bond increase and directed Blueprint to present a budget amendment at the December 9, 2021 meeting. The original estimated cost for the Animal Service Center project was \$8.9 million, therefore advancing the funding to this fiscal year will save approximately \$5.1 million in actual project costs. **Option #3 of this item requests approval of a budget amendment to fund Animal Service Center improvements totaling \$3.8 million with bond financing**.

Per the FY 2022 - 2026 Capital Improvement Program (Attachment #5), the total amount to be financed through bonding in FY 2022 with the inclusion of the \$3.8 million for the Animal Service Center in Option #3 is \$90.3 million. This amount includes \$68.8 million for Blueprint Infrastructure projects and \$21.5 million for OEV projects. The IA Board approved the Agency's Master Debt Resolution (Attachment #4) at the December 10, 2020 meeting, and all debt issued by the Agency will fall under the provisions of this master resolution. Under the Master Debt Resolution, all debt issued by the Agency will have parity with all other debt issues, meaning that the bonds issued in FY 2022 will be considered equal with the bank loan issued in FY 2021 for the FAMU Bragg Stadium repairs and with all future debt issues.

SIB LOAN CONSIDERATIONS

The FY 2022 – 2026 Blueprint Infrastructure Capital Improvement Program, approved during the September 27, 2021 public hearing (Attachment #5), called for State Infrastructure Bank (SIB) Loan financing totaling \$25.5 million divided evenly between FY 2023 and FY 2024 for the Northeast Gateway project. The Florida Department of Transportation (FDOT) manages the SIB Loan program, and negotiations over the terms of the loan are ongoing between Agency staff and FDOT staff. Under current market interest rates for a competitive bond issue, the competitive bond's total cost would be approximately \$135,000 less than the SIB Loan's total cost, as detailed in the table provided by the Agency's financial advisors, below:

Prei	iminary Statistics Compa	rison (Current Market Rat	es)
	SIB Loan (2.25%)	Bank Loan (1.75%)	Competitive Bond
Par Amount	25,500,000	25,625,000	23,300,000
Original Issue Net Premium	-	-	2,550,000
Total Proceeds	25,500,000	25,625,000	25,850,000
Project Fund	25,500,000	25,500,000	25,500,000
Draw-Down Feature?	Yes	Fully-Drawn	Fully-Drawn
Cost of Issuance	-	125,000	350,000
Total Uses	25,500,000	25,625,000	25,850,000
All-in True Interest Cost	-	1.81%	1.79%
Annual Debt Service	2,140,000	2,080,000	2,065,000
Total Debt Service	29,420,000	29,375,000	29,285,000
Net Interest	3,920,000	3,750,000	3,435,000

The interest rate for the SIB Loan is the last significant item still under negotiation with FDOT at this time. Although closing costs for a competitive bond or bank loan would be higher than a SIB Loan, the current bond market interest rates are significantly lower than the 2.25% interest rate included in the draft SIB Loan agreement. Based on the current SIB Loan agreement draft, total debt service for the SIB Loan would be \$29.42 million versus \$29.285 million for a competitive bond, a difference of \$135,000 in favor of the bond. Agency staff have worked closely with FDOT staff for the last eight months, beginning with initial discussions around the application process and availability of funding, through FDOT's proposed SIB Loan agreement that is currently under negotiation. The most efficient vehicle for financing the projects identified in the Capital Improvement Program may be through a single bond issue in FY 2022, rather than through the bond and SIB Loan combination discussed in prior agenda items, including the FY 2022 Operating Budget and FY 2022 – 2026 Capital Improvement Program item presented in September 2021. If final negotiations with FDOT generate a lower interest rate, that will be presented at the February 24, 2022 IA Board meeting, otherwise, this project will be included in the total Bond. Both possibilities are included in Option #4.

In summary, it is staff's recommendation that the IA Board authorize the Agency to obtain competitive bond financing of up to \$115.8 million for the projects identified in the CIP and the Animal Service Center described in Option #3 plus associated closing costs. The original FY 2022 projects and the Animal Service Center together total \$90.3 million, and

Blueprint Intergovernmental Agency Board of Directors Meeting December 9, 2021 Item Title: Authorization to Commence the Process to Obtain Bond Financing Page 6 of 7

the SIB Loan project financing of \$25.5 million would bring the total financed to \$115.8 million plus closing costs to occur through the bond public offering as previously detailed. **Option #4 of this item authorizes the Agency to commence the process to obtain financing through a competitive bond sale of up to \$115.8 million plus associated closing costs and to bring a Supplemental Resolution and bond offering documents back to the IA Board at the February 24, 2022 IA Board meeting**. Should the IA Board approve the bond documents presented in February 2022, the financial advisors will provide the documentation to bond markets to obtain the most favorable pricing for the bonds. It is anticipated that the cash from the sale of bonds will be received in late March or early April of 2022, in line with the projected financing needs of the projects.

CONCLUSION AND NEXT STEPS

This item provides four recommended actions to implement the Agency's Implementation Plan that has been in place since June 2018 when the Blueprint 2020 Implementation Plan was approved by the IA Board, and has subsequently been amended by IA Board action to advance additional projects through bond financing. The Implementation Plan was most recently approved with the FY 2022 Operating Budget and FY 2022 – 2026 Capital Improvement Program, which was adopted at the September 27, 2021 public hearing. An additional \$3.8 million Animal Service Center project was added to the work program on that date, bringing the stated bonding total to \$90.3 million. A \$25.5 million State Infrastructure Bank Loan was also planned for Fiscal Years 2023 and 2024, however the SIB Loan agreement is still under negotiation and it is staff's recommendation to include an additional \$25.5 authorization to the planned bonding amount for FY 2022, bringing the total authorized bonding amount to \$115.8 million. Increasing the authorized bond financing amount would allow the Agency to reduce debt service if bonding is the more affordable financing alternative or if SIB Loan negotiations are not successful.

The next steps in the financing process will be to authorize the Agency to contract with two ratings agencies to obtain the Agency's credit rating. The Agency's outside counsel and bond disclosure counsel will prepare a Supplemental Resolution to the Master Resolution as well as bond disclosure documents. These documents will be presented to the IA Board in an agenda item at the February 24, 2022 IA Board meeting. Negotiations with FDOT regarding the SIB Loan are ongoing, and the result of the negotiations will also be presented at that IA Board meeting. If the IA Board approves all documentation and the final funding amount, the Agency's financial advisors will provide the information about the bond offering to financial markets in March 2022 and closing on the bond issue is expected by early April 2022. A full report on the bonding process will be provided during the Budget Workshop scheduled for May 19, 2022.

Blueprint Intergovernmental Agency Board of Directors Meeting December 9, 2021 Item Title: Authorization to Commence the Process to Obtain Bond Financing Page 7 of 7

OPTIONS:

- Option 1: Approve budget amendment in the amount of \$400,000 to cover the initial costs, as detailed in this agenda item, of obtaining financing necessary to proceed with implementation of the Blueprint and Office of Economic Vitality project timeline and adopted Fiscal Year 2022 Operating Budget and Fiscal Year 2022 2026 Capital Improvement Program.
- Option 2: Authorize the Agency to enter into contracts for obtaining the Agency's credit rating from two credit agencies.
- Option 3: Approve budget amendment to fund Animal Service Center improvements totaling \$3.8 million through debt financing.
- Option 4: Authorize the Agency to commence the process to obtain financing for projects totaling up to \$115.8 million plus associated closing costs through a competitive bond sale and to bring a Supplemental Resolution and bond offering documents back to the IA Board at the February 24, 2022 IA Board meeting, commensurate with the FY 2022 2026 CIP.
- Option 5: IA Board Direction.

RECOMMENDED ACTION:

- Option 1: Approve budget amendment in the amount of \$400,000 to cover the initial costs, as detailed in this agenda item, of obtaining financing necessary to proceed with implementation of the Blueprint and Office of Economic Vitality project timeline and adopted Fiscal Year 2022 Operating Budget and Fiscal Year 2022 2026 Capital Improvement Program.
- Option 2: Authorize the Agency to enter into contracts for obtaining the Agency's credit rating from two credit agencies.
- Option 3: Approve budget amendment to fund Animal Service Center improvements totaling \$3.8 million through debt financing.
- Option 4: Authorize the Agency to commence the process to obtain financing for projects totaling up to \$115.8 million plus associated closing costs through a competitive bond sale and to bring a Supplemental Resolution and bond offering documents back to the IA Board at the February 24, 2022 IA Board meeting, commensurate with the FY 2022 2026 CIP.

Attachments:

Attachment #1:	Approved 2018 Implementation Plan
Attachment #2:	Bank Loan vs. Bond Issuance Overview
Attachment #3:	Animal Service Center Agenda Item #13, September Meeting
Attachment #4:	Master Debt Resolution No. 2020-06
Attachment #5:	Blueprint Infrastructure FY 2022-2026 CIP

1	Option C: SIB Loar		VI) F	Y 2022 BO	na	(\$100 M)	Total Debt	Service (18	year	s): \$53.	.8 N	/		_
	Blueprint Infrastructure Program - I	ncome												
2	Description	FY2019)	FY2020 ³		FY 2021	FY 2022	FY 2023	F١	/2024	FY	(19-24 Total		
3	Sales Tax Revenues ²	\$ 34,808,	000	\$ 30,885,90	0\$	30,244,000	\$ 31,151,200	\$ 32,085,500	\$ 33	,047,900	\$	192,222,500		
4	Additional Funding						•	•						
5	Bond Proceeds						\$100,000,000				\$	100,000,000		
6	Significant Benefit District Funds	\$ 750,	000	\$ 1,280,00	0				\$	486,000	\$	2,516,000		
7	State Infrastructure Bank (SIB) Loan ⁴						\$ 14,325,000		\$ 14	,325,000	\$	28,650,000		
8	Other Funding Sources⁵						\$ 3,000,000				\$	3,000,000		
9	Subtotal - Available Funding	\$ 35,558,	000	\$ 32,165,90	0 Ś	30,244,000	\$148,476,200	\$ 32,085,500	Ś 47	,858,900	\$	326,388,500		
				, , ,		, ,	, .,	,,.	L.	,,		.,,.		
	Blueprint Infrastructure Program - E				_	51/ 2024	514 0 0 0 0	514 0 0 0 0	-		-			
11	Description	FY2019		FY2020 ³	-	FY 2021	FY 2022	FY 2023		/2024	FY	(19-24 Total		
	Debt Service - BP2000 Bond & FY2022 Bond	\$ 9,957,	094	\$ 2,183,97	/			\$ 3,902,000		,809,750	\$	23,852,821		
	SIB Loan Payment	¢ 2.200		÷	<u> </u>	2 700 000	<u> </u>	\$ 2,367,612		,367,612	\$	4,735,224		
14	Infrastructure Program - Operating Expenses	\$ 3,300,	000	\$ 3,600,00			\$ 3,800,000	\$ 3,900,000	\$ 4	,000,000	\$	22,300,000		
15	Contingency Funds for Infrastructure Projects			¢ 2.265.62	\$,,	¢ 4.497.500	¢ 4 497 500	ć A	497 500	Ş	2,000,000		
16	Annual Allocations ^{6,7} - City of Tallahassee			\$ 3,365,62	_		\$ 4,487,500	\$ 4,487,500	-	,487,500	Ş	21,315,625		
_	Annual Allocations ⁶ - Leon County			\$ 2,906,25	_		\$ 3,875,000	\$ 3,875,000		,875,000	\$	18,406,250		
18	Subtotal - Expenses					5 14,062,500	\$ 12,162,500	\$ 18,532,112	\$ 22	,539,862	\$	92,609,920		
19	Blueprint Infrastructure Program -	Capital	Imp	rovemer	Its									
20	Description	FY2019	•	FY2020 ³		FY 2021	FY 2022	FY 2023	F١	(2024	FY	(19-24 Total		
21	Projected Funding - Blueprint Capital Projects	\$ 22,300,	906	\$ 20,110,04	8 \$	16,181,500	\$136,313,700	\$ 13,553,388	\$ 25	,319,038	\$	233,778,580		
22	Blueprint 2000 -Infrastructure Projects ⁸		-											
	Water Quality Project/City	\$ 2,207,	360	\$ 385,83	5						\$	2,593,195		
24	Headwaters of St. Marks	\$ 2,617,		\$ 982,83							\$	3,600,134		
25	Capital Cascades Trail - Segment 2	, 2,017,		. 552,05	·						\$	-		
26	Capital Cascades Trail - Segments 3 & 4	\$ 4,437,	178								\$	4,437,178		
27	Capital Cascades Trail - Segment 4	\$ 4,787,		\$ 3,891,76	2		\$ 8,262,126				Ś	16,941,254		
	Magnolia Drive Trail	\$ 2,476,		<i>Ş</i> 3,831,70	5		\$ 0,202,120				Ś	2,476,700		
20		φ 2,470,	/00		_						Ŷ	2,170,700	١bΔ	usted
29	Blueprint 2020 - Infrastructure Projects										FY	(19-24 Total	Projec	
	Annual Allocations ⁶ - Blueprint 2020													
30	- Bike Route Network (\$750k annually)	\$ 300,	000	\$ 1,155,00	0\$	1,540,000	\$ 1,540,000	\$ 1,540,000	\$ 1	,540,000	\$	7,615,000	\$ 30,	800,00
	- Greenways Plan (\$790k annually)													
	Regional Mobility & Gateway Projects (listed in order p	er the CRTP	PA's Pr	oposed Proje	ct Pr	riority List)	ľ	r						
	(State) Southside Gateway: Woodville Highway ^{9,10}										\$	-	\$ 36,	
33	(State) Capital Circle Southwest (W1) ⁹							\$ 2,500,000	\$ 2	,500,000	\$	5,000,000		000,00
34	(State) Orange Avenue: Adams to Springhill ⁸⁹										\$	-		348,71
	(State) Westside Student Gateway: Pensacola Street ^{9,10}										\$	-	\$ 36,	-
	Airport Gateway	\$ 1,000,	000	\$ 3,500,00	0\$	2,200,000	\$ 61,532,194				\$	68,232,194	\$ 68,	-
	Northwest Connector: Tharpe Street ¹⁰								\$	486,000	\$	486,000		850,50
	Northeast Connector: Bannerman Road ¹⁰	\$ 750,		\$ 3,300,00			\$ 33,246,583				\$	39,796,583		796,58
38	Northeast Gateway: Welaunee Boulevard ⁸	\$ 1,725,	000	\$ 2,394,61	9\$	2,731,889	\$ 24,185,152	\$ 7,263,388	\$ 17	,119,441	\$	55,419,489	\$ 55,	
40	North Monroe Gateway ⁸		_								\$	-	\$ 11,	458,54
41	CCQ Projects (in rank order)	0			_		1	1						
	Orange Avenue/Meridian Placemaking	\$ 1,000,		\$ 1,500,00							\$			709,63
43	Market District ⁹	\$ 1,000,	000	\$ 1,500,00	0\$	3,500,000	\$ 4,797,645				\$		\$ 10,	
	Lake Lafayette and St. Marks Regional Park			\$ 500,00			\$ 750,000				\$	1,750,000		
	Monroe-Adams Corridor Placemaking			\$ 1,000,00	0\$	1,000,000	\$ 2,000,000	. ,,		, . ,	\$	8,201,616	\$8,	201,63
46	Midtown Placemaking						1			474 004				
								\$ 750,000	\$	471,981	\$	1,221,981	\$ 26,	
	Fairgrounds Beautification & Improvement							\$ 750,000	\$	471,981	\$	1,221,981 -	\$ 14,	627,93
48	Northeast Park							\$ 750,000	\$	471,981	\$ \$		\$ 14, \$ 12,	627,93 189,94
48 49	Northeast Park College Avenue Placemaking							\$ 750,000	\$	471,981	\$ \$ \$	-	\$ 14, \$ 12, \$ 8,	627,93 189,94
48 49	Northeast Park							\$ 750,000	\$	471,981	\$ \$ \$	-	\$ 14, \$ 12, \$ 8,	627,93 189,94 532,96
48 49 50 51	Northeast Park College Avenue Placemaking Florida A&M Entry Points Alternative Sewer Solutions							\$ 750,000	\$	471,981	\$ \$ \$ \$	-	\$ 14, \$ 12, \$ 8, \$ 1, \$ 1, \$ 2,	627,93 189,94 532,96 828,49 838,84
48 49 50 51 52	Northeast Park College Avenue Placemaking Florida A&M Entry Points Alternative Sewer Solutions Tallahassee-Leon County Animal Service Center							\$ 750,000	\$	4/1,981	\$ \$ \$ \$ \$ \$		 \$ 14, \$ 12, \$ 8, \$ 1, \$ 2, \$ 8, 	627,93 189,94 532,96 828,49 838,84 532,96
48 49 50 51 52	Northeast Park College Avenue Placemaking Florida A&M Entry Points Alternative Sewer Solutions				\$	500,000		\$ 750,000	\$	4/1,981	\$ \$ \$ \$		 \$ 14, \$ 12, \$ 8, \$ 1, \$ 2, \$ 8, 	627,93 189,94 532,96 828,49 838,84 532,96
48 49 50 51 52 53	Northeast Park College Avenue Placemaking Florida A&M Entry Points Alternative Sewer Solutions Tallahassee-Leon County Animal Service Center	\$ 22,300,	906	\$ 20,110,04	_	500,000 16,181,500	\$136,313,700	\$ 750,000 \$ \$ 13,553,388		,319,038	\$ \$ \$ \$ \$ \$ \$ \$		 \$ 14, \$ 12, \$ 8, \$ 1, \$ 2, \$ 8, 	627,93 189,94 532,96 828,49 838,84 532,96 500,00
48 49 50 51 52 53	Northeast Park College Avenue Placemaking Florida A&M Entry Points Alternative Sewer Solutions Tallahassee-Leon County Animal Service Center DeSoto Winter Encampment ¹¹	\$ 22,300, \$		\$ 20,110,04 \$ -	_	16,181,500	\$136,313,700 \$-				\$ \$ \$ \$ \$ \$ \$ \$	- - - - - - 500,000	 \$ 14, \$ 12, \$ 8, \$ 1, \$ 2, \$ 8, \$ 8, \$ 8, \$ 8, 	627,93 189,94 532,96 828,49 838,84 532,96 500,00
18 19 51 52 53	Northeast Park College Avenue Placemaking Florida A&M Entry Points Alternative Sewer Solutions Tallahassee-Leon County Animal Service Center DeSoto Winter Encampment ¹¹ Total Allocated Remaining Funds to Be Allocated	\$	-	\$ -	8 \$ \$	- 16,181,500	\$-	\$ 13,553,388 \$ -	\$ 25 \$,319,038	\$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$	- - - - - - 500,000	 \$ 14, \$ 12, \$ 8, \$ 1, \$ 2, \$ 8, \$ 8, \$ 8, \$ 8, 	627,93 189,94 532,96 828,49 838,84 532,96 500,00
18 19 51 52 53	Northeast Park College Avenue Placemaking Florida A&M Entry Points Alternative Sewer Solutions Tallahassee-Leon County Animal Service Center DeSoto Winter Encampment ¹¹ Total Allocated	. , ,	-		8 \$ \$	16,181,500		\$ 13,553,388	\$ 25 \$		\$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$	- - - - - - 500,000	 \$ 14, \$ 12, \$ 8, \$ 1, \$ 2, \$ 8, \$ 8, \$ 8, \$ 8, 	627,93 189,94 532,96 828,49 838,84 532,96 500,00
48 49 50 51 52 53 54 55 56	Northeast Park College Avenue Placemaking Florida A&M Entry Points Alternative Sewer Solutions Tallahassee-Leon County Animal Service Center DeSoto Winter Encampment ¹¹ Total Allocated Remaining Funds to Be Allocated	\$	-	\$ -	8 \$ \$	- 16,181,500	\$-	\$ 13,553,388 \$ -	\$ 25 \$ 12 F	,319,038	\$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$	- - - - 500,000 203,730,119 -	 \$ 14, \$ 12, \$ 8, \$ 1, \$ 2, \$ 8, \$ 8, \$ 8, \$ 8, 	627,93 189,94 532,96 828,49 838,84 532,96 500,00
48 49 50 51 52 53 54 55 56 57	Northeast Park College Avenue Placemaking Florida A&M Entry Points Alternative Sewer Solutions Tallahassee-Leon County Animal Service Center DeSoto Winter Encampment ¹¹ Total Allocated Remaining Funds to Be Allocated Total Active Blueprint-Managed Projects by Year	\$ 11 Projec	- cts	\$ - 12 Projects	8 \$ \$	16,181,500 - 12 Projects	\$-	\$ 13,553,388 \$ -	\$ 25 \$ 12 F	,319,038 - Projects	\$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$	- - - - 500,000 203,730,119 -	 \$ 14, \$ 12, \$ 8, \$ 1, \$ 2, \$ 8, \$ 8, \$ 8, \$ 8, 	627,93 189,94 532,94 828,49 838,84 532,90 500,00
48 49 50 51 52 53 54 55 56 57	Northeast Park College Avenue Placemaking Florida A&M Entry Points Alternative Sewer Solutions Tallahassee-Leon County Animal Service Center DeSoto Winter Encampment ¹¹ Total Allocated Remaining Funds to Be Allocated Total Active Blueprint-Managed Projects by Year Notes	\$ 11 Project	- cts	\$ - 12 Projects for Blueprint	8 \$ \$	 16,181,500 - 12 Projects 0) 	\$-	\$ 13,553,388 \$ -	\$ 25 \$ 12 F	,319,038 - Projects	\$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$		 \$ 14, \$ 12, \$ 8, \$ 1, \$ 2, \$ 8, \$ 8, \$ 8, \$ 8, 	627,93 189,94 532,94 828,49 838,84 532,90 500,00
48 49 50 51 52 53 54 55 56 57	Northeast Park College Avenue Placemaking Florida A&M Entry Points Alternative Sewer Solutions Tallahassee-Leon County Animal Service Center DeSoto Winter Encampment ¹¹ Total Allocated Remaining Funds to Be Allocated Total Active Blueprint-Managed Projects by Year <i>Notes</i> 1/ Income includes sales tax revenues (80% for Bluepr	\$ 11 Project int 2000 and 3 and 24 ass	- cts d 66% sume 2	\$ - 12 Projects for Blueprint 2% increase i	8 \$ \$ 2020 n rev	 16,181,500 - 12 Projects 0) venues 	\$ - 10 Projects	\$ 13,553,388 \$ - 12 Projects	\$ 25 \$ 12 F	,319,038 - Projects	\$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$		\$ 14, \$ 12, \$ 8, \$ 1, \$ 2, \$ 8, \$ 2, \$ 507,	627,93 189,94 532,94 828,49 838,84 532,90 500,00
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48 49 50 51 52 53 54 55 56 57	Northeast Park College Avenue Placemaking Florida A&M Entry Points Alternative Sewer Solutions Tallahassee-Leon County Animal Service Center DeSoto Winter Encampment ¹¹ Total Allocated Remaining Funds to Be Allocated Total Active Blueprint-Managed Projects by Year Notes 1/ Income includes sales tax revenues (80% for Bluepr 2/ Projections based on 3% increases for FY20-22; FY2 3/ FY20 reflects BP2000 revenue collection (Oct. 1 - De	\$ 11 Project int 2000 and 3 and 24 ass cc. 31, 2019 for in FY202	- cts d 66% sume 2) & BP 0 for 5	\$ - 12 Projects for Blueprint 2% increase i 2020 revenu 50% of project	8 \$ \$ 2020 n rev e coll	16,181,500 16,181,500 12 Projects 0) venues lection (Jan. 1 sts for Welaun	\$ - 10 Projects - Sept. 30, 2020)	\$ 13,553,388 \$ - 12 Projects	\$ 25 \$ 12 F Projec	,319,038 - Projects :t Phases -	\$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$	- - - - 500,000 203,730,119 - - - - - - - - - - - - - - - - - -	\$ 14, \$ 12, \$ 8, \$ 1, \$ 2, \$ 2, \$ 8, \$ 507, uistion	627,9:1 189,94 532,99 828,4:1 838,84 532,99 500,00 440,9:
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48 49 50 51 52 53 54 55 56 57	Northeast Park College Avenue Placemaking Florida A&M Entry Points Alternative Sewer Solutions Tallahassee-Leon County Animal Service Center DeSoto Winter Encampment ¹¹ Total Allocated Remaining Funds to Be Allocated Total Active Blueprint-Managed Projects by Year Notes 1/ Income includes sales tax revenues (80% for Bluepr 2/ Projections based on 3% increases for FY20-22; FY2 3/ FY20 reflects BP2000 revenue collection (Oct. 1 - De 4/ SIB (State Infrastrucutre Bank) Loan will be applied 5/ Other Funding Sources: FY2022 - \$3 million FSU con	\$ 11 Project int 2000 and 3 and 24 ass c. 31, 2019 for in FY202 tribution to ally 9 months	- cts d 66% sume 2) & BP 0 for 5 Airpo s of re	\$ - 12 Projects for Blueprint 2% increase i 2020 revenu 50% of projec rt Gateway p venue collect	2020 n rev e coll ct cos orojeo tion	16,181,500 - 12 Projects 0) venues lection (Jan. 1 sts for Welaund ct	\$ - 10 Projects - - Sept. 30, 2020; - ee Boulevard -	\$ 13,553,388 \$ - 12 Projects	\$ 25 \$ 12 F Project Project phase	,319,038 	\$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$	- - - - 500,000 203,730,119 - - - - - - - - - - - - - - - - - -	\$ 14, \$ 12, \$ 8, \$ 1, \$ 2, \$ 8, \$ 2, \$ 8, \$ 507, • • • • • • • • • • • • • • • • • • •	627,99 189,99 532,90 828,44 838,88 532,90 500,00 440,99
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48 49 50 51 52 53 54 55 56 57	Northeast Park College Avenue Placemaking Florida A&M Entry Points Alternative Sewer Solutions Tallahassee-Leon County Animal Service Center DeSoto Winter Encampment ¹¹ Total Allocated Remaining Funds to Be Allocated Total Active Blueprint-Managed Projects by Year Notes 1/ Income includes sales tax revenues (80% for Bluepr // Projections based on 3% increases for FY20-22; FY2 3/ FY20 reflects BP2000 revenue collection (Oct. 1 - De 4/ SIB (State Infrastrucutre Bank) Loan will be applied 5/ Other Funding Sources: FY2022 - \$3 million FSU con 6/ Annual allocations for FY2020 prorated to reflect or 7/ StarMetro only difference in annual allocations bet 8/ Total Pt 19-24 expenditures & project cost does nol 9/ Portions of these projects in progress and funded b	\$ 11 Project int 2000 and 3 and 24 ass cc. 31, 2019; for in FY202 tribution to hy 9 month- ween City & i include all y the City, C luded in first hassee	- cts d 66% sume 2) & BP 0 for 5 Airpo s of re Count expen ounty ounty t year	\$ - 12 Projects for Blueprint % increase i 2020 revenu 50% of project rt Gateway p venue collect ty; County m ditures on th , CRTPA, or F of project -	2020 c 2020 n rev e coll ct cos projec tion anag anag DOT as of	16,181,500 12 Projects 12 Projects 0) venues lection (Jan. 1 sts for Welaun ct es LIFE (2% re oject prior to l May 2018	\$ - 10 Projects - Sept. 30, 2020; ee Boulevard venues) FY2019	\$ 13,553,388 \$ - 12 Projects	\$ 25 \$ 12 F Project Note: project	,319,038 - Projects Project ph ted gener s. Project and roject and s. Project and roject and s. Project and s. Project and s. Project and s. Project bl ted gener s. Project bl ted gener st ted st ted st st st st st st st st st st	\$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$	- - - - 500,000 203,730,119 - - - - - - - - - - - - - - - - - -	\$ 14, \$ 12, \$ 8, \$ 1, \$ 2, \$ 8, \$ 2, \$ 8, \$ 5 \$ 507, * * * * * * * * * * * * *	627,93 189,94 532,96 828,49 838,84 532,96 500,00 440,95

