

**Citizens Advisory
Committee Meeting**

**September 9, 2021
5:00 pm
Smith-Williams Service Center**

Chair: Jim McShane

Agenda

PAGE

I. AGENDA MODIFICATIONS

II. CITIZEN COMMENTS

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.

Written Comments: Please provide written public comment by emailing Comments@BlueprintIA.org until 5 p.m. on September 8, 2021. All comments received will be part of the record.

Live Comments Via Zoom: If you wish to provide comments live during the CAC meeting via Zoom, please register to join at https://bit.ly/BPCAC090921_Registration by 5 p.m. on September 8, 2021, and Zoom meeting access information will be provided to you via email. Speakers are limited to 3 minutes; please address all items of interest within your 3 minutes.

III. INFORMATIONAL ITEMS

- Appointment of Planning Commission Citizens Advisory Committee
- Presentation on the Proposed Concept for the Orange Avenue Community Park

IV. CONSENT

1. Approval of the May 12, 2021 Blueprint Intergovernmental Agency Citizens Advisory Committee Meeting Minutes

- | | | |
|----|---|-----|
| 2. | Recommendation of Acceptance of a Status Report on the College Avenue Placemaking Project | 9 |
| 3. | Recommendation of Acceptance of the FY 2021 Office of Economic Vitality Annual Report | 223 |
| 4. | Approval of the 2022 Blueprint Citizens Advisory Committee Meeting Schedule | 243 |

V. GENERAL BUSINESS/PRESENTATIONS

- | | | |
|----|---|-----|
| 5. | Recommendation of Approval of Appointments to the Blueprint Citizens Advisory Committee | 245 |
|----|---|-----|

VI. PUBLIC HEARING (6:00 PM)

- | | | |
|----|--|-----|
| 6. | First Public Hearing on the Proposed Fiscal Year 2022 Operating Budget and Fiscal Year 2022 – 2026 Five-Year Capital Improvement Program Budget for the Blueprint Intergovernmental Agency | 265 |
|----|--|-----|

VII. ADJOURN

NEXT CAC MEETING: November 17, 2021

In accordance with the Americans with Disabilities Act and Section 286.26, Florida Statutes, persons needing a special accommodation to participate in 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 1-800-955-8770 (Voice) or 711 via Florida Relay Service.

Blueprint Intergovernmental Agency Citizens Advisory Committee Agenda Item #1

September 9, 2021

Title:	Approval of the June 30, 2021 Blueprint Intergovernmental Agency Citizens Advisory Committee Meeting Minutes
Category:	Consent
Department	Blueprint Intergovernmental Agency
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 of the June 30, 2021 Blueprint Intergovernmental Agency Citizens Advisory Committee (CAC) meeting and requests the CAC review and approval of the minutes as presented.

FISCAL IMPACT

This item does not have a fiscal impact.

CAC OPTIONS:

- Option 1: Approve the June 30, 2021 Blueprint Intergovernmental Agency Citizens Advisory Committee meeting minutes
- Option 2: Do not approve the June 30, 2021 Blueprint Intergovernmental Agency Citizens Advisory Committee meeting minutes

CAC RECOMMENDED ACTION:

- Option 1: Approve the June 30, 2021 Blueprint Intergovernmental Agency Citizens Advisory Committee meeting minutes

Attachment:

1. Draft Minutes of the Blueprint Intergovernmental Agency Citizens Advisory Committee meeting on June 30, 2021.

THIS PAGE INTENTIONALLY LEFT BLANK

Blueprint Intergovernmental Agency Citizens Advisory Committee Meeting Minutes

Date: September 9, 2021
To: Citizens Advisory Committee
From: Benjamin H. Pingree, PLACE Director
Subject: Summary Minutes for May 12, 2021 CAC Meeting

Committee Members present:

Jim McShane, Chair	Elva Peppers
Peter Okonkwo, Vice-Chair	Allen Stucks
Chris Daniels	Sean McGlynn
Mary Glowacki	Daniel Petronio

**virtual participant*

Committee Members absent:

Mandy Bianchi	Claudette Cromartie
Kathy Bell	Robert Volpe
Linda Vaughn	Hugh Tomlinson

I. AGENDA MODIFICATIONS

There were no agenda modifications.

II. CITIZEN COMMENTS

The Blueprint Intergovernmental Agency offered three alternatives for citizen comment, by email, through virtual participation, or in person. There were no comments received by email.

Claudia Sperber spoke on the lush environment of Tallahassee-Leon County, her concerns for trash debris in stormwater facilities, and encouraged a core principal of environmental justice for Blueprint and City of Tallahassee projects.

Dr. Vanessa Williams spoke on the need to preserve the Bond Community, and on her concerns of the use of eminent domain for stormwater ponds.

III. CONSENT

Allen Stucks moved, seconded by Chris Daniels, to approve the consent agenda.

The motion passed 8-0.

- 1. Approval of the March 31, 2021, Blueprint Intergovernmental Agency Citizens Advisory Committee Meeting Minutes

Option #1: Approve the March 31, 2021, Blueprint Intergovernmental Agency Citizens Advisory Committee meeting minutes.

IV. GENERAL BUSINESS

- 2. Recommendation on Consideration of an Adjusted 2021 Board of Directors Meeting Calendar to Separate Infrastructure and Economic Vitality Meetings

Michael Alfano provided a brief overview of the item to consider the separation of Infrastructure and Economic Vitality meetings including schedule history, potential calendar changes and possibility of additional meetings. Mr. Alfano noted that the Economic Vitality Leadership Council recommended Option 2.

Allen Stucks moved, seconded by Peter Okonkwo, to recommend approval of Option 2.

Elva Peppers questioned if separating the two subjects would cause any delays to Infrastructure projects. Autumn Calder stated that because changes would take effect in 2022, project schedules could be structured around the IA Board calendar.

Mary Glowacki questioned any additional requirements related to needing eight meetings annually. Michael Alfano stated that the IA Board requested options for consideration and reiterated staff's commitment to either six or eight meetings.

Option 2: Recommend the IA Board approve Option #2 to amend the Blueprint Intergovernmental Agency Board of Directors meeting schedule to hold six (6) regular meetings per year; hold separate meetings for Blueprint Infrastructure and OEV business, except for when there is a budget workshop or budget public hearing scheduled for the same day as a regular meeting; review this practice as part of the 2022 joint regular meeting.

The motion passed 8-0.

- 3. Recommendation of Approval of Market District Park Concept Plan

Autumn Calder outlined the current and future process steps of the Market District Park and introduced the design consultant, Mary Margaret Jones, who provided a brief overview of the community engagement and survey results including the community preferences for walking paths, shaded gathering areas to include native plants, playground and water play, and open spaces. The preferred park character for landscaping was a hybrid of an informal or pastoral and blended or ecological setting.

Jim McShane asked about lighting. Mary Margaret Jones noted that lighting would be dark-sky friendly lighting in the gathering areas.

Peter Okonkwo asked about parking. Mary Margaret Jones noted the parking areas on the concept plan but noted that design was not far enough along to indicated the number of spaces available.

Mary Glowacki asked about maintenance moving forward. Autumn Calder stated that the Blueprint 2020 sales tax extension included annual allocations to the City and County to support maintenance of parks constructed through Blueprint sales tax dollars.

Autumn Calder spoke to the estimated costs of the Market District Placemaking project. The park element was estimated at \$6.6 million of the total \$11.1 million project budget.

Allen Stucks moved, seconded by Elva Peppers, to recommend approval of Option 1.

Option 1: Recommend the IA Board approve the Blueprint Market District Park Concept Plan.

The motion passed 8-0.

Elva Peppers moved, seconded by Allen Stucks to recommend approval of Options 2 and 3.

Option 2: Recommend the IA Board Authorize Blueprint to advertise, negotiate, and award a contract for design services for the Blueprint Market District Park.

Option 3: Recommend the IA Board approve the proposed alterations to future Market District Placemaking Project Elements to remove the northern portion of the Timberlane Greenway and neighborhood connections as shown in Attachment #3.

The motion passed 8-0.

I. PRESENTATION / INFORMATIONAL ITEMS

- Office of Economic Vitality Q1 2021 Update

Richard Fetchick highlighted the strategic initiatives of the OEV Q1 2021 update and entrepreneurship including collaborations with funding partners for minority businesses and grant or investment projects. Darryl Jones provided a brief overview of procurement oversight activities of the MWSBE office including 271 certified vendors and access to another 619 certified vendors through collaborations with the Office of Supplier Diversity. Drew Dietrich provided an update on business recruitment including the Competitive Projects process and site development. He also noted 13 active projects, 10 RFP submissions, and four capital projects. A copy of the presentation is on file at Blueprint Intergovernmental Agency.

- **Blueprint Infrastructure Q1 2021 Update**

Mike Alfano provided a brief overview on the Q1 2021 Blueprint Infrastructure program including the transition from project update items at each meeting to quarterly reports that were easy to share, included project snapshots of the individual projects, improved accessibility to information, and available on the Blueprint website. Susan Emmanuel provided information on upcoming community engagement opportunities through Blueprint and OEV. A copy of the presentation is on file at Blueprint Intergovernmental Agency.

- **Review of the Lobbying Policy**

Susan Dawson provided a brief overview of the Blueprint Lobbying Policy including definitions, non-lobbying activities, registration requirements, quarterly reporting, and enforcement and penalty for violations. The policy and related forms are available on the Blueprint website. A copy of the presentation is on file at Blueprint Intergovernmental Agency.

- **Presentation on the Northeast Gateway Project Development and Environmental Study**

Ryan Wetherell provided a presentation on the Northeast Gateway project including information on the May 26, 2021, Public Hearing on the Project Development and Environmental Study (PD&E), the project overview, limits, and the recommended alignment, the economic impact summary of estimated annual savings to motorists, protected and recreational land summary, and next steps following the public hearing. A copy of the presentation is on file at Blueprint Intergovernmental Agency.

Allen Stucks encouraged Blueprint to utilize the Capital Outlook, a minority owned newspaper, for sharing project information. Dan Scheer stated that Blueprint managed project notifications and would take the suggestion under advisement.

Jim McShane suggested include the number of participants in the community engagement events to evaluate the reach to citizens.

IV. ADJOURN

Alan Stucks moved, seconded by Chris Daniels, to adjourn.

The motion passed 8-0.

The meeting adjourned at 7:19 pm.

Blueprint Intergovernmental Agency Citizens Advisory Committee Agenda Item #2

September 9, 2021

Title:	Recommendation of Acceptance of a Status Report on the College Avenue Placemaking Project
Category:	Consent
Department:	Blueprint Intergovernmental Agency
Lead Staff / Project Team:	Benjamin H. Pingree, Director, Department of PLACE Autumn Calder, Director, Blueprint Mike Alfano, Principal Planner, Blueprint

STATEMENT OF ISSUE:

This agenda item requests the Citizen Advisory Committee's (CAC) to recommend the acceptance of a status report on the College Avenue Placemaking Plan to the Blueprint Intergovernmental Agency Board of Directors (IA Board).

FISCAL IMPACT

This item has no fiscal impact.

CAC OPTIONS:

- Option 1: Recommend the IA Board accept the status report on the College Avenue Placemaking Project
- Option 2: Do not recommend the IA Board accept the status report on the College Avenue Placemaking Project. Provide alternative recommendation.

CAC RECOMMENDED ACTION:

- Option 1: Recommend the IA Board accept the status report on the College Avenue Placemaking Project

THIS PAGE INTENTIONALLY LEFT BLANK

Blueprint Intergovernmental Agency Board of Directors Agenda Item #X

September 27, 2021

Title: Acceptance of a Status Update on the College Avenue Placemaking Project

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
Mike Alfano, Principal Planner, Blueprint

STATEMENT OF ISSUE:

Consistent with IA Board direction at the April 8, 2021 meeting, this item provides a status update of the College Avenue Placemaking Project improvements and current status and requests acceptance of the same. As guided by previous IA Board project prioritization and long-term funding direction, outlined herein, this project will not receive funding until FY 2034, and will be fully funded in FY 2036. The current estimate included in the proposed FY 2022-2026 Capital Improvement Plan for the Project is \$8,877,692.

FISCAL IMPACT

This item has no fiscal impact.

RECOMMENDED ACTION:

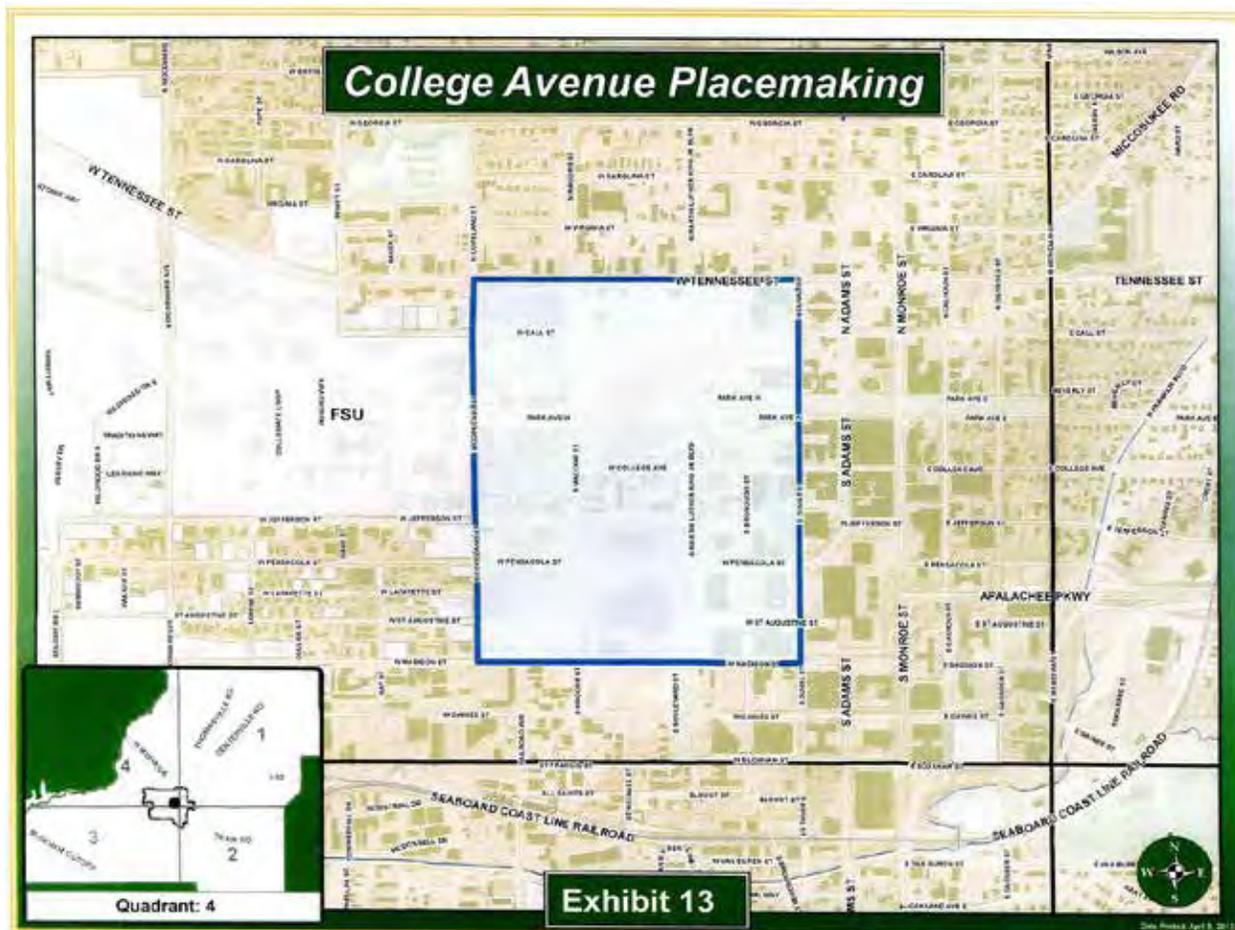
Option 1: Accept the Status Update on the College Avenue Placemaking Project.

EXECUTIVE SUMMARY:

As provided in the Second Amended and Restated Interlocal Agreement between Leon County and the City of Tallahassee, the College Avenue Placemaking Project (Project) provides funding to implement the College Avenue Placemaking Action Plan (Plan), which is provided at Attachment #1 and detailed more below. The Project includes funding for construction, stormwater improvements, streetscaping, and gateway enhancements. See Figure 1 for a map of the project area, included as an exhibit in the Interlocal Agreement.

At the April 22, 2014 IA Board meeting, the Project budget was approved at \$7,000,000. The current estimate included in the proposed FY 2022-2026 Capital Improvement Plan for the Project is \$8,877,692. This estimate accounts for inflation, consistent with Blueprint budgeting practices, and was approved by the IA Board at the May 27, 2021 Budget Workshop as part of the long-range funding plan.

Figure 1. College Avenue Placemaking Project Map



The IA Board approved the prioritization for the 10 Connectivity, Community Enhancement, and Quality of Life (CCQ) projects, the College Avenue Placemaking Project is one of the CCQ projects, at its September 19, 2017 meeting. The Project was ranked 8th out of 10 projects. As directed by the IA Board at the May 27, 2021 Budget Workshop with the approval of the long-range funding plan, this project will not receive funding until FY 2034. The project will be fully funded in FY 2036. See Attachment #2 for the long-term funding plan approved at the May 27, 2021 Budget Workshop, and ratified at the July 15, 2021 meeting. When this project receives funding allocations, another review of the current status of these improvements will be necessary; however, this review will assist in that process, as it is close to a half-way point between 2012 and 2034.

The College Ave Placemaking Action Plan outlines 36 site-specific improvement recommendations; 26 are infrastructure improvements within or along the public right-of-way, and ten that are related to marketing, public events, or rely on private sector involvement. Of the 26 infrastructure improvement recommendations, 11 have been completed or are partially complete, and 15 of the recommendations included in the Plan are incomplete, as highlighted in Attachment #3.

SUPPLEMENTAL INFORMATION:

BACKGROUND

As provided in the Second Amended and Restated Interlocal Agreement between Leon County and the City of Tallahassee, the College Avenue Placemaking Project (Project) provides funding to implement the College Avenue Placemaking Action Plan and includes funding for construction, stormwater improvements, streetscaping, and gateway enhancements.

The Leon Sales Tax Committee Final Recommendations Regarding the Continuation of the Local Government Infrastructure Surtax (Sales Tax Committee Report), from which the Blueprint 2020 projects are derived, provides further historical information (relevant pages for this Project included at Attachment #4). It details that the Project is a merger of two projects: Inspiring the Creative Class: College Avenue Placemaking a Florida State University and Downtown Improvement Authority submitted project. As a first step towards project implementation, the Florida State University Department of Urban and Regional Planning (DURP) tasked its Fall 2012 Masters Studio with the development of the College Park District Action Plan (Plan), included as Attachment #1.

This plan, which is the Plan referred to in the Second Amended and Restated Interlocal Agreement and that Blueprint is tasked with implementing improvements from, identifies four strategies critical to the redevelopment of the College Park District:

- Enhance Comfort & Image
- Upgrade Infrastructure
- Improve Transportation Facilities
- Encourage Infill Development

The Sales Tax Committee Report provides additional guidance that the project should include streetscaping along College Avenue, Park Avenue, and Macomb Street; the creation of pedestrian walkways to connect the Civic Center, Florida State Main Campus, Law School, and Downtown; as well as signage, intersection improvements and filling in missing sidewalk links.

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. At the February 21, 2017 meeting, the IA Board discussed a dual approach to funding the Blueprint 2020 projects. Based on IA Board action at that meeting, the larger, holistic roadway reconstruction projects will be prioritized consistent with the CRTPA Regional Mobility Plan. As a result, these projects are beginning to be funded in the Five-Year Florida Department of Transportation (FDOT) Work Program. This strategy maintained progress on projects where the IA Board has provided direction and continues the

collaborative approach to completing projects through FDOT and Federal Highway Administration partnerships.

The College Avenue Placemaking 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 College Avenue Placemaking Project is listed sixth in priority, ranking eighth out of the 10 CCQ projects.

Table 1. Blueprint 2020 Approved Prioritization for CCQ projects.

Table 1. CCQ Project Prioritization Approved September 19, 2017		
<u>Priority</u>	<u>Project Name</u>	<u>2014 Project Estimate</u>
1	Market District (80 pts.)	\$9,400,000
1	Orange Avenue/Meridian Road Placemaking (80 pts.)	\$4,100,000
2	Lake Lafayette and St. Marks Regional Linear Park (75 pts.)	\$15,816,640
3	Monroe-Adams Corridor Placemaking (55 pts.)	\$7,000,000
4	Midtown Placemaking (50 pts.)	\$22,000,000
5	Beautification and Improvements to the Fairgrounds (45 pts.)	\$12,000,000
5	Northeast Park (45 pts.)	\$10,000,000
6	College Avenue Placemaking (40 pts.)	\$7,000,000
7	Florida A&M Entry Points (25 pts.)	\$1,500,000
8	Tallahassee-Leon County Animal Service Center (10 pts.)	\$7,000,000

Project Funding

The College Avenue Placemaking project was allocated \$7,000,000, based on 2014 project cost estimates. Consistent with Blueprint budgeting practices to increase project cost estimates due to inflation prior to construction, and as approved by the IA Board in their long-range funding planning during the May 27, 2021 Budget Workshop, and ratified at the July 15, 2021 IA Board meeting, the current estimate included in the proposed FY 2022-2026 Capital Improvement Plan for the Project is \$8,877,692. Consistent with IA Board direction, this project will not receive funding until FY 2034, and will be fully funded in FY 2036.

SUMMARY OF PLAN RECOMMENDATIONS AND CURRENT STATUS OF PROJECT COMPONENTS

Section 4.0 of the Plan provides a breakdown of recommended corridor, site, and programming actions. These actions are site-specific recommendations to achieve the four goals described above. There are 36 site-specific improvement recommendations in the Plan; 26 are infrastructure improvements within or along the public right-of-way, and ten that are related to marketing, public events, or rely on private sector involvement, such as the recommendation to promote infill development on parcels currently used as surface parking lots. Of the 26 infrastructure-related improvements, 11 of these

recommendations are complete, or partially complete, and 15 recommendations are incomplete.

Table 2. Current Status of Plan Infrastructure Recommendations from Attachment 3

Table 2. Current Status Of Plan Infrastructure Recommendations			
	No.	Recommendation	Status
College Avenue	1	Significant Stormwater Improvements	Incomplete
	2	Widen the Sidewalk to 15 feet	Partially Complete
	3	Create a Sharrow to Accommodate Bicycle Travel	Incomplete
	4	Install street furniture, lighting and landscaping	Partially Complete
Civic Center	No.	Recommendation	Status
	5	Create Civic Center Way	Incomplete
Westcott Building Intersection	No.	Recommendation	Status
	6	Create More Attractive Pedestrian Entrance	Incomplete
Westcott Building Intersection	No.	Recommendation	Status
	7	Alternative A: Increase Greenspace and Move Bus Stops Alternative B: Construct a Half-circle roundabout	Incomplete
Macomb Street	No.	Recommendation	Status
	8	Provide Separate Bike Lanes	Incomplete
	9	Convert Southbound Bike Lane to Shared Lane and Expand Sidewalk	Incomplete
	10	Install street furniture, lighting and landscaping	Incomplete
	11	Insert Flashing Indicators Between Civic Center & St. Augustine Garage	Partially Complete
Park Ave	No.	Recommendation	Status
	12	Narrow Street to Three Lanes	Incomplete
Park Ave	No.	Recommendation	Status
	13	Improve Streetscaping Along Park Ave	Incomplete
Doug Burnette Park	No.	Recommendation	Status
	14	Extend Doug Burnette Park North in Two Phases	Incomplete
	15	Landscaping and Beautification	Partially Complete
Madison Street	No.	Recommendation	Status
	16	Install Uplighting to Accent Live Oaks	Incomplete
	17	Install Street Furniture and Trees on Madison and Pensacola Street	Incomplete
	18	Convert Madison Street and Pensacola to Two-Way	Incomplete
	19	Expand and Increase Sidewalk Coverage	Partially Complete
Processional Path	No.	Recommendation	Status
	20	Increase On-street Parkign Along Madison Street	Complete
Old City Cemetery	No.	Recommendation	Status
	21	Install Crosswalks	Incomplete
	22	Create a Processional Path for the District	Partially Complete
	23	Increase Access to the Cemetery	Partially Complete
	24	Improve the Aesthetics and Visibility of the Cemetery	Partially Complete
	25	Enhance the Main Entrance to the Cemetery	Partially Complete
	26	Improve Wayfinding in the Cemetery	Partially Complete

Attachment #3 provides a more detailed listing of the 26 infrastructure related improvements, as well as a table, that provides a summary of the current status of the 26 infrastructure-related improvements.