Blueprint Intergovernmental Agency - Preliminary Project Funding Schedules FY 2019 - 2040: Implementation Plan Options A, B, and C

1	Blueprint Infrastructure Program -Ren	maining 20	00 Projects	& Annual A	llocations (Same for Options	A, B & C)	-														
2	Description Biventiat 2000 Infrastructure Projects	FY2019	FY2020	FY 2021	FY 2022	FY 2023 FY20	24 2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040
	Water Quality Project/City	1	1	1				1	1	1	1	1	1	1						1		
5	Headwaters of St. Marks																					
	Capital Cascades Trail - Segment 2																					
	Capital Cascades Trail - Segments 3 & 4																					
8	Capital Cascades Trail - Segment 4																					
9	Magnolia Drive Trail																					
10	Blueprint 2020 - Infrastructure Projects Annual Allocations - City of Tallahassee		r	r						r				r								
	Annual Allocations - Leon County							_														
13	Annual Allocations - Blueprint 2020																					
14	Blueprint Infrastructure Program - Op	otion A (Sal	es Tax Reve	enues & \$28	.7 M SIB Lo	an) Total Debt S	ervice: \$6.9 M															
15	Description Regional Mobility & Gateway Projects (listed in order per 1	FY2019	FY2020	FY 2021	FY 2022	FY 2023 FY20	24 2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040
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	(State) Capital Circle Southwest (W1) ⁵																					
	(State) Westside Student Gateway: Pensacola Street																					
	(State) Orange Avenue: Adams to Springhill ⁴																					
20	Airport Gateway																					
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	Northeast Connector: Bannerman Koad Northeast Gateway: Welaunee Boulevard							_														
	North Monroe Gateway																					
26	CCQ Projects (in rank order)								1													
27	Orange Avenue/Meridian Placemaking							1											1	1		
28	Market District																					
	Lake Lafayette and St. Marks Regional Park																		_	_		
	Monroe-Adams Corridor Placemaking																					
	Midtown Placemaking					└── ─		-														
32	Fairgrounds Beautification & Improvement Northeast Park							+	+													
	Nortneast Park College Avenue Placemaking		t					+	1	<u> </u>				<u> </u>								
35	Florida A&M Entry Points						-	1	1													
36	Alternative Sewer Solutions																					
37	Tallahassee-Leon County Animal Service Center																					
	DeSoto Winter Encampment ²																					
39	Blueprint Infrastructure Program - Op	otion B (\$28	B.7 M SIB Lo	oan & FY 20	22 \$50 M B	ond) Total Debt 9	ervice: \$24.9 I	м														
40	Description Regional Mobility & Gateway Projects (listed in order per s	FY2019 the CRIPA's Proj	FY2020 ect Priority List)	FY 2021	FY 2022	FY 2023 FY20	24 2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040
	(State) Southside Gateway: Woodville Highway ^{8,9}		1	1			1		1	1	1	1	1	1					I	1	1	
33	(State) Capital Circle Southwest (W1) ⁸																					
34	(State) Orange Avenue: Adams to Springhill ⁸																					
	(State) Westside Student Gateway: Pensacola Street ^{1,0}																					
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	CCQ Projects (in rank order)																					
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45	Midtown Placemaking																					
47	Fairgrounds Beautification & Improvement																					
	Northeast Park																					
	College Avenue Placemaking		_																-	-		
	Florida A&M Entry Points							-	-													
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53	DeSoto Winter Encampment ¹¹							1	1													
54	Blueprint Infrastructure Program - Op	otion C (\$28	B.7 M SIB Lo	oan & FY 202	22 \$100 M I	Bond) Total Debt	Service: \$53.8	M										_				
55	Description	FY2019	FY2020	FY 2021	FY 2022	FY 2023 FY 20	24 2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040
56	Regional Mobility & Gateway Projects (listed in order per 1	the CRTPA's Proj	ect Priority List)					-	1													
58	(State) Southside Gateway: Woodville Highway ¹ (State) Capital Circle Southwest (W1) ¹		t					+	1	<u> </u>				<u> </u>								
	(State) Capital Circle Southwest (W1) (State) Orange Avenue: Adams to Springhill ²	1							1		1		1									
60	(State) Westside Student Gateway: Pensacola Street																					
61	Airport Gateway																					
62	Northwest Connector: Tharpe Street							-														
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	CCQ Projects (in rank order)					· · · · ·										·			· 1			
67	Orange Avenue/Meridian Placemaking																					
68	Market District														-		-	-				
69	Lake Lafayette and St. Marks Regional Park		-																			
	Monroe-Adams Corridor Placemaking Midtown Placemaking												-									
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76	Alternative Sewer Solutions							-	-													
78	Tallahassee-Leon County Animal Service Center DeSoto Winter Encampment ²			L				+	+													
79	Notes			Project Phases -	Legend	· · · · ·			1	1				1								
	1/ Options A & B assume state funding for capacity impro	nument: ·	to roadu		Planning /PD&E		Repayment															
	 Options A & B assume state funding for capacity impre- local funding is programed for local components of these 				Design																	
	2/ Project Complete - Repayment to the City of Tallahasse				Right-of-Way Ac Construction	quistion																
	 roject comprete - repayment to the Lity of Tallahasse 					nate and reflect projected	eneral timeframes fo	r these project														
_				phases. Project p	hases will likely	overlap in adjacent years.		projekt														

Attachment 2 Page 1 of 1

October 27, 2021

Blueprint Intergovernmental Agency

Satistics Com	oarison (Current Mar	ket Rates)
	Competitive Bond	Bank Loan
Par Amount	82,495,000	90,500,000
Original Issue Net Premium	8,205,000	-
Total Proceeds	90,700,000	90,500,000
Project Fund	90,300,000	90,300,000
Cost of Issuance	400,000	200,000
Total Uses	90,700,000	90,500,000
All-in True Interest Cost	1.93%	2.03%
Maxium Annual Debt Service	6,107,100	6,156,800
Total Debt Service	107,341,624	108,223,733
Net Interest	16,641,624	17,723,733

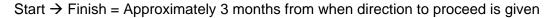
Bank Loan vs. Bond Issuance Overview

Sample Competitive Bond Timeline

Start \rightarrow Finish = Approximately 4-5 months from when direction to proceed is given



Sample Bank Loan Timeline





Blueprint Intergovernmental Agency Board of Directors Agenda Item #13

September 27, 2021

Title:	Acceptance of the Tallahassee-Leon County Animal Service Center Project Status Report with Cost Considerations to Advance the Project
Category:	General Business
Intergovernmental Management Committee	Vincent S. Long, Leon County Administrator Reese Goad, City of Tallahassee Manager
Lead Staff / Project Team:	Benjamin H. Pingree, Director, Department of PLACE Autumn Calder, Director, Blueprint Megan Doherty, Planning Manager, Blueprint

STATEMENT OF ISSUE:

This agenda item provides a status report on the Tallahassee Animal Service Center sales tax project and requests the Blueprint Intergovernmental Agency Board of Directors (IA Board) direct Blueprint to present a budget amendment at the December 9, 2021 meeting to advance fund the Priority #1 recommendations in FY 2022, as presented in Option #1. In March 2021, a Needs Assessment Report (Attachment #1) was completed for the Animal Service Center identifying \$3,800,000 in Priority #1 renovations and facility upgrades. Cost considerations for advancing the implementation of these Priority #1 upgrades are provided in this agenda item for IA Board consideration and direction.

FISCAL IMPACT:

This item has a fiscal impact. The analysis included herein includes Option #1 to advance fund the Priority #1 needs now in lieu of the planned \$8,877,692 for project funding projected to be allocated from FY 2036 -2038. The full cost of a \$3,800,000 million bond increase is estimated to be \$5,350,000 based on current bond rates.

RECOMMENDED ACTION:

Option 1: Direct Blueprint to present a budget amendment at the December 9, 2021 meeting to advance fund the Animal Service Center project in FY 2022 through a \$3,800,000 bond increase.

EXECUTIVE SUMMARY:

This agenda item begins with a status update on the Blueprint Animal Service Center project. Based on the approved Community Enhancement, Connectivity, and Quality of Life (CCQ) project prioritization and the 18-year Infrastructure Implementation Plan presented at the May 27, 2021 budget workshop, the Animal Service Center is scheduled to receive \$8,877,692 in funding beginning in FY 2036 (Attachment #2).

In March 2021, a Needs Assessment Report (Attachment #1) was completed by Animal Arts, Inc. for the existing Animal Service Center identifying renovations and facility upgrades. Specifically, three focus areas of needed improvements totaling \$3,734,068 have been identified as Priority #1 for the Animal Service Center: 1.) renovations to dog kennels to fix critical operational and sanitation problems, 2.) renovations to Shelter Medicine Area to improve functionality of the veterinary space, and 3.) addition of Quarantine Dog Yards. Per the findings of the Needs Assessment Report, these Priority #1 improvements are the highest priority and "will bring best value to the staff and animals in the short term, and create a more sanitary, functional, and lower-maintenance environment, while improving some of the aesthetics."

Due to the estimated time for planning and procuring services for these projects, an additional two years of inflated costs at the Needs Assessment Report recommended inflation rate of 4.5% is included in the project cost. The additional inflation brings the project cost to \$3,734,068, which is rounded for bonding purposes to \$3,800,000. With IA Board approval, these improvements could be completed by late 2023.

Staff recommendation is for Option #1, advancing \$3,800,000 to implement the Animal Service Center project through the planned Fiscal Year 2022 bond, which will fully fund in FY 2022 the Priority #1 improvements detailed in the Needs Assessment Report, including two years of estimated project cost inflation. This strategy would provide the Animal Service Center the needed funds over a decade earlier than the anticipated funding schedule. Option #2 of this agenda item would accept this status report and maintain the current project prioritization and implementation schedule, with funding scheduled to begin in FY 2036. Option #3 requests IA Board direction.

The advanced funding scenario, presented as Option #1, provides for the Priority #1 funding needs now in lieu of the planned \$8,877,692 in FY 2036 -2038. The full cost of a \$3,800,000 bond increase to the Blueprint program is estimated to be approximately \$5,350,000 based on current bond rates. Should the IA Board choose to proceed with Option #1, a budget amendment to include funding of \$3,800,000 for the Animal Service Center will be presented at the December 9, 2021 meeting to amend both the five-year CIP and the FY 2022 capital transfer, as well as the amount of bond funding to be

Attachment 3

provided. This budget amendment would be included with the planned analysis of financing sources for the anticipated debt issuance in March 2022.

BACKGROUND:

Blueprint 2020 Project Prioritization

Since voter approval of the sales tax extension in November 2014, the IA Board has taken significant action to prioritize all 27 projects. For prioritization purposes, the IA Board's adopted list of 27 Blueprint 2020 infrastructure projects were divided into five categories: Regional Mobility and Gateway projects, and Community Enhancement, Connectivity, and Quality of Life (CCQ) projects. The Animal Service Center project is currently within the CCQ project category. The IA Board approved the prioritization for the CCQ projects at its September 19, 2017 meeting, included below in Table #1. Currently, the Animal Service Center project is the lowest-ranked CCQ project priority, and consistent with the 18-year Infrastructure Implementation Plan presented at the May 27, 2021 budget workshop, funding for this project is not anticipated to begin until FY 2036.

Priority	Project Name
1	Market District (80 pts.)
1	Orange Avenue/Meridian Road Placemaking (80 pts.)
2	Lake Lafayette and St. Marks Regional Linear Park (75 pts.)
3	Monroe-Adams Corridor Placemaking (55 pts.)
4	Midtown Placemaking (50 pts.)
5	Beautification and Improvements to the Fairgrounds (45 pts.)
5	Northeast Park (45 pts.)
6	College Avenue Placemaking (40 pts.)
7	Florida A&M Entry Points (25 pts.)
8	Tallahassee-Leon County Animal Service Center (10 pts.)

Table 1. Blueprint 2020 Prioritization of CCQ projects, tied projects listed in alphabetical order

PROJECT DESCRIPTION & CURRENT STATUS:

Tallahassee Animal Service Center

This sales tax project provides funding for capital improvements to the Tallahassee-Leon County Animal Service Center. The adopted project map and description is included as Attachment #3. At the time of the sales tax extension approval in November 2014, the project was estimated to cost \$7,000,000. Given that the Animal Service Center project

Attachment 3

is the lowest ranked CCQ project, funding is not anticipated to begin until FY 2036 with full funding expected by FY 2038. Consistent with the current budgetary practice of inflating project costs to account for projected cost increases over the next 15-17 years, the project is expected to be funded at \$8,877,692.

Needs Assessment Report

In April 2019, Animal Arts, Inc. completed an assessment of the Animal Service Center and recommended a new shelter be constructed. Since that time, it has been determined that key facility upgrades to the existing Service Center are necessary in the near term. In March 2021, Animal Arts provided a Needs Assessment Report (Attachment #1), for the Animal Service Center identifying renovations and facility upgrades. Specifically, three focus areas of needed improvements have been identified as Priority #1 for the Animal Service Center: 1.) renovations to dog kennels to fix critical operational and sanitation problems, 2.) renovations to Shelter Medicine Area to improve functionality of the veterinary space, and 3.) addition of Quarantine Dog Yards. Table 2, below, details the anticipated costs of these recommended critical improvements:

Table 2. Priority #1 Improvements Recommended for the Existing Animal Service Center,2021.

Priority #1 Improvements	Cost
Critical Dog Kennel Renovations	2,973,276
Shelter Medicine Renovation	GEN 195,750
Addition of Quarantine Yards	103,125
Total, including inflation*	3,734,068

*The Need Assessment Report recommends including inflation at a rate of 4.5% annually if the improvements are constructed beyond early 2022. Inflation has been added to account for a projected two-year implementation timeline.

Per the findings of the March 2021 Needs Assessment Report by Animal Arts, Inc., these Priority #1 improvements are the highest priority and "will bring best value to the staff and animals in the short term, and create a more sanitary, functional, and lower-maintenance environment, while improving some of the aesthetics." Per the findings of the Needs Assessment, improvements to the following three areas of the existing Animal Service Center:

• Critical Dog Kennel Renovations (\$2,973,276): This project provides large-scale renovations to the dog kennel area, where dogs are housed during their time at the shelter and viewed by potential adoptees.

Blueprint Intergovernmental Agency Board of Directors Meeting, September 27, 2021 Item Title: Acceptance of the Tallahassee-Leon County Animal Service Center Project Status Report with Cost Considerations to Advance the Project Page 5 of 8

- Shelter Medicine Renovation (\$195,750): This project provides renovations to the shelter medicine area of the building.
- Addition of Quarantine Yards (\$103,125): This project is recommended a matter of safety for Service Center staff. This project is to create two small yards exterior to the quarantine kennels for dogs in quarantine/court hold situations, separate from other dogs.

The Needs Assessment Report also identifies two additional areas for improvements, categorized as Priority #2 improvements. These improvements are recommended but are not considered as critical as the improvements recommended in the Priority #1 category. The Priority #2 improvements include construction of a Community Outreach Center (\$1,865,170) on the existing Service Center property to proactively address causes of animal homelessness in Tallahassee-Leon County, thereby reducing the number of animals entering the shelter. Lastly, the Priority #2 improvements also include Cat Area Renovations (\$359,346) to provide better housing and access to outdoor areas. These Priority #2 improvements total \$2,224,516 are not included in the funding amount considered as Option #1 in this item.

COST CONSIDERATIONS:

The following section provides two options for IA Board consideration regarding the implementation of the Animal Service Center project: Funding the Priority #1 improvements by increasing the planned Fiscal Year 2022 bond issuance by \$3,800,000 in order to provide for the initial cost estimate and two additional years of estimated project cost inflation in anticipation of the lead time necessary for project planning and procurement (Option #1), or accept the status report and maintain the projected funding schedule of FY 2036 - 2038 (Option #2). Staff recommendation for this item is Option #1: Funding the Priority #1 improvements.

Option #1: Direct Blueprint to present a budget amendment at the December 9, 2021 meeting to advance fund the Animal Service Center project in FY 2022 through a \$3.8 million bond increase: The funding scenario would provide the Priority #1 improvements in lieu of the planned \$8,877,692 to be allocated from FY 2036 -2038. This scenario would increase the planned Fiscal Year 2022 bond issuance by \$3,800,000 in order to provide for two additional years of estimated project cost inflation during the planning and procurement period for the project. Option #1 would also advance the Animal Service Center over two higher-ranked CCQ projects, College Avenue Placemaking and FAMU Entry Points.

The December 9, 2021 agenda item would detail the financial and project implications of a \$3,800,00 bond increase to advance the funding of the Animal Service Center project

Attachment 3

within the five-year capital budget as well as the 18-year Implementation Plan presented at the May 27, 2021 budget workshop. The full cost of a \$3,800,000 bond increase to the Blueprint program is estimated to be approximately \$5,350,000 based on current bond rates. The increased debt service would result in a reduction to the funding available each year to implement Blueprint 2020 projects. However, because this funding would be provided in lieu of the planned \$8,877,692 to be allocated from FY 2036 -2038 additional funds would be available beginning in Fiscal Year 2036 to fund other projects.

Option #2: Accept the Status Report and Maintain Existing Project **Prioritization and Projected Funding Schedule for the Animal Service Center Project:** Based on the priority ranking of the CCQ projects, approved by the IA Board at their September 19, 2017 and implemented through the annual approval of capital budgets to date, the Animal Service Center project is the lowest ranked CCQ project. Eight of the 11 CCQ projects have been previously initiated by the IA Board, or are scheduled to begin receiving funds in the FY 2022 budget. Two CCQ projects, College Avenue Placemaking and FAMU Entry Points, are currently prioritized above the Animal Service Center project. Consistent with the 18-year Infrastructure Implementation Plan presented at the May 27, 2021 budget workshop, funding for the three remaining CCQ projects (College Avenue Placemaking, FAMU Entry Points, and Animal Service Center) is anticipated to begin in FY 2036. Based on the currently approved Blueprint project prioritization and anticipated revenues and uses of funds detailed in the 18-year Implementation Plan, Table 3, below, details the current estimated funding schedule for the Animal Service Center project.

	FY 2036	FY 2037	FY 2038	Total
Projected Funding Allocation	292,834	5,259,186	3,325,672	8,877,692

Table 3. Estimated Funding Schedule for Animal Service Center, 2021

The 18-year Implementation Plan anticipated revenue availability to fully fund the Animal Service Center project within the twenty-year timeframe of the Blueprint 2020 program. If Option #2 is directed by the IA Board, the current project prioritization for CCQ projects will remain unchanged and the Animal Service Center will be funded at an estimated amount of \$8,877,692 million through allocations in FY 2036 - 2038.

SUMMARY AND NEXT STEPS:

In March 2021, a Needs Assessment Report was completed by Animal Arts, Inc. for the Animal Service Center that identified renovations and facility upgrades. Specifically, needed improvements totaling \$3,800,000 have been identified as Priority #1 for the Animal Service Center. Due to the immediate needs identified in the Needs Assessment

Blueprint Intergovernmental Agency Board of Directors Meeting, September 27, 2021 Item Title: Acceptance of the Tallahassee-Leon County Animal Service Center Project Status Report with Cost Considerations to Advance the Project Page 7 of 8

Report, an option for advance funding was anticipated by Blueprint staff and is provided in this item.

Cost considerations for advancing the implementation of these Priority #1 upgrades have been provided in this agenda item for IA Board consideration and direction. The recommended action, Option #1, provides for advancing the implementation of the Animal Service Center project through a \$3,800,000 million bond increase, which will fully fund in FY 2022 the Priority #1 improvements, as well as two additional years of estimated project cost inflation during the project planning and procurement period. This bond amount would be consolidated with the larger bond issuance planned for other Infrastructure projects and provide the Animal Service Center the needed funds over a decade earlier than planned. The advanced funding scenario provides funding for the project now in lieu of the planned \$8,877,692 in FY 2036 -2038. The full cost of a \$3,800,000 bond to the Blueprint program is estimated to be approximately \$5,350,000 based on current bond rates.

Option #2 of this agenda item would accept this status report and maintain the current project implementation schedule, with funding scheduled to begin in FY 2036. Option #3 requests IA Board direction regarding the Animal Service Center project.

Should the IA Board direct Option #1, Blueprint staff will include a FY 2022 budget amendment with the financing options agenda item scheduled for the December 9, 2021 IA Board meeting. This item will provide for the necessary budget amendment to the FY 2022 operating budget and CIP to provide this funding for the Animal Service Center. An item scheduled for the February 10, 2022 IA Board meeting will present a supplemental resolution for the type of debt issuance that is selected during the December 9, 2021 IA Board meeting. An item providing the closing documents for the bond is anticipated to be provided at the March 31, 2022 meeting.

Following IA Board direction at the December 9, 2021 meeting, Blueprint would immediately begin coordination with the Animal Service Center to determine a schedule and procurement plan for implementation of the Priority #1 improvements in Fiscal Year 2022, should Option #3 be selected. Given the scope of the Priority #1 improvements, it is estimated that design will take approximately three-six months once a consultant is procured, and the construction for the renovations is estimated to take an additional 12-15 months. The Priority #1 improvements are estimated to be completed by late 2023.

Action by the TCC and CAC: This item was not presented to the TCC or CAC.

Attachment 3

OPTIONS:

- Option 1: Direct Blueprint to present a budget amendment at the December 9, 2021 meeting to advance fund the Animal Service Center project in FY 2022 through a \$3,800,000 bond increase.
- Option 2: Accept the Status Report and Maintain Existing Project Prioritization and Projected Funding Schedule for the Animal Service Center Project.
- Option 3: IA Board direction.

RECOMMENDED ACTION:

Option 1: Direct Blueprint to present a budget amendment at the December 9, 2021 meeting to advance fund the Animal Service Center project in FY 2022 through a \$3,800,000 bond increase.

<u>Attachments:</u>

- 1. Tallahassee-Leon County Animal Shelter Needs Assessment Report, March 2021
- 2. 2021 Blueprint Infrastructure Program Implementation Plan, May 27, 2021
- 3. Blueprint 2020 Project Description and Map Animal Service Center



The City of Tallahassee Animal Services

Needs Assessment Report Addendum

March 2021



architecture · animals · people

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Table of Contents

T

1: Purpose2
2: Executive Summary3
3: Summary of Process4
4: Programs and Recommendations
5: Budget for the Work20
6: Recommendations for Next Steps23

1. Purpose

Animal Arts completed a needs assessment for a new animal shelter for the City of Tallahassee in April of 2019. Due to the extent of renovations that would need to be undertaken to allow the current animal shelter to serve the city for the next several decades, the needs assessment recommended the construction of a new animal shelter to serve the City of Tallahassee into the future. This recommendation still stands, but in the time since the report was completed, the City of Tallahassee weathered the global pandemic, which affected government budgets throughout the state of Florida.

Given that it might be some time before a new shelter is funded, Animal Arts was directed to provide recommendations for short-term, high-priority renovations for the current animal shelter facility. This addendum to the Needs Assessment Report covers the recommendations for short-term improvements to the facility. Recommendations are based on detailed conversations with animal services staff, as well as City of Tallahassee facilities personnel.

2. Executive Summary

After careful review of priorities, design ideas, and solutions with City of Tallahassee staff, Animal Arts has categorized the following potential short-term renovations to the shelter, along with the following ballpark costs.

Priority 1

Renovation to Dog Kennels to fix most major operational and sanitation problemsScope of square footage:8,014 square feetProject Costs in 2021 Dollars:\$2,973,276Options:The project can be reduced by renovating some but not all kennelareas

Renovation to Shelter Medicine Area to improve functionality of the veterinary space Scope of square footage: 300 square feet Project Costs in 2021 Dollars: \$195,750

Addition of Quarantine Dog Yards Scope of square footage: 1,100 square feet exterior Project Costs in 2021 Dollars: \$103,125

Priority 2

Addition of a New Community Outreach Center Scope of square footage: 2,836 square feet Project Costs in 2021 Dollars: \$1,865,170

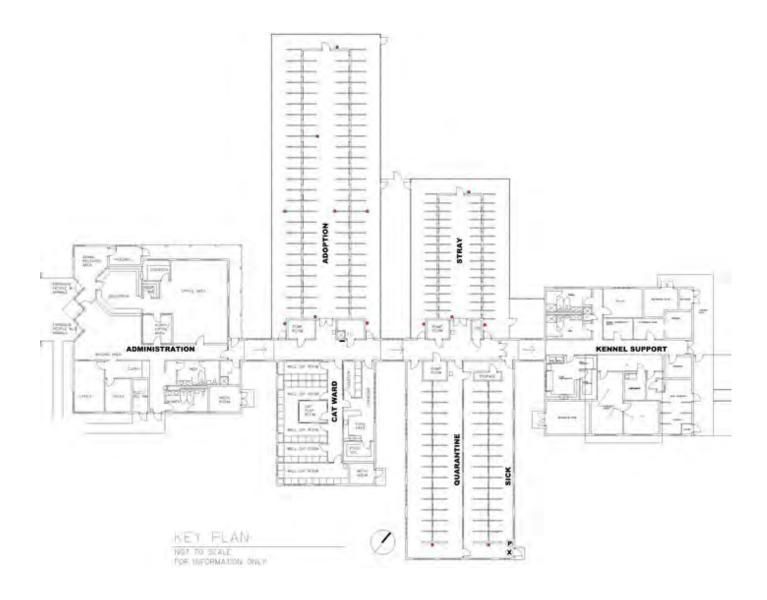
Renovation of the Cat Adoption Area Scope of square footage: 357 square feet Project Costs in 2021 Dollars: \$359,346

Full descriptions of these renovations are included in the enclosed report.

3. Summary of Process

Weekly meeti ngs were held in November and December 2020. The work was fi nalized in January of 2021 and is documented below. This report represents the opinions of most urgent requirements for running the City of Tallahassee Animal Shelter, as well as programmatic prioriti es for the near future to address the issues in society that lead to animal homelessness, without large investments in faciliti es.

For purposes of this addendum, please refer to this overall fl oor plan of the existi ng facility. Parts of this plan will be enlarged and discussed, as they are identified as areas for improvement.



Programs and Recommendations

Priority 1 Renovation Recommendation - Kennel Renovations

The existing kennels are in poor condition and cause numerous operational hassles for animal care staff. Below are photos of existing conditions in the kennels. These are the primary concerns we wish to address with a short-term renovation:

- Kennel Components
 - Guillotine doors (doors between inside and outside) do not work.
 - Continuous drains require too much maintenance, do not work well, and allow for cross contamination between dogs, which is unsanitary and leads to diseases in the shelter. The drain covers were manufactured individually per kennel, which means they are difficult to maintain and repair.
 - The flush mechanism for the drains is inside the kennels; employees must enter the kennels to flush them.
 - The dog bowls that fit into the chain link run system are unnecessarily expensive.
 - The chain link is unsafe, hard to clean, and not durable enough.
- Infrastructure
 - In the past, ceilings were removed due to rodent issues in the kennels, and spray foam was added. The foam does help with noise control, but it is unsightly. Aesthetics matter because an animal shelter needs to be a comfortable and reasonably attractive environment for adopters to want to visit and take animals home.
 - Bare walls and floors are unsealed, which is not very sanitary nor is it attractive.
 - The lighting is over the aisles only, which means the kennels are dimly lit. Not only is this undesirable for adoption environments (adopters need to see the animals), but it is also not as safe for staff members who are caring for animals.
 - Exposed finishes need repainting.
 - The exterior of the kennel building desperately needs some drainage repair to the sidewalks, as well as new gutters for the building, because stormwater currently enters the existing kennels. *It is our understanding that the City of Tallahassee is currently working on this project separately, and therefore it is not budgeted within this report.*





Considerations for Renovations

It must be understood that no matter what is done to renovate the kennels, not all existing problems can be remedied. For example, dogs will still face each other across an aisle, which is an undesirable way to house dogs in animal shelters, as it leads to increased stress and barking. The difficulty of renovating kennels in place is one of the most important reasons for recommending a new shelter in the initial needs assessment. Add to this the fact that kennel renovations are expensive. Thus, the recommendations in this report are not intended to fix everything (that would be a rebuild), nor are they intended to unnecessarily waste money on lower priority items, such as completely covering the exposed ceiling foam, which is not pretty but is reasonably functional.

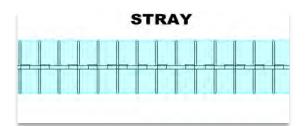
We are providing a list of renovations that we believe will bring best value to the staff and animals in the short term, and create a more sanitary, functional, and lower-maintenance environment, while improving some of the aesthetics.

Recommendations for Kennel Renovations

Below is an overall list of the renovations, as well as detailed descriptions of each line item.

Priority 1	Kennel Renovation
A	Repair Exterior Storm Drainage System So Rain Doesn't Drain into Kennels
В	Move Dogs, Demolish Kennel Chain Link + Guillotine Doors
С	Demolish All Walls, Flooring and Drainage
D	Install Drains for Kennels (no flushing system), Construct New Floor Slab, Seal Slab
F	Install Additional Lighting Over Kennels
E	Clean Thoroughly and Repaint the Walls/Ceilings
G	Install Additional Sound Control Panels (Select Areas, Rodent Proof)
Н	Replace Hose Reels and Add New Reels
I	Install New Kennel System and Guillotine Doors with Dual Side Operations
J	Install Thresholds at Exterior Kennels to Prevent Water from Entering Kennels

- A. Repair exterior storm drainage. It is our understanding that the work is ongoing, separate from this project.
- B. Move Dogs, Demolish Kennel Chain Link + Guillotine Doors.
 - a. Renovations must be done per kennel area so animal care staff can move dogs to other kennels. Populations of animals have been lower since the start of the pandemic, and this allows for moving animals, provided that renovations commence quickly, as we do not know whether populations will rise again after the pandemic ends.
 - b. All chain link gates and guillotines, and other run components in the kennel to be renovated are to be demolished.
- C. Demolish all Walls, Flooring, and Drainage Systems
 - a. Existing bearing walls and foundations must remain, as well as underground piping to serve new drainage systems. Demolish all half concrete walls between kennels inside and outside, and demolish the slabs within the actual kennel, both inside and outside the buildings. Below is a diagram to show which area should be demolished, per kennel. It is acceptable for the contractor to demolish the aisle flooring in the kennel as well, if this will yield a cleaner installation.



- D. Install New Drains for Kennels (no flushing system), Construct New Floor Slab, Seal Slab
 - a. Prior to proceeding with the work, a schematic design should be completed to lay out new kennel partitions and drain locations, floor slopes, etc. Some kennels will be converted into double kennels for dogs that need more space.

b. Per review by a plumbing engineer with Animal Arts, the existing plumbing system is sufficient in size to have a new drain system installed. The new system would be an INDIVIDUAL trench per kennel (not a continuous trench), both inside and outside, so two trenches per each kennel. This is a typical design for Animal Arts. This system does not clog like the continuous trench because the drains collect very small amounts of hair and debris per kennel, and the connections are oversized to allow for any small hair and debris to pass through without clogging. The grate on top prevents large debris from entering the trench. Below is an example of this installation in another project.



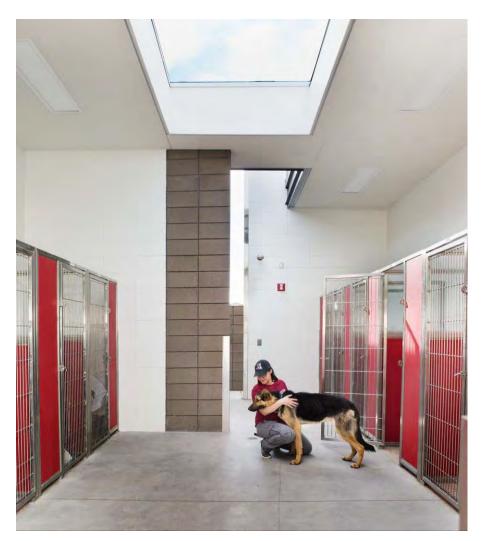
- c. New floor slab requirements are as follows:
 - i. Either entire slab is demolished, or aisle can remain.
 - ii. Aisle drainage can remain, and new slab should slope toward the drains. Drain bodies themselves could be replaced if desired.
 - iii. New drains at kennels to be placed so that concrete in kennel will slope at ¼" per foot to the drain, then slope back up to meet exterior wall.
 - iv. Heavy duty vapor barrier to be installed at new slab areas. 15 mil Stego Wrap, or equal, is an acceptable product.
 - v. New slab to be 6" thick at thickest, tapering down to drain, reinforced with rebar reinforcing at 16" o.c.
 - vi. A .45 water/cement ratio is recommended. Water curing is recommended. Place control joints as recommended by local structural engineer.
 - vii. New slab to be finished as follows:
 - 1. Apply a densifier seven days prior to final sealant installation, such as Lithi-tek 4500.
 - 2. Apply a sealer to the slab such as Ghostshield penetrating concrete sealer.
 - 3. Apply flexible, chemical resistant sealant to control joints, construction joints, and any shrinkage cracks to obtain the most sanitary conditions.
 - 4. Protect sealer during remaining construction.

Please note, this solution is not what we would do for new construction, where we would use a resinous flooring product as the final installation. We are recommending a lower cost solution that will improve the conditions in the kennels.

- E. Install Additional Lighting Over Kennel
- a. Install strip lights like existing aisle lights, over kennels.
- F. Clean Thoroughly and Repaint Walls/Ceilings
 - a. Clean and dry all walls, then install, according to manufacturer's strict written instructions and on-site supervision, the following system:
 - i. Prep as required (sand blast, etc.)
 - ii. Remove debris and then install two to three coats of Sherwin Williams Chem Kati-Coat Epoxy Block Filler/Sealer to completely fill pinholes. Then two to three coats of Sherwin Williams Sherloxane coating. This will yield a hard, glossy, sanitary coating that will last until a new building can be constructed. Nevertheless, proceeding without manufacturer participation will likely result in failure, so proper prep/supervision is essential.
 - iii. Paint ceiling with Sherwin Williams dry fall coating, including sprayed foam (if allowed by manufacturer of foam) and the rafters/exposed metal ducting, etc. Use a light grey to lighten up the interior while not being so light that dirt will show.
- G. Install Additional Sound Control Panels
 - a. While it will never be possible to reduce much noise in these kennel spaces, we recommend adding additional ceiling baffles where possible between the light fixtures/rafters. These need to be rodent proof. We recommend metal perforated baffles such as the ones shown below, achieving at least a .90 Noise Reduction Coefficient. These are a commodity product and can be ordered from several manufacturers.



- H. Replace Hose Reels and Add New Reels. A quantity of 15 replaced and new hose reels should be provided to serve the kennels. Confirm final locations with animal services. For a recommended specification, use a CoxReel EZCoil. These have a clutch to prevent the hose from snaking back quickly, and they are safer than other products.
- I. Install New Kennel System and Guillotine Doors with Dual Side Operations
 - a. We recommend products from Shor-Line. We are recommending their most durable stainless steel bar line, exterior and interior. We also recommend using their side panels rather than the concrete walls, as this provides more flexibility, and takes up less room. Kennel fronts can be outfitted with a combination of bars, glass, and solid to prevent dogs from staring at each other across the aisle. Shor-Line will need to provide dual side operation for guillotine doors, which will not be easy. Animal Arts can assist in putting together a formal quote; right now, we have included ballpark costs from other projects.
 - b. Below is an example of prefabricated stainless-steel kennels, similar to what is recommended.



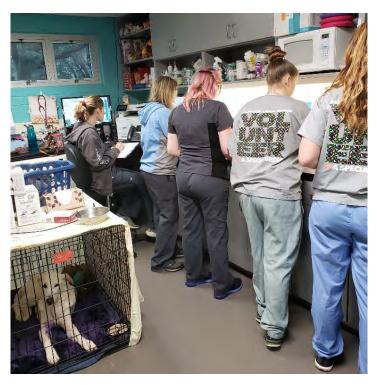
- J. Install Thresholds at Exterior Kennels to Prevent Water from Entering Kennels
 - a. The reason for this recommendation is that the city may be unable to fix all the exterior drainage issues (many of which also contributed to our recommendation to replace the building). An engineered stone threshold between exterior kennel and walkway, such as one like the product pictured below, would help.



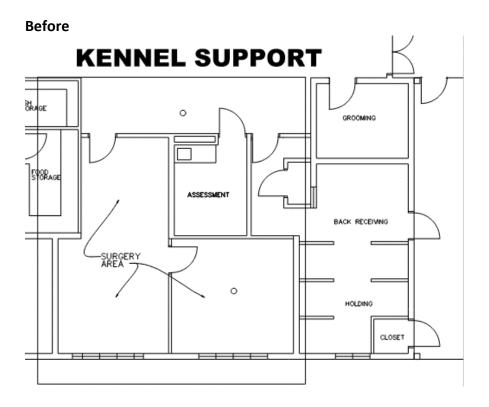
Priority 1 Recommendation - Shelter Medicine Expansion

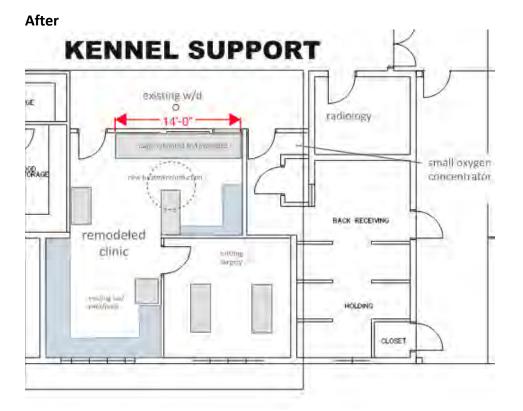
The second priority 1 renovation relates to expansion of the shelter medicine area of the building. The existing clinic is absurdly undersized, as is evidenced by this photo.

Unfortunately, there is VERY little space to expand (part of the reason we recommended a new building), and so we are proposing a very modest update to take over the assessment area of the plan to provide more space to the clinic. See before and after plan diagrams below.



12



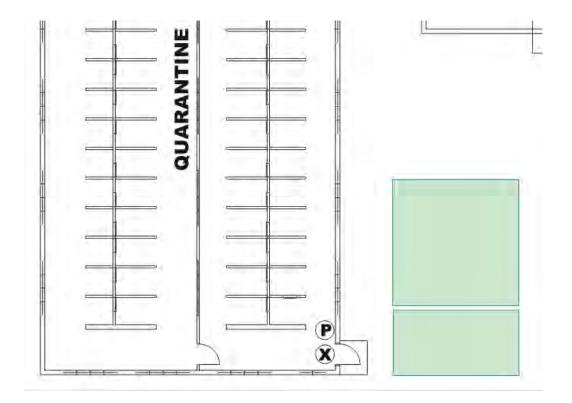


The project is described as follows:

- Demolish walls around assessment room.
- Match finishes to clinic, add new cabinets and a table for treatment/induction in expanded clinic area where former assessment room was. Relocate and expand animal caging.

Priority 1 Renovation Recommendation – New Quarantine Yards

This project is to create two small yards exterior to the quarantine kennels (south end of building, east side of kennels) for dogs in quarantine/court hold situations, separate from other dogs. This is a matter of safety for staff. The two yards would be approximately 15' x 20' and 20' x 20' respectively. Below is a diagram.





Recommended Materials are as follows:

- Solid fencing to a height of 8', such as the aluminum privacy fence shown. The fencing must be equipped with Coyote Rollers to prevent dogs from escaping.
- Provide a combination of concrete and hoseable turf such as K9Grass by Foreverlawn. Unfortunately, this must be shaded, so a canvas sail should be provided for each yard., stretched over yard from fence line to fence line.
- Provide a yard hydrant for hosing the yards.



Priority 2 Renovation Recommendation – Community Outreach Center

The animal sheltering industry is changing rapidly. Around our nation, proactive services such as spay/neuter programs and humane education have reduced the number of animals entering animal shelters every year. The future of animal sheltering for local governments will place less emphasis on animal holding and more emphasis on expanding services to communities to prevent animal homelessness; therefore, further driving down the number of animals entering shelters.

Because this project has had a pause in the funding, we have the opportunity to work on projects that may reduce the ultimate scope of the future shelter, which will be good for the City of Tallahassee. The most effective project for many communities is to provide affordable veterinary care. Lack of access to affordable veterinary care is one of the, if not THE, leading cause of animals being relinquished to shelters. Lack of access to affordable veterinary care is also a risk to pets, who will not otherwise see a veterinarian, and therefore may suffer from health conditions that can be addressed.

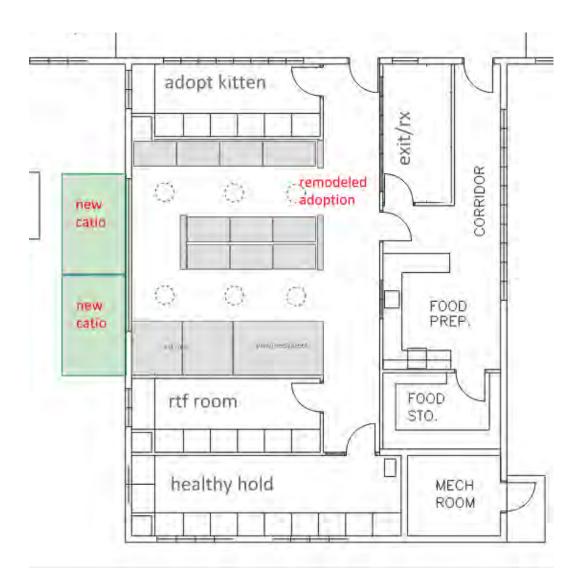
Animal Services staff strongly believe that adding a modest community center to the property at the City of Tallahassee existing animal shelter will provide much needed services and will reduce the burden of homeless animals over time. We agree based on experience with other communities. Therefore, as a second priority renovation to the building, we propose a community outreach center with the following program. This center could likely be constructed in as few as 2,400 s.f. if necessary. The property is large enough to accommodate a building of this size, and this clinic building could be constructed to meet Florida codes, but otherwise very modestly. Centers, such as this, generally cost \$100 less per square foot than shelters, as they do not have the same durability requirements.

		~		20		4.60	4 9 9	242
Waiting Porch	1	8	х	20	=	160	1.33	213
Vestibule	1	7	х	8	=	56	1.33	74
Waiting Room/Reception	1	15	х	20	=	300	1.33	399
Restrooms	2	7	х	8	=	112	1.33	149
Exam Rooms	3	9	х	10	=	270	1.33	359
Comfort Room	1	10	х	10	=	100	1.33	133
Lab/RX and Tech Station	1	10	х	14	=	140	1.33	186
Treatment	2	10	х	12	=	240	1.33	319
Dental	1	10	х	12	=	120	1.33	160
Dog Ward	1	10	х	20	=	200	1.33	266
Cat Ward	1	8	х	10	=	80	1.33	106
Storage/Utility	1	9	х	14	=	126	1.33	168
Office	1	10	х	10	=	100	1.33	133
Mini-Break	1	8	х	10	=	80	1.33	106
Electrical	1	6	х	8	=	48	1.33	64
								2,836 s.f.

Priority 2 Renovation Recommendation – Improve Cat Adoption

Improvements to Cat Adoption areas have been identified as a priority by Animal Care staff. Many of the cat housing units, while not poor, do not meet the quality that is expected in a modern animal shelter. Cats that are staying longer have no options other than stainless steel boxes to live in, and no access to the outside. We propose a very modest renovation to the cat adoption areas at the City of Tallahassee Animal Shelter, to provide some better housing and to provide outdoor areas known as catios, so the cats can get fresh air.

Below is a simple plan diagram of the renovations, showing new caging and walls in grey, and new fun light fixtures in the ceiling (the circles), as well as new catios, which will need to be accessed from new doors.



Below is a description of the recommendations for finishes and materials:

- Double-stacked, 4' or 5' cat "Euro" condos by Snyder Manufacturing.
 - While these condos can be double or triple stacked, double stacked is recommended. These condos can be built in or on wheels. For the short term, we recommend the City of Tallahassee purchase them on wheels. In the longer term, they can be relocated to the new shelter and built in. These can be ventilated or not ventilated. For flexibility, we recommend unventilated. Snyder offers many options for these condos, but we recommend:
 - Double compartment (two equal compartments).
 - Four- or five-foot sizing. Measure the existing spaces to maximize the size of these condos, using 4' as a minimum and 5' where a foot extra is offered by the size of the rooms. Animal Arts' floor plan diagram above can be a guide.
 - Quiet latches on the cages.
 - Bars on top and glass on the bottom.



 A bench in the clean/food side of the cage. Litter side is better without a bench to leave plenty of space for posturing at the litter box.

- Custom cat runs by Snyder Manufacturing.
 - The plan for the adoption area shows two custom cat runs by Snyder Manufacturing. These are products adapted from dog runs, that have climbing platforms and benches in them, which can be customized by the City of Tallahassee. Work with field measurements and Snyder to develop the options that are desirable for the runs. These will be great for two cats or one cat that needs more space.



- Catios to the Exterior
 - The plan shows two new catios. These should have concrete slabs and metal screen surrounds, with solid roofs. Please see the image below.
- Other elements of the cat adoption room:
 - Meet/Greet rooms. These should be custom constructed of glass storefront. If they do not go all the way to the ceiling, it will help with ventilation.
 - Glass doors. We recommend aluminum storefront.
 - Finishes:
 - Grind and polish the existing concrete – seal all cracks.
 - Apply a porcelain tile to the walls for dressy appearance and durability up to 7'-2" (top of door jamb). Use epoxy grout. If the funding is not available for porceilain tile a porceilain tile base with Acrovyn panels (.40 mm PVC) on the walls above to at least 5' would be acceptable. Above this line, use an epoxy paint





such as Sherwin Williams Precatalyzed Epoxy. Above is a photo of Acrovyn.

Replace the ceiling in this room with a sanitary ceiling with noise reduction qualities—we recommend Rockfon Medical Plus, which is a cleanroom-quality ceiling tile that has noise reduction of .90 which means 90 percent absorbtion within tested frequency range. Armstrong Ultima High Washability is also acceptable. Provide some very fun lighting design in the space. We recommend LED lighting. The round hoop shapes in the plan can be drywall soffit clouds or lighting.



- Music for the cats. Sonos systems with standalone speakers are fine if there isn't the funding for a built-in speaker system.
- Cat climbing and play equipment. A budget for enrichments is included in the equipment portion of the budget.

5. Budget for the Work

Animal Arts developed the following ballpark recommended budgets for the work, based on the outline of recommended projects.

Priority 1: Critical Dog Kenne Hard Costs						
Dog Kennel Scope						
Demolition	8,014	s.f.	х	\$5	\$40,070	
New Slabs	8,014	s.f. per	х	\$20	\$160,280	
New Drains	\$2,500	drain per		220	\$550,000	
New Cox Reels	\$4,000	reel	х	15	\$60,000	
Finishes and Lighting	8,014	s.f.	х	\$70	\$560,980	
General Conditions	8,014	s.f.	х	\$35	\$280,490	
Subtotal Hard Costs					\$1,651,820	
Soft Costs						
Professional	10%		=		\$165,182	
						Covers new Dog Runs at +/-
Equipment	55%		=		\$908,501	\$7,500 per run + Installation
Contingency	15%		=		\$247,773	
Subtotal Hard Costs					\$1,321,456	
Total Project Costs					\$2,973,276	
Inflation beyond early 2022					4.5% per year	

Note: Although this is a very expensive renovation, the City of Tallahassee has an option to simply renovate one out of three kennels, or two out of three kennels. This would result in proportional reductions in costs.

Hard Costs							
	Construction	300	s.f.	х	\$450	\$135,000	
Subtotal Hard Costs						\$135,000	
Soft Costs							
	Professional	10%		=		\$13,500	
	Equipment	20%		=		\$27,000	New Veterinary Equipment
	Contingency	15%		=		\$20,250	
Subtotal Hard Costs						\$60,750	

(20)

21

Total Project Costs	\$195,750	
Inflation beyond early 2022	4.5% per year	

Priority 1:	Addition of Quara						
Hard Costs							
	Construction	1,100	s.f.	х	\$75	\$82,500	
Subtotal Hard Costs						\$82,500	
Soft Costs							
	Professional	10%		=		\$8,250	
	Contingency	15%		=		\$12,375	
Subtotal Har	d Costs					\$20,625	
Total Project Costs						\$103,125	
Inflation bey	ond early 2022					4.5% per year	

Priority 2: Community Out						
Hard Costs						
Veterinary Clinic Construction						
Site Cost Allowance					\$250,000	
Architectural	2,836	s.f.	х	\$375	\$1,063,500	
Subtotal Hard Costs					\$1,313,500	
Soft Costs						
Professional	10%		=		\$131,350	
Equipment	17%		=		\$223,295	Covers Veterinary Equipment
Contingency	15%		=		\$197,025	
Subtotal Hard Costs					\$551,670	
Total Project Costs					\$1,865,170	
Inflation beyond early 2022					4.5% per year	

B

riority 2: Cat	Area Renovation	5					
Hard Costs							
Cat Adoption							
	Construction	657	s.f.	х	\$225	\$147,825	
	Catio Allowance					\$100,000	
Subtotal Har	d Costs					\$247,825	
Soft Costs							
	Professional	10%		=		\$24,783	
	Equipment	20%		=		\$49,565	Cat Housing and Enrichmen
	Contingency	15%		=		\$37,174	
Subtotal Har	d Costs					\$111,521	
Total Project	Costs					\$359,346	
Inflation beyond early 2022						4.5% per year	

6. Recommendations for Next Steps

We recommend the City of Tallahassee reviews funding and priorities to develop the confirmed list of short-term renovations. Once these are confirmed, we recommend proceeding into design. Animal Arts should be involved, at least as a consultant, to follow through on the recommendations and ensure they get implemented properly.

We look forward to seeing the implementation of short-term facility improvement projects that will provide a steppingstone for long-term success.