CONCLUSION:

This item provides a summary of the current status of the College Ave Placemaking Plan Project, as requested by the IA Board at their April 8, 2021 meeting. As provided in Attachment #3, there are 36 site-specific recommendations provided in the Plan, with 26 of them being infrastructure-related. Of these 26, 11 are completed or partially complete, and 15 are yet to be implemented.

Consistent with IA Board direction, the Project will not receive any funding allocations until FY 2034, and will be fully funded in 2036. As such, when this project receives

funding allocations from FY 2034 through FY 2036, another review of the current status of these improvements will be undertaken and provided to the IA Board for consideration and direction; this review will assist in that process, as it is close to a half-way point between 2012 and 2034.

OPTIONS:

- Option 1: Accept the Status Update on the College Avenue Placemaking Project.
- Option 2: Do not accept the Status Update on the College Avenue Placemaking Project. IA Board Direction.

RECOMMENDED ACTION:

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

Attachments:

1. College Park District Action Plan
2. Long-Term (FY 22 - FY 40) Funding Plan
3. Plan Recommendations and Current Status
4. College Avenue Placemaking Sales Tax Committee Report Pages

College Park District Action Plan

The Florida State University
Department of Urban and Regional Planning
Florida Planning and Development Lab
Fall 2012 Studio



Acknowledgements



The College Park District Studio Team would like to thank each and every individual who made this vision possible. From Working Group meetings to interviews and informal conversations, a countless number of individuals inspired the Studio Team to produce a progressive vision for the future of the College Park District. This Plan was developed collaboratively with a diverse constituency of Tallahassee residents who share a vested interest in the future success of the College Park District. It is our hope that the District will be cherished by visitors, residents, students, faculty, and staff for years to come. We give thanks to the following individuals and associations:

Working Group Members

Dennis Bailey, FSU Facilities
Mark Bertolami, FSU Facilities
Zach Galloway, Tallahassee-Leon County Planning Department
Edward Murray, NAI-TALCOR
Dan Gilbertson, Property Owner
Jay Revell, College Park Association
Paula Smith, Capital City Bank
Michael Steiner, Property Owner
David Thayer, FSU Facilities

Associations

Blueprint 2000
Capital Region Transportation Planning Agency
City of Tallahassee Department of Economic and Community Development
Tallahassee Community Redevelopment Agency
City of Tallahassee Growth Management Department
College Park Association
Florida State University
Hooper Construction, Inc.
Star Metro
Tallahassee-Leon County Planning Department
Council on Culture and Arts
Town and Gown Tallahassee

Student Advisory Committee

Dennis Bailey
Dr. Timothy Chapin
Dr. Rebecca Lewis



Acknowledgements

Florida Planning and Development Lab

Mary Jo Spector
Lindsay Stevens, Esq.

Fall 2012 Studio Team

Brian Austin
Harris Berns-Cadle
Valerie Brookens
Julian Burton
Jeff Diemer
Elwyn Gonzalez
Paul Greilich
David Harrison
Katie Kinka
Dave Thorpe
Andrew Young

Executive Summary



Executive Summary

This Plan sets forth a comprehensive vision designed to revitalize the College Park District (“the District”), a 232-acre area located between the Florida State University and Downtown Tallahassee, Florida. The College Park District Action Plan was created by eleven graduate students within the Florida Planning and Development Lab in FSU’s Department of Urban and Regional Planning during the fall of 2012.

The College Park District has enormous value to the Tallahassee community and contains several historically significant buildings, landmarks, and greenspaces. The area buzzes with student life associated with the University and its numerous fraternity and sorority houses, and it regularly draws crowds to events held at the Leon County Civic Center. Yet, despite its strengths, the District struggles physically and economically, and has failed to attract substantive investment or redevelopment over the past several decades. This has translated to an area that lacks basic amenities, contains numerous surface parking lots and vacant parcels, and has inadequate stormwater capacity and an outdated housing stock.

The purpose of this Plan is to redevelop the College Park District to meet its fullest potential as a distinguishable and vibrant urban space that attracts people to live and visit, while honoring its history and prominent location between the City and the University. The Studio Team crafted its proposals based upon exhaustive research combined with community input in the form of a public meeting, working group meetings, and conversations with District residents and City officials. The Plan seeks to unify the interests of a broad spectrum of stakeholders ranging from private developers, the City of Tallahassee, the area’s universities, Greek organizations, its local business owners, and more.

The Plan achieves this by identifying four strategies critical to the redevelopment of the College Park District: Enhance Comfort & Image, Upgrade Infrastructure, Improve Transportation Facilities, and Encourage Infill Development. Within these four redevelopment strategies lies several site-specific recommended actions that incorporate stakeholder input and apply the Team’s knowledge and expertise in urban planning. The Team’s recommendations include detailed site assessments, visual renderings, and implementation strategies based on priority in order to make these recommendations a reality. These site-specific recommended actions are as follows:

- o *College Avenue* – Celebrate the heart of the District by preserving the Westcott vista and improving pedestrian and bicycle infrastructure
- o *Civic Center* – Restore Tallahassee’s original street grid via the creation of ‘Civic Center Way’, expand FSU facilities, promote infill development



Executive Summary

- o *Westcott Building Intersection* – Define and enhance the Westcott entrance to FSU and improve traffic circulation
- o *Macomb Street* – Increase safety for drivers, pedestrians, and bicyclists through traffic calming measures and bicycle and pedestrian improvements
- o *Park Avenue* – Provide new student-oriented housing options and implement streetscape improvements
- o *Doug Burnette Park* – Extend the park in two phases and promote public art and events
- o *Madison Street* – Convert to two-ways, improve pedestrian facilities, and encourage infill development to create synergy with Gaines Street
- o *Processional Path* – Construct an aesthetically pleasing path to link FSU, Downtown, the Civic Center, and FSU Law
- o *Old City Cemetery* – Increase access, signage, and the visibility of the City Cemetery

The implementation of the Studio Team’s recommended actions will help to attract reinvestment and stimulate the revitalization of the College Park District. The targeted strategies outlined in this Plan will foster a socially and economically vibrant area by improving the District’s pedestrian and bicycle infrastructure, encouraging infill development, and ultimately establishing a sense of place unique to the College Park District. With these changes, the District will be able to transform into an exciting destination that is befitting of its location within the heart of Tallahassee.

Table of Contents



Section 1: Introduction and Existing Conditions	1
1.1 Welcome to the College Park District	1
Location and Description of the District	1
Why Focus on the College Park District?	1
1.2 Purpose of the Plan	4
1.3 Vision Statement	4
1.4 Existing Conditions	5
Comfort and Image	7
Relevant Plans and Agencies	9
Transportation and Infrastructure	19
College Park Demographics and Housing Makeup	34
Land Use and Development	35
Topography	40
1.5 Existing Conditions Conclusion	41
Existing Conditions Takeaways	42
Section 2: Project Planning Process	44
2.1 Introduction	44
2.2 Working Group	45
2.3 Public Meeting	46
Visual Preference Survey	46
Map Exercises	49
Build-Out Survey	55
2.4 Interviews	56
Key Themes from Community Input	58
2.5 Project Planning Process Takeways	58
Section 3: College Park Redevelopment Strategies	59
3.1 Introduction	59
3.2 Enhance the Comfort and Image of the District	60
Develop a Brand for the College Park District	60
Increase Signage	61
Improve Lighting	61
Implement a Wayfinding System	62
Keep the District Clean	63
Promote Additional Public Activities and Events	63
Beautify the District with Additional Landscaping	65
3.3 Upgrade Infrastructure	66



Table of Contents

Increase Stormwater Capacity for College Avenue	66
Current Stormwater Alternatives	67
Bury Utility Lines	69
3.3 Improve Transportation Facilities	71
Improve Connectivity	71
Add Additional Parking	74
Improve Bike Facilities	76
Implement Traffic Calming Measures	76
Address Transit Needs	77
3.4 Encourage Infill Development	80
Construct Mixed Use Development on Appropriate Sites	82
Encourage New Student-Oriented Housing	83
Expand FSU Facilities	83
3.5 Redevelopment Strategies Conclusion	83
Section 4: Corridor, Site, and Programming Recommendations	86
4.1 College Avenue	88
Encourage Additional Activities and Events	88
Widen the Sidewalks to Improve Walkability for the College Avenue Corridor	89
Install Street Furniture, Lighting, and Landscaping	90
Create a Shared Roadway to Accommodate Bicycle Travel on College Avenue	91
Encourage Mixed-Use Development Along College Avenue	91
4.2 Civic Center	93
Create “Civic Center Way”	94
Promote Weekly Food Vendors on “Civic Center Way”	95
Create a More Attractive Pedestrian Entrance	96
Encourage Infill Development	97
Construct Mixed-Use Development on Civic Center Lot	97
Expand FSU Facilities	99
4.3 Improve the Westcott Intersection	101
Improve the Intersection at College Avenue and Copeland Street to Celebrate FSU’s Westcott Building	101
Promote Infill Development on Parcels Currently Used as Surface Parking	103
4.4 Macomb Street	105
Provide Separated Bike Lanes	105
Convert Southbound Bike Lane to Shared Lane and Expand Sidewalk	106
Install Street Furniture, Lighting, and Landscaping	106
Install Flashing Indicator Between Civic Center and St. Augustine Garage	107

Table of Contents



Narrow Street to Three Lanes	107
4.5 Park Avenue	110
Improve Streetscaping Along Park Avenue	110
Develop New Student-Oriented Housing Along Park Avenue	111
4.6 Doug Burnette Park	114
Extend Doug Burnette Park North in Two Phases	116
Encourage Local Artist-Produced Street Furniture and Accessories	117
Doug Burnette Park Landscaping and Beautification	117
Install Uplighting to Accent Live Oaks	117
4.7 Madison Street	118
Install Street Furniture and Trees on Madison Street and Pensacola Street	118
Convert Madison Street and Pensacola Street to Two-Way Streets	119
Expand and Increase Sidewalk Coverage	121
Increase On-Street Parking Along Madison Street	121
Install Crosswalks	121
Construct Mixed-Use Development on Vacant Parcels Along Madison Street	122
4.8 Processional Path	124
Create a Processional Path for the District	124
4.9 Old City Cemetery	127
Improve Access to the Cemetery	127
Improve the Aesthetics and Visibility of the Cemetery	128
Enhance the Main Entrance to the Cemetery	128
Improve Wayfinding in the Cemetery	129
4.10 Corridor, Site, and Programming Recommendations Conclusion	129
4.11 Implementation Matrices	131
Section 5: Conclusion	140
Appendices	A-1
References	R-1



List of Figures and Tables

List of Figures

Section 1: Intro and Existing Conditions

Figure 1.1 College Park Base Map	2
Figure 1.2 Notable Locations in the College Park District	3
Figure 1.3 Place Diagram	5
Figure 1.4 Tallahassee Placemaking Initiatives	6
Figure 1.5 Historic Greenspaces in Tallahassee	7
Figure 1.6 Historic Buildings in College Park District	7
Figure 1.7 FSU Law School	8
Figure 1.8 Doug Burnette Park	8
Figure 1.9 Chain of Parks	8
Figure 1.10 Park Avenue	8
Figure 1.11 Trash Within the District	8
Figure 1.12 Unkept Porch in the District	8
Figure 1.13 Multi-modal Transportation District	11
Figure 1.14 Downtown Overlay	12
Figure 1.15 Community Redevelopment Agency Districts	14
Figure 1.16 Florida State University Acquisition Zones	16
Figure 1.17 Downtown Improvement Authority Boundary	18
Figure 1.18 Madison Street	20
Figure 1.19 Traffic Within the College Park District	21
Figure 1.20 Vehicle to Vehicle Accidents: College Park District, 2012	22
Figure 1.21 Vehicle to Pedestrian/Bicycle Accidents: College Park District, 2012	23
Figure 1.22 Average Daily Traffic Counts for College Park District Roads, 2011	24
Figure 1.23 Seminole Express	25
Figure 1.24 Star Metro Bus Stop at Copeland and College	25
Figure 1.25 Existing Star Metro Bus Routes: College Park District, 2012	26
Figure 1.26 Sidewalk Coverage Network: College Park District	27
Figure 1.27 Missing Intersection Crosswalks in the College Park District	28
Figure 1.28 Existing Bike Routes: College Park District, 2012	30
Figure 1.29 Parking Within the College Park District	31
Figure 1.30 Pensacola Parking Garage Existing	32
Figure 1.31 Stormwater Deficiency Points: College Park District, 2012	33
Figure 1.32 Above Ground Utility Lines along College Avenue	34
Figure 1.33 Underutilized Parcels Within the District	36
Figure 1.34 Existing Land Use: College Park District, 2012	37

List of Figures and Tables



Figure 1.35 Existing Zoning: College Park District, 2012	38
Figure 1.36 New Development on Gaines/Madison/St. Augustine, 2012	39
Figure 1.37 College Park District DEM Map 2012	40
Figure 1.38 Looking East on College Ave	40

Section 2: Project Planning Process

Figure 2.1 College Park Public Meeting Flyer	46
Figure 2.2 Visual Preference Survey Results	48-49
Figure 2.3 Collective Results of Strengths and Weaknesses Identification Map Exercise	50
Figure 2.4 Participants During Map Exercises	51
Figure 2.5 Example Map: Combined Map Exercises	52
Figure 2.6 Residential Development Preferences	53
Figure 2.7 Commercial Development Preferences	54
Figure 2.8 College Avenue Massing at Existing Height	54
Figure 2.9 College Avenue Massing at Medium Height	55
Figure 2.10 College Avenue Massing at Maximum Height	56

Section 3: College Park Redevelopment Strategies

Figure 3.1 Proposed College Park Logos	60
Figure 3.2 Westcott Building at Night	61
Figure 3.3 Decorative Lighting Along Copeland Street	61
Figure 3.4 Legacy Walk at FSU	62
Figure 3.5 Wayfinding in Alexandria, Virginia	62
Figure 3.6 Solar-Powered Trash Compactors	63
Figure 3.7 Food Truck Events	64
Figure 3.8 Mercer University Soap Box Derby	65
Figure 3.9 Native Florida Wildflowers	65
Figure 3.10 Stormwater Detention Vault	68
Figure 3.11 Vegetated Green Roof	68
Figure 3.12 Vegetated Swale	68
Figure 3.13 Rain Garden	69
Figure 3.14 Permeable Pavement	69
Figure 3.15 Call Street Utility Lines	69
Figure 3.16 College Park District Buried Utility Line Locations	70
Figure 3.17 New Sidewalk Pattern Along Park Avenue	72
Figure 3.18 Crosswalk at Park Avenue and Bronough Street	72
Figure 3.19 Downtown Tallahassee Sidewalk Construction	73



List of Figures and Tables

Figure 3.20 Bike Box	74
Figure 3.21 College Park District Future Parking	75
Figure 3.22 Raised Crosswalk	76
Figure 3.23 Traffic Bulb-out	76
Figure 3.24 Gaines Street Bus Shelter	77
Figure 3.25 Future Star Metro Routes	78
Figure 3.26 College Park District's Parcels for Redevelopment	81
Figure 3.27 Mixed-Use Development	82
Figure 3.28 Mixed-Use Development	82
Figure 3.29 College Park District Action Plan Conceptual Diagram	85
 Section 4: Corridor, Site, and Programming Recommendations	
Figure 4.1 Site Specific Recommendation Overview Map	87
Figure 4.2 Westcott Vista	88
Figure 4.3 Soap Box Derby on College Avenue	89
Figure 4.4 Improved Sidewalks along College Avenue	90
Figure 4.5 Tree Buffer along Sidewalk	91
Figure 4.6 Shared Roadway	91
Figure 4.7 Infill Development Located at College Avenue and Macomb Street	92
Figure 4.8 Existing Civic Center Site	94
Figure 4.9 Civic Center Way Food Trucks	96
Figure 4.10 Existing Civic Center Entrance	97
Figure 4.11 Civic Center with Pedestrian Greenway	97
Figure 4.12 Pedestrian Greenway Option Site Plan	98
Figure 4.13 Civic Center High Density Option	99
Figure 4.14 Civic Center Pedestrian Greenway Option	100
Figure 4.15 Jefferson Street Bus Pull-Off	101
Figure 4.16 Westcott Infill Development	102
Figure 4.17 Westcott Greenspace Overhead View	102
Figure 4.18 Westcott Intersection Roundabout	103
Figure 4.19 Westcott Intersection Roundabout Overhead View	104
Figure 4.20 Bike Lane Divider	105
Figure 4.21 Potential Street Trees on Macomb	106
Figure 4.22 Pedestrians Crossing Macomb to the Civic Center	107
Figure 4.23 Flashing Indicators	108
Figure 4.24 Three-lane Conversion on Macomb Street	108
Figure 4.26 Macomb Street Cross Section	109
Figure 4.27 Flowered Median	110

List of Figures and Tables



Figure 4.27 New Park Avenue Residential Development	111
Figure 4.28 New Multi-Family Development on MLK Jr. Blvd.	112
Figure 4.29 Doug Burnette Park Extension	114
Figure 4.30 Doug Burnette Park Extension Map	115
Figure 4.31 Future Burnette Park Extension Next to Civic Center	116
Figure 4.32 Decorative Bench	116
Figure 4.33 Florida Wildflower	117
Figure 4.34 Tree Uplighting	117
Figure 4.35 Current Road Network	119
Figure 4.36 Proposed Future Configuration	119
Figure 4.37 Overhead View of Improved Madison Street	119
Figure 4.38 Future View of Madison Street Looking East	120
Figure 4.39 Martin Luther King Jr. Boulevard Crosswalk	121
Figure 4.40 Parcels for Redevelopment	122
Figure 4.41 Urban Grocery Store Example	122
Figure 4.42 Processional Path Route	125
Figure 4.43 Example Signage	126
Figure 4.44 FSU Bluelights	126
Figure 4.45 Old City Cemetery Gravesite	127
Figure 4.46 Cemetery Bench	128
Figure 4.47 Existing Old City Cemetery Entrance	128
Figure 4.48 Cemetery Wayfinding	128

List of Tables

Table 1.1 List of Roadways, Jurisdictions, and Classifications	21
Table 1.2 Number of Parking Spaces Within the District	29
Table 1.3 Demographic Characteristics of the District	35



This Page is Intentionally Left Blank

1.0 Introduction & Existing Conditions



1.1 Welcome to the College Park District

Location and Description of the District

The College Park District is located in the heart of Tallahassee, Florida. The District is positioned between Downtown Tallahassee and the eastern edge of The Florida State University (FSU) campus. In the center of the District lies College Avenue, the premier corridor that connects Downtown to FSU's main campus with an iconic view of the distinguished Westcott Building. The District is surrounded by Tennessee Street's commercial corridor to the north, Gaines Street's arts/culture district to the south, FSU's main campus to the west, and government facilities and downtown businesses to the east. The District is home to many FSU and city-owned buildings, historical sites, student housing, Greek organizations, as well as a number of privately owned businesses. The College Park District has many assets and great potential but has struggled to attract investment and form its own unique identity. (Figure 1.1 Map of District, page 2)

Why Focus on the College Park District?

Due to its proximity to Downtown, FSU, and surrounding activity centers, the District has the potential to be transformed into a place that is vibrant, economically sound, and meets the needs of its community. The District represents an opportunity to better connect Downtown and FSU, and also has the ability to provide a better image of both the City and University. As the City of Tallahassee and FSU continue to grow, it is important that they corroboratively focus their redevelopment and improvement efforts on the College Park District. Such a relationship will yield a mutually beneficial outcome for both entities.

The redevelopment of the College Park District is an initiative that has been embraced by a broad spectrum of stakeholders who realize the potential of such a thriving urban village. The College Park Association was formed with the desire to create a sense of place for the District and collaborate with other members of the community to help create a vision for its future development. Members include student groups, residents, property owners, as well as others with shared interests. This collaboration involved both FSU and the City of Tallahassee, who actively gave support and resources to the project planning process.

Not only does the College Park District serve as a physical connection between Downtown Tallahassee and FSU, it also symbolizes the concept of 'town and gown', which describes the relationship between universities and colleges and their surrounding communities. Historically, this phrase denotes a sense of tension for many reasons. This negative relationship is thought to have stemmed from the geographical isolation and separation between the two, and the perceptions of the academic institution as being physically large, socially influential, but solely focused on conducting and publishing research. Due to the urbanization of metropolitan areas, many universities are no longer as physically separated from their host cities.