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Bond Proceeds State Infractorum Bank Loan Tetal Sources of Funds for Capital Infrastructure Projects Uses of Funds A B						26,481,292	25.655.945	22.159.079	19.877.267	14.298.486	108,472,069	14,740,374	15.190.265	15.646.078	16.108.759	16.579.341	17.057.886	17.543.477	18.036.279	18.537.499	19.046.407	19.563.350	20.088.702	26,210,616	1,015,675		
S State Infrastructure Bank Loan S Total Sources of Funds for Capital Infrastructure Projects Uses of Funds A 8						-	4,500,000	486,000	-	-	4,986,000		-	-	-	-	-		-		-		-	-	-		
7 Uses of Funds A B						65,000,000	12 750 000	80,000,000			145,000,000														-		
						91,481,292	42,905,945	115,395,079	19,877,267	14,298,486	283,958,059	14,740,374	15,190,265	15,646,078	16,108,759	16,579,341	17,057,886	17,543,477	18,036,279	18,537,499	19,046,407	19,563,350	20,088,702	26,210,616	1,015,675		
Folimated Crist & Amount	с	с	D	E A	A - (B + C)		Blueprint	2020 Program Funding	; (3)																		
to Complete Allocate 8 Projects Project (2) Prior Ye	d in Allocated in FY	sed to be Exp ated in FY Th	Project Expenses Proje Through ril 30, 2021 April	ject Balance Re as of C	Estimated Allocations bequired to Complete PY Project	Y 2022 Projected Allocations	FY 2023 Projected F Allocations	Y 2024 Projected F Allocations	FY 2025 Projected I Allocations	PY 2026 Projected Allocations	Total Projected FY 2022-2026 Allocations	FY 2027 Projected F Allocations	FY 2028 Projected F Allocations	FY 2029 Projected Allocations	FY 2030 Projected Allocations	FY 2031 Projected	FY 2032 Projected Allocations	FY 2033 Projected F Allocations	Y 2034 Projected F Allocations	FY 2035 Projected Allocations	FY 2036 Projected I	FY 2037 Projected Allocations	FY 2038 Projected I Allocations	FY 2039 Projected I	FY 2040 Projected Allocations	Total Allocations Since Inception	Amount Remaining to Complete Project Based on Estimated Cost to Complete
9 Blueprint 2000 Program 10 Water Quality Project: City 25,000,000 25,00			14,335,596 :																							25.000.000	
11 Water Quality Project: County 25,000,000 25,00	- 00,000	- 2	23,681,606	10,664,404 1,318,394	-					-	-															25,000,000	
12 Blueprint 2000 LIDAR 349,817 34	9,817 -	-	349,817	-	-	-	-	-	-	-			-		-					-	-		-	-	-	349,817	
	17,420 - 18,180 -		697,420 48,180		-					-	-															697,420 48,180	
14 Biologram 2000 Building Nermovations 46,280 4 15 Headwaters of the St. Marks 8,920,221 8,92	10,221 -		8,920,221		-					-	-															45,180 8,920,221	
16 Ford's Arm Watershed 272,429 23	2,429 -		272,429	-	-	-		-	-				-		-									-		272,429	
	10,000 - 14,699 -		2,770,000 394,699		-					-	-															2,770,000 394,699	
19 Lafayette Heritage Bridge 500,000 50	0,000 -		500,000			-				-	-															500,000	
	0,000 -		1,498,948	1,301,052	-	-	-	-	-	-	-	-		-		-	-	-		-	-	-	-		-	2,800,000	
	10,263 -		1,320,263 584,754		1					-																1,320,263 584,754	
23 Mahan Drive 4,825,731 4,82	15,731 -		4,825,731		-	-				-																4,825,731	
			69,230,163	-	-	-	-	-	-	-	-		-		-					-	-		-	-	-	69,230,163	-
25 Capital Circle Northwest/Southwest (N-2) 127,003,286 127,00 26 Capital Circle East (E-1) 38,628,775 38,62	13,286 - 18,775 -		124,538,919 38.628.775	2,464,367		-																				127,003,286 38,628,775	
	40.455 -		37,040,455		-	-				-	-															37,040,455	
			11,587,229	-	-	-	-	-	-	-			-		-					-	-		-	-	-	11,587,229	
	i4,895 -		4,291,716 3,726.072	263,179 4,813,328		-																				4,554,895	
			211.930	2,588,070	-	-				-	-															2.800.000	
	15,973 -		19,035,973	-	-	-	-	-	-	-			-		-					-	-		-	-	-	19,035,973	
	13,290 -		50,426,711	506,579		-																				50,933,290	
	x6,584 - Y6.617 -	. 6	8,506,584 62,493,845	5,282,772	1	-																	-			8,506,584 67,776,617	
36 Capital Cascades Trail Segment 4 20,000,000 10,24	13,721 -		17,601 :	10,226,120	9,756,279	-	-	6,030,730	1,526,453		7,557,183		-		-					-	-		-	-	-	17,800,904	2,199,096
37 LPA Group Engineering Services 8,527,288 8,93 38 Magnolia Drive Trail and Subprojects 23,556,734 12,91	15,148 - 10.163 1.056.571		8,527,288 6,765,974	387,860 7,290,760	(387,860) 9.500.000	(387,860) 9.500.000					(387,860) 9,500,000															8,527,288 22,490,163	
38 Magnolia Drive Irail and Subprojects 23,556,734 12,98 39 Advance Funding for Blueprint 2020 Projects	0,163 1,066,571	1,066,571	6,765,974	7,290,760	9,500,000	9,500,000				-	9,500,000															22,490,163	
40 Advance: Airport Gateway 5,531,253 5,53	1,253 -	-	1,266,642	4,264,611	-	-	-	-	-	-	-		-		-				-	-	-		-	-	-	5,531,253	-
	i0,000 - 10,000 -		350,000 451,424	548,576		-																				350,000	
42 Advance: Market District Placemaking 1,000,000 1,00 43 Advance: Market District Placemaking 1,000,000 1,00	0,000 -		720,714	279.286	-	-																			1	1,000,000	
44 Advance: Northeast Gateway: Welaunee Boulevard 5,182,242 5,18	32,242 -	-	4,401,145	781,097	-	-	-		-				-		-					-	-		-	-	-	5,182,242	
			765,667	41,906	-	-					-															807,573	
	0,000 -		255,990	500,000 644.010	1	-																				500,000	
48 Blueprint 2020 Program																											
Annual Allocations Blueprint: Greenways Master Plan 15,800,000 1,4:	12,500 -		477,613	934,887	14,387,500	760,000	790,000	790,000	790,000	790,000	3,920,000	790,000	790,000	790,000	790,000	790,000	790,000	790,000	790,000	790,000	790,000	790,000	790,000	790,000	197,500	15,800,000	
50 Bideprint: Greenways Auster Plan 15,000,000 1,4: 51 Bideprint: Bike Route System 15,000,000 1,22	12,500 -	-	22,500	1,260,000	13,717,500	780,000	750,000	750,000	750,000	750,000	3,780,000	750,000	750,000	750,000	750,000	750,000	750,000	750,000	750,000	750,000	750,000	750,000	750,000	750,000	197,500	15,000,000	
52 City of Tallahassee: StarMetro Enhancements 12,250,000 1,07	1,875 -	-	466,175	605,700	11,178,125	612,500	612,500	612,500	612,500	612,500	3,062,500	612,500	612,500	612,500	612,500	612,500	612,500	612,500	612,500	612,500	612,500	612,500	612,500	612,500	153,125	12,250,000	
	18,750 -		3,718,750		38,781,250	2,125,000	2,125,000	2,125,000	2,125,000	2,125,000	10,625,000	2,125,000	2,125,000	2,125,000	2,125,000	2,125,000	2,125,000	2,125,000	2,125,000	2,125,000	2,125,000	2,125,000	2,125,000	2,125,000	531,250	42,500,000	
	17,500 - 15,000 -		2,187,500 875.000		22,812,500 9.125.000	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000	6,250,000	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000	312,500 125.000	25,000,000	
56 Leon County: Water Quality and Stormwater Improvements 42,500,000 3,71	18,750 -		3,718,750		38,781,250	2,125,000	2,125,000	2,125,000	2,125,000	2,125,000	10,625,000	2,125,000	2,125,000	2,125,000	2,125,000	2,125,000	2,125,000	2,125,000	2,125,000	2,125,000	2,125,000	2,125,000	2,125,000	2,125,000	531,250	42,500,000	
	87,500 - 15.000 -		2,187,500 875.000		22,812,500 9.125.000	1,250,000	1,250,000 500,000	1,250,000	1,250,000	1,250,000	6,250,000	1,250,000 500,000	1,250,000	1,250,000	1,250,000 500,000	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000	312,500 125.000	25,000,000	
58 Leon County: Operating Costs of Blueprint Funded Parks 10,000,000 83 59 Regional Mobility and Gateway Projects			a75,000		9,125,000	500,000	500,000	500,000	500,000	500,000	2,500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	125,000	10,000,000	
60 Southside Gateway: Woodville Highway 37,666,783					37,666,783	-																					37,666,783
61 Capital Circle Southwest Orange to Crawfordville 5,000,000 62 Oranee Avenue: Adams to Springhill 41,978,805					5,000,000 41.978.805	-		2,500,000	2,500,000	-	5,000,000															5,000,000	41.978.805
62 Orange Avenue: Adams to Springhill 41,978,805 63 Westside Student Gateway: Pensacola Street 37,967,101				-	41,978,805	-																				1	41,978,805 37,967,101
64 Airport Gateway 62,700,940 4,43	15,484 -	-	-	4,435,484	58,265,456	20,000,000	3,034,512	25,000,000	5,199,521	3,956,847	57,190,880	1,074,576	-		-					-	-		-	-	-	62,700,940	
65 Northwest Connector: Tharpe Street 67,470,465	11 555 564				67,470,465		1 744 914	486,000	514,000		1,000,000	2,000,000										407,809	6,860,530	16,308,116	540,050	27,116,505	40,353,960
	11,555,564 11,889	1,555,564			44,256,244 68.963,869	16,545,000	23,163,869	21,060,743 34.000.000			39,350,657 68,963,869	290,074	2,804,778	1,810,735												50,056,244	
68 North Monroe Gateway 11,921,472			-		11,921,472	-		-	-				2,025,559	2,724,813	2,560,746	3,821,057	789,297				-		-			11,921,472	
69 CCQ Projects											-																
	i9,611 - 15,263 -			2,208,836 3,533,517	750,000	750,000	1,478,335			-	750,000 6,478,335														-	3,709,611 10.013.598	
72 Lake Lafayette and St. Marks Regional Park 20,038,220 St	0,000 400,000			900,000	19,138,220	2,500,000	1,356,782				3,856,782			1,208,030	3,645,513	2,855,784	5,397,301	2,174,810								19,638,220	
73 Monroe-Adams Corridor Placemaking 8,532,961 2,00	0,000 400,000	400,000		2,074,708	6,132,961	871,652	1,403,483	1,253,242	234,793	439,139	4,202,309	1,473,224	457,428													8,132,961	
Midtown Placemaking 27,901,321 1,00 Fairgrounds Beautification and Improvement 12,100,000 10	0,000 -		99.916	1,000,000	26,901,321 12,000,000	4,000,000	321,550	228,121 12,000,000		-	4,549,671 12,000,000						968,788	5,466,167	6,000,000	6,000,000	3,916,695				-	27,901,321 12,100,000	
76 Northeast Park 12,433,743			-		12,433,743	10,000,000		2,433,743			12,433,743															12,433,743	
77 College Avenue Placemaking 8,877,692					8,877,692	-				-	-								2,133,779	2,634,999	4,108,914				-	8,877,692	
78 Florida A&M Entry Points 1,902,363 79 Alternative Sever Solutions 2,916,956					1,902,363	-				-	-										669,447 156.017	1,232,916 2,760,939			-	1,902,363 2,916,956	
79 Atternative Sewer Solutions 2,916,956 80 Tallahassee-Leon County Animal Service Center 8,877,692					2,916,956 8,877,692					1	1										156,017 292,834	2,760,939 5,259,186	3,325,672			2,916,956 8,877,692	
81 DeSoto Winter Encampment 500,000 54	0,000 -			500,000	-	-																				500,000	
22 Total Uses of Funds, Capital Infrastructure Projects 1,304,242,560 611,3 83 Reserve Fund, Blueprint Infrastructure 2,000,000	13,422,135	3,422,135 53	530,471,795 9	94,282,243 6	679,488,522	90,481,292	42,405,945	114,895,079	19,877,267	14,298,486	281,958,069	14,740,374	15,190,265	15,646,078	16,108,759	16,579,341	17,057,885	17,543,477	18,036,279	18,537,499	19,046,407	19,563,350	20,088,702	26,210,616	3,015,675	1,130,654,680	160,165,745
84 Total Uses of Funds, Capital Projects and Addition to Reserve Fund 1,306,242,560 611,33	13,422,135	3,422,135 53	530,471,795 9	94,282,243	681,488,522	91,481,292	42,905,945	115,395,079	19,877,267	14,298,486	283,958,069	14,740,374	15,190,265	15,646,078	16,108,759	16,579,341	17,057,886	17,543,477	18,036,279	18,537,499	19,046,407	19,563,350	20,088,702	26,210,616	1,015,675	1,130,654,680	162,165,745
85 Sources of Funds less Uses of Funds						-	-		-	-	-		-						-			-			-		

Attachment 3 Page 34 of 36

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SECOND AMENDED AND RESTATED INTERLOCAL AGREEMENT between LEON COUNTY, FLORIDA and CITY OF TALLAHASSEE, FLORIDA DATED as of December 9, 2015

<u>Project 27. Tallahassee-Leon County Animal Service Center:</u> Funding for capital improvements to the Tallahassee-Leon County Animal Service Center (Exhibit 27).



RESOLUTION NO. 2020-06

A RESOLUTION OF THE LEON COUNTY-CITY OF TALLAHASSEE BLUEPRINT INTERGOVERNMENTAL AGENCY AUTHORIZING THE ISSUANCE OF ITS SALES TAX REVENUE BONDS IN VARIOUS SERIES TO PLAN, CONSTRUCT AND FINANCE CERTAIN CAPITAL IMPROVEMENTS AND PAY COSTS OF ISSUANCE OF SUCH BONDS AS DETERMINED BY SUBSEQUENT RESOLUTION; PLEDGING THE SALES TAX REVENUES TO SECURE SUCH BONDS; MAKING CERTAIN COVENANTS AND AGREEMENTS FOR THE BENEFIT OF THE HOLDERS OF SUCH BONDS; AND PROVIDING AN EFFECTIVE DATE.

TABLE OF CONTENTS

ARTICLE I		1
Section 1.01.	Definitions	1
Section 1.02.	Authority for Resolution	
Section 1.03.	Resolution to Constitute Contract	
Section 1.04.	Findings	8
ARTICLE II		10
Section 2.01.	Authorization of Bonds	
Section 2.02.	Application of Bond Proceeds	
Section 2.03.	Execution of Bonds	
Section 2.04.	Authentication	
Section 2.05.	Temporary Bonds	
Section 2.06.	Bonds Mutilated, Destroyed, Stolen or Lost	
Section 2.07.	Interchangeability, Negotiability and Transfer	
Section 2.08.	Global Book-Entry System	
Section 2.10.	Form of Bonds	16
ARTICLE III		23
Section 3.01.	Privilege of Redemption	
Section 3.02.	Selection of Bonds to be Redeemed	
Section 3.03.	Notice of Redemption	
Section 3.04.	Redemption of Portions of Bonds	
Section 3.05.	Payment of Redeemed Bonds	
ARTICLE IV		
Section 4.01.	Bonds not to be Indebtedness of Issuer	
Section 4.02.	Security for Bonds	
Section 4.03.	Construction Fund	
Section 4.04.	Funds and Accounts	
Section 4.05.	Flow of Funds	
Section 4.06.	Rebate Fund	
Section 4.07.	Investments	
Section 4.08.	Separate Accounts	35

ARTICLE V		
Section 5.01.	General	36
Section 5.02.	Covenants to comply with requirements of Section 212.055(2), F	
Statutes and t	he Interlocal Agreement	
Section 5.03.	Covenants With Credit Banks	
Section 5.04.	Special Covenants Relating to Reserve Fund Insurance Policy or	r
Reserve Fund	Letter of Credit	
Section 5.05.	Federal Income Tax Covenants; Taxable Bonds	37
Section 5.06.	Continuing Disclosure Regarding Bonds	37
Section 5.07.	Notice to Rating Agencies	37
ARTICLE VI		
Section 6.01.	Subordinated Indebtedness	39
Section 6.02.	Issuance of Bonds	39
Section 6.03.	Bond Anticipation Notes	40
ARTICLE VII		42
Section 7.01.	Events of Default	42
Section 7.02.	Remedies	42
Section 7.03.	Directions to Trustee as to Remedial Proceedings	43
Section 7.04.	Remedies Cumulative	43
Section 7.05.	Waiver of Default	43
Section 7.06.	Application of Moneys After Default	43
Section 7.07.	Control by and Notice to Credit Bank	44
ARTICLE VIII		45
Section 8.01.	Supplemental Resolution Without Bondholders' Consent	45
Section 8.02.	Supplemental Resolution With Bondholders' and Credit Bank's	
Consent		46
ARTICLE IX		48
Section 9.01.	Defeasance	48
Section 9.02.	General Authority	49
Section 9.03.	No Personal Liability	49
Section 9.04.	Third Party Beneficiaries	50
Section 9.05.	Sale of Bonds	50

Section 9.06.	Severability of Invalid Provisions	50
Section 9.07.	Repeal of Inconsistent Resolutions	50
Section 9.08.	Table of Contents and Headings not Part Hereof	50
Section 9.09.	Effective Date	50

NOW THEREFORE BE IT RESOLVED BY THE BOARD OF DIRECTORS OF THE LEON COUNTY-CITY OF TALLAHASSEE BLUEPRINT INTERGOVERNMENTAL AGENCY:

ARTICLE I

GENERAL

Section 1.01. <u>Definitions</u>. When used in this Resolution, the following terms shall have the following meanings, unless the context clearly otherwise requires:

"Act" means the Constitution of the State of Florida, Chapter 125, Florida Statutes, Chapter 166, Florida Statutes, Chapter 163, Part I, Florida Statutes, Section 212.055(2), Florida Statutes and other applicable provisions of law.

"Additional Bonds" means additional obligations issued under this Resolution in compliance with the terms, conditions and limitations contained herein, which have a lien on the Pledged Revenues on a parity with the lien thereon securing all Bonds issued hereunder.

"Amortization Installment" means an amount designated as such by Supplemental Resolution of the Issuer and established with respect to any Term Bonds.

"Authorized Depository" means the State Board of Administration of Florida or a bank or trust company in the State which is eligible under the laws of the State to receive funds of the Issuer.

"Authorized Investments" means any investment which shall be authorized from time to time by applicable laws of the State for deposit or purchase by the Issuer for the investment of its funds.

"Authorized Issuer Officer" means any person authorized by resolution of the Issuer to perform such act or sign such document and shall initially be the Chairperson or Vice Chairperson.

"Bond Amortization Account" means the separate account in the Debt Service Fund established pursuant to Section 4.04 hereof.

"Bond Counsel" means any attorney at law or firm of attorneys, of nationally recognized standing in matters pertaining to the exclusion from gross income for federal income tax purposes of interest on obligations issued by states and political subdivisions, and duly admitted to practice law before the highest court of the State of Florida. "Bond Service Requirement" for any Series for any Fiscal Year shall mean the sum of that portion of the Debt Service Requirement for such Fiscal Year allocable to the Bonds of such Series and all other payments required by this Resolution to be paid in such Fiscal Year with respect to the Bonds of such Series, which shall include such Series' pro rata share of all deposits to the Reserve Fund in such Fiscal Year, if any, and redemption premiums, if any, payable in such Fiscal Year, with respect to such Series of Bonds.

"Bondholder" or "Holder" or "holder" means any Person who shall be the registered owner of any Outstanding Bond or Bonds according to the registration books of the Issuer.

"Bond Year" means the period commencing on the day after principal on the Bond is due and ending on the date the following year which is the day principal on the Bonds is due.

"Bonds" means all Bonds or other indebtedness issued hereunder (including such indebtedness not necessarily defined as a "bond" but being issued on parity under the terms hereof), together with any Additional Bonds.

"Business Day" means, unless otherwise provided by Supplemental Resolution with respect to a Series of Bonds, a day on which banking business is transacted in the city or cities in which the Paying Agent has its principal corporate trust offices and on which the New York Stock Exchange is open.

"Chairperson" means the Chairperson of the Issuer, or in his or her absence, the Vice Chairperson of the Issuer, or such other person as may be duly authorized by the Chairperson to act on his or her behalf.

"City" means the City of Tallahassee, Florida.

"Clerk" means the Secretary of the Governing Body of the Issuer.

"Code" means the Internal Revenue Code of 1986, as amended, and the regulations and rules thereunder in effect or proposed.

"Cost" when used in connection with a Project, means (1) the cost of physical construction; (2) costs of acquisition of such Project; (3) costs of land and interests therein and the costs incidental to such acquisition; (4) the cost of any indemnity and surety bonds and premiums for insurance during construction; (5) all interest due to be paid on the Bonds and other obligations relating to the Project during the construction period of such Project and for a reasonable period thereafter; (6) engineering, legal and other consultant fees and expenses; (7) costs and expenses incidental to the issuance of the Bonds including rating agency fees and the fees and expenses of any auditors, Paying Agent, Registrar, Credit Bank or depository; (8) payments, when due (whether at the maturity of principal or the due date of interest or upon redemption) on any indebtedness of the Issuer (other than the Bonds) incurred for such Project,

including, without limitation, repayment of loans made to the Issuer by the City or the County for such Project; (9) costs of machinery or equipment required for the commencement of operation of such Project; and (10) any other costs permitted by law and this Resolution and shall include reimbursement to the Issuer, the City or the County for any such items of Cost heretofore paid by the Issuer and any administrative costs associated with design and implementation of the Project. Any Supplemental Resolution may provide for additional items to be included in the aforesaid Costs.

"County" means Leon County, Florida.

"Credit Bank" means as to any particular Series of Bonds, the Person providing a Credit Facility, as designated in the Supplemental Resolution providing for the issuance of such Bonds.

"Credit Facility" means as to any particular Series of Bonds, a letter of credit, a line of credit or another credit or liquidity enhancement facility, as approved in the Supplemental Resolution providing for the issuance of such Bonds.

"Debt Service Requirement" for any Fiscal Year means the sum of:

(1) The aggregate amount required to pay the interest becoming due on the Bonds during such Fiscal Year, except to the extent that such interest shall have been provided by payments into the Interest Account out of Bond proceeds or other sources (other than Pledged Revenues) for a specified period of time.

(2) The aggregate amount required to pay the principal becoming due on the Bonds for such Fiscal Year. For purposes of this definition: (a) the stated maturity date of any Term Bonds shall be disregarded and the principal of such Term Bonds shall be deemed to be due in the Fiscal Years and in the amounts of the Amortization Installments applicable to such Term Bonds; and (b) the principal amount of any single maturity of Term Bonds for which the Issuer shall have established no Amortization Installments shall be deemed to be due in the Fiscal Years and in such amounts as shall provide for the amortization of such principal amount over a term equal to the number of years such Term Bonds shall be Outstanding to such maturity and in equal annual installments of combined principal and interest; provided, however, that if the Issuer has employed a Credit Facility in connection with any such Term Bonds having no Amortization Installments the amortization of such Term Bonds shall be deemed to correspond to the applicable terms of such Credit Facility.

(3) The following assumptions shall be applicable to calculating the Debt Service Requirement as follows:

(a) The interest on Variable Rate Bonds shall be assumed to be the greater of (A) one hundred ten percent (110%) of the average interest rate on such Variable Rate Bonds during the twelve months ending with the month preceding the

date of calculation or such shorter period that such Variable Rate Bonds shall have been Outstanding, (B) the actual rate of interest on such Variable Rate Bonds on the date of calculation and (C) the Bond Buyer RBI Index most recently published prior to the date of calculation of the Debt Service Requirement;

(b) If all or a portion of the principal of or interest on a Series of Bonds is payable from funds irrevocably set aside or deposited for such purpose, including, but not limited to, interest capitalized from the proceeds of Bonds or other indebtedness, together with projected earnings thereon to the extent such earnings are projected to be from Authorized Investments, such principal or interest shall not be included in calculating the annual Debt Service Requirement.

"Director of PLACE" means the Director of Planning Land Management and Community Enhancement who manages and directs the Issuer and the Office of Economic Vitality.

"DTC" means the Depository Trust Company of New York, New York and its successors or assigns.

"Federal Securities" means direct obligations of the United States of America and obligations the principal of and interest on which are unconditionally guaranteed by the United States of America, none of which permit redemption prior to maturity at the option of the obligor. Federal Securities shall include any certificates or any other evidences of an ownership interest in the aforementioned obligations or in specified portions thereof (which may consist of specified portions of the interest thereon).

"Fiscal Year" means the period commencing on October 1 of each year and continuing through the next succeeding September 30, or such other period as may be prescribed by law.

"Governing Body" means the Board of Directors of the Issuer, or its successor in function.

"Interest Account" means the separate account of that name in the Debt Service Fund established pursuant to Section 4.04 hereof.

"Interest Date" means such date or dates for the payment of interest on a Series of Bonds as shall be provided by Supplemental Resolution.

"Interlocal Agreement" means the Second Amended and Restated Interlocal Agreement between Leon County, Florida and the City of Tallahassee, Florida dated as of December 9, 2015, as amended by the First Addendum to the Second Amended and Restated Interlocal Agreement between the County and the City dated as of July 13, 2016, as further amended by the Second Addendum to the Second Amended and Restated Interlocal Agreement between the County and the City dated May 9, 2017.

"Issuer" means the Leon County-City of Tallahassee Blueprint Intergovernmental Agency.

"Maximum Debt Service Requirement" means, as of any particular date of calculation, the greatest annual Debt Service Requirement for the Bonds for the then current or any future Fiscal Year.

"Maximum Interest Rate" means, with respect to any particular Variable Rate Bonds, a numerical rate of interest, which shall be set forth in the Supplemental Resolution delineating the details of such Bonds, that shall be the maximum rate of interest such Bonds may at any time bear in the future in accordance with the terms of such Supplemental Resolution.

"Outstanding" means all Bonds theretofore and thereupon being authenticated and delivered, except (1) any Bond in lieu of which another Bond or other Bonds have been issued under an agreement to replace lost, mutilated or destroyed Bonds, (2) any Bond surrendered by the Holder thereof in exchange for another Bond or other Bonds under Sections 2.05, 2.06 and 2.07 hereof, (3) Bonds deemed to have been paid pursuant to Section 9.01 hereof, and (4) Bonds canceled after purchase in the open market or because of payment at or redemption prior to maturity.

"Paying Agent" means any bank, trust company or Person, designated to serve as a paying agency or place of payment for the Bonds pursuant to a Supplemental Resolution and its successors and assigns.

"Person" means an individual, a corporation, a partnership, an association, a joint stock company, a trust, any unincorporated organization or governmental entity.

"Pledged Revenues" means (i) Sales Tax Revenues, and (ii) moneys on deposit in the funds and accounts established hereunder and investment earnings thereon, but excluding moneys on deposit in the Rebate Fund and the Costs of Issuance Account.

"Prerefunded Obligations" means any bonds or other obligations of any state of the United States of America or of any agency, instrumentality or local governmental unit of any such state (1) which are (a) not callable prior to maturity or (b) as to which irrevocable instructions have been given to the fiduciary for such bonds or other obligations by the obligor to give due notice of redemption and to call such bonds for redemption on the date or dates specified in such instructions, (2) which are fully secured as to principal, redemption premium, if any, and interest by a fund consisting only of cash or Federal Securities, secured in the manner set forth in Section 9.01 hereof, which fund may be applied only to the payment of such principal of, redemption premium, if any, and interest on such bonds or other obligations on

the maturity date or dates thereof or the specified redemption date or dates pursuant to such irrevocable instructions, as the case may be, (3) as to which the principal of and interest on the Federal Securities deposited in such fund with any cash on deposit in such fund, are sufficient, as verified by an independent certified public accountant, to pay principal of, redemption premium, if any, and interest on the bonds or other obligations on the maturity date or dates thereof or on the redemption date or dates specified in such irrevocable instructions, and (4) which are rated in the highest rating category by at least two of the following rating agencies: S&P Global Ratings, Fitch Ratings or Moody's Investors Service, Inc.

"Principal Account" means the separate account of that name in the Debt Service Fund established pursuant to Section 4.04 hereof.

"Project" means those projects identified in the Interlocal Agreement as Blueprint 2020 Infrastructure Projects and Blueprint 2020 Economic Development Programs, as the same may be supplemented or amended from time to time.

"Redemption Price" means with respect to any Bond or portion thereof, the principal amount or portion thereof, plus the applicable premium, if any, payable upon redemption thereof pursuant to such Bond or Supplemental Resolution.

"Registrar" means any registrar for the Bonds appointed by or pursuant to Supplemental Resolution and its successors and assigns, and any other Person which may at any time be substituted in its place pursuant to Supplemental Resolution.

"Reserve Fund" means the Reserve Fund established pursuant to Section 4.04 hereof.

"Reserve Fund Insurance Policy" means the insurance policy or surety bond deposited in the Reserve Fund in lieu of or in partial substitution for cash on deposit therein pursuant to Section 4.05(C).

"Reserve Fund Letter of Credit" means a Credit Facility (other than a Reserve Fund Insurance Policy) issued by any bank or national banking association, insurance company or other financial institution and then on deposit in the Reserve Fund in lieu of or in partial substitution for cash on deposit therein pursuant to Section 4.05(C) hereof.

"Reserve Fund Requirement" means an amount equal to the lesser of (i) ten percent (10%) of the proceeds of such Series of Bonds, (ii) Maximum Debt Service Requirement for such Series of Bonds or (iii) one hundred twenty-five percent (125%) of the average annual Debt Service Requirement for such Series of Bonds or such other amount approved by Supplemental Resolution for a Series of Bonds.

"Resolution" and "this Resolution" means this instrument, as the same may from time to time be amended, modified or supplemented by any and all Supplemental Resolutions. "Revenue Fund" means the Revenue Fund established pursuant to Section 4.04 hereof.

"Sales Tax Revenues" means those 78% of the one percent (1%) local government infrastructure surtax revenues authorized pursuant to Section 212.055(2), Florida Statutes, levied and extended pursuant to Ordinance No. 2014-07 of the County and distributed to the Issuer pursuant to the Interlocal Agreement. Such term shall include for all purposes hereof proceeds of the portion of the communications services tax levied in the County pursuant to Section 202.19(5), Florida Statutes, as a replacement of, and to be used for the same purposes as, the portion of the infrastructure sales surtax previously levied on communications services.

"Securities" means Federal Securities and Prerefunded Obligations.

"Serial Bonds" means all of the Bonds other than the Term Bonds.

"Series" means all the Bonds delivered on original issuance in a simultaneous transaction identified in a Supplemental Resolution authorizing the issuance by the Issuer of such Bonds as a separate Series, regardless of variations in maturity, interest rate, Amortization Installments or other provisions.

"State" means the State of Florida.

"Subordinated Indebtedness" means that indebtedness of the Issuer, subordinate and junior to the Bonds, issued in accordance with the provisions of Section 6.01 hereof and any Variable Rate Bonds which become Subordinated Indebtedness in accordance with Section 6.02 hereof.

"Supplemental Resolution" means any resolution of the Issuer amending or supplementing this Resolution, adopted and becoming effective in accordance with the terms of Sections 8.01 or 8.02 hereof.

"Taxable Bond" means any Bond which states, in the body thereof, that the interest income thereon is includable in the gross income of the Holder thereof for federal income taxation purposes.

"Term Bonds" mean those Bonds which shall be designated as Term Bonds hereby or by Supplemental Resolution and which are subject to mandatory redemption by Amortization Installments.

"Variable Rate Bonds" means Bonds or other such debt instruments issued with a variable, adjustable, convertible or other interest rate which at the date of issue is not fixed as one or more stated percentages for the entire term of such Bonds or other such debt instruments.

The terms "herein," "hereunder," "hereby," "hereto," "hereof," and any similar terms, shall refer to this Resolution; the term "heretofore" shall mean before the date of adoption of this Resolution; and the term "hereafter" shall mean after the date of adoption of this Resolution.

Words importing the singular number include the plural number, and vice versa.

Section 1.02. <u>Authority for Resolution</u>. This Resolution is adopted pursuant to the provisions of the Act.

Section 1.03. <u>Resolution to Constitute Contract</u>. In consideration of the purchase and acceptance of any or all of the Bonds by those who shall hold the same from time to time, the provisions of this Resolution shall be deemed to be and shall constitute a contract between the Issuer and the Holders from time to time of the Bonds. The pledge made in this Resolution and the provisions, covenants and agreements herein set forth to be performed by or on behalf of the Issuer shall be for the equal benefit, protection and security of the Holders of any and all of the Bonds. All of the Bonds, regardless of the time or times of their issuance or maturity, shall be of equal rank without preference, priority or distinction of any of the Bonds over any other thereof except as expressly provided in or pursuant to this Resolution.

Section 1.04. <u>Findings</u>. It is hereby ascertained, determined and declared as follows:

(A) The Issuer is authorized and empowered by the Act to issue the Bonds and use the proceeds to the pay the costs of Projects;

(B) The Issuer has determined that Projects and the issuance of Bonds to finance Projects will serve a valid public purpose;

(C) The County levied pursuant to Ordinance No. 2014-07 enacted on June 10, 2014, an extension of the one percent (1%) local government infrastructure surtax authorized by Section 212.055(2), Florida Statutes to be effective January 1, 2020 and expires December 31, 2039;

(D) Such levy and extension was approved by the electors of Leon County, Florida on November 4, 2014;

(E) Pursuant to the Interlocal Agreement (as defined herein), such Sales Tax Revenues are available to finance the Projects; and

(F) The principal and interest on the Bonds and all other payments provided for in this Resolution will be payable from and secured solely by the Pledged Revenues; and the ad valorem taxing power of the City, the County, the State of Florida or any political subdivision

thereof, will never be necessary or authorized to pay the principal of and interest on the Bonds and, except as otherwise provided herein, the Bonds shall not constitute a lien upon any property of the City, the County, Florida or the State of Florida.

[End of Article I]

ARTICLE II

AUTHORIZATION, TERMS, EXECUTION AND REGISTRATION OF BONDS

Section 2.01. <u>Authorization of Bonds</u>. The Issuer hereby authorizes the issuance of Bonds of the Issuer to be designated as "Leon County-City of Tallahassee Blueprint Intergovernmental Agency Sales Tax Revenue Bonds," or such other designation as may be appropriate for such debt to best describe its nature and purpose as described in the Supplemental Resolution relating thereto, which may be issued in one or more Series as hereinafter provided. The aggregate principal amount of the Bonds which may be executed and delivered under this Resolution is not limited except as may hereafter be provided by Supplemental Resolution or by other applicable law.

The Bonds may have, if and when authorized by the Issuer pursuant to Supplemental Resolution, such further appropriate particular designations added to or incorporated in such title for the Bonds of any particular Series as the Issuer may determine and as may be necessary to distinguish such Bonds from the Bonds of any other Series. Each Bond shall bear upon its face the designation so determined for the Series to which it belongs.

The Bonds shall be issued for such purpose or purposes; shall bear interest at such rate or rates not exceeding the maximum rate permitted by law; and shall be payable in lawful money of the United States of America on such dates; all as determined by this Resolution or by Supplemental Resolution. From and after any maturity date of any of the Bonds (deposit of moneys and/or Securities for the payment of the principal and interest on such Bonds having been made by the Issuer with the Paying Agents), notwithstanding that any of such Bonds shall not have been surrendered for cancellation, no further interest shall accrue upon the principal or upon the interest which shall have accrued and shall then be due on such date, and such Bonds shall cease to be entitled to any lien, benefit or security under this Resolution, and the Holders shall have no rights in respect of such Bonds except to receive payment of such principal and unpaid interest accrued to the maturity date.

The Bonds shall be issued in such denomination or denominations and such form, whether coupon or registered; shall be dated such date or dates; shall bear such numbers; shall be payable at such place or places; shall contain such redemption provisions; shall have such Paying Agents and Registrars; shall mature in such years and amounts; and the proceeds shall be used in such manner all as determined by this Resolution or by Supplemental Resolution. The Issuer may issue Bonds which may be secured by a Credit Facility all as shall be determined by this Resolution.

The principal of, interest and the premium, if any, on the Bonds are payable in any coin or currency of the United States of America which, on the respective dates of payment thereof, and shall be legal tender for the payment of public and private debts. Such principal and the premium, if any, on the Bonds, are payable, upon presentation and surrender hereof, at the designated office of the Paying Agent. Payment of each installment of interest shall be made to the person in whose name the Bonds shall be registered on the registration books of the Issuer maintained by the Registrar, at the close of business on the date which shall be the fifteenth day (whether or not a business day) of the calendar month next preceding each Interest Date and shall be paid by a check or draft of the Paying Agent mailed to such Holder at the address appearing on such registration books or at the request and expense of such Holder, by bank wire transfer for the account of such Holder. In the event interest payable on the Bonds is not punctually paid or duly provided for by the Issuer on such Interest Date, payment of each installment of such defaulted interest shall be made to the person in whose name the Bonds shall be registered at the close of business on a special record date for the payment of such defaulted interest as established by notice to such Holder, not less than ten (10) days preceding such special record date. Notwithstanding the foregoing, the provisions of this paragraph may be modified for a Series of Bonds pursuant to the Supplemental Resolution approving such Series of Bonds.

Section 2.02. <u>Application of Bond Proceeds</u>. Except as otherwise provided by Supplemental Resolution, the proceeds derived from the sale of the Bonds, including accrued interest and premium, if any, shall, simultaneously with the delivery of the Bonds to the purchaser or purchasers thereof, be applied by the Issuer as follows:

(A) Accrued interest shall be deposited in the Interest Account.

(B) An amount shall be deposited in the Reserve Fund, or applicable subaccount, which, together with any moneys and securities on deposit therein and any Reserve Fund Insurance Policy and/or Reserve Fund Letter of Credit obtained in accordance with Section 4.05(C) hereof, shall equal the Reserve Fund Requirement as described by the Supplemental Resolution for such Series of Bonds.

(C) The Issuer does hereby establish a separate account with an Authorized Depository to be known as the "Leon County-City of Tallahassee Blueprint Intergovernmental Agency Sales Tax Revenue Bonds Costs of Issuance Account" (the "Costs of Issuance Account"), which shall be used only for the payment of costs and expenses described in this subsection. An amount of money sufficient to pay all costs and expenses in connection with the preparation, issuance and sale of a Series of Bonds, including fees of financial advisors, engineering and other consulting fees, legal fees, printing fees, rating agency fees and other similar costs and expenses to the persons respectively entitled to receive the same. When all moneys on deposit to the credit of the Costs of Issuance Account for such Series of Bonds shall have been disbursed by the Issuer for the payment of such costs and expenses, the Costs of Issuance Account shall be closed.

(D) The Issuer shall deposit any proceeds from a Series of Bonds into a separate Account within the Construction Fund created pursuant to Section 4.03 hereof and

may require the deposit of any capitalized interest relating to such Series of Bonds as set forth in a Supplemental Resolution.

Section 2.03. Execution of Bonds. The Bonds shall be executed in the name of the Issuer with the manual or facsimile signature of the Chairperson and the official seal of the Issuer shall be imprinted thereon, attested and countersigned with the manual or facsimile signature of the Clerk. In case any one or more of the officers who shall have signed or sealed any of the Bonds or whose facsimile signature shall appear thereon shall cease to be such officer of the Issuer before the Bonds so signed and sealed have been actually sold and delivered such Bonds may nevertheless be sold and delivered as herein provided and may be issued as if the person who signed or sealed such Bonds had not ceased to hold such office. Any Bond may be signed and sealed on behalf of the Issuer by such person who at the actual time of the execution of such Bond shall hold the proper office of the Issuer, although at the date of such Bond such person may not have held such office or may not have been so authorized. The Issuer may adopt and use for such purposes the facsimile signatures of any such persons who shall have held such offices at any time after the date of the adoption of this Resolution, notwithstanding that either or both shall have ceased to hold such office at the time the Bonds shall be actually sold and delivered.

Section 2.04. <u>Authentication</u>. No Bond of any Series shall be secured hereunder or entitled to the benefit hereof or shall be valid or obligatory for any purpose unless there shall be manually endorsed on such Bond a certificate of authentication by the Registrar or such other entity as may be approved by the Issuer for such purpose. Such certificate on any Bond shall be conclusive evidence that such Bond has been duly authenticated and delivered under this Resolution. The form of such certificate shall be substantially in the form provided in Section 2.10 hereof.

Section 2.05. <u>Temporary Bonds</u>. Until the definitive Bonds of any Series are prepared, the Issuer may execute, in the same manner as is provided in Section 2.03, and deliver, upon authentication by the Registrar pursuant to Section 2.04 hereof, in lieu of definitive Bonds, but subject to the same provisions, limitations and conditions as the definitive Bonds, except as to the denominations thereof, one or more temporary Bonds substantially of the tenor of the definitive Bonds in lieu of which such temporary Bond or Bonds are issued, in denominations authorized by Supplemental Resolution, such authorization to be evidenced conclusively by their execution of such temporary Bond or Bonds, and with such omissions, insertions and variations as may be appropriate to temporary Bonds. The Issuer, at its own expense, shall prepare and execute definitive Bonds, which shall be authenticated by the Registrar. Upon the surrender of such temporary Bonds for exchange, the Registrar, without charge to the Holder thereof, shall deliver in exchange therefor definitive Bonds, of the same aggregate principal amount and Series and maturity as the temporary Bonds surrendered. Until so exchanged, the temporary Bonds shall in all respects be entitled to the same benefits and security as definitive Bonds issued pursuant to this Resolution. All temporary Bonds surrendered in exchange for

another temporary Bond or Bonds or for a definitive Bond or Bonds shall be forthwith canceled by the Registrar.

Section 2.06. <u>Bonds Mutilated, Destroyed, Stolen or Lost</u>. In case any Bond shall become mutilated, or be destroyed, stolen or lost, the Issuer may, in its discretion, issue and deliver, and the Registrar shall authenticate, a new Bond of like tenor as the Bond so mutilated, destroyed, stolen or lost, in exchange and substitution for such mutilated Bond upon surrender and cancellation of such mutilated Bond or in lieu of and substitution for the Bond destroyed, stolen or lost, and upon the Holder furnishing the Issuer and the Registrar proof of such Holder's ownership thereof and satisfactory indemnity and complying with such other reasonable regulations and conditions as the Issuer or the Registrar may prescribe and paying such expenses as the Issuer and the Registrar. If any of the Bonds shall have matured or be about to mature, instead of issuing a substitute Bond, the Issuer may pay the same or cause the Bond to be paid, upon being indemnified as aforesaid, and if such Bonds be lost, stolen or destroyed, without surrender thereof.

Any such duplicate Bonds issued pursuant to this Section 2.06 shall constitute original, additional contractual obligations on the part of the Issuer whether or not the lost, stolen or destroyed Bond be at any time found by anyone, and such duplicate Bond shall be entitled to equal and proportionate benefits and rights as to lien on the Pledged Revenues to the same extent as and shall be entitled to the same benefits and security as the Bond so lost, mutilated, stolen or destroyed.

Section 2.07. <u>Interchangeability, Negotiability and Transfer</u>. Bonds, upon surrender thereof at the office of the Registrar with a written instrument of transfer satisfactory to the Registrar, duly executed by the Holder thereof or such Holder's attorney-in-fact duly authorized in writing, may, at the option of the Holder thereof, be exchanged for an equal aggregate principal amount of registered Bonds of the same Series and maturity of any other authorized denominations.

The Bonds issued under this Resolution shall be and have all the qualities and incidents of negotiable instruments under the laws of the State of Florida, subject to the provisions for registration and transfer contained in this Resolution and in the Bonds. So long as any of the Bonds shall remain unpaid, the Issuer shall cause to be maintained and kept, at the office of the Registrar, books for the registration and transfer of the Bonds.

Each Bond shall be transferable only upon the books of the Issuer, at the office of the Registrar, under such reasonable regulations as the Issuer may prescribe, by the Holder thereof in person or by such Holder's attorney duly authorized in writing upon surrender thereof together with a written instrument of transfer satisfactory to the Registrar duly executed and guaranteed by the Holder or such Holder's duly authorized attorney. Upon the transfer of any such Bond, the Issuer shall issue, and cause to be authenticated, in the name of the transferee a

new Bond or Bonds of the same aggregate principal amount and Series and maturity as the surrendered Bond. The Issuer, the Registrar and any Paying Agent or fiduciary of the Issuer may deem and treat the Person in whose name any Bond shall be registered upon the books of the Issuer as the absolute owner of such Bond, whether such Bond shall be overdue or not, for the purpose of receiving payment of, or on account of, the principal or Redemption Price, if applicable, and interest on such Bond and for all other purposes, and all such payments so made to any such Holder or upon such Holder's order shall be valid and effectual to satisfy and discharge the liability upon such Bond to the extent of the sum or sums so paid and neither the Issuer nor the Registrar nor any Paying Agent or other fiduciary of the Issuer shall be affected by any notice to the contrary.

The Registrar, in any case where it is not also the Paying Agent in respect to any Series of Bonds, shall forthwith (a) following the fifteenth day prior to an interest payment date for such Series, (b) following the fifteenth day next preceding the date of first mailing of notice of redemption of any Bonds of such Series, and (c) at any other time as reasonably requested by the Paying Agent of such Series, certify and furnish to such Paying Agent the names, addresses and holdings of Bondholders and any other relevant information reflected in the registration books.

In all cases in which the privilege of exchanging Bonds or transferring Bonds is exercised, the Issuer shall execute and the Registrar shall authenticate and deliver such Bonds in accordance with the provisions of this Resolution. Execution of Bonds by the Chairperson and the Clerk for purposes of exchanging, replacing or transferring Bonds may occur at the time of the original delivery of the Series of which such Bonds are a part. All Bonds surrendered in any such exchanges or transfers shall be canceled by the Registrar. For every such exchange or transfer of Bonds, the Issuer or the Registrar may make a charge sufficient to reimburse it for any tax, fee, expense or other governmental charge required to be paid with respect to such exchange or transfer. The Issuer and the Registrar shall not be obligated to make any such exchange or transfer of Bonds of any Series which have been selected for redemption, or, in the case of any proposed redemption of Bonds, then for the Bonds subject to redemption, during the fifteen (15) days next preceding the date of the first mailing of the notice of such redemption.

The Issuer may elect to issue any Bonds as uncertificated registered public obligations (not represented by instruments), commonly known as book-entry obligations, provided it shall establish a system of registration therefor by Supplemental Resolution.

Section 2.08. <u>Global Book-Entry System</u>. The Director of PLACE is authorized to execute a Letter of Representation to be delivered to DTC upon the issuance of any Bonds for which the Issuer desires to participate in a global book-entry system with DTC as set forth herein and in such Letter of Representation. In such case such Series of Bonds shall be initially issued in the form of a single fully registered Bond of each maturity. Upon initial issuance, the ownership of such book entry Bonds shall be registered by the Registrar in the name of Cede &

Co., as nominee for DTC. With respect to any Series of Bonds registered by the Registrar in the name of Cede & Co., as nominee of DTC, the Issuer, Registrar and Paying Agent shall have no responsibility or obligation to any broker-dealer, bank or other financial institution for which DTC holds book entry Bonds from time to time as securities depositary (each such brokerdealer, bank or other financial institution being referred to herein as a "Depository Participant") or to any person on behalf of whom such a Depository Participant holds an interest in the Bonds (each such person being herein referred to as an "Indirect Participant"). Without limiting the immediately preceding sentence, the Issuer, Registrar and Paying Agent shall have no responsibility or obligation with respect to (a) the accuracy of the records of DTC, Cede & Co., or any Depository Participant with respect to the ownership interest in the book entry Bonds, (b) the delivery to any Depository Participant or any Indirect Participant or any other person, other than a registered owner of a book entry Bond as shown in the Bond Register, of any notice with respect to the book entry Bonds, including any notice of redemption or (c) the payment to any Depository Participant or Indirect Participant or any other person, other than a registered owner of a book entry Bond as shown in the Bond Register, of any amount with respect to principal of, premium, if any, or interest on, the book entry Bonds. Upon delivery by DTC to the Registrar of written notice to the effect that DTC has determined to substitute a new nominee in place of Cede & Co., and subject to the provisions hereof with respect to the payment of interest by the mailing of checks or drafts to the registered owners of book entry Bonds appearing as registered owners in the registration books maintained by the Registrar at the close of business on regular record date, the name "Cede & Co." in this Resolution shall refer to such new nominee of DTC.

In the event that (a) the Issuer determines that DTC is incapable of discharging its responsibilities described herein and in the Representation Letter, (b) the Agreement among the Issuer, the Paying Agent and DTC evidenced by the Representation Letter shall be terminated for any reason or (c) the Issuer determines that it is in the best interests of the beneficial owners of the book entry Bonds that they be able to obtain certificated Bonds, the Issuer shall notify DTC of the availability through DTC of Bond certificates and the Bonds shall no longer be restricted to being registered in the Bond Register in the name of Cede & Co., as nominee of DTC. At that time, the Issuer may determine that the book entry Bonds shall be registered in the name of and deposited with a successor depository operating a universal book-entry system, as may be acceptable to the Issuer, or such depository's agent or designee, and if the Issuer does not select such alternate universal book-entry system, then the book entry Bonds may be registered in whatever name or names registered owners of book entry Bonds transferring or changing such Bonds designate, in accordance with the provisions hereof. Notwithstanding any other provision of this Resolution to the contrary, so long as any book entry Bond is registered in the name of Cede & Co., as nominee of DTC, all payments with respect to principal of, premium, if any, and interest on such book entry Bond and all notices with respect to such Bond shall be made and given, respectively, in the manner provided in the Representation Letter.

Section 2.10. <u>Form of Bonds</u>. Except as otherwise provided pursuant to Section 2.09 hereof, the Bonds (except Variable Rate Bonds, the form of which shall be provided by Supplemental Resolution) shall be in substantially the following form with such omissions, insertions and variations as may be necessary and/or desirable and approved by the Chairperson prior to the issuance thereof (which necessity and/or desirability and approval shall be evidenced conclusively by the Issuer's delivery of the Bonds to the purchaser or purchasers thereof):

[Remainder of page intentionally left blank.]

[FORM OF BOND]

No. R			\$
· · · · · · · · · · · · · · · · · · ·	STATE OF COUNTY OF LEON-CI BLUEPRINT INTERGOV	S OF AMERICA FLORIDA TY OF TALLAHASSEE ERNMENTAL AGENCY VENUE BONDS S	
Interest Rate	Maturity Date	Date of Original Issue	CUSIP
% Registered Holder:	//	//	

Principal Amount:

KNOW ALL MEN BY THESE PRESENTS, that the Leon County-City of Tallahassee Blueprint Intergovernmental Agency, a legal entity duly created and existing under and by virtue of the laws of the State of Florida (the "Issuer"), for value received, hereby promises to pay, solely from the sources of payment hereinafter described, to the Registered Holder identified above, or registered assigns as hereinafter provided, the Principal Amount identified above on the Maturity Date identified above and interest (calculated on the basis of a 360-day year of twelve 30-day months) on such Principal Amount from the Date of Original Issue identified above or from the most recent interest payment date to which interest has been paid, at the Interest Rate per annum identified above on ______ and ______ of each year commencing ______, ____ until such Principal Amount shall have been paid or provided for, except as the provisions hereinafter set forth with respect to redemption prior to maturity may be or become applicable hereto.

Such Principal Amount and interest and the premium, if any, on this Bond are payable in any coin or currency of the United States of America which, on the respective dates of payment thereof, shall be legal tender for the payment of public and private debts. Such Principal Amount and the premium, if any, on this bond, are payable, upon presentation and surrender hereof, at the office of ______, as paying agent, or such other paying agent as the Issuer shall hereafter duly appoint (the "Paying

as

Agent"). Payment of each installment of interest shall be made to the person in whose name this Bond shall be registered on the registration books of the Issuer maintained by

registrar, or such other registrar as the Issuer shall hereafter duly appoint (the "Registrar"), at the close of business on the date which shall be the fifteenth day (whether or not a business day) of the calendar month next preceding each interest payment date and shall be paid by a check or draft of the Paying Agent mailed to such Registered Holder at the address appearing on such registration books or at the request and expense of such Registered Holder, by bank wire transfer for the account of such Holder. In the event interest payable on this Bond is not punctually paid or duly provided for by the Issuer on such interest payment date, payment of each installment of such defaulted interest shall be made to the person in whose name this bond shall be registered at the close of business on a special record date for the payment of such defaulted interest as established by notice to such Registered Holder, not less than ten (10) days preceding such special record date.

This Bond is one of an authorized issue of bonds of the Issuer in the aggregate principal amount of \$______ (the "Bonds") of like date, tenor and effect, except as to maturity date, interest rate, denomination and number, issued to finance the cost of the Project, as defined in the Resolution, in and for the Issuer, under the authority of laws of the State of Florida, particularly Chapter 125, Florida Statutes, Chapter 166, Florida Statutes, Chapter 163, Part I, Florida Statutes, Section 212.055(2), Florida Statutes and other applicable provisions of law (the "Act"), and a resolution duly adopted by the Board of Directors (the "Governing Body") of the Leon County-City of Tallahassee Blueprint Intergovernmental Agency on December 10, 2020, as supplemented by Resolution No. _____ duly adopted by the Governing Body of the Leon County-City of Tallahassee Blueprint Intergovernmental Agency on _____, 20___ (collectively, the "Resolution"), and is subject to all the terms and conditions of the Resolution.