1.0 Introduction & Existing Conditions

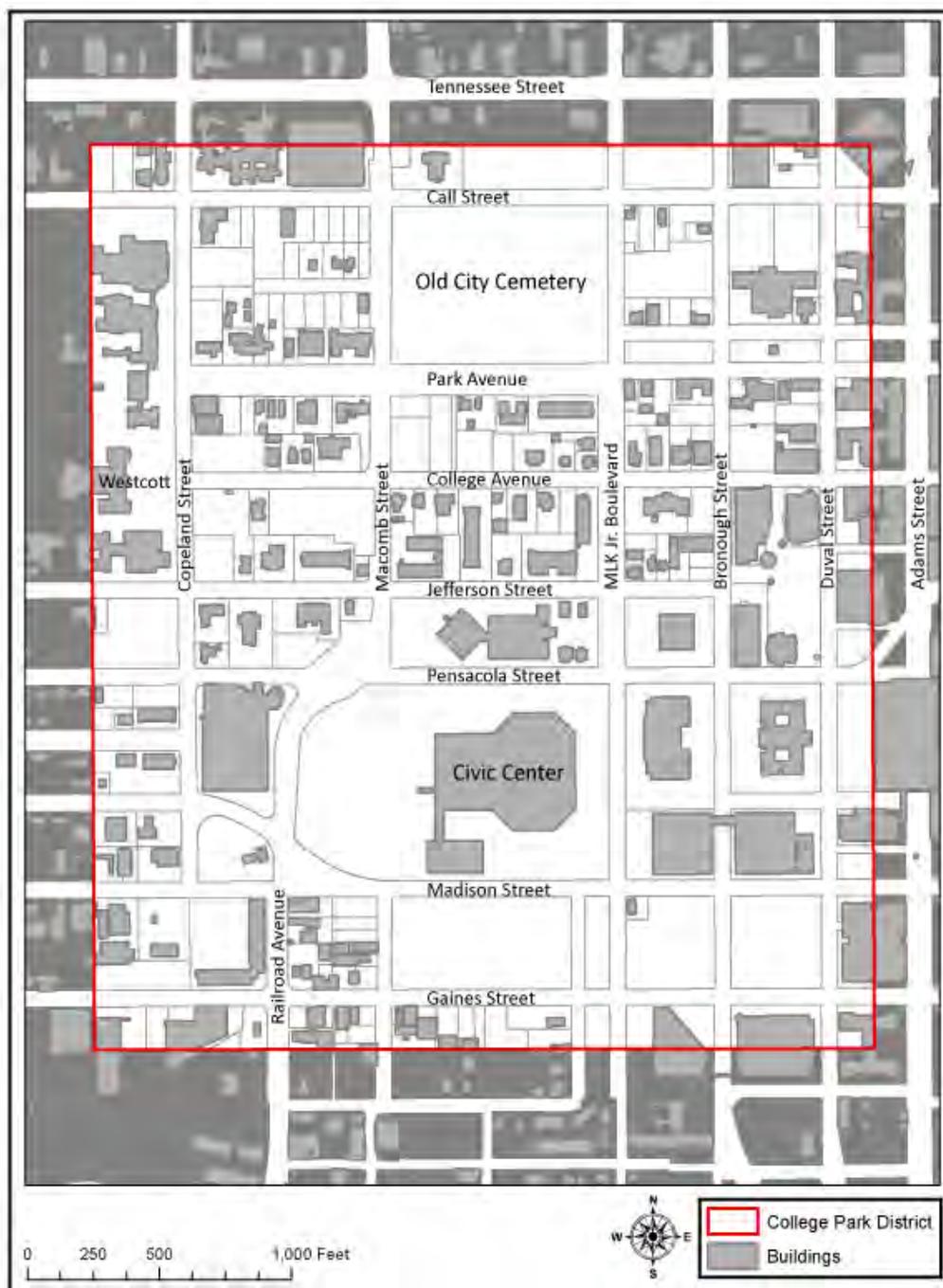


Figure 1.1: College Park Base Map
Source: College Park Studio

1.0 Introduction & Existing Conditions



Figure 1.2: Notable Locations in the College Park District
Source: College Park Studio



1.0 Introduction & Existing Conditions

Maintaining a “separation of powers” is no longer considered effective in addressing local issues that significantly impact multiple entities. The mutual benefits that can be gained through a collaborative relationship are becoming much more apparent. Because every town and gown relationship is unique, it is important to consider the history, traditions, and character of the respected institutions that distinguish them from others. (See Appendix A-5 to A-14 for more info on town and gown relationships)

Town and Gown Tallahassee (TAG) is an initiative that has been formed to explore and strengthen this relationship. TAG is a collaborative project that has received funding from the City of Tallahassee, Leon County, The Florida State University, Florida Agricultural & Mechanical University (FAMU), Tallahassee Community College (TCC), the Knight Foundation, and many other local organizations and businesses. TAG’s goal is to enhance cooperation among local residents, government, and the colleges and universities to create a better community in which to live and work. TAG has gained the support of over thirty stakeholders, including some of those who are involved in the College Park District Studio. These stakeholders understand and recognize the importance of bridging the gap between town and gown. This project represents the type of collaboration that is needed to strengthen the relationship between these entities for the betterment of the entire community.

1.2 Purpose of the Plan

The purpose of The College Park District Action Plan is to establish a vision for the District to guide redevelopment in the coming years. The Studio Team consists of 11 graduate students within the Department of Urban and Regional Planning (DURP) at FSU, and as a part of the Florida Planning and Development Lab (FPDL). The Studio Team was charged with developing a vision that will help this District create its own identity. This vision includes a series of recommendations and action steps that encourage effective implementation for key decision makers who will influence the development of this District and put the Plan into action.

1.3 Vision Statement

Positioned between The Florida State University and Downtown Tallahassee, the College Park District will be a vibrant destination defined by a mix of housing, retail, and entertainment that fosters lively pedestrian activity: an urban village that meets the needs of its predominantly student population by capturing the energy of its residents and providing an engaging place to live and an attractive area to visit.

1.0 Introduction & Existing Conditions



1.4 Existing Conditions

When developing a vision for a particular area, it is important to first understand its existing conditions, which include its physical makeup, as well as the plans and policies that regulate its development. Assessing existing conditions provides the foundation for capitalizing on an area's strengths and a framework for addressing its weaknesses. The Studio Team has placed these conditions into the following categories: Comfort and Image, Relevant Plans and Agencies, Transportation and Infrastructure, Land Use and Development, Demographics and Housing Makeup, and Topography. This information will ultimately inform and support the Studio Team's recommendations for creating a sense of place for the College Park District.



Figure 1.3: Place Diagram
Source: Project for Public Spaces



1.0 Introduction & Existing Conditions

While the concept of ‘place’ is somewhat abstract, it generally describes an area’s unique qualities in terms of its design, style, and livability. A successful place has distinguishable features and encourages people to interact with each other and their surroundings. The Project for Public Spaces (PPS) is a professional organization that defines the concept of place in four interrelated pieces: Access and Linkages, Comfort and Image, Uses and Activities, and Sociability (Figure 1.3, page 5). Access and Linkages refers to the visual and physical connections to, as well as through, a place. Comfort and Image considers perceptions about safety, cleanliness, and the availability of places to sit and relax. Uses and Activities describe the need for a wide variety of things for people to do in the area so that a broad mix of people will consistently use a space.

Lastly, Sociability builds upon the previous three elements, and emphasizes human interaction and the importance of participating in a variety of social activities within a place. The PPS definition of place provides parameters that can be used to assess substantive strengths and weakness of a given area.

The Tallahassee-Leon County Planning Department (TLCPD) subscribes to PPS’ Place Diagram as a guide to several recent “placemaking” efforts throughout Tallahassee. The goal of these efforts is to enhance or create a sense of place that builds upon the individual character of different districts around the City. TLCPD follows PPS’ claim that placemaking “capitalizes on a local community’s existing assets, inspiration, and potential, ultimately creating good public spaces that promote people’s health, happiness, and well-being.” Areas that have been prioritized so far include: Gaines Street, Midtown, The Market District, and the Monroe/Adams Corridor. Using the PPS Place Diagram as a guide, this Plan follows the City’s placemaking efforts and will add the emerging College Park District to Tallahassee’s growing number of unique places (Figure 1.4).



Figure 1.4: Tallahassee Placemaking Initiatives
Source: Tallahassee-Leon County Planning Department

1.0 Introduction & Existing Conditions



Comfort and Image

The College Park District owes its character to its location between the Florida State University and historic Downtown Tallahassee. Tallahassee’s street network was developed on a traditional grid that remains mostly intact throughout the District. Tallahassee’s original plan (circa 1824) included a 200-foot wide greenspace surrounding the city’s central squares (Figure 1.5). Remnants of this greenspace exist along Park Avenue (McCarty Street), and Doug Burnette Park, near Gaines Street and Martin Luther King Jr. Boulevard. Preservation of Park Avenue’s wide right-of-way allows for on-street parking, sidewalks on either side, and a series of medians that extends into the Chain of Parks. The Chain of Parks was the recipient of the American Society of Landscape Architects Centennial Medallion in 1999 and in 2012. Another important historic feature of the College Park District is its mature live oak trees, which provide shade and give the District a distinctly southern feel.

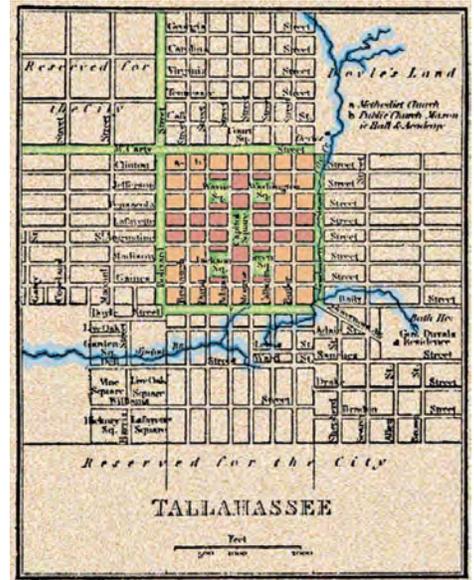


Figure 1.5: Historic Greenspaces in Tallahassee
Source: Tallahassee Downtown Improvement Authority

Several historic structures are located within the District. Buildings such as the Columns (1825), FSU’s Westcott Building (1910), Ford Nims House (1926), and others contain a variety of architectural styles and express the area’s history. In addition to their cultural and aesthetic value, these historic buildings are used for a variety of purposes, allowing them to remain relevant and contribute to the vitality in the District.

Florida State University has been one of Tallahassee’s major cultural and economic institutions for well over a century. FSU provides a landmark border, owns several important assets, and draws a large population of

students as well as faculty and staff to the District. In addition to FSU’s main campus, the University maintains ownership of several facilities in the District, such as the Law School, the Civic Center, and two parking garages. Potbelly’s is a popular bar located on College Avenue that draws crowds of students, especially on game days and for special events such as concerts and holiday celebrations.



Figures 1.6: Historic Buildings in College Park District

Source: College Park Studio



1.0 Introduction & Existing Conditions



Figures 1.7: FSU Law School
Source: College Park Studio



Figures 1.8: Doug Burnette Park
Source: College Park Studio



Figures 1.9: Chain of Parks
Source: College Park Studio



Figures 1.10: Park Avenue
Source: College Park Studio

Several weaknesses currently detract from the safety and image of the College Park District. For example, many streets lack adequate pedestrian and bicycle accommodations such as wide sidewalks, midblock crossings, street side vegetation and public seating. Macomb Street also acts as a barrier between blocks and neighborhoods because of its fast moving traffic. Trash and debris collect in certain areas of the District, especially along College Avenue. Trash associated with college parties ends up lining the street's lawns and accumulating in street drains. Tasteless graffiti also litters signs and sides of some of the District's buildings. The cumulative effect of the trash, debris, and graffiti results in visual clutter. It makes the area appear as though it is dirty and neglected and does not project a positive image of the University and its surrounding



Figure 1.11: Trash Within the District
Source: College Park Studio



Figure 1.12: Unkempt Porch in the District
Source: College Park Studio

1.0 Introduction & Existing Conditions



community.

The District hosts activities and events such as the Winter Festival and Homecoming Parade. However, these activities and events are affiliated with Downtown or the Florida State University. The District lacks activities and events which are associated with College Park. The addition of activities and events directly affiliated with College Park would elevate the areas profile and distinguish its image.

Comfort and Image Takeaways

- The District's historic buildings, greenspaces and street network collectively create a solid framework for the District's image to build upon
- FSU's architecture and facilities (Westcott, FSU Law School, Civic Center, and Greek housing) give the District a distinct collegiate image
- The District's comfort and image suffers from vacant parcels and litter; this creates an inconsistent urban fabric that is not well maintained
- Limited bicycle and pedestrian amenities create an unsafe and unattractive environment that discourages a vibrant street life
- Ultimately, the entire District does not have one cohesive, identifiable image
- The District is host to seasonal events and activities; most are associated with Downtown and the Florida State University

Relevant Plans and Agencies

There are many plans which shape the District's policy and regulatory composition. These plans serve as valuable resources to support the strategies and recommendations in the College Park District Action Plan. The following section highlights relevant components of these plans, which are applicable to the District. Because the Studio Team's recommendations coincide with specific goals and objectives contained within these plans, an understanding of these plans is essential to the successful redevelopment of the District.

This section also identifies the agencies and organizations responsible for the creation, maintenance, or implementation of the plans that are relevant to the College Park District's redevelopment, and provides an explanation of each agency's role and responsibilities. These agencies and organizations are referenced throughout the College Park District Action Plan, as they will serve as vital implementation partners to achieve the recommendations formed by the Studio Team.

The City of Tallahassee

The City of Tallahassee is the primary implementation partner that will assist with the redevelopment of the College Park District. The following





1.0 Introduction & Existing Conditions

sections describe the relevant departments and associated plans or documents which will help achieve the recommendations included in College Park Action Plan.

Tallahassee-Leon County Planning Department

The Tallahassee-Leon County Planning Department (TLCPD) provides guidance on zoning amendments, development standards, and orderly growth within Leon County. The Planning Department is also involved in placemaking initiatives which are focused on revitalizing blighted areas and promoting sense of place. The Planning Department's cooperation and expertise are paramount to a successful redevelopment strategy in the College Park District.



Tallahassee-Leon County Comprehensive Plan

The Tallahassee-Leon County Comprehensive Plan guides infrastructure, development, and overall growth within Leon County. The Comprehensive Plan outlines goals, objectives and policies, and contains a future land use map to articulate its vision for future land development by following a consistent growth management strategy.



Multi-Modal Transportation District

The Multi-Modal Transportation District (MMTD) is an amendment to the Tallahassee Land Development Code and covers a large portion of Tallahassee's central core (Figure 1.13, page 11). "The code seeks to improve the urban fabric of the Capital City through an increased emphasis on urban design and the public realm, thereby creating a pedestrian-friendly and transit-supportive district" (City of Tallahassee (COT), 2011a).



Downtown Overlay

The MMTD also contains the Downtown Overlay (Figure 1.14, page 12) which is divided into five zones (Central Core, North, South, East, West). The Downtown Overlay is a form based code which includes several zones that establish urban design guidelines. The College Park District lies within the Central Core (DT-1), which includes the following aspirations:

- Provide street-level activity in new buildings and discourage parking
- Promote a pedestrian environment and complement the unique "park-like" setting of Park Avenue
- Encourage mixed use development
- Protect the existing scale and architectural character of historic areas with the district

1.0 Introduction & Existing Conditions

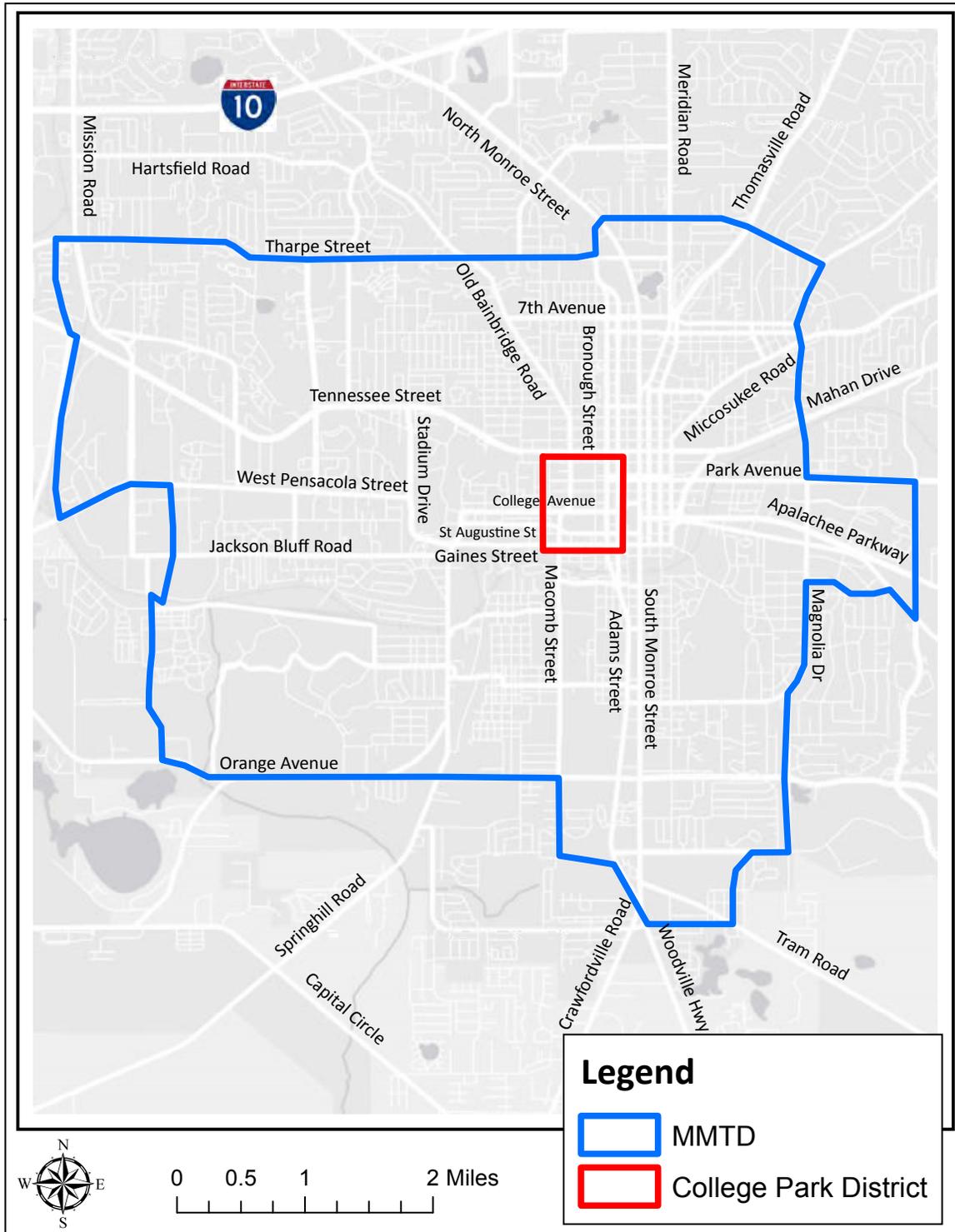


Figure 1.13: Multi-modal Transportation District
Source: College Park Studio



1.0 Introduction & Existing Conditions

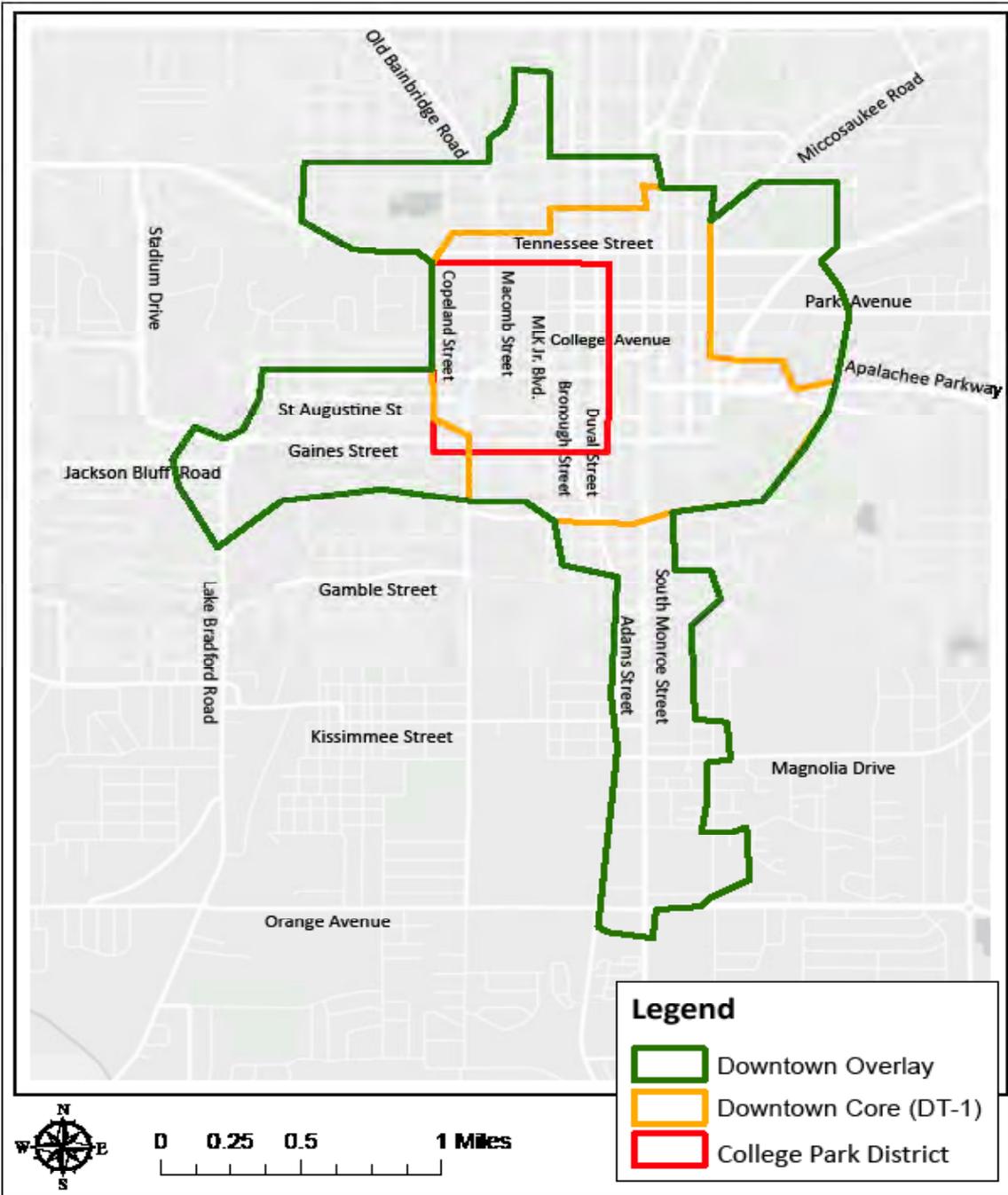


Figure 1.14: Downtown Overlay
Source: College Park Studio

1.0 Introduction & Existing Conditions



Community Redevelopment Agency

The City of Tallahassee established the Community Redevelopment Agency (CRA) in 1998 to create a framework for the redevelopment and enhancement of selected areas within the central urban district. The City of Tallahassee has two distinct redevelopment areas: the Frenchtown/ Southside Redevelopment Area (F/S CRA), established in June 2000, and the Downtown Redevelopment Area, established in June 2004.



CRA projects must serve a public purpose and address concerns raised in the adopted redevelopment plans for each area. Typical CRA projects include new parking lots and garages, buildings, park beautification projects, streetscape enhancements, and sidewalk improvements. CRA projects are funded by tax increment financing (Figure 1.15, page 14).

Downtown Community Redevelopment Plan

The Downtown Community Redevelopment Plan aims to encourage more retail, commercial, and entertainment opportunities in an effort to attract more people to Downtown Tallahassee. Because government, financial, and legal institutions primarily occupy this area, Downtown currently offers few retail and entertainment options. The Downtown CRA uses tax increment financing to provide more incentives for businesses to locate downtown. The College Park District could seek funding from this CRA to help achieve these initiatives.

Frenchtown/Southside Redevelopment Plan

Frenchtown/Southside Redevelopment Plan

The goal of the F/S CRA Plan is to improve the area's housing quality, infrastructure, and economic opportunities. A recent F/S CRA initiative was the revitalization of the All Saints neighborhood, which was undertaken by the Gaines Street Revitalization Project. Due to common borders with the F/S CRA, the College Park District shares similar interests and could seek funding which matches existing initiatives within the Frenchtown/Southside Redevelopment Plan.