The principal of, premium, if any, and interest on this Bond is payable solely from and secured by a lien upon and a pledge of the Pledged Revenues (as defined in the Resolution) and, until applied in accordance with the provisions of the Resolution, the proceeds of the Bonds and all moneys, including investments thereof, in certain of the funds and accounts established pursuant to the Resolution, all in the manner and to the extent described in the Resolution. This Bond shall not be or constitute a general indebtedness of the Issuer, the City or the County within the meaning of any constitutional, statutory or charter provision or limitation, but shall be payable solely from and secured by a lien upon and pledge of the Pledged Revenues. The full faith and credit of the City or the County is not pledged to the payment of the principal of or premium, if any, or interest on this Bond. No Holder of any of the Bonds shall ever have the right to require or compel the exercise of any ad valorem taxing power of the City or the County for payment thereof, and this Bond shall not constitute a lien upon any property owned or situated with the corporate territory of the Issuer, the City or the County. The Issuer has no taxing power.

(INSERT REDEMPTION PROVISIONS)

Notice of redemption, unless waived, is to be given by the Registrar by mailing an official redemption notice by first class mail, postage prepaid, at least 30 days and not more than 60 days prior to the date fixed for redemption to the registered holders of the Bonds to be redeemed at such holders' addresses shown on the registration books maintained by the Registrar or at such other addresses as shall be furnished in writing by such registered holders of Bonds to be redeemed nor failure to give such notice to any such registered holder nor failure of any such registered holder to receive such notice shall in any manner defeat the effectiveness of a call for redemption as to all other registered holders of Bonds to be redeemed. Notice of redemption having been given as aforesaid, the Bonds or portions of Bonds to be redeemed shall, on the redemption date, become due and payable at the redemption price therein specified, and from and after such date (unless the Issuer shall default in the payment of the redemption price) such Bonds or portions of Bonds shall cease to bear interest.

This Bond is and has all the qualities and incidents of a negotiable instrument under the laws of the State of Florida, but may be transferred only in accordance with the terms of the Resolution only upon the books of the Issuer kept for that purpose at the office of the Registrar by the Registered Holder in person or by such Holder's attorney duly authorized in writing, upon the surrender of this Bond together with a written instrument of transfer satisfactory to the Registrar duly executed by the Registered Holder or such Holder's attorney duly authorized in writing, and thereupon a new bond or bonds in the same aggregate principal amount shall be issued to the transferee in exchange therefor, and upon the payment of the charges, if any, prescribed in the Resolution. [Each of the Bonds is issuable in fully registered form in the denomination of \$5,000 or any integral multiple thereof not exceeding the aggregate principal amount of the Bonds having the same maturity.] The Issuer, the Registrar and any Paying Agent may treat the Registered Holder of this Bond as the absolute owner hereof for all purposes, whether or not this Bond shall be overdue, and shall not be affected by any notice to the contrary. The Issuer and the Registrar shall not be obligated to make any exchange or transfer of any Bonds which have been selected for redemption, or, in the case of any proposed redemption of any Bonds, then for the Bonds subject to redemption, during the fifteen (15) days next preceding the date of the first mailing of the notice of such redemption and continuing until such redemption date established for such Bonds.

It is hereby certified and recited that all acts, conditions and things required to exist, to happen and to be performed precedent to and in connection with the issuance of this bond, exist, have happened and have been performed, in regular and due form and time as required by the Constitution and laws of the State of Florida applicable thereto, and that the issuance of the Bonds does not violate any constitutional or statutory limitations or provisions. Neither the members of the Governing Body of the Issuer nor any person executing this Bond shall be liable personally hereon or be subject to any personal liability or accountability by reason of the issuance hereof.

This Bond shall not be valid or become obligatory for any purpose until the certificate of authentication hereon shall have been manually signed by the Registrar.

IN WITNESS WHEREOF, the Leon County-City of Tallahassee Blueprint Intergovernmental Agency has issued this Bond and has caused the same to be executed by the manual or facsimile signature of its Chairperson and attested and countersigned by the manual or facsimile signature of its Clerk and its official seal or a facsimile thereof to be affixed or reproduced hereon, all as of the _____ day of _____.

> LEON COUNTY-CITY OF TALLAHASSEE BLUEPRINT INTERGOVERNMENTAL AGENCY

(SEAL)

By:	
Name:	
Title:	Chairperson

ATTESTED AND COUNTERSIGNED:

By:				
Name:				
Title:	Clerk			

CERTIFICATE OF AUTHENTICATION

This bond is one of the Bonds of the issue described in the within-mentioned Resolution.

DATE OF AUTHENTICATION:

Registrar

By:

Authorized Signatory

ASSIGNMENT

FOR VALUE RECEIVED, the undersigned sells, assigns and transfers unto

(Name and Address of Assignee)

Insert Social Security or Other Identifying Number of Assignee

the within bond and does hereby irrevocably constitute and appoint ______, as attorneys to register the transfer of the said Bond on the books kept for registration thereof with full power of substitution in the premises.

Dated: _____ Signature Guaranteed:

NOTICE: Signature(s) must be guaranteed by an institution which is a participant in the Securities Transfer Agent Medallion Program (STAMP) or similar program.

> NOTICE: The signature to this assignment must correspond with the name of the Registered Holder as it appears upon the face of the within bond in every particular, without alteration or enlargement or any change whatever and the Social Security or other identifying number of such assignee must be supplied.

[End of Article II]

ARTICLE III

REDEMPTION OF BONDS

Section 3.01. <u>Privilege of Redemption</u>. The terms of this Article III shall apply to redemption of Bonds other than Variable Rate Bonds. The terms of and provisions relating to redemption of Variable Rate Bonds shall be provided by Supplemental Resolution. The terms and provisions of this Article III as to a Series of Bonds may be modified by Supplemental Resolution.

Section 3.02. <u>Selection of Bonds to be Redeemed</u>. The Bonds shall be redeemed only in the principal amount of \$5,000 each and integral multiples thereof. The Issuer shall, at least sixty (60) days prior to the redemption date (unless a shorter time period shall be satisfactory to the Registrar) notify the Registrar of such redemption date and of the principal amount of Bonds to be redeemed. For purposes of any redemption of less than all of the Bonds of a single maturity, the particular Bonds or portions of Bonds to be redeemed shall be selected not more than forty-five (45) days prior to the redemption date by the Registrar from the Bonds of the maturity or maturities designated by the Issuer by such method as the Registrar shall deem fair and appropriate and which may provide for the selection for redemption of Bonds or portions of Bonds in principal amounts of \$5,000 and integral multiples thereof.

If less than all of the Bonds of a single maturity are to be redeemed, the Registrar shall promptly notify the Issuer and Paying Agent (if the Registrar is not the Paying Agent for such Bonds) in writing of the Bonds or portions of Bonds selected for redemption and, in the case of any Bond selected for partial redemption, the principal amount thereof to be redeemed.

Section 3.03. <u>Notice of Redemption</u>. Unless waived by any Holder of Bonds to be redeemed, notice of any redemption made pursuant to this section shall be given by the Registrar on behalf of the Issuer by mailing a copy of an official redemption notice by first class mail, postage prepaid, at least thirty (30) days and not more than sixty (60) days prior to the date fixed for redemption to each Holder of Bonds to be redeemed at the address of such Holder shown on the registration books maintained by the Registrar or at such other address as shall be furnished in writing by such Holder to the Registrar; provided, however, that no defect in any notice given pursuant to this section to any Holder of Bonds to be redeemed nor failure to give such notice shall in any manner defeat the effectiveness of a call for redemption as to all other Holders of Bonds to be redeemed.

Every official notice of redemption shall be dated and shall state:

- (1) the redemption date,
- (2) the Redemption Price,

(3) if less than all outstanding Bonds are to be redeemed, the number (and, in the case of a partial redemption of any Bond, the principal amount) of each Bond to be redeemed,

(4) that on the redemption date the Redemption Price will become due and payable upon each such Bond or portion thereof called for redemption, and that interest thereon shall cease to accrue from and after said date, and

(5) that such Bonds to be redeemed, whether as a whole or in part, are to be surrendered for payment of the Redemption Price plus accrued interest at the office of the Paying Agent.

Prior to any redemption date, the Issuer shall deposit with the Paying Agent an amount of money sufficient to pay the Redemption Price of and accrued interest on all the Bonds or portions of Bonds which are to be redeemed on that date. However, such moneys do not have to be on deposit prior to the mailing of the notice of redemption and any notice of redemption may contain a statement that the redemption of the Bonds on the date set for redemption is conditioned upon the occurrence of certain events to occur after the mailing of the notice but on or prior to the date set for redemption including, without limitation, the issuance of refunding obligations.

In addition to the foregoing notice, further notice shall be given by the Issuer as set out below, but no defect in said further notice nor any failure to give all or any portion of such further notice shall in any manner defeat the effectiveness of a call for redemption if notice thereof is given as above prescribed.

(1) Each further notice of redemption given hereunder shall contain the information required above for an official notice of redemption plus (a) the CUSIP numbers of all Bonds being redeemed; (b) the date of issue of the Bonds as originally issued; (c) the rate of interest borne by each Bond being redeemed; (d) the maturity date of each Bond being redeemed; and (e) any other descriptive information needed to identify accurately the Bonds being redeemed.

(2) Each further notice of redemption shall be sent at least thirty-five (35) days before the redemption date by registered or certified mail or overnight delivery service to any Credit Bank which shall have provided a Credit Facility for, any of the Bonds being redeemed and to DTC and to one or more national information services that disseminate notices of redemption of obligations such as the Bonds.

Section 3.04. <u>Redemption of Portions of Bonds</u>. Any Bond which is to be redeemed only in part shall be surrendered at any place of payment specified in the notice of redemption (with due endorsement by, or written instrument of transfer in form satisfactory to the Registrar duly executed by, the Holder thereof or such Holder's attorney duly authorized in writing) and the Issuer shall execute and the Registrar shall authenticate and deliver to the Holder of such Bond, without service charge, a new Bond or Bonds, of the same interest rate and maturity, and of any authorized denomination as requested by such Holder, in an aggregate principal amount equal to and in exchange for the unredeemed portion of the principal of the Bonds so surrendered.

Section 3.05. <u>Payment of Redeemed Bonds</u>. Official notice of redemption having been given substantially as aforesaid, the Bonds or portions of Bonds to be redeemed shall, on the redemption date, become due and payable at the Redemption Price therein specified, and from and after such date (unless the Issuer shall default in the payment of the Redemption Price) such Bonds or portions of Bonds shall cease to bear interest. Upon surrender of such Bonds for redemption in accordance with said notice, such Bonds shall be paid by the Registrar and/or Paying Agent at the appropriate Redemption Price, plus accrued interest. Each check or other transfer of funds issued by the Registrar and/or Paying Agent for the purpose of the payment of the Redemption Price of Bonds being redeemed shall bear the CUSIP number identifying, by issue and maturity, the Bonds being redeemed with the proceeds of such check or other transfer. Installments of interest due on or prior to the Redemption Date shall be payable as herein provided for payment of interest. All Bonds which have been redeemed shall be canceled by the Registrar and shall not be reissued.

[End of Article III]

ARTICLE IV

SECURITY, SPECIAL FUNDS AND APPLICATION THEREOF

Section 4.01. <u>Bonds not to be Indebtedness of Issuer</u>. The Bonds shall not be or constitute general obligations or indebtedness of the Issuer as "bonds" within the meaning of any constitutional or statutory provision, but shall be special obligations of the Issuer, payable solely from and secured by a lien upon and pledge of the Pledged Revenues in accordance with the terms of this Resolution. The Issuer may cause any Series of Bonds to be payable from and secured by a Credit Facility not applicable to any one or more other Series of Bonds. No Holder of any of the Bonds or any Credit Bank shall ever have the right to compel the exercise of any ad valorem taxing power of the City or the County for payment thereof, and the Bonds shall not constitute a lien upon any property owned or situated with the corporate territory of the Issuer, the City or the County. The Issuer has no taxing power.

The Pledged Revenues shall be subject to the lien of this pledge immediately upon the issuance and delivery of the Bonds, without any physical delivery by the Issuer of the Pledged Revenues or further act, and the lien of this pledge shall be valid and binding as against all parties having claims of any kind against the Issuer, in tort, contract or otherwise.

Section 4.02. <u>Security for Bonds</u>. The payment of the principal of or Redemption Price, if applicable, and interest on the Bonds shall be secured forthwith equally and ratably by a pledge of and lien upon the Pledged Revenues; provided, however, a Series of Bonds may be further secured by a Credit Facility not applicable to any one or more other Series of Bonds, as shall be provided by Supplemental Resolution, in addition to the security provided herein. The Issuer does hereby irrevocably pledge the Pledged Revenues to the payment of the principal of or Redemption Price, if applicable, and interest on the Bonds.

Section 4.03. <u>Construction Fund</u>. The Issuer does hereby establish a separate fund to be known as the "Leon County-City of Tallahassee Blueprint Intergovernmental Agency Sales Tax Revenue Bonds Construction Fund," hereinafter referred to as the "Construction Fund." Unless otherwise provided by Supplemental Resolution, upon the issuance of a Series of Bonds for the purpose of financing a Project, the Issuer shall establish within the Construction Fund a separate account for each Series of Bonds, the proceeds of which are to be deposited in whole or in part in the Construction Fund. The Construction Fund shall be used only for payment of the Cost of a Project.

Moneys in each account of the Construction Fund, until applied in payment of any item of the Cost of a Project in the manner hereinafter provided, shall be held in trust and shall be subject to a lien and charge in favor of the Bondholders of such Series of Bonds for which such account was established and for the further security of such Holders of such Series of Bonds. There shall be paid into the Construction Fund the amounts required to be so paid by this Resolution or any Supplemental Resolution, and there may be paid into the Construction Fund, at the option of the Issuer, any moneys received for or in connection with a Project by the Issuer from any other source.

The proceeds of insurance maintained pursuant to this Resolution against physical loss of or damage to a Project, or of contractors' payment and performance bonds and/or corporate guaranty with respect thereto pertaining to the period of construction thereof, shall be deposited into the appropriate account of the Construction Fund.

Notwithstanding any of the other provisions of this Section 4.03, to the extent that other moneys are not available therefor, amounts in an account of the Construction Fund shall be applied to the payment of principal of or Redemption Price, if applicable, and interest on such Series of Bonds, for which the account was established, when due.

The date of completion of a Project shall be determined by the Authorized Issuer Officer who shall certify such fact in writing to the Governing Body and to a trustee bank, if one has been appointed to hold the Construction Fund. Promptly after the date of the completion of a Project, and after paying or making provisions for the payment of all unpaid items of the Cost of such Project, the Issuer shall deposit in the following order of priority any balance of moneys remaining in the Construction Fund in (1) another account of the Construction Fund for which the Authorized Issuer Officer has stated that there are insufficient moneys present to pay the Cost of the related Project, (2) the Reserve Fund, to the extent of a deficiency therein, and (3) such other fund or account of the Issuer; including those established hereunder, as shall be determined by the Governing Body, provided the Issuer has received an opinion of Bond Counsel to the effect that such transfer shall not adversely affect the exclusion, if any, of interest on the Bonds from gross income for federal income tax purposes.

Section 4.04. <u>Funds and Accounts</u>. The Issuer does hereby establish with a bank or trust company in the State of Florida, which is eligible under the laws of such State to receive funds of the Issuer, separate funds to be known as the "Leon County-City of Tallahassee Blueprint Intergovernmental Agency Sales Tax Revenue Bonds Revenue Fund" (the "Revenue Fund"), the "Leon County-City of Tallahassee Blueprint Intergovernmental Agency Sales Tax Revenue Bonds Debt Service Fund" (the "Debt Service Fund"), the Reserve Fund, the Subordinated Indebtedness Fund and the Rebate Fund. The Issuer shall maintain in the Debt Service Fund three accounts: the "Interest Account", the "Principal Account" and the "Bond Amortization Account".

Moneys in the aforementioned funds and accounts, until applied in accordance with the provisions hereof, shall be subject to a lien and charge in favor of the Holders and for the further security of the Holders.

The Issuer may establish by Supplemental Resolution such other funds and accounts as it shall deem necessary or advisable.

The Issuer shall at any time and from time to time appoint one or more Authorized Depositories to hold, for the benefit of the Issuer and/or the Bondholders, any one or more of the funds and accounts established hereby. Such depository or depositaries shall perform at the direction of the Issuer the duties of the Issuer in depositing, transferring and disbursing moneys to and from each of such funds and accounts as herein set forth, and all records of such depository in performing such duties shall be open at all reasonable times to inspection by the Issuer and its agent and employees.

Section 4.05. Flow of Funds

(A) <u>Revenues</u>. The Issuer shall deposit all Sales Tax Revenues into the Revenue Fund, promptly upon the receipt thereof. On or before the 27th day of each month, commencing with the month in which delivery of the Bonds shall be made to the purchasers thereof, the moneys in the Revenue Fund shall be deposited or credited in the following manner and in the following order of priority:

(1) <u>Debt Service Fund</u>. The Issuer shall deposit into or credit to the Debt Service Fund such sums as are described in Section 4.05(B) hereof.

(2) <u>Reserve Fund</u>. Next, the Issuer shall deposit into or credit to the Reserve Fund such sums as are described in Section 4.05(C) hereof. The provisions of one or more Supplemental Resolutions authorizing one or more Series of Bonds may provide that such Series of Bonds are not to be secured by a subaccount in the Reserve Fund or may be separately secured by a separate subaccount in the Reserve Fund, in which case a separate subaccount in the Reserve Fund may secure only such Series of Bonds.

(3) <u>Subordinated Indebtedness Fund</u>. Next, the Issuer shall deposit into or credit to the Subordinated Indebtedness Fund such sums as are necessary to pay the principal of, premium, if any, and interest on any Subordinated Indebtedness hereafter issued by the Issuer.

(4) <u>Surplus Moneys</u>. The balance of any moneys remaining in the Revenue Fund after the payments and deposits required by part (1) through (3) of this subsection (A) may be used for any lawful purpose.

(B) <u>Debt Service Fund</u>. The Issuer shall deposit into or credit to the Debt Service Fund from moneys in the Revenue Fund sufficient to make all of the deposits required by this subsection (B). The moneys on deposit in the Debt Service Fund shall be applied in the manner provided herein solely for the payment of the principal of or Redemption Price, if

applicable, and interest on the Bonds and shall not be available for any other purpose. The moneys transferred from the Revenue Fund to the Debt Service Fund shall be deposited or credited in the following manner and in the following order of priority:

(1) Interest Account. The Issuer shall deposit into or credit to the Interest Account the sum which, together with the balance in said account, shall equal the interest on all Outstanding Bonds accrued and unpaid and to accrue to the end of the then current calendar month (assuming that a year consists of twelve (12) equal calendar months of thirty (30) days each). Moneys in the Interest Account shall be applied by the Issuer to pay interest on the Bonds as and when the same shall become due, whether by redemption or otherwise, and for no other purpose. The Issuer shall adjust the amount of the deposit into the Interest Account not later than the month immediately preceding any Interest Date so as to provide sufficient moneys in the Interest Account to pay the interest coming due on the Bonds on such Interest Date.

(2)<u>Principal Account</u>. Next, the Issuer shall deposit into or credit to the Principal Account the sum which, together with the balance in said account, shall equal (a) the principal amount of all Outstanding Bonds other than Term Bonds due and unpaid, (b) that portion of the principal amount of the Bonds other than Term Bonds next due which would have accrued on such Bonds next due during the then current calendar month if such principal amount thereof were deemed to accrue monthly (assuming that a year consists of twelve (12) equal calendar months of thirty (30) days each) in equal installments from a date one year preceding the due date of such Bonds next due and (c) the portion of the principal amount of the Bonds other than Term Bonds next due which shall have accrued on such basis in prior months. Not later than the month immediately preceding any principal payment date, the Issuer shall adjust the amount of the deposit into the Principal Account so as to provide sufficient moneys in the Principal Account to pay the principal on the Bonds other than Term Bonds becoming due on such principal payment date. Moneys in the Principal Account shall be applied by the Issuer to pay the principal of the Bonds other than Term Bonds as and when the same shall become due, whether at maturity or otherwise, and for no other purpose.

(3) <u>Bond Amortization Account</u>. Payments to the Bond Amortization Account shall be on a parity with payments to the Principal Account. Commencing in the month which is one year prior to the due date of each Amortization Installment, the Issuer shall deposit into or credit to the Bond Amortization Account the sum which, together with the balance in said account held for the credit of such Amortization Installment and all Outstanding Term Bonds due and unpaid, shall equal (a) the principal amount of all such Outstanding Term Bonds due and unpaid, (b) that portion of such Amortization Installment which would have accrued during the then current calendar month if such Amortization Installment were deemed to accrue monthly (assuming that a year consists of twelve (12) equal calendar months of thirty (30) days each) in equal amounts from a date one year preceding such due date and (c) the portion of such Amortization Installment which shall have accrued on such basis in prior months. The Issuer shall adjust the amount of the deposit into the Bond Amortization Account not later than the month immediately preceding any date for payment of an Amortization Installment so as to provide sufficient moneys in the Bond Amortization Account to pay such Amortization Installment on such date. Moneys in the Bond Amortization Account shall be applied by the Issuer to purchase or redeem Term Bonds in the manner herein provided, and for no other purpose.

Amounts accumulated in the Bond Amortization Account with respect to any Amortization Installment may be applied by the Issuer, on or prior to the sixtieth (60th) day preceding the due date of such Amortization Installment (i) to the purchase of Term Bonds of the Series and maturity for which such Amortization Installment was established, at a price not greater than the Redemption Price at which such Term Bonds may be redeemed on the first date thereafter on which such Term Bonds shall be subject to redemption, or (ii) to the redemption at the applicable Redemption Price of such Term Bonds. The applicable Redemption Price (or principal amount of maturing Term Bonds) of any Term Bonds so purchased or redeemed shall be deemed to constitute part of the Bond Amortization Account until such Amortization Installment date, for the purposes of calculating the amount of such account. As soon as practicable after the sixtieth (60th) day preceding the due date of any such Amortization Installment, the Issuer shall proceed to call for redemption on such due date, by causing notice to be given as provided in Section 3.03 hereof, Term Bonds of the Series and maturity for which such Amortization Installment was established (except in the case of Term Bonds maturing on an Amortization Installment date) in such amount as shall be necessary to complete the retirement of the unsatisfied balance of such Amortization Installment. The Issuer shall pay out of the Bond Amortization Account and the Interest Account to the respective Paying Agents, on or before the day preceding such redemption date (or maturity date), the amount required for the redemption (or for the payment of such Term Bonds then maturing), and such amount shall be applied by such Paying Agents to such redemption (or payment).

(C) <u>Reserve Fund</u>. The Issuer shall deposit into or credit to each subaccount of the Reserve Fund such sum, if any, as will be necessary to immediately restore the funds on deposit therein to an amount equal to the Reserve Fund Requirement therefor including the reinstatement of any Reserve Fund Insurance Policy or Reserve Fund Letter of Credit on deposit therein or the cash replacement thereof. In the event the amounts available for such purpose shall be insufficient to make all payments required by the preceding sentence, the available amount shall be prorated among the various subaccounts in the Reserve Fund in the same proportion that the Reserve Fund Requirement for each subaccount bears to the total Reserve Fund Requirement for all such subaccounts. On or prior to each principal and interest payment date for the Bonds, moneys in each subaccount of the Reserve Fund shall be applied by the Issuer to the payment of the principal of or Redemption Price, if applicable, and interest on the Bonds, which such subaccount relates to, to the extent moneys in the Interest Account, the Principal Account and the Bond Amortization Account shall be insufficient for such purpose. Whenever there shall be surplus moneys in the Reserve Fund by reason of a decrease in the Reserve Fund Requirement or as a result of a deposit therein of a Reserve Fund Insurance Policy and/or a Reserve Fund Letter of Credit, such surplus moneys shall be deposited by the Issuer into the Principal Account, or such other appropriate fund or account of the Issuer or used to pay or provide for necessary rebate through the Rebate Fund or to pay the premium on the Reserve Fund Insurance Policy, provided such deposit to such other fund or account shall not adversely affect the exclusion from gross income of interest on the Bonds for federal income tax purposes.

Upon the issuance of any Series of Bonds, under the terms, limitations and conditions as herein provided, the Issuer shall provide for the terms of funding of a subaccount in the Reserve Fund, if required.

Whenever moneys on deposit in a subaccount of the Reserve Fund, together with the other available amounts in the Debt Service Fund, are sufficient to fully pay all Outstanding Bonds (including principal and interest thereon) of the Series secured by such subaccount in accordance with their terms, the funds on deposit in such subaccount of the Reserve Fund shall be applied to the payment of such Bonds.

Notwithstanding the foregoing provisions, in lieu of the required deposits into a subaccount of the Reserve Fund, the Issuer may, at its sole option and discretion, cause to be deposited a Reserve Fund Insurance Policy and/or Reserve Fund Letter of Credit in an amount equal to the difference between the Reserve Fund Requirement applicable thereto and the sums, if any, remaining on deposit in such subaccount of the Reserve Fund after the deposit of such Reserve Fund Insurance Policy and/or Reserve Fund Letter of Credit. Such Reserve Fund Insurance Policy and/or Reserve Fund Letter of Credit. Such Reserve Fund Insurance Policy and/or Reserve Fund Letter of Credit shall be payable to the Paying Agent for such Series (upon the giving of notice as required thereunder) on any interest payment or redemption date on which a deficiency exists which cannot be cured by funds in any other fund or account held pursuant to this Resolution and available for such purpose.

If fifteen (15) days prior to an interest payment or mandatory redemption date, the Issuer or a related Paying Agent shall determine that a deficiency exists in the amount of moneys available to pay in accordance with the terms hereof interest and/or principal due on Bonds on such date, the Issuer shall immediately notify the issuer of the applicable Reserve Fund Insurance Policy and/or the issuer of the Reserve Fund Letter of Credit of the amount of such deficiency and the date on which such payment is due, and shall take all action to cause such issuer to provide moneys sufficient to pay all amounts due on such interest payment or redemption date. Any available funds on deposit in a subaccount of the Reserve Fund shall be drawn upon and expended prior to a draw upon the Reserve Fund Insurance Policy and/or a Reserve Fund Line of Credit for that same subaccount.

If a disbursement is made from a Reserve Fund Insurance Policy and/or Reserve Fund Letter of Credit provided pursuant to this Section 4.05(C), the Issuer shall reinstate the maximum limits of such Reserve Fund Insurance Policy and/or Reserve Fund Letter of Credit immediately following such disbursement from moneys available in the applicable subaccount of the Reserve Fund in accordance with the provisions of the first paragraph of this Section 4.05(C), by depositing funds in the amount of the disbursement made under such instrument, with the issuer thereof, together with interest thereon to the date of reimbursement at the rate set forth in such Reserve Fund Insurance Policy or such Reserve Fund Letter of Credit, but in no case greater than the maximum rate of interest permitted by law. In addition, and in the same manner, the Issuer shall reimburse the issuer of the Reserve Fund Insurance Policy and/or the issuer of the Reserve Fund Letter of Credit for all reasonable expenses incurred by such issuer in connection with the draw on such Reserve Fund Insurance Policy or the Reserve Fund Letter of Credit, as the case may be.

The Issuer may evidence its obligation to reimburse the issuer of any Reserve Fund Letter of Credit or Reserve Fund Insurance Policy by executing and delivering to such issuer a promissory note therefor, provided, however, any such note (a) shall not be a general obligation of the Issuer the payment of which is secured by the full faith and credit or taxing power of the Issuer, and (b) shall be payable solely from the Pledged Revenues in the manner provided herein.

To the extent the Issuer causes to be deposited into the Reserve Fund, a Reserve Fund Insurance Policy and/or a Reserve Fund Letter of Credit for a term of years shorter than the life of the Series of Bonds so insured or secured, then the Reserve Fund Insurance Policy and/or the Reserve Fund Letter of Credit shall provide, among other things, that the issuer thereof shall provide the Issuer with notice as of each anniversary of the date of the issuance of the Reserve Fund Insurance Policy and/or the Reserve Fund Letter of Credit of the intention of the issuer thereof to either (a) extend the term of the Reserve Fund Insurance Policy and/or the Reserve Fund Letter of Credit beyond the expiration dates thereof, or (b) terminate the Reserve Fund Insurance Policy and/or the Reserve Fund Letter of Credit on the initial expiration dates thereof or such other future date as the issuer thereof shall have established. If the issuer of the Reserve Fund Insurance Policy and/or the Reserve Fund Letter of Credit notifies the Issuer pursuant to clause (b) of the immediately preceding sentence or if the Issuer terminates the Reserve Fund Letter of Credit and/or Reserve Fund Insurance Policy, then the Issuer shall deposit into the Reserve Fund, on or prior to the fifteenth (15th) day of the first full calendar month following the date on which such notice is received by the Issuer, such sums as shall be sufficient to pay an amount equal to a fraction, the numerator of which is one (1) and the denominator of which is equal to the number of months remaining in the term of the Reserve Fund Insurance Policy and/or the Reserve Fund Letter of Credit of the Reserve Fund Requirement on the date such notice was received (the maximum amount available, assuming full reimbursement by the Issuer, under the Reserve Fund Letter of Credit and/or the Reserve Fund Insurance Policy to be reduced annually by an amount equal to the deposit to the Reserve Fund during the previous twelve (12) month period) until amounts on deposit in the Reserve Fund, as a result of the aforementioned deposits, and no later than upon the expiration of such Reserve Fund Insurance

Policy and/or such Reserve Fund Letter of Credit, shall be equal to the Reserve Fund Requirement applicable thereto.

If any Reserve Fund Letter of Credit or Reserve Fund Insurance Policy shall terminate prior to the stated expiration date thereof, the Issuer agrees that it shall fund the Reserve Fund over a period not to exceed twenty-four (24) months or such other term agreed to by the provider of the Reserve Fund Letter of Credit or the Reserve Fund Insurance Policy during which it shall make consecutive equal monthly payments in order that the amount on deposit in such account at the end of such period shall equal the Reserve Fund Requirement; provided, the Issuer may obtain a new Reserve Fund Letter of Credit or a new Reserve Fund Insurance Policy in lieu of making the payments required by this paragraph.

(D) <u>Purchase or Redemption of Bonds</u>. The Issuer, in its discretion, may use moneys in the Principal Account and the Interest Account to purchase or redeem Bonds coming due on the next principal payment date, provided such purchase or redemption does not adversely affect the Issuer's ability to pay the principal or interest coming due on such principal payment date on the Bonds not so purchased or redeemed.

(E) <u>Deposit of Moneys with Paying Agents</u>. On or before the date established for payment of any principal of or Redemption Price, if applicable, or interest on the Bonds, the Issuer shall withdraw from the Debt Service Fund sufficient moneys to pay such principal or Redemption Price, if applicable, or interest and deposit such moneys with the Paying Agent for the Bonds to be paid.

(F) <u>Reimbursement of Credit Bank</u>. In the case of Bonds secured by a Credit Facility, amounts on deposit in any funds or accounts established for such Bonds may be applied as provided in the applicable Supplemental Resolution to reimburse the Credit Bank for amounts drawn under such Credit Facility to pay the principal of or Redemption Price, if applicable, and interest on such Bonds or to pay the purchase price of any such Bonds which are tendered by the Holders thereof for payment.

Section 4.06. <u>Rebate Fund</u>. Amounts on deposit in the Rebate Fund shall be held in trust by the Issuer and used solely to make required rebates to the United States Treasury (except to the extent the same may be transferred to the Revenue Fund) and the Bondholders shall have no right to have the same applied for debt service on the Bonds. The Issuer agrees to undertake all actions required of it in its arbitrage certificate relating to each Series of Bonds (other than Taxable Bonds), and other instructions from Bond Counsel, delivered in connection with or subsequent to the issuance of such Bonds, including, but not limited to:

(A) making a determination in accordance with the Code of the amount required to be deposited in the Rebate Fund;

(B) depositing from moneys in the Revenue Fund or from other moneys of the Issuer derived from sources other than ad valorem taxation and legally available for such purpose the amount determined in subsection (A) above into the Rebate Fund;

(C) paying on the dates and in the manner required by the Code to the United States Treasury from the Rebate Fund and any other legally available moneys of the Issuer such amounts as shall be required by the Code to be rebated to the United States Treasury; and

(D) keeping such records of the determinations made pursuant to this Section 4.06 as shall be required by the Code, as well as evidence of the fair market value of any investments purchased with proceeds of the Bonds.

The provisions of the above-described arbitrage certificate and instructions of Bond Counsel may be amended from time to time as shall be necessary, in the opinion of Bond Counsel, to comply with the provisions of the Code.

The Issuer agrees to retain or cause to be retained a rebate administrator who shall be a professional qualified to assure compliance by the Issuer with the requirements of this section. The rebate administrator so retained is hereby authorized to hire counsel, accountants, and other experts which the rebate administrator may, in its sole discretion, determine advisable for the purpose of obtaining the required calculations of the rebate amounts and other matters necessary for compliance with Section 148(f) of the Code as the same relates to the Bonds. The rebate administrator will not be liable for any loss occasioned by its reliance upon the instructions of such experts or upon the Issuer's certification of the amounts earned on nonpurpose investments, as such term is defined in Section 148(b)(2) of the Code, in which gross proceeds of the Bonds shall be invested. The duties and responsibilities of the rebate administrator may be performed by more than one Person.

Section 4.07. <u>Investments</u>. Each fund and account established hereby shall be continuously secured in the manner by which the deposit of public funds are authorized to be secured by the laws of the State. Moneys on deposit in each fund and account may be invested and reinvested in Authorized Investments maturing not later than the date on which the moneys therein will be needed.

Any and all income received by the Issuer from the investment of moneys in the Revenue Fund, the Construction Fund and the Rebate Fund, in the Interest Account, the Principal Account and the Bond Amortization Account in the Debt Service Fund, and in the Reserve Fund (to the extent such income and the other amounts in the Reserve Fund do not exceed the Reserve Fund Requirement) shall either be retained in such respective fund or account, or shall be deposited as provided by Supplemental Resolution.

All investments shall be valued at fair market value. Nothing contained in this Resolution shall prevent any Authorized Investments acquired as investments of or security for funds held under this Resolution from being issued or held in book-entry form on the books of the Department of the Treasury of the United States.

Section 4.08. <u>Separate Accounts</u>. The moneys required to be accounted for in each of the foregoing funds and accounts established herein may be deposited in a single bank account, and funds allocated to the various funds and accounts established herein may be invested in a common investment pool, provided that adequate accounting records are maintained to reflect and control the restricted allocation of the moneys on deposit therein and such investments for the various purposes of such funds and accounts as herein provided.

The designation and establishment of the various funds and accounts in and by this Resolution shall not be construed to require the establishment of any completely independent, self-balancing funds as such term is commonly defined and used in governmental accounting, but rather is intended solely to constitute an earmarking of certain revenues for certain purposes and to establish certain priorities for application of such revenues as herein provided.

[End of Article IV]

ARTICLE V

COVENANTS; DISCLOSURE

Section 5.01. <u>General</u>. In addition to all of the other covenants of the Issuer contained in this Resolution, the Issuer hereby covenants with each and every successive Holder of any of the Bonds so long as any of the Bonds that shall remain Outstanding the Issuer will comply with each and every one of the covenants contained in this Article V.

Section 5.02. <u>Covenants to comply with requirements of Section 212.055(2)</u>, Florida <u>Statutes and the Interlocal Agreement</u>. The Issuer hereby covenants and agrees to apply the proceeds of the Bonds and Pledged Revenues in compliance with (i) the requirements of Section 212.055(2), Florida Statutes and not to take any action or omit to take any action that would impair its right to receive or would result in a reduction of payments of the Sales Tax Revenues, and (ii) the requirements of the Interlocal Agreement.

Section 5.03. <u>Covenants With Credit Banks</u>. The Issuer may make such covenants as it may in its sole discretion determine to be appropriate with any Credit Bank or other financial institution that shall agree to insure or to provide for Bonds of any one or more Series credit or liquidity support that shall enhance the security or the value of such Bonds. Such covenants may be set forth in the applicable Supplemental Resolution and shall be binding on the Issuer, the Registrar, the Paying Agent and all the Holders the same as if such covenants were set forth in full in this Resolution.

Section 5.04. <u>Special Covenants Relating to Reserve Fund Insurance Policy or Reserve</u> <u>Fund Letter of Credit</u>.

(A) The Issuer shall annually submit to the issuer of the Reserve Fund Insurance Policy and/or the Reserve Fund Letter of Credit, records of withdrawals on such Reserve Fund Insurance Policy or such Reserve Fund Letter of Credit, as the case may be, received by the Paying Agent and remaining unpaid, the respective dates of such withdrawals, the interest accrued on such withdrawals and the aggregate amount of interest due by the Issuer to the issuer of such Reserve Fund Insurance Policy or such Reserve Fund Letter of Credit, as the case may be.

(B) The Issuer hereby acknowledges that the issuer of the Reserve Fund Insurance Policy and/or the Reserve Fund Letter of Credit shall be deemed a third-party beneficiary of this Resolution for the purpose of enforcing the terms, conditions and obligations of this Resolution which benefit the issuer of such Reserve Fund Insurance Policy or such Reserve Fund Letter of Credit, as the case may be. (C) The Issuer may provide by Supplemental Resolution adopted prior to the issuance of any Series of Bonds certain additional terms regarding a Reserve Fund Insurance Policy for funding the Reserve Fund for such Series of Bonds.

Section 5.05. Federal Income Tax Covenants; Taxable Bonds

(A) The Issuer covenants with the Holders of each Series of Bonds (other than Taxable Bonds), that it shall not use the proceeds of such Series of Bonds in any manner which would cause the interest on such Series of Bonds to be or become includable in the gross income of the Holder thereof for federal income tax purposes.

(B) The Issuer covenants with the Holders of each Series of Bonds (other than Taxable Bonds) that neither the Issuer nor any Person under its control or direction will make any use of the proceeds of such Series of Bonds (or amounts deemed to be proceeds under the Code) in any manner which would cause such Series of Bonds to be "arbitrage bonds" within the meaning of Section 148 of the Code, and neither the Issuer nor any other Person shall do any act or fail to do any act which would cause the interest on such Series of Bonds to become includable in the gross income of the Holder thereof for federal income tax purposes.

(C) The Issuer hereby covenants with the Holders of each Series of Bonds (other than Taxable Bonds) that it will comply with all provisions of the Code necessary to maintain the exclusion of interest on the Bonds from the gross income of the Holder thereof for federal income tax purposes, including, in particular, the payment of any amount required to be rebated to the United States Treasury pursuant to the Code.

(D) The Issuer may, if it so elects, issue one or more Series of Taxable Bonds the interest on which is (or may be) includable in the gross income of the Holder thereof for federal income taxation purposes, so long as each Bond of such Series states in the body thereof that interest payable thereon is (or may be) subject to federal income taxation and provided that the issuance thereof will not cause the interest on any other Bonds theretofore issued hereunder to be or become includable in the gross income of the Holder thereof for federal income tax purposes. The covenants set forth in subsections (A), (B) and (C) of this Section 5.05 shall not apply to any Taxable Bonds.

Section 5.06. <u>Continuing Disclosure Regarding Bonds</u>. The Issuer hereby covenants and agrees that, in order to provide for compliance by the Issuer with the secondary market disclosure requirements of Rule 15c2-12 of the United States Security and Exchange Commission (the "Rule"), that it will enter into a continuing disclosure certificate to be executed by the Issuer and dated the date of issuance and delivery of any Series of Bonds subject to the Rule.

Section 5.07. <u>Notice to Rating Agencies</u>. The Issuer shall provide a notice and a copy of any amendments to the Interlocal Agreement to the rating agencies then rating the Bonds.

[End of Article V]

ARTICLE VI

SUBORDINATED INDEBTEDNESS AND BONDS

Section 6.01. <u>Subordinated Indebtedness</u>. The Issuer will not issue any other obligations, except under the conditions and in the manner provided herein, payable from the Pledged Revenues or voluntarily create or cause to be created any debt, lien, pledge, assignment, encumbrance or other charge having priority to or being on a parity with the lien thereon in favor of the Bonds and the interest thereon. The Issuer may at any time or from time to time issue evidences of indebtedness that are not Additional Bonds and that are payable in whole or in part out of the Pledged Revenues and which may be secured by a pledge of the Pledged Revenues; provided, however, that such pledge shall be, and shall be expressed to be, subordinated in all respects to the pledge of the Pledged Revenues created by this Resolution. The Issuer shall have the right to covenant with the holders from time to time of any Subordinated Indebtedness as the same shall become due.

Section 6.02. Issuance of Bonds. The Issuer may issue one or more Series of Bonds for any one or more of the following purposes: financing the Cost of Projects, or the completion thereof or refunding any or all Outstanding Bonds or any Subordinated Indebtedness or other debt of the Issuer or any other purpose permitted by law. Additional Bonds shall be deemed to have been issued pursuant to this Resolution the same as any Outstanding Bonds, and all of the other covenants and other provisions of this Resolution (except as to details of such Additional Bonds inconsistent therewith) shall be for the equal benefit, protection and security of the Holders of all Bonds issued pursuant to this Resolution; provided, however, any Supplemental Resolution authorizing the issuance of Bonds may provide that any of the covenants herein contained will not be applicable to such Bonds, provided that such provision shall not, in the opinion of Bond Counsel, adversely affect the rights of the Holders of any Bonds which shall then be Outstanding. Except as provided in Sections 4.02 and 4.05 hereof, all Bonds, regardless of the time or times of their issuance, shall rank equally with respect to their lien on the Pledged Revenues and their sources and security for payment therefrom without preference of any Bonds over any other; provided, however, that the Issuer shall include a provision in any Supplemental Resolution authorizing the issuance of Variable Rate Bonds pursuant to this Section 6.02 that in the event the principal thereof is accelerated due to such Bonds being held by the issuer of a Credit Facility, the lien of such Bonds on the Pledged Revenues shall be subordinate in all respects to the pledge of the Pledged Revenues created by this Resolution. No such Additional Bonds shall be issued by the Issuer, as the case may be, unless the following conditions are complied with:

(A) The Issuer shall certify that it is current in all deposits into the various funds and accounts established hereby and all payments theretofore required to have been

deposited or made by it under the provisions of this Resolution and has complied with the covenants and agreements of this Resolution.

(B) There shall have been obtained and filed with the Issuer a certificate of the Director of PLACE: (1) stating that the books and records of the Issuer relating to the collection and receipt of Sales Tax Revenues have been reviewed by him or her; (2) setting forth the amount of Sales Tax Revenues which have been received by the Issuer during any twelve (12) consecutive months selected by the Issuer of the twenty four (24) months immediately preceding the issuance of such Additional Bonds or if such Sales Tax Revenues have not been received by the Issuer for a period of at least twelve (12) months immediately preceding the issuance of such Additional Bonds, the Issuer may calculate the amount of Sales Tax Revenues based on 78% of the combined City and County Sales Tax Revenue collections during such period; and (3) stating that such Sales Tax Revenues equal at least 1.25 times the Maximum Debt Service Requirement for all Outstanding Bonds and such Additional Bonds then proposed to be issued.

(C) In computing Maximum Debt Service Requirement for purposes of this Section 6.02, the interest rate on outstanding Variable Rate Bonds, and on additional parity Variable Rate Bonds then proposed to be issued, shall be calculated as provided in the definition of Debt Service Requirement.

(D) In the event any Additional Bonds are issued for the purpose of refunding any Bonds then Outstanding, the conditions of Section 6.02(A) and (B) shall not apply, provided that the issuance of such Additional Bonds shall not result in an increase in the aggregate amount of principal of and interest on the Outstanding Bonds becoming due in the current Fiscal Year or any subsequent Fiscal Years. The conditions of Section 6.02(B) hereof shall apply to Additional Bonds issued to refund Subordinated Indebtedness and to Additional Bonds issued for refunding purposes which cannot meet the conditions of this paragraph.

(E) In addition to all of the other requirements specified in this Section 6.02, the Issuer must comply with any applicable provisions of any financing documents relating to outstanding Subordinated Indebtedness to the extent such provisions impact on the ability of the Issuer to issue Additional Bonds.

(F) Additional Bonds issued pursuant to this Section 6.02 shall mature at least three months prior to the expiration of the Sales Tax Revenues or six months prior to the expected final collection of the Sales Tax Revenues.

Section 6.03. <u>Bond Anticipation Notes</u>. The Issuer may issue notes in anticipation of the issuance of Bonds which shall have such terms and details and be secured in such manner, not inconsistent with this Resolution, as shall be provided by resolution of the Issuer.

[End of Article VI]

ARTICLE VII

DEFAULTS AND REMEDIES

Section 7.01. <u>Events of Default</u>. The following events shall each constitute an "Event of Default" hereunder:

(A) Default shall be made in the payment of the principal of, Amortization Installment, redemption premium or interest on any Bond when due.

(B) There shall occur the dissolution or liquidation of the Issuer, or the filing by the Issuer of a voluntary petition in bankruptcy, or the commission by the Issuer of any act of bankruptcy, or adjudication of the Issuer as a bankrupt, or assignment by the Issuer for the benefit of its creditors, or appointment of a receiver for the Issuer, or the entry by the Issuer into an agreement of composition with its creditors, or the approval by a court of competent jurisdiction of a petition applicable to the Issuer in any proceeding for its reorganization instituted under the provisions of the Federal Bankruptcy Act, as amended, or under any similar act in any jurisdiction which may now be in effect or hereafter enacted.

(C) The Issuer shall default in the due and punctual performance of any other of the covenants, conditions, agreements and provisions contained in the Bonds or in this Resolution on the part of the Issuer to be performed, and such default shall continue for a period of sixty (60) days after written notice of such default shall have been received from the Holders of not less than twenty-five percent (25%) of the aggregate principal amount of Bonds Outstanding or any Credit Bank. Notwithstanding the foregoing, the Issuer shall not be deemed in default hereunder if such default can be cured within a reasonable period of time and if the Issuer in good faith institutes curative action and diligently pursues such action until the default has been corrected.

Section 7.02. <u>Remedies</u>. Any Credit Bank or Holder of Bonds issued under the provisions of this Resolution or any trustee or receiver acting for such Bondholders may either at law or in equity, by suit, action, mandamus or other proceedings in any court of competent jurisdiction, protect and enforce any and all rights under the laws of the State, or granted and contained in this Resolution and the Bonds, and may enforce and compel the performance of all duties required by this Resolution and the Bonds or by any applicable statutes to be performed by the Issuer or by any officer thereof.

The Holder or Holders of Bonds in an aggregate principal amount of not less than twenty-five percent (25%) of the Bonds then Outstanding may by a duly executed certificate in writing appoint a trustee for Holders of Bonds issued pursuant to this Resolution with authority to represent such Bondholders in any legal proceedings for the enforcement and protection of the rights of such Bondholders and such certificate shall be executed by such Bondholders or their duly authorized attorneys or representatives, and shall be filed in the office of the Director of PLACE. Notice of such appointment, together with evidence of the requisite signatures of the Holders of not less than twenty-five percent (25%) in aggregate principal amount of Bonds Outstanding and the trust instrument under which the trustee shall have agreed to serve shall be filed with the Issuer and the trustee and notice of appointment shall be given to all Holders of Bonds in the same manner as notices of redemption are given hereunder. After the appointment of the first trustee hereunder, no further trustees may be appointed; however, the Holders of a majority in aggregate principal amount of all the Bonds then Outstanding may remove the trustee initially appointed and appoint a successor and subsequent successors at any time.

Section 7.03. <u>Directions to Trustee as to Remedial Proceedings</u>. The Holders of a majority in principal amount of the Bonds then Outstanding (or any Credit Bank providing a Credit Facility for any then Outstanding Bonds) have the right, by an instrument or concurrent instruments in writing executed and delivered to the trustee, to direct the method and place of conducting all remedial proceedings to be taken by the trustee hereunder, provided that such direction shall not be otherwise than in accordance with law or the provisions hereof.

Section 7.04. <u>Remedies Cumulative</u>. No remedy herein conferred upon or reserved to the Bondholders is intended to be exclusive of any other remedy or remedies, and each and every such remedy shall be cumulative, and shall be in addition to every other remedy given hereunder or now or hereafter existing at law or in equity or by statute.

Section 7.05. <u>Waiver of Default</u>. No delay or omission of any Bondholder to exercise any right or power accruing upon any default shall impair any such right or power or shall be construed to be a waiver of any such default, or an acquiescence therein; and every power and remedy given by Section 7.02 of this Resolution to the Bondholders may be exercised from time to time, and as often as may be deemed expedient.

Section 7.06. <u>Application of Moneys After Default</u>. If an Event of Default shall happen and shall not have been remedied, the Issuer or a trustee or receiver appointed for the purpose shall apply all Pledged Revenues as follows and in the following order:

(A) To the payment of the reasonable and proper charges, expenses and liabilities of the trustee or receiver, Registrar and Paying Agent hereunder; and

(B) To the payment of the interest and principal or Redemption Price, if applicable, then due on the Bonds, as follows:

(1) Unless the principal of all the Bonds shall have become due and payable, all such moneys shall be applied:

FIRST: to the payment to the Persons entitled thereto of all installments of interest then due, in the order of the maturity of such installments, and, if the amount

available shall not be sufficient to pay in full any particular installment, then to the payment ratably, according to the amounts due on such installment, to the Persons entitled thereto, without any discrimination or preference;

SECOND: to the payment to the Persons entitled thereto of the unpaid principal of any of the Bonds which shall have become due at maturity or upon mandatory redemption prior to maturity (other than Bonds called for redemption for the payment of which moneys are held pursuant to the provisions of Section 9.01 of this Resolution), in the order of their due dates, with interest upon such Bonds from the respective dates upon which they became due, and, if the amount available shall not be sufficient to pay in full Bonds due on any particular date, together with such interest, then to the payment first of such interest, ratably according to the amount of such interest due on such date, and then to the payment of such principal, ratably according to the amount of such principal due on such date, to the Persons entitled thereto without any discrimination or preference; and

THIRD: to the payment of the Redemption Price of any Bonds called for optional redemption pursuant to the provisions of this Resolution.

(2) If the principal of all the Bonds shall have become due and payable, all such moneys shall be applied to the payment of the principal and interest then due and unpaid upon the Bonds, with interest thereon as aforesaid, without preference or priority of principal over interest or of interest over principal, or of any installment of interest over any other installment of interest, or of any Bond over any other Bond, ratably, according to the amounts due respectively for principal and interest, to the Persons entitled thereto without any discrimination or preference.

Section 7.07. <u>Control by and Notice to Credit Bank</u>. Upon the occurrence and continuance of an Event of Default, each Credit Bank, if such Credit Bank shall have honored all of its commitments under its Credit Facility, as the case may be, shall be entitled to direct and control the enforcement of all rights and remedies with respect to the Bonds for which such Credit Facility is provided. The Issuer agrees to immediately notify each Credit Bank if at any time there are insufficient moneys to make any payments of principal and/or interest as required and immediately upon the occurrence of any event of default hereunder.

[End of Article VII]

ARTICLE VIII

SUPPLEMENTAL RESOLUTIONS

Section 8.01. <u>Supplemental Resolution Without Bondholders' Consent</u>. The Issuer, from time to time and at any time, may adopt such Supplemental Resolutions without the consent of the Bondholders (which Supplemental Resolution shall thereafter form a part hereof) at any time prior to the issuance of any Bonds hereunder for any purpose whatsoever, and after the issuance of Bonds for any of the following purposes:

(A) To cure any ambiguity or formal defect or omission or to correct any inconsistent provisions in this Resolution or to clarify any matters or questions arising hereunder.

(B) To grant to or confer upon the Bondholders any additional rights, remedies, powers, authority or security that may lawfully be granted to or conferred upon the Bondholders.

(C) To add to the conditions, limitations and restrictions on the issuance of Bonds under the provisions of this Resolution other conditions, limitations and restrictions thereafter to be observed.

(D) To add to the covenants and agreements of the Issuer in this Resolution other covenants and agreements thereafter to be observed by the Issuer or to surrender any right or power herein reserved to or conferred upon the Issuer.