Gaines Street Revitalization Project/Urban Design Guidelines

The Gaines Street Revitalization Project (GSRP) is located along the southern portion of the College Park District. Gaines Street was recently converted from a four lane highway to a two lane street with on-street parking, street furniture, and landscaping. The





1.0 Introduction & Existing Conditions

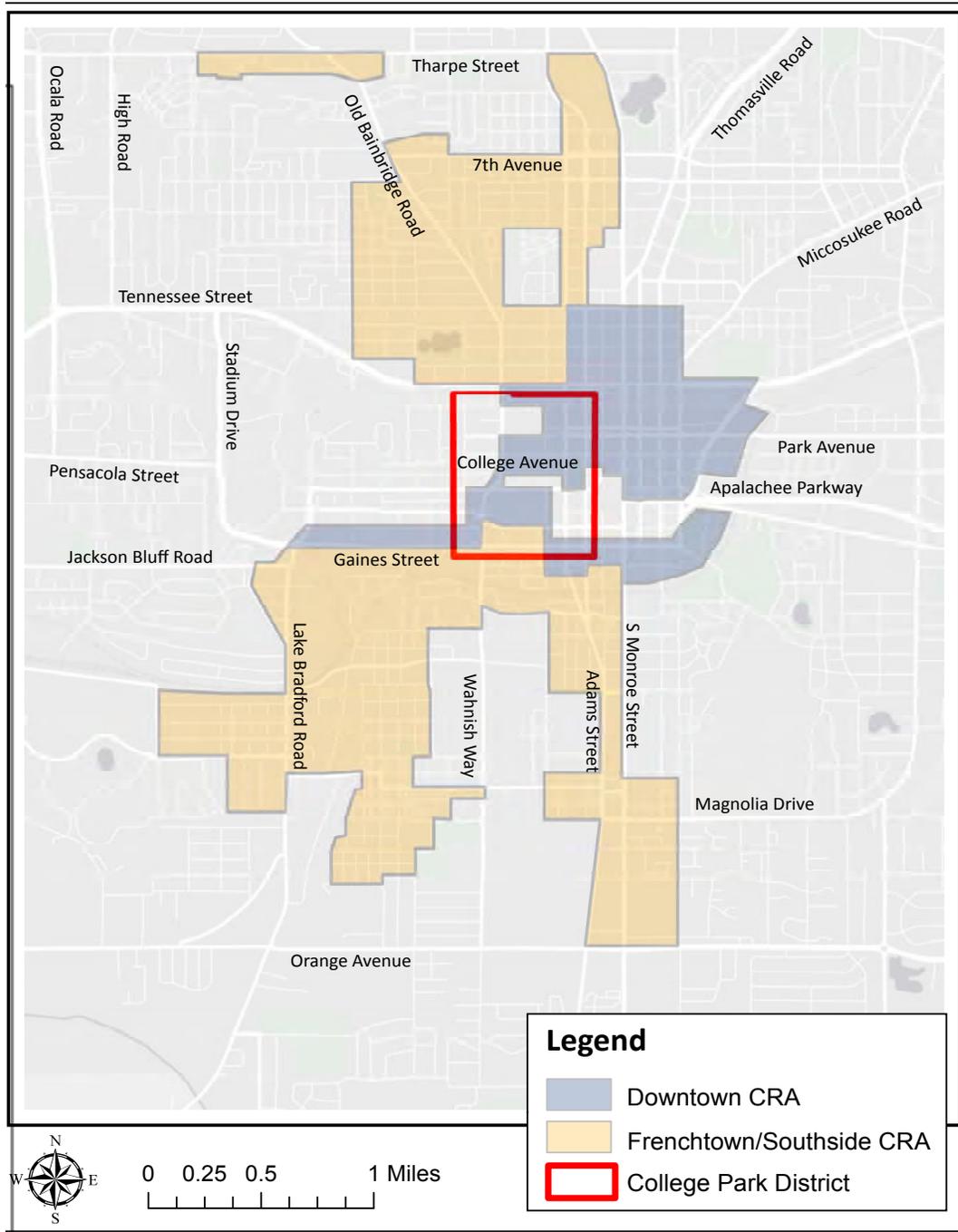


Figure 1.15: Community Redevelopment Agency Districts

Source: College Park Studio

1.0 Introduction & Existing Conditions



intention of the project is to beautify a once blighted portion of the city, while stimulating private investment and promoting sustainable development. *The Gaines Street Urban Design Guidelines* contain form based code regulations that outline intensity and density allowances, street setbacks, maximum allowable stories, and architectural guidelines that enhance the character of the street.

The GSRP demonstrates how CRA incentives and infrastructure improvements can attract new businesses, redevelopment, and infill projects to former blighted areas. The recommendations for College Park will rely heavily on GSRP guidelines, as the District has a tremendous opportunity to create synergy with Gaines Street initiatives and build upon its successful ongoing redevelopment.

Growth Management Department

The Growth Management Department is responsible for approving or denying building permits. Communication of incentives, expedited development reviews, and administrative fee rebates are examples of ways for the Growth Management Department can facilitate redevelopment in the College Park District.

Parks, Recreation & Neighborhood Affairs Department

This department is responsible for developing and maintaining public parks, recreational facilities, and programs within the city limits. Parks, Recreation & Neighborhood Affairs (PRNA) organizes a variety of city events in or near the District such as the Downtown Get Down and ice skating at Kleman Plaza. PRNA will be essential to any Studio Team recommendations which involve public park facilities.

Public Works Department

The Public Works Department provides infrastructure services to the community. Public Works will be called upon to provide improvements to sidewalks, utilities, and potential street redesigns within the District. The Public Works Department is essential to the implementation of any infrastructure improvements within the College Park District.

The Florida State University

Florida State University's main campus has a dense urban character with historic brick buildings, beautiful greenways, and extensive bike/pedestrian paths throughout its main campus. FSU already holds a strong presence in the western portion of the College Park District as several fraternity and sorority houses exist on College Avenue and Copeland Street. Many students also desire to live on or near campus. This is an increasing trend exemplified by numerous





1.0 Introduction & Existing Conditions

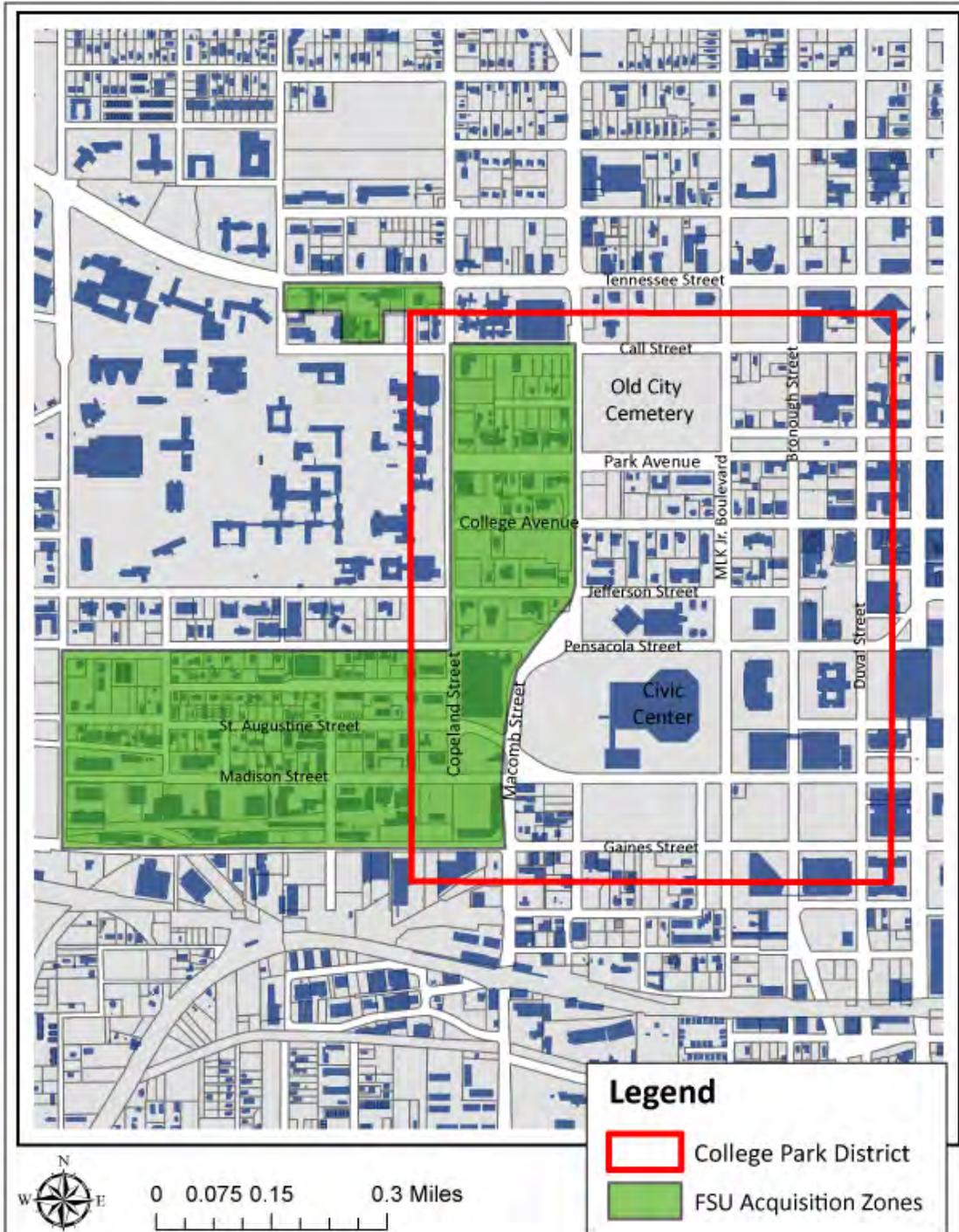


Figure 1.16: Florida State University Acquisition Zones
Source: College Park Studio

1.0 Introduction & Existing Conditions



new developments catering to student housing near the main campus. Florida State's outward expansion will continue to play a large role in the development of the District.

The Florida State University Master Plan

The Florida State University Master Plan was developed in 2008 and revised in 2009. FSU seeks to maintain its current density and provide room for sustained growth (FSU, 2008). Since developable land on its main campus is nearing its capacity, FSU plans to continue to acquire land to expand to the south and east of its main campus. The map to the right displays FSU's intended acquisition zones with relation to the College Park District boundaries (Figure 1.16, page 16). Along with the planned acquisition zones, FSU has recently acquired the Civic Center, which is not currently represented in the FSU Master Plan.

Tallahassee Downtown Improvement Authority

The Tallahassee Downtown Improvement Authority (TDIA) was created through an act of the Florida Legislature in 1971 as a special assessment district. "The mission of the TDIA is to promote Downtown Tallahassee as a place for business and entertainment" (TDIA, n.d.). The map on page 18 displays the TDIA district boundaries in relation to the College Park District (Figure 1.17, page 18).



Tallahassee Downtown Pedestrian Connectivity Plan

The Tallahassee Downtown Pedestrian Connectivity Plan (TDPCP) was created for the TDIA. The TDPCP provides recommendations "to increase the quality of the pedestrian environment in the core downtown area of Tallahassee" (TDPCP, 2005). Business members of the TDIA have expressed concern over the lack of pedestrian traffic resulting in a negative impact for businesses in the downtown core. The TDPCP provides an analysis of conditions, policy framework of the downtown core, and implementation steps to improve pedestrian connectivity and encourage more development downtown.

Private Entities

Many of the Studio Team's recommendations hinge upon demand within the private market. Many sites will rely on the desires of private developers to construct new development within the District. The Studio Team relied on the guidance of private property owners within the Working Group to determine the most desirable and appropriate development for the College Park District.



1.0 Introduction & Existing Conditions

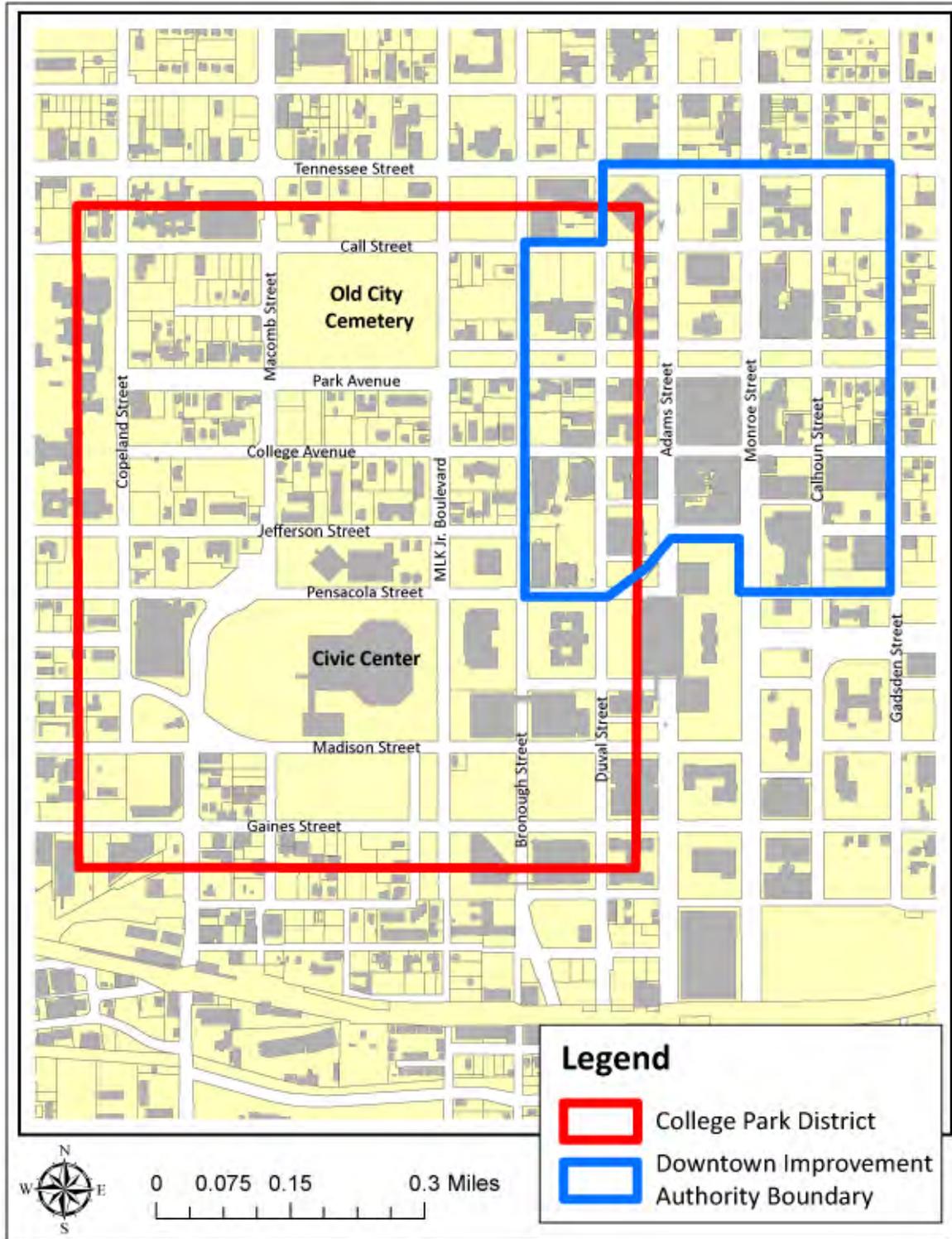


Figure 1.17: Downtown Improvement Authority Boundary
Source: College Park Studio

1.0 Introduction & Existing Conditions



Tallahassee Trust for Historic Preservation

The Tallahassee Trust for Historic Preservation (TTHP) is a non-profit organization which assists the City of Tallahassee and Leon County in their historic preservation efforts. The Tallahassee-Leon County Comprehensive Plan identifies TTHP as a public-private partnership with the responsibility of historic preservation, protection, and the promotion of cultural heritage.

TALLAHASSEE TRUST
for HISTORIC PRESERVATION, Inc.

Council on Cultural Arts

The Council on Cultural Arts (COCA) will assist with the implementation of art or culturally-based recommendations within the College Park District. COCA is a non-profit organization which aims to provide information and promote the arts and cultural industry within the Capital City area (Council on Cultural & Arts, 2012). The Tallahassee-Leon County Comprehensive Plan identifies COCA as the agency “responsible for enhancing public awareness of cultural opportunities.”



Relevant Plans and Agencies Takeaways

- These agencies and plans will play an important role in serving as a catalyst for change within the District.
- The success of the College Park District Action Plan is dependent upon the cooperation and coordination among these agencies.
- The plans and agencies described in this section will be mentioned more specifically throughout the Plan to explain how they assist in meeting the recommendations and actions set forth by the Studio Team.

Transportation and Infrastructure

Role of Transportation Within the College Park District

The transportation network is a vital component of the College Park District and the system includes multiple modes such as walking, cycling, driving, and public transit. The District’s transportation system allows residents to access a number of destinations in and around the area. However, alternative modes of transportation are



1.0 Introduction & Existing Conditions

not sufficiently supported by the District’s existing auto-oriented network. Significant gaps in sidewalk and crosswalk coverage exist, while major automobile thoroughfares such as Macomb Street create dangerous conditions for pedestrians and cyclists. The following section provides an analysis of the existing conditions of transportation facilities within the College Park District.

Local Network

The College Park District is located within Tallahassee’s historic street grid. This is a significant strength because it allows for a high degree of accessibility to destinations within and outside of the District. Still, many of the District’s streets serve merely as connections to points outside the area such as FSU or Downtown Tallahassee. This is exacerbated by the District’s one-way pairs (Bronough and Duval; Madison and Pensacola), and major thoroughfares such as Macomb Street, which move cars at high speeds through the District (Figure 1.18). Thus, many of the District’s streets are automobile-dominant, and fail to properly accommodate safe and convenient walking or bicycling. These conditions present substantial obstacles to providing a safe and equitable transportation experience for a variety of individuals.



Figure 1.18: Madison Street
Source: College Park Studio

Roadway Classification and Management

All of the roadways within the District are managed by the City of Tallahassee. The City is responsible for the maintenance of the District’s roads, sidewalks, bicycle lanes, and transit facilities. Thus, the City of Tallahassee is a key stakeholder for any future improvements made to the District’s roadways, and can streamline its efforts aimed at enhancing the area’s transportation facilities.

Table 1.1 on the next page lists a complete inventory of the roadways located within the District, along with their respective classifications. Roadway classifications are important because they give a basic profile of the District’s streets and detail their capacity and function within the overall transportation network. For example, arterials within the District such as Duval Street carry heavy volumes of cars, while collector roads such as Call Street accommodate significantly fewer vehicles. This information is useful in terms of considering the impact design alterations will have to specific streets and intersections.

1.0 Introduction & Existing Conditions



Traffic Accidents

Vehicle to vehicle accidents are widely distributed throughout the District, indicating a number of problematic locations along College Avenue, Park Avenue, Bronough Street, and Duval Street. Figure 1.20 on page 22, indicates that there are vehicular safety issues throughout the District. Such accidents can be attributed in part to vehicles moving quickly through the District, particularly on one-way pairs such as Bronough and Duval Streets. Figure 1.20 also displays problematic intersections, such as Duval Street and College Avenue, which pose safety concerns for drivers. This data is useful in order to implement measures designed to calm traffic and increase the safety of drivers, pedestrians, and cyclists alike.

Pedestrian to vehicle accidents are also distributed among intersections throughout the District (Figure 1.21, page 23). However, several accidents have occurred along Macomb Street and Copeland Street near Florida State University. This is likely due to the heavy volumes of pedestrians travelling to and from the University that come in conflict with cars. It can also be attributed to high volumes of motorists travelling on these thoroughfares, creating an unsafe environment for pedestrians. Figure 1.21 also displays vehicle to bicycle accidents. While they are limited in number, they do indicate safety concerns for cyclists within the District. This information will help the Studio Team to focus its efforts with regards to making improvements to the area’s transportation facilities.

Traffic Counts

Traffic counts enumerate the number of cars that travel on a given roadway during a specified period of time. Traffic counts are conducted during peak travel hours of the day when traffic congestion is at its highest. This allows for a relative comparison between streets and also determines changing traffic patterns over time. Traffic counts conducted for the District’s roadways are also useful to this Plan

East to West Corridors	Classification
Call Street	Major Collector
Park Avenue	Major Collector
College Avenue	Major Collector
Jefferson Street	Minor Collector
Pensacola Street	Minor Arterial
St. Augustine Street	Minor Arterial
Madison Street	Minor Collector
Gaines Street	Minor Arterial
North to South Corridors	Classification
Copeland Street	Minor Collector
Macomb Street	Minor Arterial
MLK Jr. Boulevard	Minor Collector
Bronough Street	Minor Arterial