(E) To specify and determine at any time prior to the delivery of any Series of Bonds the matters and things referred to herein, including but not limited to Sections 2.01 or 2.09 hereof, and also any other matters and things relative to such Bonds which are not contrary to or inconsistent with this Resolution as theretofore in effect, or to amend, modify or rescind any such authorization, specification or determination.

(F) To authorize additional Projects or to change or modify the description of any Project.

(G) To specify and determine matters necessary or desirable for the issuance of Variable Rate Bonds.

(H) To authorize Bonds as Additional Bonds.

(I) To make any other change that, in the opinion of Bond Counsel, would not materially adversely affect the security for the Bonds.

(J) To make any change approved by every Credit Bank.

A copy of the Supplemental Resolution shall be provided to S&P Global Ratings, Fitch Ratings, and to Moody's Investors Service, Inc., if such rating agencies are then rating the Bonds.

Section 8.02. Supplemental Resolution With Bondholders' and Credit Bank's Consent. Subject to the terms and provisions contained in this Section 8.02 and Section 8.01 hereof, the Holder or Holders of not less than a majority in aggregate principal amount of the Bonds then Outstanding shall have the right, from time to time, anything contained in this Resolution to the contrary notwithstanding, to consent to and approve the adoption of such Supplemental Resolution or Resolutions hereto as shall be deemed necessary or desirable by the Issuer for the purpose of supplementing, modifying, altering, amending, adding to or rescinding, in any particular, any of the terms or provisions contained in this Resolution; provided, however, that if such modification or amendment will, by its terms, not take effect so long as any Bonds of any specified Series or maturity remain Outstanding, the consent of the Holders of such Bonds shall not be required and such Bonds shall not be deemed to be Outstanding for the purpose of any calculation of Outstanding Bonds under this Section 8.02. Any Supplemental Resolution which is adopted in accordance with the provisions of this Section 8.02 shall also require the written consent of any Credit Bank providing a Credit Facility for, any Bonds which are Outstanding at the time such Supplemental Resolution shall take effect. A copy of the Supplemental Resolution shall be provided to S&P Global Ratings, Fitch Ratings, and to Moody's Investors Service, Inc., if such rating agencies are then rating the Bonds. No Supplemental Resolution may be approved or adopted which shall permit or require (A) an extension of the maturity of the principal of or the payment of the interest on any Bond issued hereunder, (B) reduction in the principal amount of any Bond or the Redemption Price or the rate of interest thereon, (C) the creation of a lien upon or a pledge of the Pledged Revenues other than the lien and pledge created by this Resolution which adversely affects any Bondholders, (D) a preference or priority of any Bond or Bonds over any other Bond or Bonds, or (E) a reduction in the aggregate principal amount of the Bonds required for consent to such Supplemental Resolution. Nothing herein contained, however, shall be construed as making necessary the approval by Bondholders or the Credit Bank of the adoption of any Supplemental Resolution as authorized in Section 8.01.

If at any time the Issuer shall determine that it is necessary or desirable to adopt any Supplemental Resolution pursuant to this Section 8.02, the Director of PLACE shall cause the Registrar to give notice of the proposed adoption of such Supplemental Resolution and the form of consent to such adoption to be mailed, postage prepaid, to all Bondholders at their addresses as they appear on the registration books and to all Credit Banks providing a Credit Facility for, Bonds Outstanding. Such notice shall briefly set forth the nature of the proposed Supplemental Resolution and shall state that copies thereof are on file at the offices of the Issuer and the Registrar for inspection by all Bondholders. The Issuer shall not, however, be subject to any liability to any Bondholder by reason of its failure to cause the notice required by this Section 8.02 to be mailed and any such failure shall not affect the validity of such Supplemental Resolution when consented to and approved as provided in this Section 8.02.

Whenever the Issuer shall deliver to the Director of PLACE an instrument or instruments in writing purporting to be executed by the Holders of not less than a majority in aggregate principal amount of the Bonds then Outstanding, which instrument or instruments shall refer to the proposed Supplemental Resolution described in such notice and shall specifically consent to and approve the adoption thereof in substantially the form of the copy thereof referred to in such notice, thereupon, but not otherwise, the Issuer may adopt such Supplemental Resolution in substantially such form, without liability or responsibility to any Holder of any Bond, whether or not such Holder shall have consented thereto.

If the Holders of not less than a majority in aggregate principal amount of the Bonds Outstanding at the time of the adoption of such Supplemental Resolution shall have consented to and approved the adoption thereof as herein provided, no Holder of any Bond shall have any right to object to the adoption of such Supplemental Resolution, or to object to any of the terms and provisions contained therein or the operation thereof, or in any manner to question the propriety of the adoption thereof, or to enjoin or restrain the Issuer from adopting the same or from taking any action pursuant to the provisions thereof.

Upon the adoption of any Supplemental Resolution pursuant to the provisions of this Section 8.02, this Resolution shall be deemed to be modified and amended in accordance therewith, and the respective rights, duties and obligations under this Resolution of the Issuer and all Holders of Bonds then Outstanding shall thereafter be determined, exercised and enforced in all respects under the provisions of this Resolution as so modified and amended.

[End of Article VIII]

ARTICLE IX

MISCELLANEOUS; DEFEASANCE

Section 9.01. <u>Defeasance</u>. If the Issuer shall pay or cause to be paid or there shall otherwise be paid to the Holders of all Bonds the principal or Redemption Price, if applicable, and interest due or to become due thereon, at the times and in the manner stipulated therein and in this Resolution, then the pledge of the Pledged Revenues and any additional security pledged hereunder, and all covenants, agreements and other obligations of the Issuer to the Bondholders shall thereupon cease, terminate and become void and be discharged and satisfied. In such event, the Paying Agents shall pay over or deliver to the Issuer all money or securities held by them pursuant to this Resolution which are not required for the payment or redemption of Bonds not theretofore surrendered for such payment or redemption.

Any Bonds or interest installments appertaining thereto, whether at or prior to the maturity or redemption date of such Bonds, shall be deemed to have been paid within the meaning of this Section 9.01 if (A) in case any such Bonds are to be redeemed prior to the maturity thereof, there shall have been taken all action necessary to call such Bonds for redemption and notice of such redemption shall have been duly given or provision shall have been made for the giving of such notice, (B) there shall have been deposited in irrevocable trust with a banking institution or trust company by or on behalf of the Issuer either moneys in an amount which shall be sufficient, or Securities the principal of and the interest on which when due will provide moneys which, together with the moneys, if any, deposited with such bank or trust company at the same time shall be sufficient, to pay the principal of or Redemption Price, if applicable, and interest due and to become due on said Bonds, on and prior to the redemption date or maturity date thereof, as the case may be and (C) a report verifying the sufficiency of moneys or securities and investment earnings thereon to make such payment when due. Neither the Securities nor any moneys so deposited with such bank or trust company nor any moneys received by such bank or trust company on account of principal of or Redemption Price, if applicable, or interest on said Securities shall be withdrawn or used for any purpose other than, and all such moneys shall be held in trust for and be applied to, the payment, when due, of the principal of or Redemption Price, if applicable, of the Bonds for the payment or redemption of which they were deposited and the interest accruing thereon to the date of maturity or redemption thereof; provided, however, the Issuer may substitute new Securities and moneys for the deposited Securities and moneys if the new Securities and moneys are sufficient to pay the principal of or Redemption Price, if applicable, and interest on such Bonds.

For purposes of determining whether Variable Rate Bonds shall be deemed to have been paid prior to the maturity or the redemption date thereof, as the case may be, by the deposit of moneys, or specified Securities and moneys, if any, in accordance with this Section 9.01, the interest to come due on such Variable Rate Bonds on or prior to the maturity or redemption date thereof, as the case may be, shall be calculated at the Maximum Interest Rate; provided, however, that if on any date, as a result of such Variable Rate Bonds having borne interest at less than the Maximum Interest Rate for any period, the total amount of moneys and specified Securities on deposit for the payment of interest on such Variable Rate Bonds is in excess of the total amount which would have been required to be deposited on such date in respect of such Variable Rate Bonds in order to satisfy this Section 9.01, such excess shall be paid to the Issuer free and clear of any trust, lien, pledge or assignment securing the Bonds or otherwise existing under this Resolution.

In the event the Bonds for which moneys are to be deposited for the payment thereof in accordance with this Section 9.01 are not by their terms subject to redemption within the next succeeding sixty (60) days, the Issuer shall cause the Registrar to mail a notice to the Holders of such Bonds that the deposit required by this Section 9.01 of moneys or Securities has been made and said Bonds are deemed to be paid in accordance with the provisions of this Section 9.01 and stating such maturity or redemption date upon which moneys are to be available for the payment of the principal of or Redemption Price, if applicable, and interest on said Bonds.

Nothing herein shall be deemed to require the Issuer to call any of the Outstanding Bonds for redemption prior to maturity pursuant to any applicable optional redemption provisions, or to impair the discretion of the Issuer in determining whether to exercise any such option for early redemption.

In the event that the principal of or Redemption Price, if applicable, and interest due on the Bonds or any portion thereof shall be paid by a Credit Bank or Credit Banks, such Bonds or any portion thereof shall remain Outstanding, shall not be defeased and shall not be considered paid by the Issuer, and the pledge of the Pledged Revenues and any additional security pledged hereunder, and all covenants, agreements and other obligations of the Issuer to the Bondholders shall continue to exist and such Credit Bank or Credit Banks shall be subrogated to the rights of such Bondholders.

Section 9.02. <u>General Authority</u>. The members of the Governing Body and the Issuer's officers, attorneys and other agents and employees are hereby authorized to do all acts and things required of them by this Resolution or desirable or consistent with the requirements hereof for the full, punctual and complete performance of all of the terms, covenants and agreements contained in the Bonds and this Resolution, and they are hereby authorized to execute and deliver all documents which shall be required by Bond Counsel or the initial purchasers of the Bonds to effectuate the sale of the Bonds to said initial purchasers.

Section 9.03. <u>No Personal Liability</u>. No representation, statement, covenant, warranty, stipulation, obligation or agreement herein contained, or contained in the Bonds, or in any certificate or other instrument to be executed on behalf of the Issuer, the City or the County in connection with the issuance of the Bonds, shall be deemed to be a representation, statement, covenant, warranty, stipulation, obligation or agreement of any member of the Governing Body, officer, employee or agent of the Issuer, the City or the County in his or her individual capacity, and none of the foregoing persons nor any officer of the Issuer, the City or the County executing

the Bonds, or any certificate or other instrument to be executed in connection with the issuance of the Bonds, shall be liable personally thereon or be subject to any personal liability or accountability by reason of the execution or delivery thereof.

Section 9.04. <u>Third Party Beneficiaries</u>. Except such other Persons as may be expressly described herein or in the Bonds, nothing in this Resolution, or in the Bonds, expressed or implied, is intended or shall be construed to confer upon any Person other than the Issuer, and the Holders any right, remedy or claim, legal or equitable, under and by reason of this Resolution or any provision hereof, or of the Bonds, all provision hereof and thereof being intended to be and being for the sole and exclusive benefit of the Issuer and the Persons who shall from time to time be the Holders.

Section 9.05. <u>Sale of Bonds</u>. The Bonds shall be issued and sold at public or private sale at one time or in installments from time to time and at such price or prices as shall be consistent with the provisions of the Act, the requirements of this Resolution and other applicable provisions of law.

Section 9.06. <u>Severability of Invalid Provisions</u>. If any one or more of the covenants, agreements or provisions of this Resolution shall be held contrary to any express provision of law or contrary to the policy of express law, though not expressly prohibited, or against public policy, or shall for any reason whatsoever be held invalid, then such covenants, agreements or provisions shall be null and void and shall be deemed separable from the remaining covenants, agreements and provisions of this Resolution and shall in no way affect the validity of any of the other covenants, agreements or provisions hereof or of the Bonds issued hereunder.

Section 9.07. <u>Repeal of Inconsistent Resolutions</u>. All resolutions or parts thereof in conflict herewith are hereby superseded and repealed to the extent of such conflict.

Section 9.08. <u>Table of Contents and Headings not Part Hereof.</u> The Table of Contents preceding the body of this Resolution and the headings preceding the several articles and sections hereof shall be solely for convenience of reference and shall not constitute a part of this Resolution or affect its meaning, construction or effect.

Section 9.09. <u>Effective Date</u>. This Resolution shall take effect immediately upon its adoption.

[End of Article IX]

APPROVED AND ADOPTED by the Board of Directors of the Leon County-City of Tallahassee Blueprint Intergovernmental Agency at a regular meeting assembled this _____ day of _____, 2020.

[SEAL]

LEON COUNTY-CITY OF TALLAHASSEE BLUEPRINT INTERGOVERNMENTAL AGENCY

By:_____ Chairperson

ATTEST:

By:			
Clork			

Clerk

	Proposed FY 2022 Blueprin						FY 2022	FY 2023	FY 2024	FY 2025	FY 2026		
	Capital Improvement	Program							rint 2020 Program Fun			Total, FY 2022-2026	
Sources of Funds Estimated Net Sales Tax Revenues							20 404 202				14 200 400	108.472.069	
Estimated Net Sales Tax Revenues City, County, State, Federal, and Other Funding (1)							26,481,292	25,655,945 4,500,000	22,159,079 486,000	19,877,267	14,298,486	4,986,000	
Bond Proceeds	-			-	-	-	65,000,000	-	80,000,000	-		145,000,000	
State Infrastructure Bank Loan Total Sources of Funds for Capital Infrastructure Projects	•						91,481,292	12,750,000 42,905,945	12,750,000 115,395,079	19,877,267	14,298,486	25,500,000 283,958,069	
7 Uses of Funds	۵	R	c	D	F	A - (B + C)		1	nt 2020 Program Fundi		_ ,,,		Amount
Projects	Estimated Cost to Complete Project (2)	Amounts Allocated in Prior Years	Amounts Proposed to be Allocated in FY 2021	Project Expenses Through April 30, 2021	as of	Estimated Allocations Required to Complete Project	FY 2022 Projected Allocations	FY 2023 Projected Allocations	FY 2024 Projected Allocations		FY 2026 Projected Allocations	Total Projected FY 2022-2026 Allocations	Remaining to Complete Project Based on Estimated Cost to Complete
Blueprint 2000 Program													
0 Water Quality Project: City 1 Water Quality Project: County	25,000,000 25,000,000	25,000,000	-	14,335,596 23.681.606	10,664,404 1.318.394	-	-	-	-	-	-	-	-
2 Blueprint 2000 LIDAR	349,817	349,817	-	349,817	-	-	-	-	-	-	-	-	-
3 Northwest Florida Water Management District Partnership	697,420	697,420	-	697,420	-			-	-	-	-		-
4 Blueprint 2000 Building Rennovations 5 Headwaters of the St. Marks	48,180 8,920,221	48,180 8,920,221	-	48,180 8,920,221	-	-	-	-	-	-	-	-	-
6 Ford's Arm Watershed	272.429	272.429	-	272.429	-			-	-	-	-		
7 Fred George Basin	2,770,000	2,770,000	-	2,770,000	-	-	-	-	-	-	-	-	-
8 Sensitive Lands Project Management	394,699	394,699	-	394,699	-	-		-	-	-	-	-	-
9 Lafayette Heritage Bridge 0 Lake Lafayette Floodplain	500,000 2,800,000	500,000 2,800,000	-	500,000 1,498,948	1,301,052			-	-			-	-
0 Lake Lafayette Floodplain 1 Blueprint 2000 Land Bank	1,320,263	1,320,263		1,498,948	1,301,052		-	-				_	-
2 Booth Property Purchase	584,754	584,754		584,754	-	-	-	-	-	-	-	-	-
3 Mahan Drive	4,825,731	4,825,731		4,825,731	-		-	-	-			-	-
4 Capital Circle Northwest (N-1) 5 Capital Circle Northwest/Southwest (N-2)	69,230,163 127,003,286	69,230,163 127.003.286		69,230,163	2.464.367		-	-	-	-	-	-	-
5 Capital Circle Northwest/Southwest (N-2) 6 Capital Circle East (E-1)	127,003,286 38,628,775	127,003,286 38,628,775		124,538,919 38,628,775	2,464,367		-					-	-
7 Capital Circle Southeast and Subprojects (E-2)	37,040,455	37,040,455		37,040,455	-		-	-	-	-		-	-
8 Capital Circle Southeast Woodville/Crawfordville (E-3)	11,587,229	11,587,229	-	11,587,229	-	-	-	-	-	-		-	-
9 Capital Circle Southwest (W-1) 0 Capital Circle Southwest (W-1) ROW Acquisition	4,554,895	4,554,895	-		263,179 4 813 328			-					-
Capital Circle Southwest (W-1) ROW Acquisition Capital Circle Southwest (W-1) Stormwater	2.800.000	2,800,000	-	3,726,072 211,930	4,813,328 2,588,070				-			-	-
2 Capital Cascades Trail Segment 1 (Franklin Boulevard)	19,035,973	19,035,973	-	19,035,973	-	-		-	-	-	-	-	-
3 Capital Cascades Trail Segment 2 (Cascades Park & Subprojects)	50,933,290	50,933,290	-	50,426,711	506,579	-	-	-	-	-	-	-	-
4 Capital Cascades Crossing (Connector Bridge & Subprojects)	8,506,584	8,506,584	-	8,506,584	-	-	-	-	-	-	-	-	-
5 Capital Cascades Trail Segment 3 (FAMU Way & Subprojects) 6 Capital Cascades Trail Segment 4	67,776,617 20.000.000	67,776,617 10.243,721	-	62,493,845 17.601	5,282,772 10.226.120	9.756.279		-	6.030.730	1.526.453		7.557.183	2,199,096
7 LPA Group Engineering Services	8,527,288	8,915,148	-	8,527,288	387,860	(387,860)	(387,860)		6,030,730	1,520,455		(387,860)	2,199,096
8 Magnolia Drive Trail and Subprojects	23,256,734	12,990,163	1,066,571		7,290,760	9,200,000	9,500,000	-	-	-	-	9,500,000	(300,000)
9 Advance Funding for Blueprint 2020 Projects													
0 Advance: Airport Gateway 1 Advance: Orange Avenue Corridor Study	5,531,253 350.000	5,531,253 350.000	-	1,266,642 350.000	4,264,611	-	-	-	-	-	-	-	-
2 Advance: Orange Avenue/Meridian Placemaking	1.000.000	1.000.000	-	451,424	548.576				-				-
3 Advance: Market District Placemaking	1,000,000	1,000,000		720,714	279,286		-	-	-	-		-	-
4 Advance: Northeast Gateway: Welaunee Boulevard	5,182,242	5,182,242	-	4,401,145	781,097	-	-	-	-	-	-	-	-
5 Advance: Northeast Corridor Connector: Bannerman Road 6 Advance: Comprehensive Wastewater Treatment Plan	807,573 500,000	807,573 500,000		765,667	41,906 500,000		-			-		-	-
7 Advance: 2020 Sales Tax Extension: Bike Route and Greenways	900.000	900.000	-	255,990	644,010				-				-
8 Blueprint 2020 Program													
9 Annual Allocations													
0 Blueprint: Greenways Master Plan 1 Blueprint: Bike Route System	15,800,000 15,000,000	1,412,500 1,282,500	-	477,613 22,500	934,887 1,260,000	14,387,500 13,717,500	760,000 780,000	790,000 750,000	790,000 750,000	790,000 750,000	790,000 750,000	3,920,000 3,780,000	10,467,500 9,937,500
2 City of Tallahassee: StarMetro Enhancements	12,250,000	1.071.875		466.175	605,700	11.178.125	612,500	612,500	612,500	612,500	612,500	3,062,500	8,115,625
3 City of Tallahassee: Water Quality and Stormwater Improvements	42,500,000	3,718,750	-	3,718,750	-	38,781,250	2,125,000	2,125,000	2,125,000	2,125,000	2,125,000	10,625,000	28,156,250
4 City of Tallahassee: Sidewalks Improvements	25,000,000	2,187,500		2,187,500	-	22,812,500	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000	6,250,000	16,562,500
5 City of Tallahassee: Operating Costs of Blueprint Funded Parks 6 Leon County: Water Quality and Stormwater Improvements	10,000,000 42,500,000	875,000 3,718,750		875,000 3,718,750	-	9,125,000 38,781,250	500,000 2,125,000	500,000 2,125,000	500,000 2,125,000	500,000 2,125,000	500,000 2,125,000	2,500,000 10,625,000	6,625,000 28,156,250
6 Leon County: Water Quality and Stormwater Improvements 7 Leon County: Sidewalks Improvements	42,500,000 25.000.000	3,718,750		3,718,750	-	38,781,250 22.812.500	2,125,000	2,125,000	2,125,000	2,125,000	2,125,000	10,625,000 6,250,000	28,156,250
8 Leon County: Operating Costs of Blueprint Funded Parks	10,000,000	875,000		875,000	-	9,125,000	500,000	500,000	500,000	500,000	500,000	2,500,000	6,625,000
9 Regional Mobility and Gateway Projects													
0 Southside Gateway: Woodville Highway 1 Capital Circle Southwest Orange to Crawfordville	37,666,783 5,000,000			-	-	37,666,783 5,000,000	-	-	- 2,500,000	- 2,500,000	-	- -	37,666,783
Capital Circle Southwest Orange to Crawfordville Orange Avenue: Adams to Springhill	5,000,000 41,978,805					5,000,000 41,978,805	-		2,500,000	2,500,000		5,000,000	41.978.805
3 Westside Student Gateway: Pensacola Street	37,967,101			-		37,967,101		-	-	-			37,967,101
4 Airport Gateway	62,700,940	4,435,484	-	-	4,435,484	58,265,456	20,000,000	3,034,512	25,000,000	5,199,521	3,956,847	57,190,880	1,074,576
5 Northwest Connector: Tharpe Street	67,470,465 61,611,808	5.800.000	11.555.564	1.303.408	16.052.156	67,470,465 44,256,244	16,545,000	1.744.914	486,000 21.060.743	514,000		1,000,000 39,350,657	66,470,465
6 Northeast Corridor Connector: Bannerman Road 7 Northeast Gateway: Welaunee Boulevard	61,611,808 75,595,758	5,800,000 6,631,889	11,555,564	1,303,408 21,389	16,052,156 6,610,500	44,256,244 68,963,869	16,545,000 11,800,000	1,744,914 23,163,869	21,060,743 34,000,000	-	-	39,350,657 68,963,869	4,905,587
8 North Monroe Gateway	11,921,472	0,031,089			-	11,921,472		- 23,103,809					11,921,472
9 CCQ Projects													
0 Orange Avenue/Meridian Placemaking	3,709,611	2,959,611		750,775	2,208,836	750,000	750,000	-	-	-	-	750,000	-
1 Market District Placemaking 2 Lake Lafavette and St. Marks Regional Park	10,013,598 20,038,220	3,535,263	400.000	1,746	3,533,517	6,478,335	5,000,000	1,478,335		-		6,478,335 3,856,782	15 281 438
3 Monroe-Adams Corridor Placemaking	8,532,961	2,000,000	400,000	325,292	2,074,708	6,132,961	871,652	1,356,782	1,253,242	234,793	439,139	4,202,309	1,930,652
4 Midtown Placemaking	27,901,321	1,000,000	-	-	1,000,000	26,901,321	4,000,000	321,550	228,121	-	-	4,549,671	22,351,650
5 Fairgrounds Beautification and Improvement	12,100,000	100,000		99,916	84	12,000,000	-	-	12,000,000		-	12,000,000	-
6 Northeast Park 7 College Avenue Placemaking	12,433,743 8.877.692			-	-	12,433,743 8.877.692	10,000,000	-	2,433,743	-	-	12,433,743	- 8.877.692
7 College Avenue Placemaking 8 Florida A&M Entry Points	8,877,692				-	1,902,363		-				-	1,902,363
9 Alternative Sewer Solutions	2,916,956			-	-	2,916,956		-	-	-			2,916,956
0 Tallahassee-Leon County Animal Service Center	8,877,692	-		-	-	8,877,692	-	-	-	-	-	-	8,877,692
1 DeSoto Winter Encampment	500,000	500,000	10 400 105	-	500,000	(70.100.000	-	42.405.045	114 005 000	10 077 007	-	-	-
2 Total Uses of Funds, Capital Infrastructure Projects 3 Reserve Fund, Blueprint Infrastructure	1,303,942,560	611,331,903	13,422,135	530,471,795	94,282,243	679,188,522	90,481,292	42,405,945	114,895,079 500.000	19,877,267	14,298,486	281,958,069 2,000,000	410,652,588
	1,305,942,560	611,331,903	13,422,135	530,471,795	94,282,243	681,188,522	91,481,292	42,905,945	115,395,079	19,877,267	14,298,486	283,958,069	410,652,588
4 Total Uses of Funds, Capital Projects and Addition to Reserve Fund													

NOTE: The Capital improvement Program allocates net sales tax and other sources of funds to capital infrastructure projects; only funding identified in PY 2022 will be allocated toward any projects. Funding identified in the outlying years (1223-2026) is based on current estimates of future net sales tax revenues for capital projects and other anticipated funding sources.

(1) City, County, State, and Federal Revenues (Line 3) include the following funding in

ChY, Courty, State, and Federal Nevenues (Line 3) include: the includewing includes designated years:
 a. Y2023: Florida State University project contribution for the Airport Gateway project (consistent with N Board direction at March 1, 2018 meeting)
 b. FY 2023: FDOT TRIP funding for the Northeast Gateway: Welaunee Boulevard

Dr Frazes, Foor finn managers -project c. FY 2024: Significant Benefit District Funds (District 4) from the City and County for the Northwest Corridor: Tharpe Street project

(2) Project costs were estimated as a component of Blueprint's approved Funding Schedule and Implementation Plan, which received IA Board approval on June 21, 2018. Project cost estimates (Line 8) Increase 2% annually through the first year of construction for each project or through PT 2025, the final year of this projection.

(3) Projects funded after PY 2021 will only include Bluprint 2020 projects with the exception of Capital Cascades Trail Segment 4 (Line 36) and Magnolia Drive Trail (Line 38), Hunding for this project during PY 2022 will come from funds paid back to the Blueprint 2020 program for advance payments made on behalf of the Blueprint 2020 program for the the start of the 2020 also task. The projects that recieved advance funding are included on lines 40-47.