Table 1.1: List of Roadways, Jurisdictions, and Classifications

Source: City of Tallahassee Public Works



Figure 1.19: Traffic Within College Park
Source: College Park Studio



1.0 Introduction & Existing Conditions

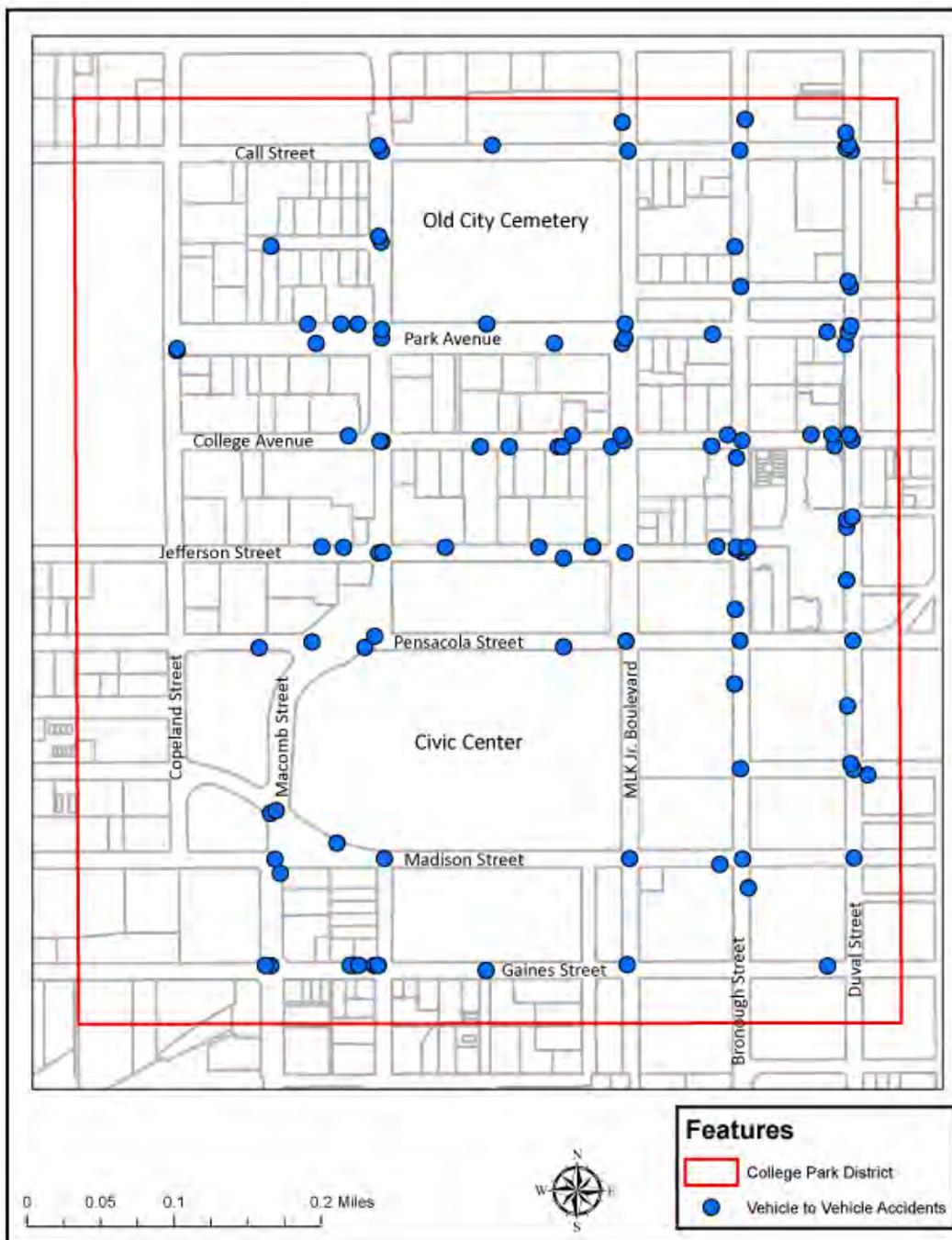


Figure 1.20: Vehicle to Vehicle Accidents: College Park District, 2012

Source: TLC-GIS; College Park Studio

1.0 Introduction & Existing Conditions

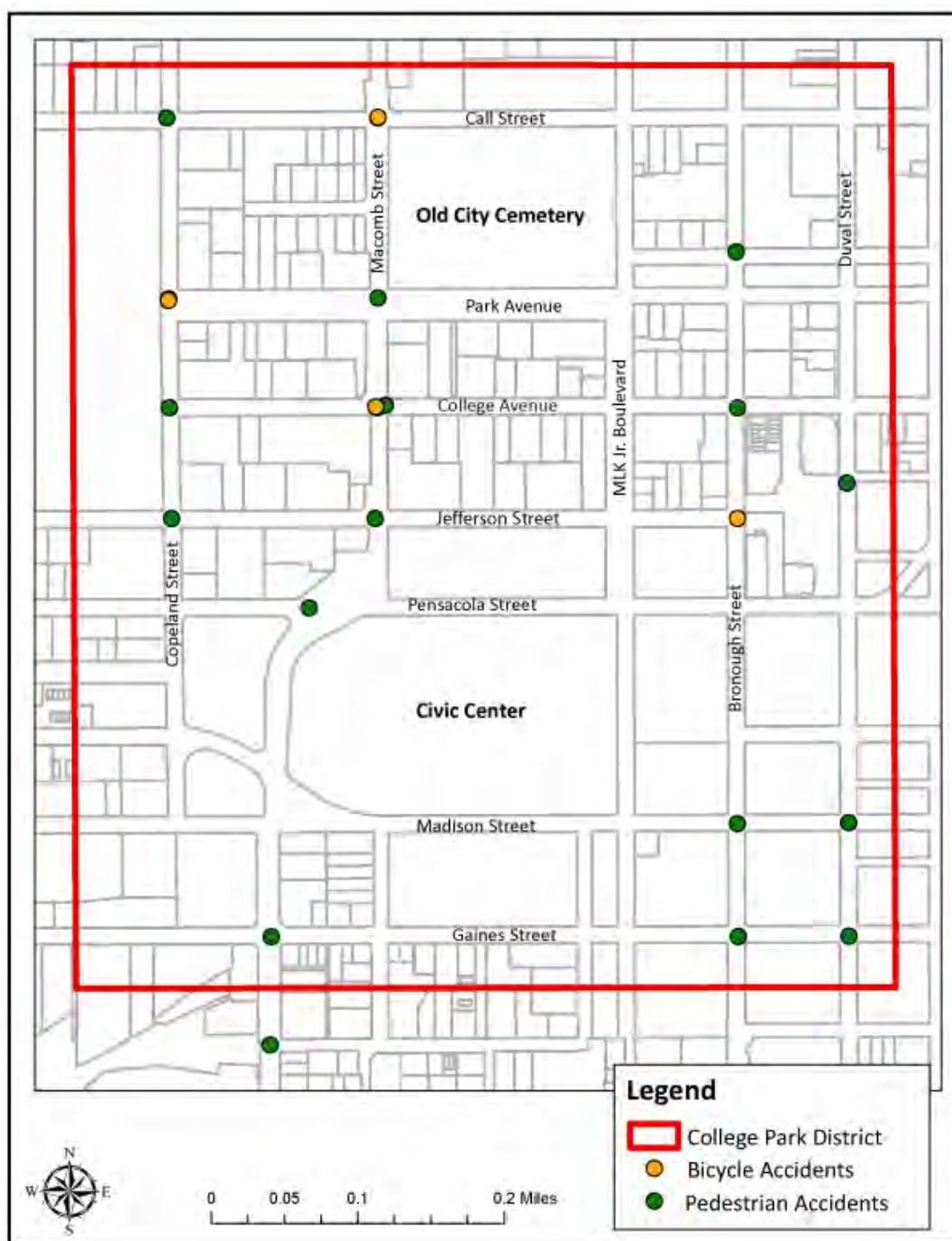


Figure 1.21: Vehicle to Pedestrian/Bicycle Accidents: College Park District, 2012
Source: TLC-GIS; College Park Studio



1.0 Introduction & Existing Conditions

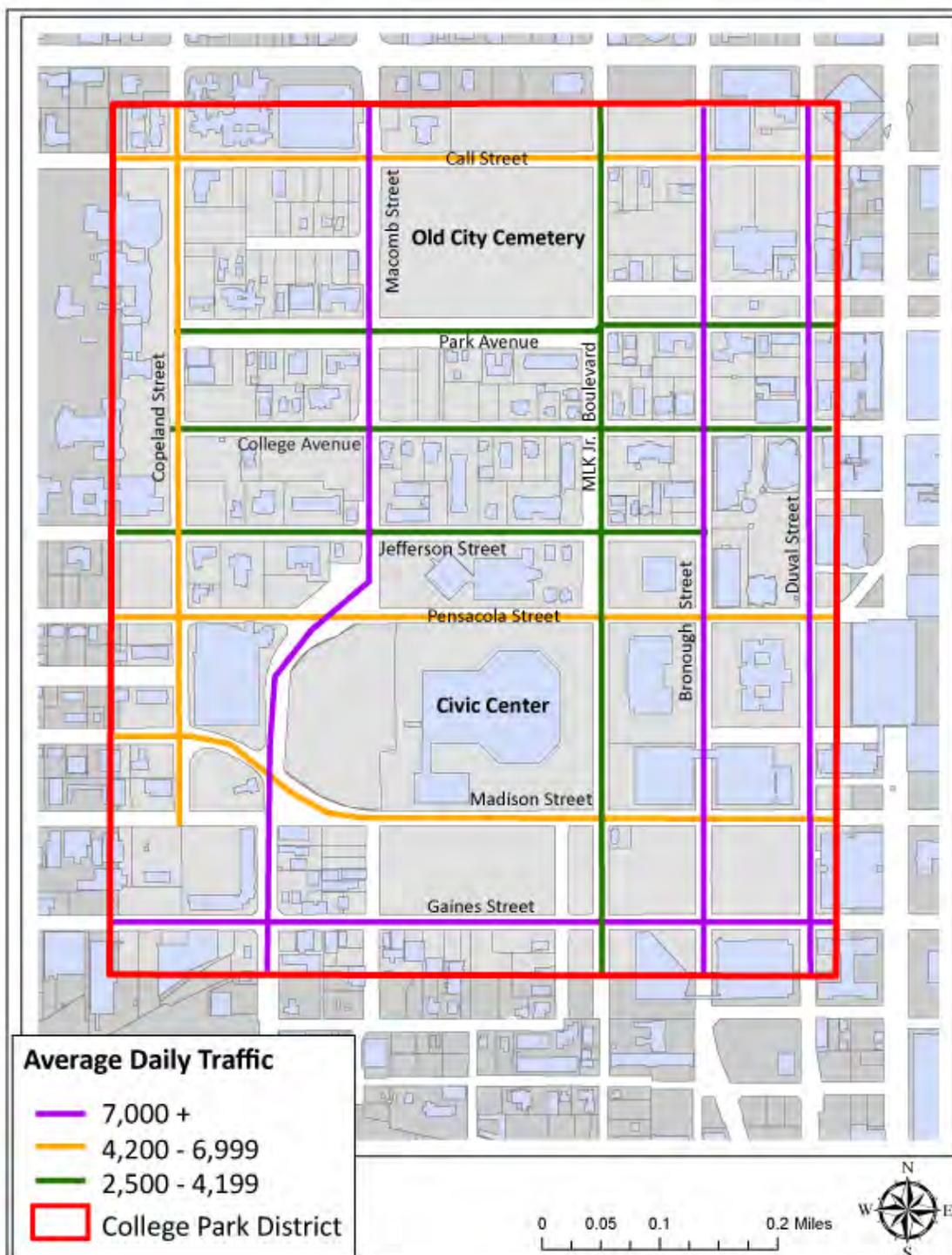


Figure 1.22: Average Daily Traffic Counts for College Park District Roads, 2011
Source: College Park Studio

1.0 Introduction & Existing Conditions



because they can help determine the feasibility of specific roadway enhancements. The Studio Team consulted traffic counts conducted by the City of Tallahassee Public Works Department taken in 2011 (Figure 1.22, page 24). The counts indicate the Macomb Street and Gaines Street carry the most cars on a daily basis, while Call Street and Jefferson Street carry the least.

Public Transit

There are six bus routes that serve the College Park District (Figure 1.25, page 26). These routes are: Moss, Forest, Dogwood, Canopy, Tall Timbers, and Evergreen. These routes provide residents with access throughout the District and serve as a viable alternative to automobile use. Numerous transit access points located throughout the area provide an efficient and equitable transportation option for individuals traveling in and out of the District.



Figure 1.23: Seminole Express
Source: College Park Studio

The Seminole Express (Figure 1.23) is the bus service offered for the students and staff of Florida State University and is operated and maintained by StarMetro. There are a total of eight Seminole Express routes, seven of which run along Copeland Street. A ninth route, the Nite Nole, runs through the District along Macomb Street and operates nightly from 10:00 PM to 3:00 AM, allowing students safe transportation to and from local nightlife destinations. These routes also provide access throughout the College Park District and to FSU.



Figure 1.24: Star Metro Bus Stop at Copeland and College
Source: College Park Studio

The District's public transit service is an asset that provides a safe and affordable alternative to traveling by automobile. Public transportation within the District is adequate and can be leveraged in the future to allow greater access to destinations within the District. However, transit facilities such as bus shelters are lacking in key locations, such as along Copeland Street and Macomb Street.

Bicycle and Pedestrian Infrastructure

While the majority of the District's roadways contain sidewalks, several segments are in disrepair or are missing altogether (Figure 1.26, page 27). Similarly, crosswalks are absent at several key locations throughout the District (Figure 1.27, page 28). Sidewalks and crosswalks are a crucial component of the District's transportation infrastructure and allow pedestrians to move safely and freely to destinations such as FSU, FSU



1.0 Introduction & Existing Conditions

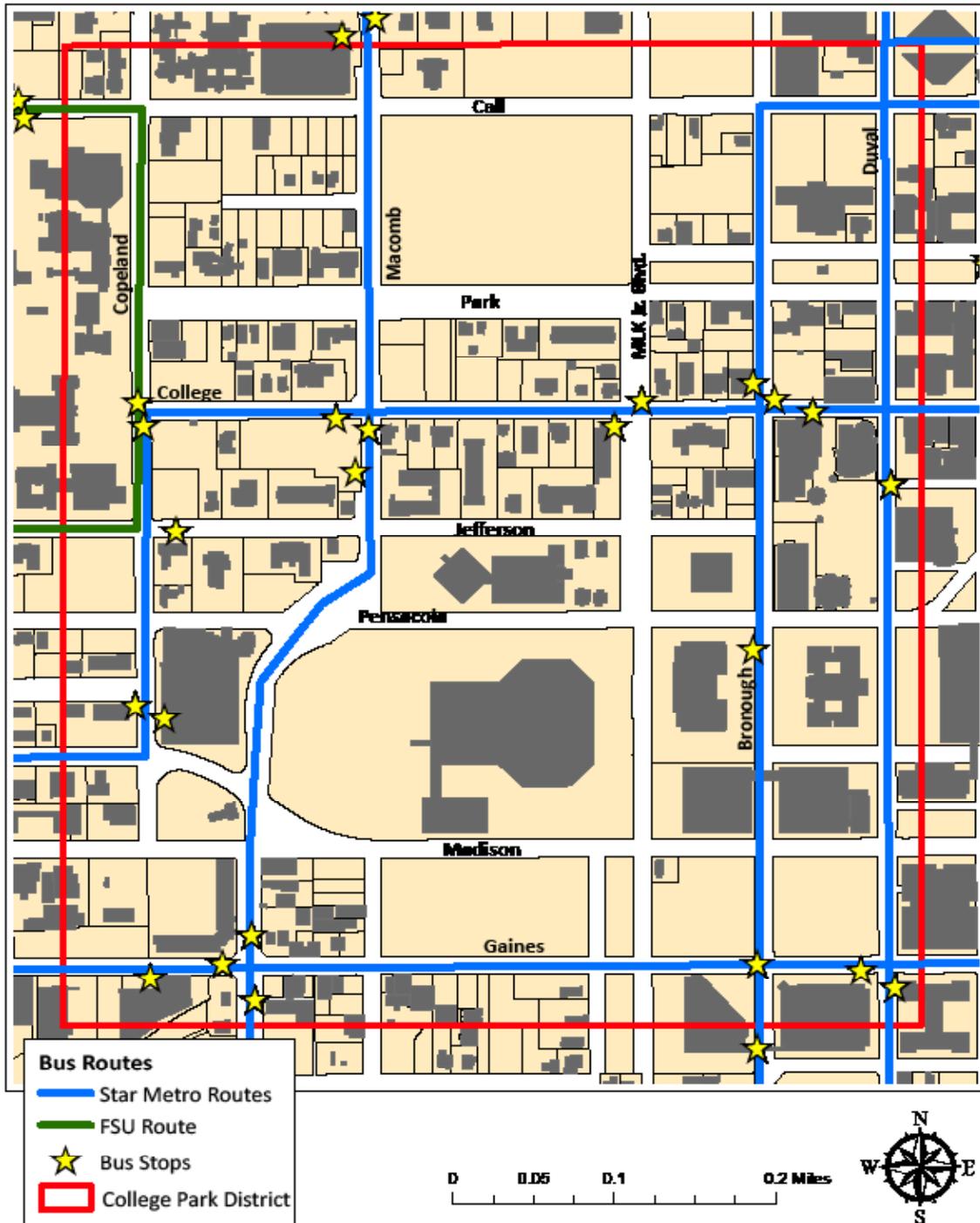


Figure 1.25: Existing Star Metro Bus Routes: College Park District, 2012
Source: Star Metro; College Park Studio

1.0 Introduction & Existing Conditions

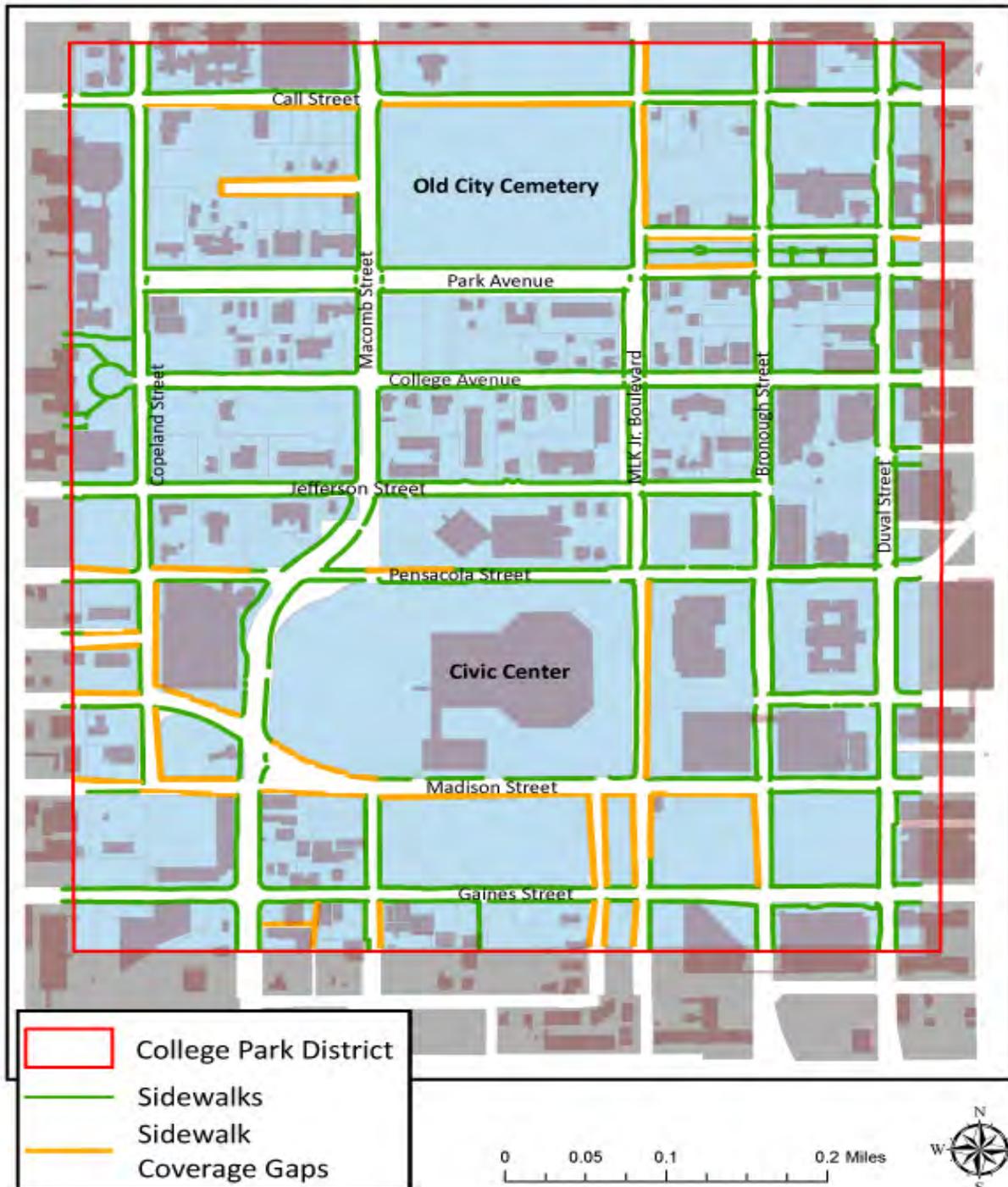


Figure 1.26: College Park District Sidewalk Coverage
Source: College Park Studio



1.0 Introduction & Existing Conditions

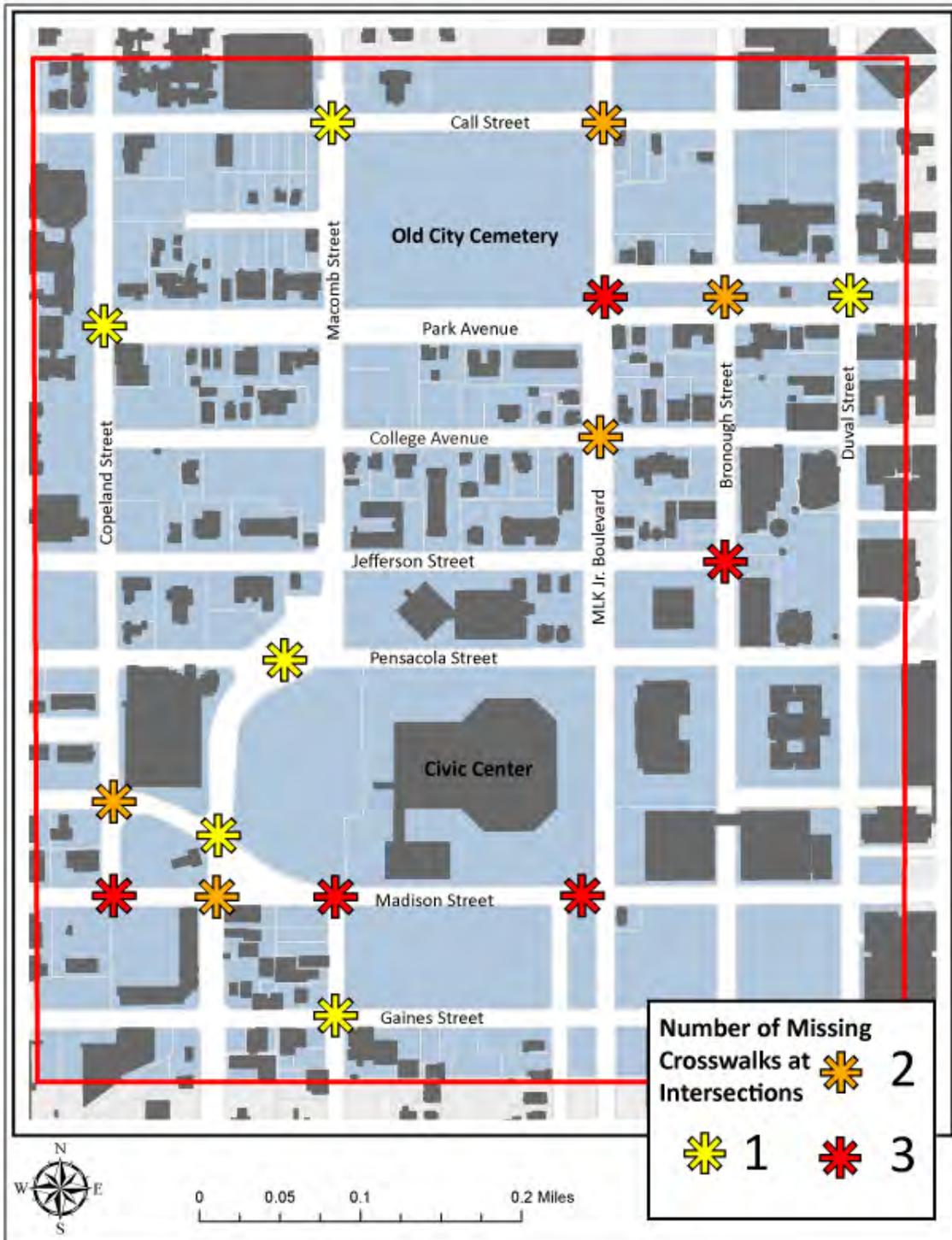


Figure 1.27: Missing Intersection Crosswalks in the College Park District
Source: College Park Studio

1.0 Introduction & Existing Conditions



Law, and the Civic Center. Missing sidewalk segments force pedestrians to travel either on the road or beside it, increasing the likelihood of accidents. This issue is particularly important for those with disabilities who rely on a comprehensive sidewalk network for their mobility. Sidewalks are also critical to connecting the District with its points of interest, such as Gaines Street and FSU.

To help assess the area’s pedestrian infrastructure, the Studio Team referenced the City of Tallahassee’s Downtown Pedestrian Connectivity Plan, which applies to the District. The Plan was adopted to foster a safe, comfortable, and attractive pedestrian environment. Although Tallahassee’s Multi-Modal District Plan and Downtown Connectivity Plan also seeks to improve the walkability of the area and to promote alternative forms of transportation, several problematic issues relating to its pedestrian infrastructure were identified. These were: inadequate coverage and poor conditions of sidewalks, pedestrian safety concerns at the intersection of Copeland Street and College Avenue, a lack of a comprehensive network of crosswalks, and insufficient facilities for bicyclists. These conditions detract from the pedestrian experience and prevent linkages between the District’s destinations.

Bike facilities in the District exist in the form of shared roadways and bike lanes (Figure 1.28, page 30). Dedicated bike lanes are present on Call Street, College Avenue, and Macomb Street. These lanes allow cyclists their own space to move throughout the District. However, bikes lanes like those along College Avenue are often blocked by parallel-parked cars, preventing them from being utilized by cyclists. Gaines Street is a shared roadway, which means drivers and cyclists can both utilize the entire street. Accommodations for cyclists on a District-wide basis, however, are currently inadequate. Cyclists traveling on streets such as Bronough Street and Duval Street are forced to travel with vehicle traffic moving at high speeds. This situation poses safety concerns for cyclists, and can discourage riders from visiting the District.

Parking

The College Park District currently contains three parking garages and eight surface lots. Table 1.2 displays the number of parking spaces within the District. These facilities are owned by either the Florida State University or the City of Tallahassee. In addition, the District contains on-street parking along Park Avenue and portions of Martin Luther King, Jr. Boulevard (Figure 1.29, page 31). Outside of working hours and special downtown events such as “Springtime Tallahassee” or “Downtown Getdown”, the parking facilities found in the District are currently underutilized. While the availability of surface parking within the District is attractive for motorists, the large quantity of land it occupies detracts

Parking Structure	Spaces
Call Street Parking Garage	918
Kleman Plaza Parking Garage	925
St. Augustine Garage	905
Civic Center Surface Lot	500
Other Surface Lots	700
On-Street Parking	329
Total:	4,277

Table 1.2: Number of Parking Spaces Within the District

Source: College Park District



1.0 Introduction & Existing Conditions



Figure 1.28: Existing Bike Routes: College Park District, 2012
Source: College Park Studio

1.0 Introduction & Existing Conditions

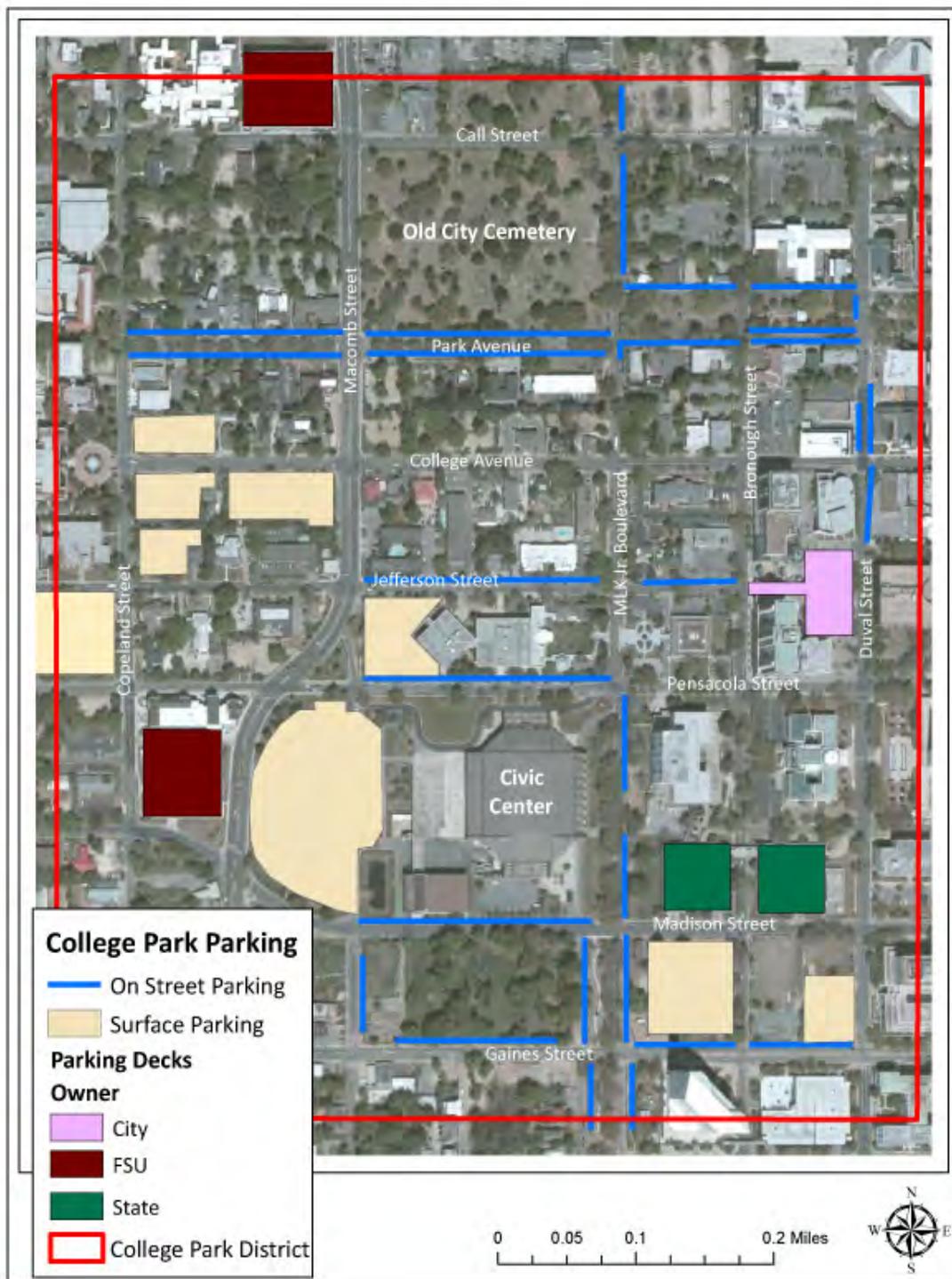


Figure 1.28: Parking Within the College Park District
Source: College Park Studio



1.0 Introduction & Existing Conditions

from the area’s sense of place. Surface and vacant lots are frequently located directly adjacent to streets, pushing building setbacks further away from sidewalks. This pattern presents an urban environment that is discontinuous and unattractive to pedestrians wishing to visit the destinations within the District.

Transportation Takeaways

- Several roadways carry heavy volumes of vehicles at high speeds through the District
- Roadways within the District are a range of classifications based on their capacity and function, and are managed by the City of Tallahassee
- Pedestrian and bicycle facilities, such as sidewalks, crosswalks, and bike lanes, are incomplete and are in need of repair
- While transit service is adequate, the District lacks basic facilities related to transit such as bus shelters



Figure 1.30: Pensacola Parking Garage

Source: College Park Studio

Stormwater

Stormwater facilities within the City are a critical component of the District’s infrastructure that help ensure the health and safety of local residents by collecting and redistributing runoff generated from storms. The City of Tallahassee owns, maintains, and operates the stormwater management system within the College Park District. Currently, the regional stormwater facility at Lake Elberta has “ample reserve capacity” but the upstream conveyance system cannot support new development within the District (COT, 2012). Additional development would increase the volume of stormwater runoff that collects in low-lying areas of the District and could potentially overburden the existing conveyance system, creating flooding concerns (Figure 1.31, page 33). This severely constrains any future development throughout the District. At its present state, new projects are required to have either onsite storage or connections to the existing stormwater system.

During the Working Group and Public Meetings, the need for stormwater improvements was repeatedly mentioned by private sector entities and the City of Tallahassee as a significant impediment to development in the District. Increasing stormwater capacity would allow for parcels to be redeveloped to their maximum potential. Developers wishing to build within the District are required to utilize on-site retention ponds that are inappropriate for the urban character of College Park. The City is considering investing in a multi-million dollar project that would replace and upgrade the existing conveyance system in the District. Funding sources for the project have yet to be determined.

1.0 Introduction & Existing Conditions

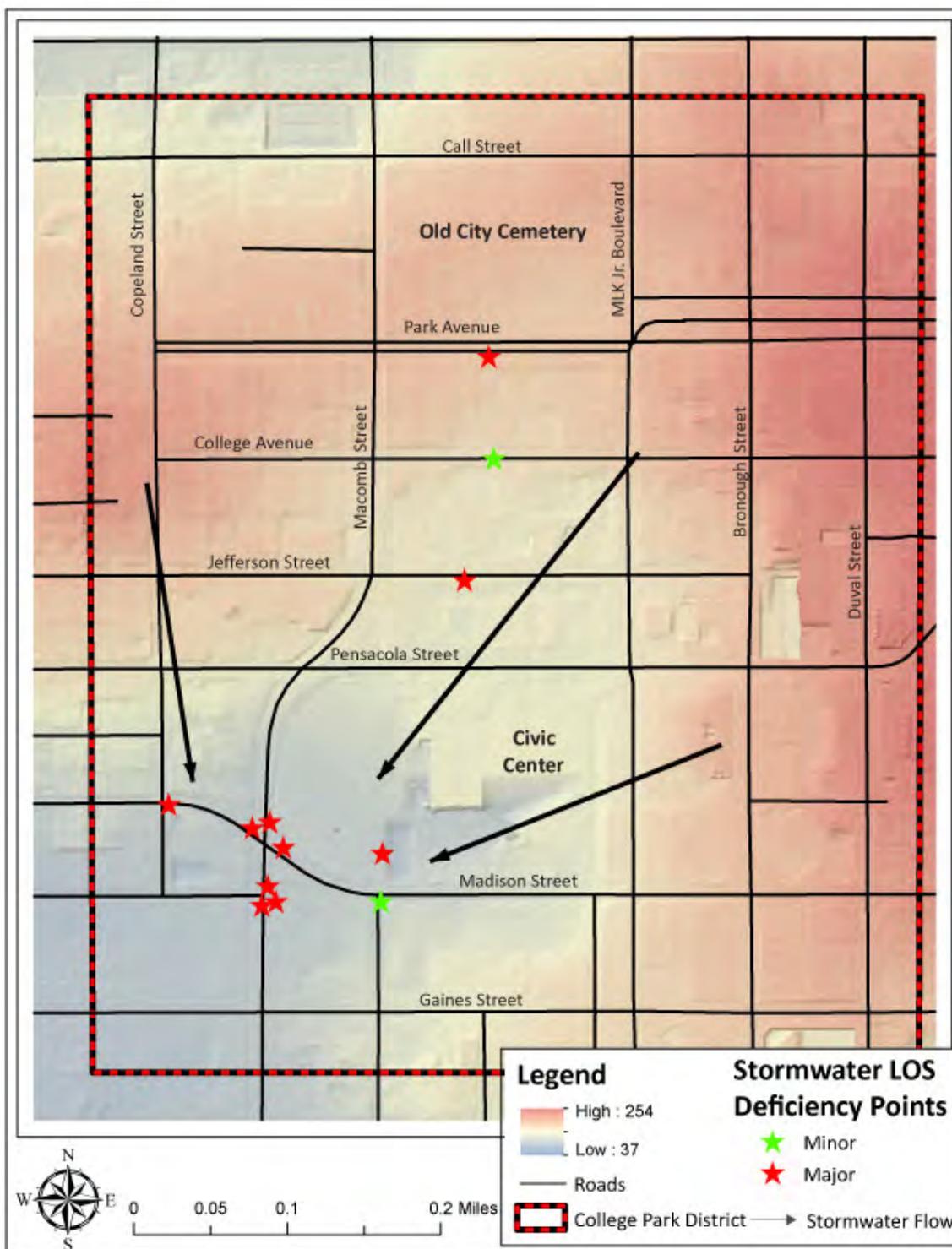


Figure 1.31: Stormwater Deficiency Points: College Park District, 2012

Source: City of Tallahassee



1.0 Introduction & Existing Conditions

Overhead Power Lines

Overhead power lines are present throughout the majority of the College Park District. Areas with underground utilities include Copeland Street near FSU, the section of Duval Street in between the Supreme Court of Florida and the State Capitol building, and Kleman Plaza. Power lines along Gaines Street are buried along the corridor's right of way and the process of burying them is described within the Street's urban design plan (Figure 1.32). Overhead utilities in urban environments similar to the District are unattractive and susceptible to severe weather.



Figure 1.32: Above Ground Utility Lines along College Avenue
Source: College Park Studio

Infrastructure Takeaways

- While the regional stormwater facility has excess capacity, the current stormwater conveyance system within and outside of the District is deficient and does not support future development
- Current deficiencies in stormwater infrastructure require developers to construct onsite retention ponds, which limits high density development and detracts from the District's sense of place
- Overhead power lines diminish the aesthetic value of streets and are a safety hazard during storms

Demographics and Housing Makeup

According to the 2010 U.S. Census, 1,100 residents live within Leon County Census Tract 5 Block Group 2, which contains the majority of residential development within the District. The median age for the District is 22 years old, compared to 26.1 for the City of Tallahassee. Of the residential units within Block Group 2, 94.4% are renter-occupied compared to 58.6% in the City of Tallahassee. Almost half of the residents in Block Group 2 live in group quarters, while only 6.3% of the residents of Tallahassee live in group quarters. According to the five year estimates (2006-2010) of the American Community Survey, 98.4% of Census Tract 5 residents are currently enrolled in college. (See Table 1.3, page 35)

The District's residential makeup features a high percentage in group quarters and a high percentage of renters, both signs of a younger population residing in the area. These residents are likely attending local colleges and universities. Because of this, the current housing stock caters predominantly to a younger, student population. Currently, the majority of the residential development is located on the western edge of the

1.0 Introduction & Existing Conditions



District, closer to FSU’s campus. Students live in a mixture of Greek housing and small apartment complexes. There are a limited number of single family homes are located within the District

	Block Group 2	City of Tallahassee
Total Population	1,100	181,376
Median Age of Residents (in years)	22	26.1
Average Household Size	1.34	2.24
Percent Occupied Housing Units	88.10%	88.80%
Percent Vacant Housing Units	11.90%	11.20%
Percent Owner-Occupied	5.60%	41.40%
Percent Renter-Occupied	94.40%	58.60%
In Households	50.30%	91.90%
In Group Quarters (Non-institutionalized)	49.70%	6.30%

Table 1.3.:Demographic Characteristics of the District

Source: College Park Studio

Demographics and Housing Makeup Takeaways

- The District is currently comprised predominantly of students
- The majority of residents are renters
- Existing housing within the District primarily serves students

Land Use and Development

The existing land use map of the District on the following page (Figure 1.34, page 37) displays the concentrations of residential development in yellow, commercial development in red, and other uses, such as government operations, in blue. Government and commercial uses have higher concentrations towards the eastern side of the District, closer to Downtown. The Studio Team identifies Martin Luther King, Jr. Boulevard as the unofficial boundary between university uses and student housing to the west, while commercial and government uses are located to the east. Land uses are governed by the Downtown Overlay of the Multi-Modal Transportation District (Figure 1.35, page 38).

With the exception of Potbelly’s and the Painted Lady located on College Avenue and a few retailers fronting Gaines Street, most of the commercial development in the District consists of office space. The College Park



1.0 Introduction & Existing Conditions

District lacks amenities such as restaurants, coffee shops, grocers, convenience stores, and retailers. The absence of commercial options generally requires residents of the District to venture outside of the area for entertainment, shopping, and food. Due to the lack of retail and entertainment options, the District rarely serves as a destination for visitors outside of its borders. The Civic Center, however, is one of the few exceptions and serves as the primary location for entertainment in the District. It hosts FSU basketball games, and serves as a venue for special events, such as the Ringling Brothers circus, stand-up comedy acts, and live concerts.

The District contains vacant and underutilized parcels available for infill development and redevelopment (Figure 1.33). These parcels create inconsistency within the District’s urban fabric. The Civic Center parking lot is the largest undeveloped space within the District and provides excellent opportunities for new development. There are also surface parking lots across the street from the Westcott Building at the intersection of Copeland Street and College Avenue, as well as several other areas within the District. These areas are discussed in more depth under Redevelopment Strategy #4 (Section 3.4).

There are a number of new projects in various stages of design and construction immediately west of the College Park District. Figure 1.36 on page 39 shows the close proximity of these new developments to the District. These developments will provide an additional 732 residential units and 99,000 square feet of commercial space, including a new music and entertainment venue (TLC PD, personal communication, October 7th, 2012). These projects will have a significant impact on the College Park District, increasing its potential to become a destination for students living in these new developments.

Land Use and Development Takeaways

- There are limited retail and entertainment options within the District
- Large areas of the District are vacant or underutilized
- New development is emerging to the west of the District, which has the potential to impact future land uses within the District



Figure 1.33: Underutilized Parcels Within the District

Source: College Park Studio

1.0 Introduction & Existing Conditions



Figure 1.34: Existing Land Use: College Park District, 2012

Source: College Park Studio



1.0 Introduction & Existing Conditions

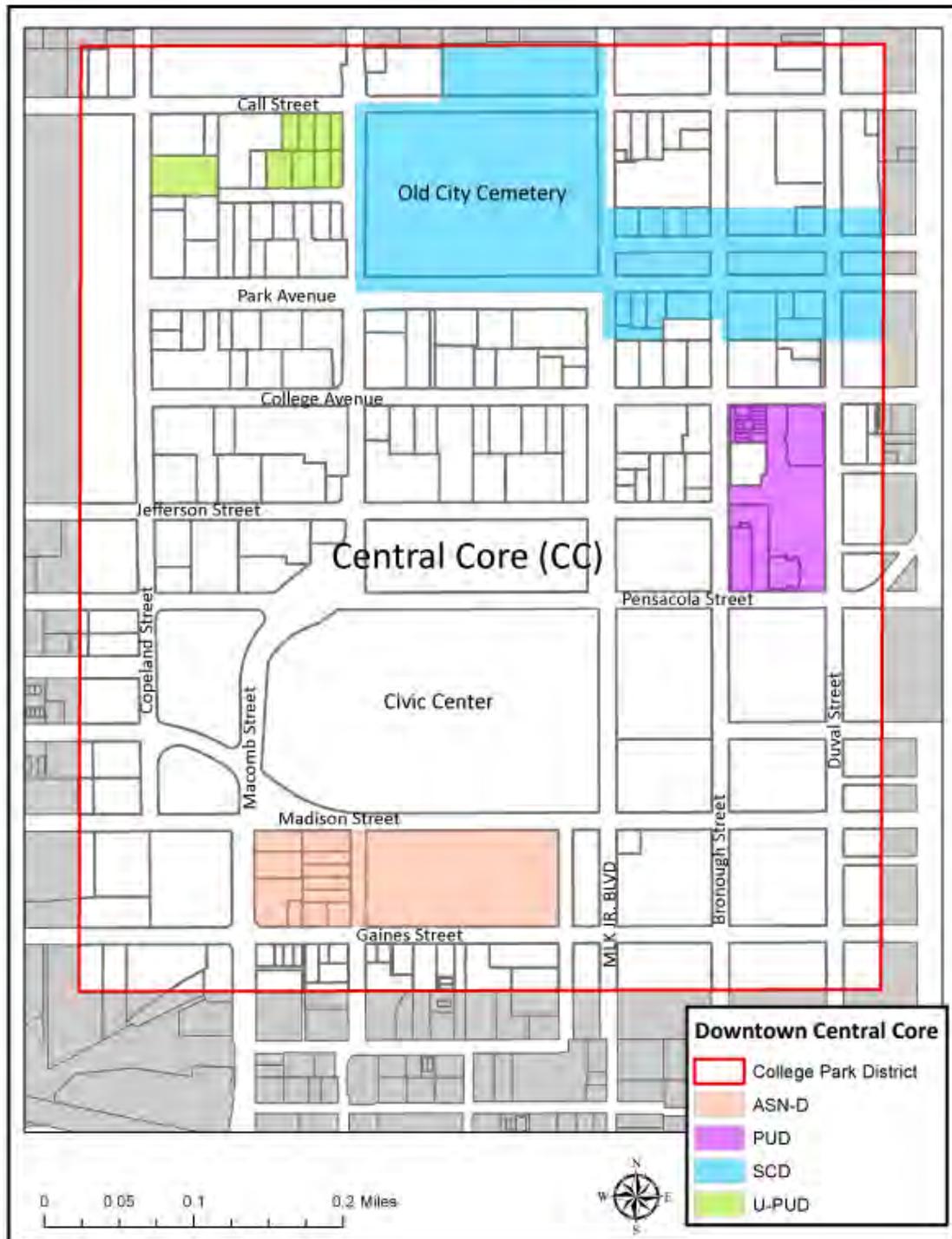


Figure 1.35: Existing Zoning: College Park District, 2012
Source: TLC-GIS; College Park Studio

1.0 Introduction & Existing Conditions

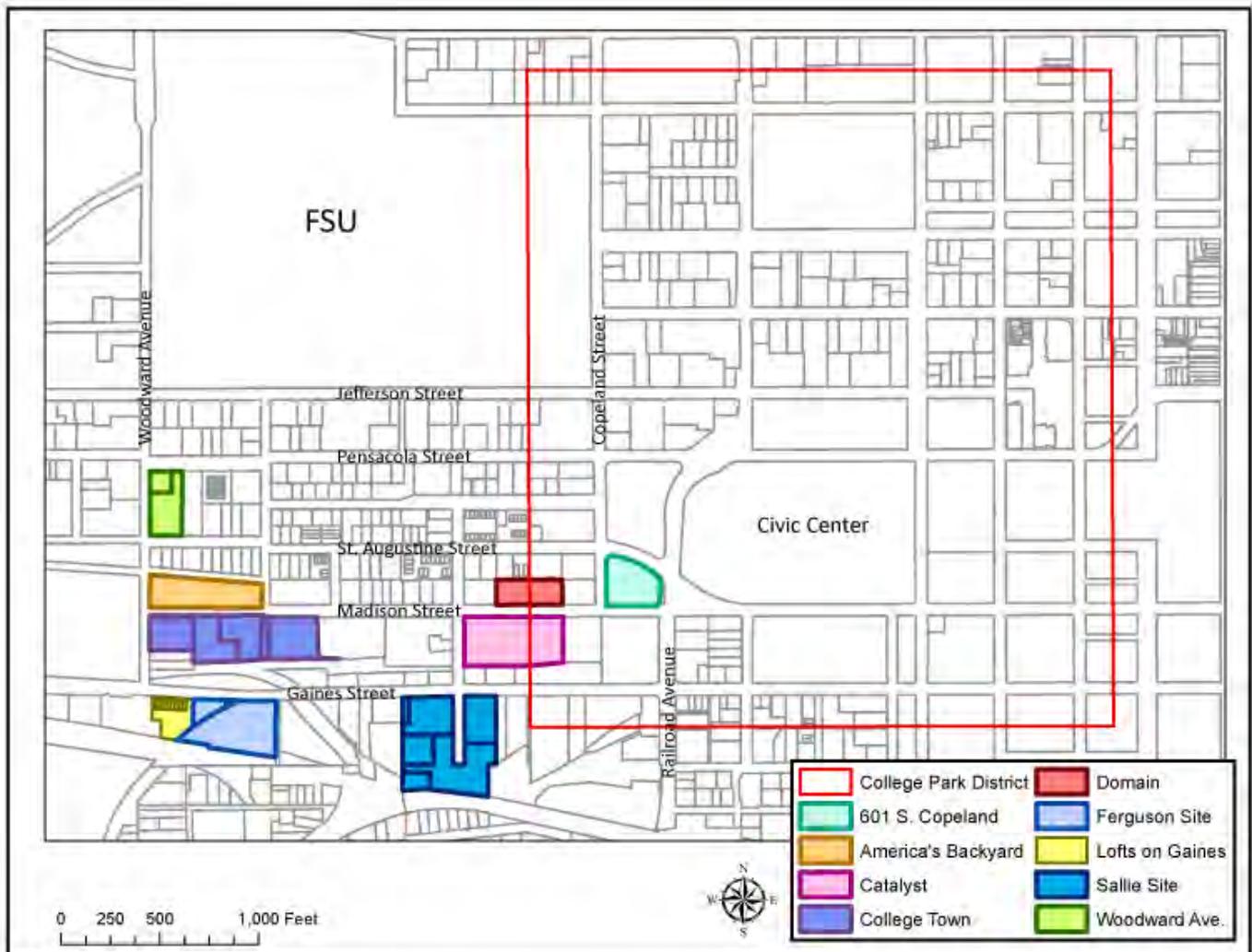


Figure 1.36: New Development on Gaines/Madison/St. Augustine, 2012

Source: TLC-GIS; College Park Studio



1.0 Introduction & Existing Conditions

Topography

The topography of the District is an important consideration in the development of the Plan. The District’s topography has implications for corridor views, transportation, and infrastructure. The Digital Elevation Model (Figure 1.37) displays changes in elevation within the College Park District.

An analysis of the District’s topography indicates that the elevation decreases towards the southwest, and increases towards Downtown Tallahassee and the Florida State University main campus. College Avenue has two high points in elevation, which create a view corridor from both Downtown and the Westcott building shown in Figure 1.38. Topography and elevation changes are important factors when considering the District’s walkability and bikeability. Those walking from Downtown to FSU are required to travel both uphill and downhill. This does not provide for an easy walking or biking experience when

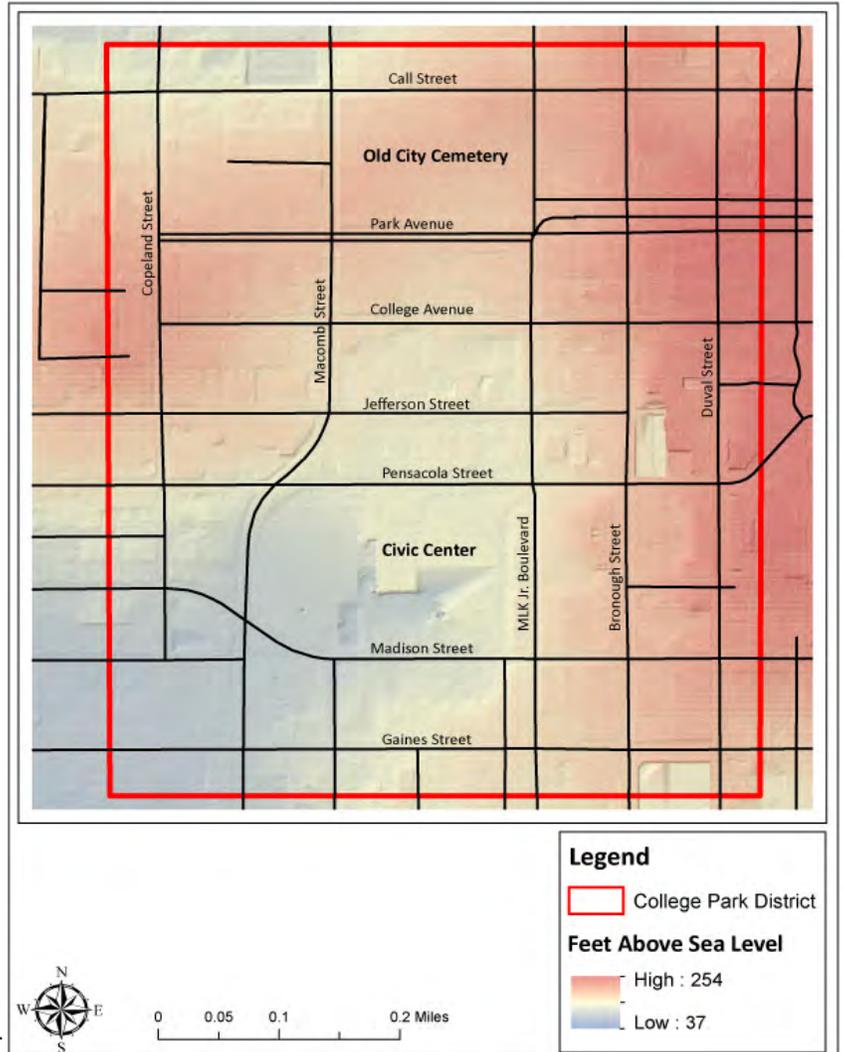


Figure 1.37: College Park District DEM Map, 2012

Source: TLC-GIS; College Park Studio

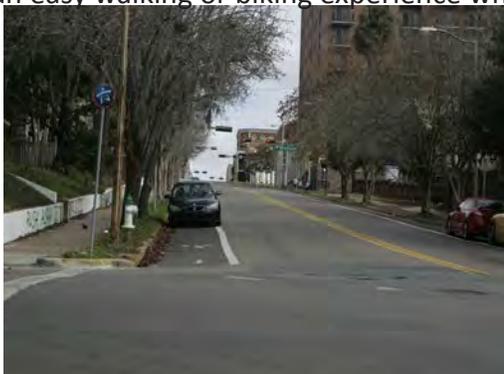


Figure 1.38: Looking East on College Avenue

Source: College Park Studio

traveling between the two destinations. In contrast, Call Street and Park Avenue run parallel to College Avenue, and possess more level terrain. These corridors are more conducive to walking and biking east to west through the District. North and south travel in the District, particularly along Duval Street, Bronough Street, and Martin Luther King, Jr. Boulevard, also have a more pedestrian-friendly terrain due to their relatively consistent elevations. However, roads such as Maccomb Street and College Avenue require pedestrian and cyclists to travel uphill.

1.0 Introduction & Existing Conditions



Stormwater infrastructure is also affected by the District's topography. The stormwater conveyance system relies on changes in elevations to channel the water towards regional stormwater facilities. The implications for development are further elaborated in the stormwater section of the plan.

Topography Takeaways

- Topography a key consideration that impacts the District's aesthetics, infrastructure, and transportation facilities
- Pedestrian and bicycle activity are impacted by changes in elevation throughout the District
- Changes in elevation are vital to the District's stormwater conveyance system

1.5 Existing Conditions Conclusion

While the College Park District currently possesses significant strengths, its existing conditions create an area that is under invested, unsafe for pedestrians and cyclists, and in need of infrastructure upgrades in order to support its future development. The District's image is defined by its rich history, as well as the university culture that permeates throughout the area. The District's population is comprised almost entirely of college-aged renters, who live predominantly in the area's fraternity/sorority houses and its aging apartment buildings. Pedestrian and bicycle facilities are generally inadequate, and combined with high volume thoroughfares such as Macomb Street, create unsafe conditions for those traveling by foot or by bike. The District's varying topography is an important feature and has implications for its stormwater infrastructure, which is currently at capacity and will need to be upgraded in order to accommodate the type of development the Studio Team envisions. The District also contains numerous underutilized or vacant parcels, which create discontinuity within its streets and neighborhoods. The area thus currently lacks a definitive and cohesive sense of place. Analysis of the District's existing conditions identify strengths that can be leveraged by this Plan, and pinpoint weaknesses that will be addressed in the Studio Team's redevelopment strategies and site-specific recommendations.



1.0 Introduction & Existing Conditions

Summary of Existing Conditions

Comfort and Image Takeaways

- The District's historic buildings, greenspaces and street network collectively create a solid framework for the District's image to build upon
- FSU's architecture and facilities (Westcott, FSU Law School, Civic Center, and Greek housing) give the District a distinct collegiate image
- The District's comfort and image suffers from vacant parcels and litter; this creates an inconsistent urban fabric that is not well maintained
- Limited bicycle and pedestrian amenities create an unsafe and unattractive environment that discourages a vibrant street life
- Ultimately, the entire District does not have one cohesive, identifiable image

Relevant Plans and Agencies Takeaways

- These agencies and plans will play an important role in serving as a catalyst for change within the District.
- The success of the College Park District Action Plan is dependent upon the cooperation and coordination among these agencies.
- The plans and agencies described in this section will be mentioned more specifically throughout the Plan to explain how they assist in meeting the recommendations and actions set forth by the Studio Team.

Transportation Takeaways

- Several roadways carry heavy volumes of vehicles at high speeds through the District
- Roadways within the District are a range of classifications based on their capacity and function, and are managed by the City of Tallahassee
- Pedestrian and bicycle facilities, such as sidewalks, crosswalks, and bike lanes, are incomplete and are in need of repair
- While transit service is adequate, the District lacks basic facilities related to transit such as bus shelters

1.0 Introduction & Existing Conditions



Infrastructure Takeaways

- While the regional stormwater facility has excess capacity, the current stormwater conveyance system within and outside of the District is deficient and does not support future development
- Current deficiencies in stormwater infrastructure require developers to construct onsite retention ponds, which limits high density development and detracts from the District's sense of place
- Overhead power lines diminish the aesthetic value of streets and are a safety hazard during storms

Demographics and Housing Makeup Takeaways

- The District is currently comprised predominantly of students
- The majority of residents are renters
- Existing housing within the District primarily serves student

Land Use and Development Takeaways

- There are limited retail and entertainment options within the District
- Large areas of the District are vacant or underutilized
- New development is emerging to the west of the District, which has the potential to impact future land uses within the District

Topography Takeaways

- Topography a key consideration that impacts the District's aesthetics, infrastructure, and transportation facilities
- Pedestrian and bicycle activity are impacted by changes in elevation throughout the District
- Changes in elevation are vital to the District's stormwater conveyance system



2.0 Project Planning Process

2.1 Introduction

While examining existing conditions of the District, the Studio Team researched literature regarding universities located in or near urbanized downtowns (“Town and Gown” communities) in an effort to apply lessons learned by communities similar to Tallahassee. While the literature provided a general understanding to the context of these town and gown relationships, the case profiles researched did not prove to be as valuable due to the uniqueness of each community and university relationship. As evidenced by the literature, the collaboration between these entities is a relatively new paradigm shift that begins with rebuilding trust and increasing cooperation. Many of these communities have improved town and gown relations by forming alliances and foundations that have increased the flow of communication. As a result, such communities have established new policies and programs that foster collaborative planning. However, it was not within the Studio Team’s scope of work to recommend new programs and policies that can increase collaboration between town and gown. Rather, the Studio Team was charged with developing an action plan to guide the revitalization of a district that falls within a town and gown community.

Many of the successful projects outlined in the case profiles started with the formation of partnerships, similar to the working partnerships that have been established for this Studio project. The City of Portland emphasizes Portland State University in the City’s Comprehensive Plan through the creation of the University District zoning classification. This University District encourages improvements in housing, transportation, and economic development, in order to create a vital university environment. These targeted areas were identified through a participatory planning process that relied on extensive public input.

The City of Macon, Georgia and Mercer University celebrate their physical connection through the definition and recent revitalization of the College Hill Corridor. The function and relationship of this corridor to the surrounding Macon community is quite similar to that of the College Park District and Tallahassee. In 2007, the City Mayor and University President formed the College Hill Alliance in order to begin discussion regarding the redevelopment of this corridor. Following community input efforts, the College Hill Corridor Master Plan was created. This plan focuses on transforming the corridor into a well defined, attractive, safe, and thriving mixed-use district that will foster community pride and neighborhood unity. While the circumstances of the College Hill redevelopment project are similar in scope to that of the College Park District, it is important to recognize that prior to the College Hill Corridor initiative, downtown Macon already contained established neighborhoods and diverse land uses that laid the groundwork for implementing minor changes to strengthen the community.

Although inspiration was gained from these case profiles, not one profile offered an exact, directly applicable model for this Plan. However, these two case profiles emphasize the importance of public input and the need for city and university planning efforts to coordinate with one another. Both case profiles provided effective

2.0 Project Planning Process



examples of collaborative revitalization efforts that create districts which benefit both city and university interests. (See Full Case and Full Literature Review Appendix A-1 to A-14)

Following the preliminary research stage, the Studio Team reached out to the Tallahassee community in order to inform the proposals outlined in this Plan. Three Working Group meetings and one Public Meeting were conducted to solicit input and guidance for the project. Input gathered from these meetings was vital in shaping the Studio Team's understanding of the College Park District and developing a comprehensive vision for the area. Finally, the Studio Team developed broad recommendations and specific actions that would achieve this shared vision.

The following is a description of the different groups the Studio Team met with during the project planning process.

2.2 Working Group

The Working Group was comprised of representatives from the City of Tallahassee/Leon County Planning Department, Florida State University Facilities Management, business and property owners, private developers, and other interested stakeholders. The purpose of the Working Group meetings was to provide the Studio Team with guidance and feedback throughout different stages of the project.

The first Working Group meeting was conducted on September 20, 2012. The purpose of this meeting was for the Studio Team and the Working Group members to become acquainted with one another, and for the Studio Team to present the existing conditions of the College Park District. The Working Group members provided feedback about the Studio Team's initial assessment of the District. The second Working Group meeting took place on October 18, 2012. The Studio Team presented and discussed key themes that arose from the Public Meeting. After the presentation, the Working Group members provided input regarding their impressions of the Public Meeting. Working Group members expressed that Tennessee Street did not belong in the District boundaries because the corridor contains issues beyond the scope of the project. As a result, Call Street was established as the new northern border of the District. The Working Group members also helped the Studio Team identify areas of improvement within the District. The third Working Group meeting took place on November 15th, 2012. The intent of this meeting was to present the Studio Team's final recommendations to the Working Group and solicit feedback regarding these suggestions.

These meetings provided the Team with valuable insights regarding the College Park District. The District's stormwater infrastructure was continually mentioned as a major concern during Working Group meetings. Another theme that emerged from the meetings was that the District can be broken down into multiple sub-areas based on similar land uses. These areas were identified as the Civic Center, College/Park Avenue, and the Tennessee Street corridor. Also, College Avenue was identified as the physical and symbolic connection between



2.0 Project Planning Process

downtown and Florida State University.

2.3 Public Meeting

The Studio Team invited stakeholders from the College Park District through E-mail, flyers (Figure 2.1), and face-to-face contact. The purpose of the Public Meeting was to collect feedback that would help to inform the vision of the College Park District. The Studio Team coordinated a number of activities to assess public preferences for the built environment of the College Park District, including the future look and feel of the area.

The Public Meeting was conducted on October 15, 2012 and was attended by a total of forty-four people. Attendees participated in the following activities: Visual Preference Survey; a survey of different images that participants ranked according to their preference of the image as it relates to the College Park District, two map exercises which allowed participants to show preference for new development as well as what areas of the District are considered “good” and “bad”. As the final input-gathering exercise, a build-out, or “massing preference” survey, was conducted in order to gain a better understanding of the public preference for the future appearance of College Avenue.

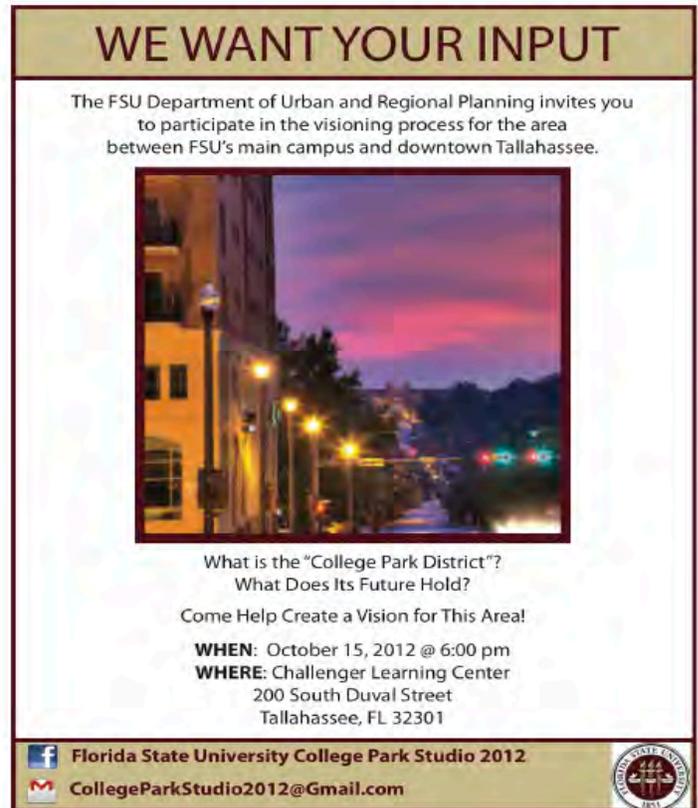


Figure 2.1 College Park District Public Meeting
Source: College Park Studio Team

Visual Preference Survey

The purpose of the Visual Preference Survey (VPS) was to present participants with a range of different images and gauge their preferences in terms of the future look and feel of the College Park District. A slideshow was presented containing a total of 120 images that were broken down into eleven different categories. The categories included roads, parking, transit stops, sidewalks, crosswalks, bike lanes, public activities, open spaces, streetscapes, land uses, and density & height. Participants were given ten seconds to rank each image on a scale from -2 to +2 according to how strongly they liked or disliked the image for the District. The Studio Team collected 32 completed surveys. The results were analyzed based upon the average rank for all of the images,

2.0 Project Planning Process



according to their respective categories. In certain cases, the mode, which is the most recurring score for each image, was also used.

The Visual Preference Survey yielded valuable insights, including recurring themes regarding participants likes and dislikes. However, data for a few of the categories, such as land use and density/height, were considerably more difficult to quantify because very little correlation existed between images that were preferred and images that were not preferred for the College Park District. After discussion with Working Group members, it was determined that spurious results, such as those for the above mentioned categories, may be a result of ambiguous images, that were difficult to determine which aspect of the image was actually being ranked. When analyzed comprehensively by category, images ranking the highest and lowest provide a guideline for the Studio Team to assess what exactly is considered appropriate and inappropriate for the future look and feel of the College Park District (Figure 2.2). (Refer to the Appendix A-16 to A-20 for the full Visual Preference Survey Results)

Generally, participants preferred roadways that incorporate traffic-calming devices such as landscaped medians and on-street parking. Respondents also indicated a preference for streets that are lined by commercial buildings and contain street furniture and amenities for pedestrians, cyclists, and transit users. Bus shelters and wider sidewalks that are imprinted with creative patterns were also preferred. Participants preferred well-defined crosswalks with painted lines or pavers, and curb cuts featuring ADA truncated dome bump pads. Participants also favored bike lanes that were well-defined and/or separated. Survey respondents demonstrated a desire for open spaces that integrate urban forestry, visually interesting landscapes, and opportunities for family-friendly activities. Mixed-use buildings were preferred along with buildings of varying heights.

Conversely, most participants generally disliked barren roadways lacking landscaping and medians within their street design. Respondents also disapproved of expansive, dilapidated surface parking lots, narrow sidewalks with minimal buffers between the street and sidewalk, undefined and poorly-designed crosswalks. Bus stops that lacked shelter covers and stops with little street furniture were viewed as unfavorable. Shared bike lanes as well as bike lanes that were not maintained were also generally disliked. Participants did not prefer public activities centered around a single age group or activities that centered on young children. Open spaces that are aesthetically unappealing and buildings lacking character were unwanted by the participants.



2.0 Project Planning Process

Highest Ranked

Lowest Ranked

Roads



Open Space



Bike Lane



Parking



Figure 2.2 Visual Preference Survey Results

Source: See Full Visual Preference Survey Results in Appendix A-16 to A-20

2.0 Project Planning Process



Figure 2.2 Visual Preference Survey Results

Source: See Full Visual Preference Survey Results in Appendix A-16 to A-20

Map Exercises

The purpose of the map exercises was to gain insight into the perceived strengths and weaknesses of the College Park District. The map exercises also allowed participants to express a preference for the location of future commercial and residential development within the District.

District Strength and Weakness Identification Exercise

During the District Strength and Weakness Identification Exercise, the Studio Team prompted participants to place dots on areas that they felt were either strengths or weaknesses of the District. Green dots signified places that participants felt were positive and viewed as strengths, while orange dots represented places of weakness. Participants were then given the opportunity to justify their placement of each dot. Studio Team members recorded the location of dots as well as participants' comments (Figure 2.3)

Historical assets of the District, such as the Chain of Parks along Park Avenue and Burnette Park were viewed as strengths of the District. The Old City Cemetery, Kleman Plaza, the Westcott Building and its vista, and the



2.0 Project Planning Process



Figure 2.3 Collective Results of Strength and Weakness Identification Map Exercise
Source: College Park Studio Team

2.0 Project Planning Process



Florida State Law School were also viewed positively. Participants expressed enthusiasm for events held downtown and a desire to incorporate similar events into the District.

Despite the strengths outlined above, the majority of the comments were focused on weaknesses or negative aspects of the District along with suggestions for improvement. One of the biggest weaknesses was the underutilized space and vacant lots throughout the District. These underutilized lots are viewed as a waste of space. Lots that were specifically identified as problem areas were located at the intersections of Copeland Street and College Avenue as well as College Avenue and Macomb Street. The large Civic Center surface lot was also negatively viewed by participants. Major vehicle thoroughfares were viewed negatively and seen as dangerous to pedestrians. The District was also perceived as unclean and lacking in pedestrian amenities. Participants also felt that many intersections along Macomb Street were dangerous to pedestrians. The enhancement of the Westcott Building vista and intersection was a focus of many comments.

Public Meeting Participation



Figure 2.4 Participants During Strength and Weakness Identification Map Exercise

Source: College Park Studio Team



2.0 Project Planning Process

Development Preference Exercise

The development preference exercise solicited input regarding the desired locations of future development in the District. Participants were instructed to place colored pieces on a map of the District to indicate where they would like to see commercial and residential development. Red pieces represented commercial development and yellow pieces represented residential development. According to Figures 2.6 and 2.7 (pages 52 & 53), participants preferred both residential and commercial development along College Avenue. Comments by participants further elucidated the preference for mixed-use development. Potential sites identified included the Civic Center surface lot, College Avenue, and Madison Street. In addition, participants desired more residential development along Bronough Street, Park Avenue, Madison Street, Martin Luther King, Jr. Boulevard, and Gaines Street (Figure 2.6). Meanwhile, respondents desired commercial development on the Civic Center site, the vacant lots located at the intersection of College Avenue and Macomb Street, and along Tennessee Street (Figure 2.7). The image below is an example of a participant group's map that illustrates the results of both map exercises.

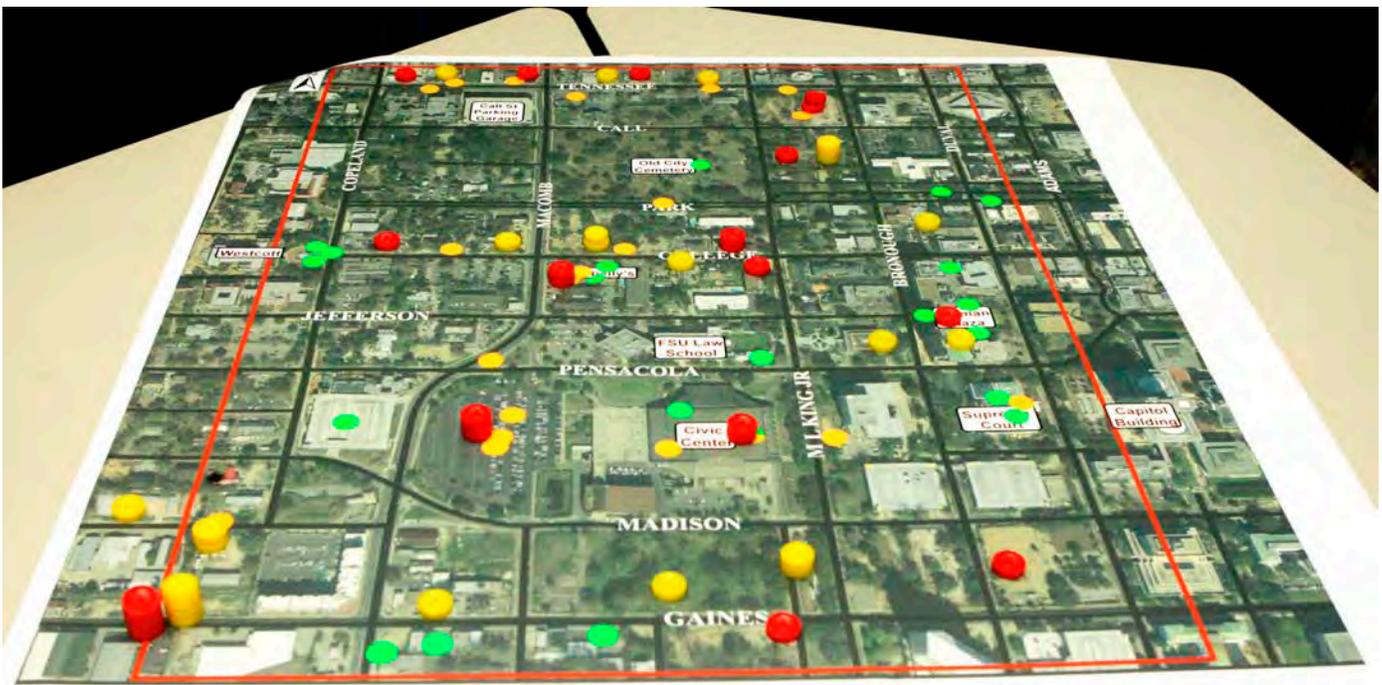


Figure 2.5: Example Map: Combined Map Exercises

Source: College Park Studio Team

2.0 Project Planning Process

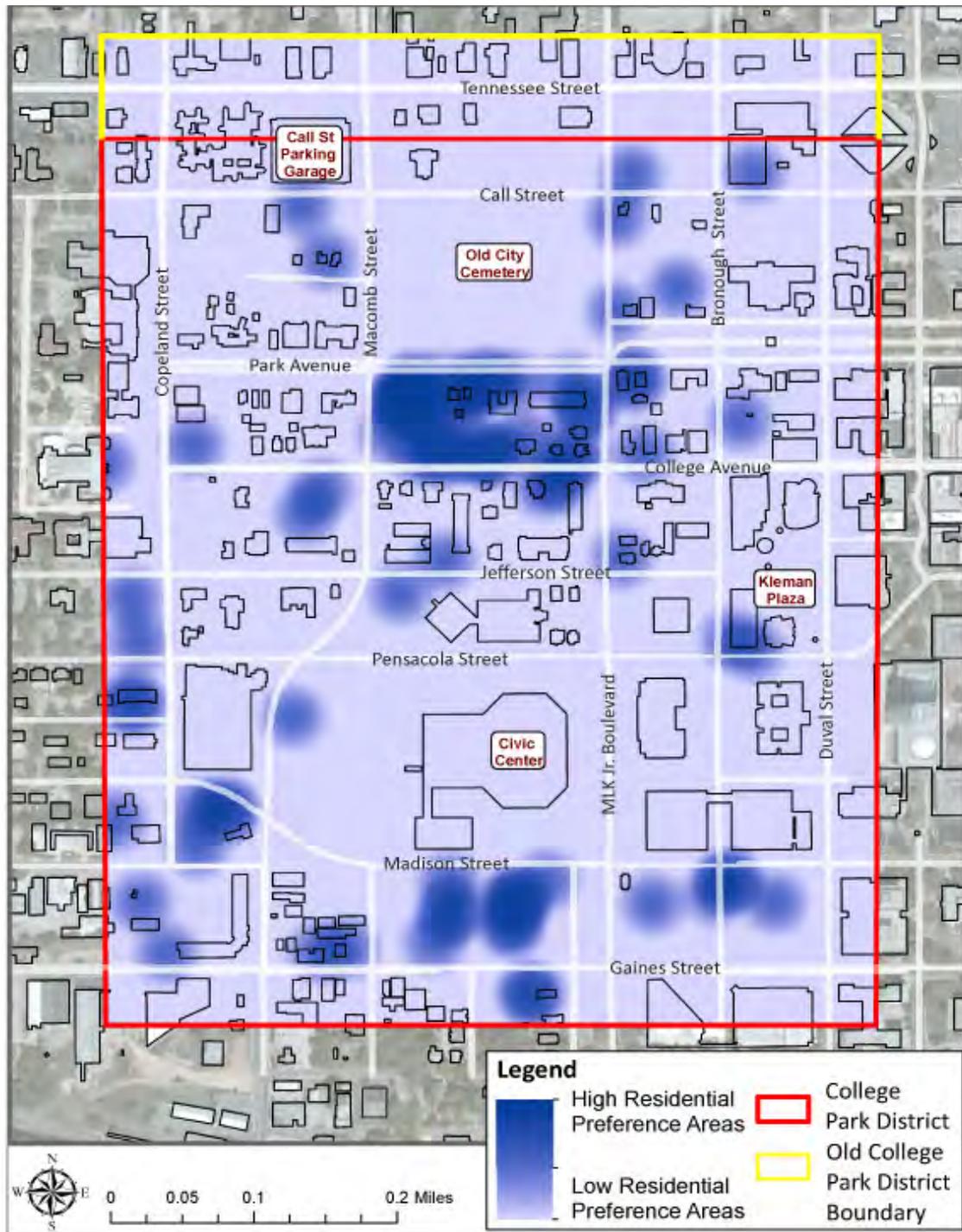


Figure 2.6 Residential Development Preferences
Source: College Park Studio Team



2.0 Project Planning Process

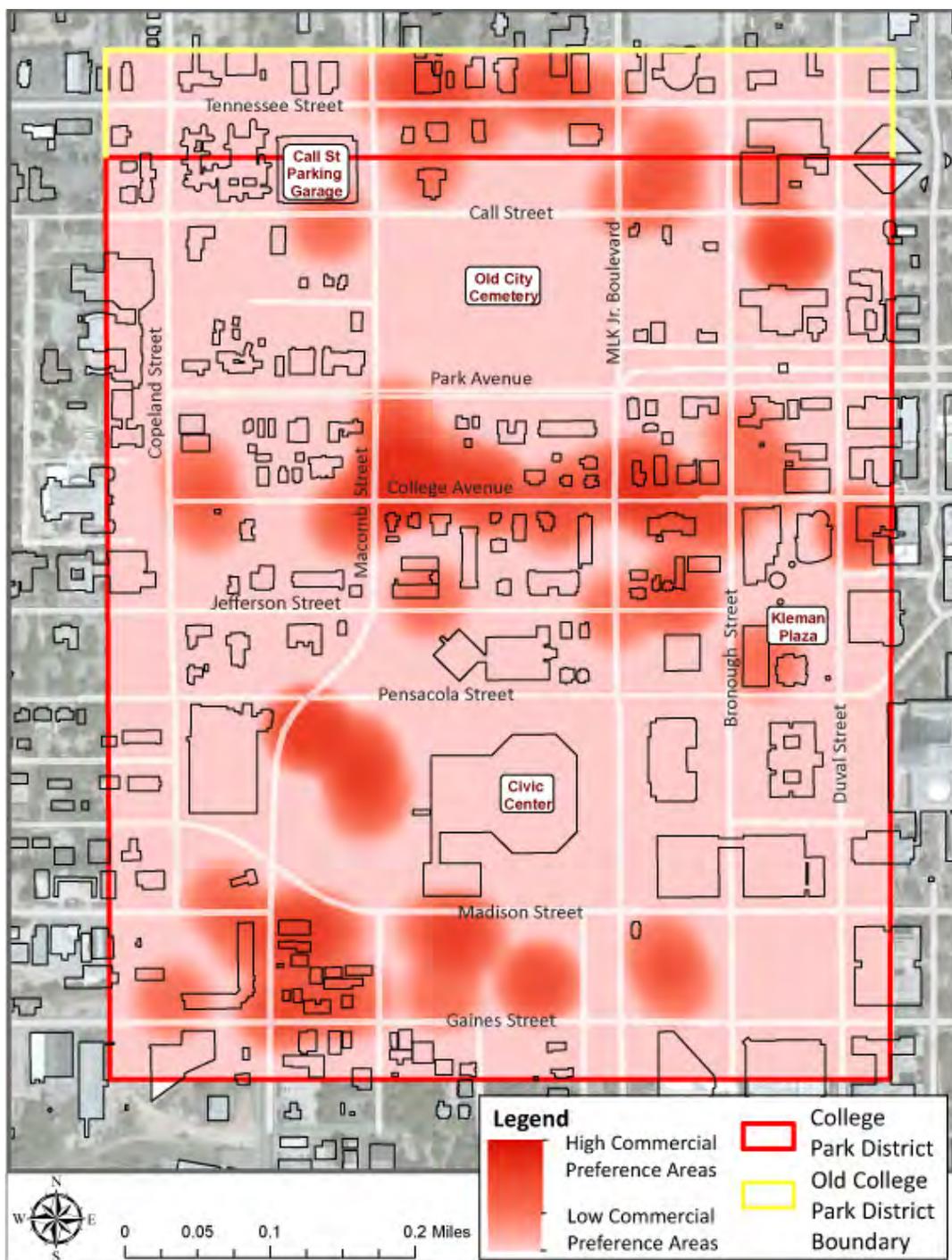


Figure 2.7 Commercial Development Preferences

Source: College Park Studio Team

2.0 Project Planning Process



Build-Out Survey

As the final input gathering exercise, a build-out or “massing preference” survey allowed participants to rate three possible building scenarios for the future appearance of the College Avenue corridor. The three building height scenarios were created using the existing Downtown Overlay zoning code as a guideline. The first scenario modeled the existing buildings along the corridor and added no new development (Figure 2.8). The second scenario modeled buildings on vacant lots at “medium height”, where buildings had heights of three to four stories (Figure 2.9). The third scenario modeled buildings on vacant lots to their maximum allowable height, which ranged from five to seven stories (Figure 2.10).

Participants were shown each of these scenarios at various angles. Of the 28 completed surveys, none indicated a preference towards maintaining the existing densities along College Avenue. Results indicated that 54% of participants preferred the maximum build-out scenario, while 46% preferred the medium build-out scenario. This demonstrates a general desire for a denser, more urbanized development along the corridor.

Massing at Current Height

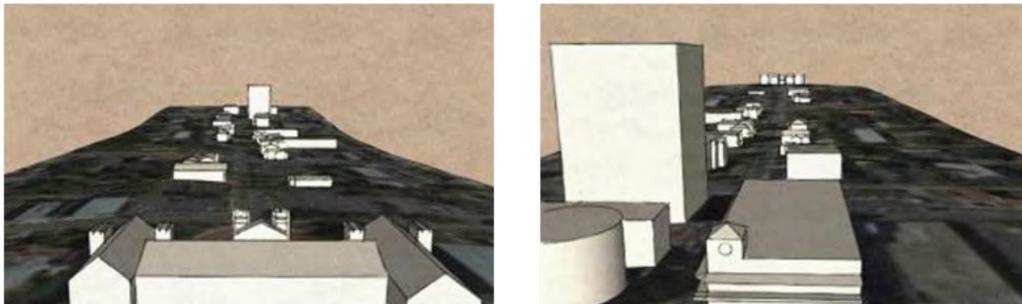


Figure 2.8 College Avenue Massing at Existing Height
Source: College Park Studio Team

Massing at Medium Build-Out Height

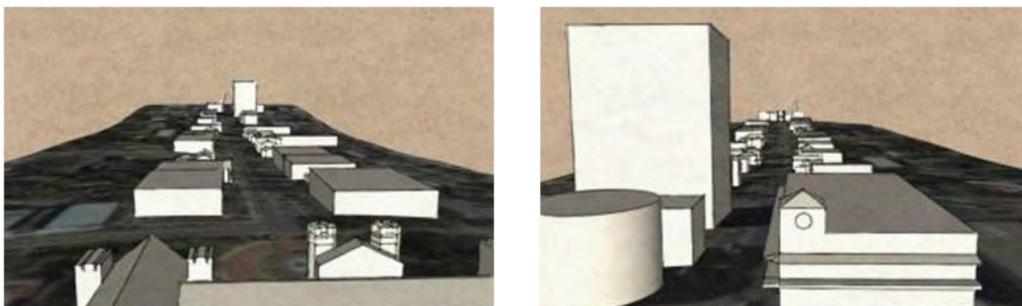


Figure 2.9 College Avenue Massing at Medium Height
Source: College Park Studio Team



2.0 Project Planning Process

Massing at Maximum Build-Out Height

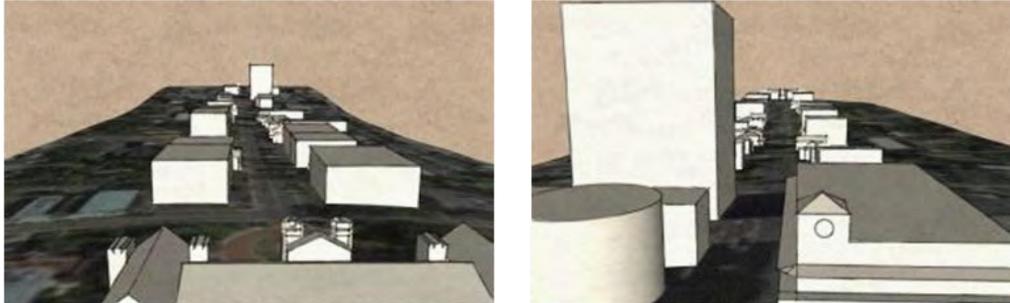


Figure 2.10 College Avenue Massing at Maximum Height

Source: College Park Studio Team

2.4 Interviews

In addition to holding a Public Meeting, Studio Team members also met with various agencies throughout Tallahassee to obtain knowledge and expertise regarding various plans, policies, and programs that regulate and influence growth and development within the District. These agencies included the City of Tallahassee Public Works, Tallahassee-Leon County Growth Management Department, the Community Redevelopment Agency, the Economic and Community Development Department, the Capital Region Transportation Planning Agency, StarMetro, and the Council on Culture and Arts. Participants interviewed provided the Studio Team with relevant information regarding the current conditions of the District as well as potential steps for revitalization.

Gabe Menendez, Public Works Department (October, 2012)

- Why: To gain more information about the City's efforts to improve the stormwater conveyance system as well as potential funding mechanisms.
- What was said: The City has plans to invest in major stormwater upgrades. Mr. Menendez explained how this could be financed through the local option penny sales tax, similar to Blueprint 2000 projects. However, the tax still has to be approved in referendum in 2014 for the project to be on the ballot. The City expects the project to require approximately \$39 million in investment.

Jimmy Lee and Steven Palmer, Growth Management Department (October, 2012)

- Why: To gain more information about stormwater issues within the District.
- What was said: The current conveyance system along College Avenue and Jefferson Street is inadequate. There are locations in the area that lack drainage points to enable stormwater to reach the pipes. In addition, many of the pipes are outdated and insufficient in diameter. The need to connect the conveyance system under Park Avenue to the system under Gaines Street and Madison Street is vital for redevelopment to occur.

2.0 Project Planning Process



Michael Parker, Economic and Community Development – CRA (October, 2012)

- Why: To seek information about the Frenchtown and Downtown CRAs development strategies and potential funding sources.
- What was said: Revitalization occurs in an incremental fashion. First, development can be incentivized through infrastructure investment. Next, incentives for development can be focused on attracting new residents and businesses to the area. The ultimate goal is to create the conditions for a self-sustaining environment for private investment. Mr. Parker also mentioned that stormwater projects could be financed through property taxes.

Sam Scheib, Star Metro (November, 2012)

- Why: To obtain relevant information regarding transit service in the District.
- What was said: Mr. Scheib stated that the number of bus stop locations within College Park are efficiently distributed and meet the need of riders. However, it was suggested that certain locations could benefit from bus stop shelters based on higher volumes of ridership. Additionally, the Studio Team inquired about the feasibility of bus pull-out locations along Copeland Street.

Greg Burke, Capital Region Transportation Planning Agency (November, 2012)

- Why: To gain information about the Monroe Street and Apalachee Parkway median projects, their outcomes, and how they handled issues related to right of way.
- What was said: Removing the middle turn lanes improved vehicular safety and mobility on Apalachee Parkway. The Monroe Street project still has not been constructed but it's expected to achieve similar outcomes. Mr. Burke stated that the possibility of lowering speed limits by narrowing lane widths would increase pedestrian safety.

Mike Pate, Town & Gown Tallahassee (TAG) (September, 2012)

- Why: To learn more about the town and gown initiative in Tallahassee.
- What was said: The objective of the project is “to make collaboration routine and produce transformational change in our town-gown relations.” TAG wants to retain Tallahassee’s graduates to remain in the City to build greater social capital and give back to the community. There are four phases to Town and Gown in Tallahassee:

Phase 1: A study of perceptions of town and gown relations in Tallahassee.

Phase 2: Town hall forums to get feedback from the community on research and best practices from other communities.

Phase 3: Creation of a process to pursue excellence in community communication in town/ gown relations. (Current Stage)

Phase 4: Creation of projects as a response to the findings from the research and town hall meetings.



2.0 Project Planning Process

Amanda Thompson, Council on Arts and Culture (November, 2012)

- Why: To gain information about public art and possibilities for incorporation within the District.
- What was said: Street furniture and accessories could be implemented in phases. Temporary furniture may be initially installed until local artists are commissioned to furnish permanent fixtures.

Key Themes from Community Input

- Stormwater is a major factor in the growth of the District. New development will not be able to occur unless these issues are not properly addressed.
- College Avenue is considered the heart of the District.
- Mixed-use development is widely desired amongst the public and local stakeholders.
- Wide, landscaped sidewalks with street furniture are preferred.
- Roads should have landscaped medians with well defined crosswalks.
- Public activities and events should appeal to all demographics.
- The Civic Center parking lot should be redeveloped with residential and/or commercial uses.
- Historical landmarks like the Chain of Parks, Old City Cemetery, and Westcott Building are viewed as positive aspects that should be accentuated.

2.5 Project Planning Process Conclusion

The Studio Team was able to form the redevelopment strategies from input gathered at meetings with the Working Group, the general public, and from face to face personal interviews. Individuals that participated provided the Studio Team with key themes that helped to shape the vision for the District. The Public Meeting informed the Team of the community's preferences for future development. The personal interviews helped to inform the Team of the opportunities and limitations the District will face as it continues to develop. The inclusionary manner in which the planning process was undertaken proved to be invaluable in the formation of the recommendations.

3.0 College Park Redevelopment Strategies



3.1 Introduction

The Studio Team incorporated detailed research, community and Working Group input, and informal conversations with representatives of local agencies to inform the future vision of the College Park District. Using this data to form the basis of the vision, the Studio Team held several planning and visioning sessions to identify recommended areas of focus within the District, and ultimately create the College Park District Action Plan. Synthesis of data and discussion allowed the Studio Team to collaboratively identify individual recommendations that fall under one of four major redevelopment strategies. The College Park Redevelopment Strategies serve as a guide to address the weaknesses and celebrate the strengths of the College Park District. The four strategies are generally prioritized by implementation timeframe, where Redevelopment Strategy #1 represents recommendations that can be addressed immediately, and Redevelopment Strategy #4 represents recommendations that will be made in the longer-term. Organizing strategies by priority, cost, and ease of implementation builds momentum for change to occur within the District. The four College Park Redevelopment Strategies include:

1. Enhance the Comfort and Image of the District
2. Upgrade Infrastructure
3. Improve Transportation Facilities
4. Encourage Infill Development

As an immediate catalyst for change, Enhance the Comfort and Image of the District represents Redevelopment Strategy #1. Branding the District as an initial, easily implementable strategy, gives College Park a distinguishable identity that is recognizable to the general public and as a result, creates a place that is attractive for future development. However, because future development is contingent upon major infrastructure improvements, Upgrade Infrastructure represents Redevelopment Strategy #2. The Studio Team further recognizes that major infrastructure issues must be addressed before transportation considerations can be reconfigured. Because of this, Improve Transportation Facilities represents Redevelopment Strategy #3. As improved transportation configurations provide better access to new development, Encourage Infill Development represents the Plan's final, longer-term Redevelopment Strategy.

The following sections introduce each Redevelopment Strategy, and discusses how each will be applied to guide site-specific recommendations discussed in Section 4.0 of this Plan.



3.0 College Park Redevelopment Strategies

3.2 Redevelopment Strategy #1 - Enhance the Comfort and Image of the District

Redevelopment Strategy #1 outlines a set of design recommendations to enhance the comfort and image of the District. This is because the District lacks a cohesive identity due to its vacant/underutilized parcels, inadequacy of pedestrian amenities, and absence of uniform urban design elements. This redevelopment strategy includes developing a brand for the District, enhancing its streetscape, and encouraging public activities. These recommendations will build an identity and serve as a catalyst for revitalization and encourage private investment.

Develop a Brand for the College Park District

As efforts are made to create a sense of place for the College Park District, it is important to develop a brand that communicates the area's unique character. Branding will establish the College Park District as a specific area of Tallahassee, strengthening community identity. The first focus of branding will be the design of a logo for the District that references important community images. FSU's Westcott Building and the Chain of Parks, characterized by its live oaks, are two iconic features within the District. Both are historic and memorable landmarks for FSU and the College Park District and were frequently identified in the Public Meeting as positive assets of the District. Further, the College Avenue corridor with the Westcott Building vista serves as the primary visual connection between the university campus and Downtown Tallahassee. Based on the recognition of these important features of the College Park District, two conceptual logos have been created to celebrate this immediately recognizable imagery (Figure 3.1). This logo can be further developed and used in various iterations in advertising, signage, and other purposes. Ultimately, developing a brand for the District will strengthen the sense of community and present the College Park District as a distinct place to visitors, residents and employees alike.



Figure 3.1: Proposed College Park Logos
Source: College Park Studio

3.0 College Park Redevelopment Strategies



Increase Signage

Once a community identity is formalized into an accepted brand and logo, several opportunities exist to display this logo throughout the District. Banners should be placed along streetlights and small signs might be placed atop street signs. The All Saints District to the south has recently implemented a similar branding effort by placing small aluminum angels at the top of street signs. Intersections of streets leading into the District should be designated as entrances through signage that defines the District's boundaries. An archway in front of the Westcott Building indicates the primary entrance to Florida State University and has been one of the most iconic images of the university for nearly a century. Similar arches or gateways are sometimes used to define the entrance to neighborhoods or districts. To further define the College Avenue view corridor towards Westcott, a College Park District archway might be placed across College Avenue at either Duval or Bronough. This would create a formal entrance to the District and provide a better visual connection towards the Westcott Building. As the presence of street trees are increased throughout the District, decorative grates that include the College Park District logo should be placed at their base, similar to what has recently been implemented along Gaines Street.

Improve Lighting

Lighting is an important element of safe and comfortable communities. Appropriate lighting contributes to public safety by illuminating walkways and can help reduce both crime and accidents by increasing pedestrian visibility. Proper lighting can also help define buildings and landmarks, such as the Westcott Building (Figure 3.2), which is well illuminated and can be seen from several blocks away at night. Lighting can also enhance architectural details and can be employed in a historic district, using traditional fixtures. Copeland Street (Figure 3.3) is a good example of a well-lit corridor; this should be continued throughout the District for continuity



Figure 3.2: Westcott Building at Night
Source: Flickr.com



Figure 3.3: Decorative Lighting Along Copeland Street
Source: The College Park Studio Team



3.0 College Park Redevelopment Strategies

Lighting in the College Park District currently does not compliment the area’s character. The Studio team recommends the strategic placement of street lighting in a consistent form that makes the District safer while at the same time contributes to the area’s unique atmosphere. In order to accomplish this, street lamps should be pedestrian-scaled and sensitive to their surrounding context. Lighting should also be used as part of a way-finding strategy, by illuminating important signs, streets, parks, district edges and other important features.



Figure 3.4: Legacy Walk at FSU
Source: Flickr.com

Implement a Wayfinding System

Wayfinding describes how people understand and organize their physical surroundings. An effective system of wayfinding utilizes clear signage, details destinations and their relative distances, accents memorable and distinguishable features such as historic landmarks, and displays maps where convenient in order to help visitors navigate and experience a new place. Wayfinding signage should be an appropriate height so that pedestrians, as well as cyclists and drivers, can easily view them from varying perspectives. Wayfinding can help brand an area by

“Pedestrian directional signage is a crucial element, not only to ensure a well-navigated pedestrian experience, but also to create ‘a sense of place’. A consistent, pedestrian-scaled and easy-to-read signage system is proposed for the downtown area.”
- Downtown Tallahassee Pedestrian Connectivity Plan

tying together its assets in an appealing and accessible manner.



Figure 3.5: Wayfinding in Alexandria, Virginia
Source: City of Alexandria

The College Park District should adopt a comprehensive wayfinding strategy to help visitors orient themselves and to establish links between Downtown, Florida State University, Gaines Street, and other areas of interest. This strategy would utilize signage, maps, and markers in an effort to make businesses, landmarks, parks, and historically significant areas more accessible and connected. Implementing wayfinding extends the recommendation for increasing signage and is another opportunity to display the College Park logo. Alexandria, Virginia uses a variety of wayfinding signs to: designate the location of the Old Town District, show which direction and how far important areas are, and to provide maps for visual reference (Figure 3.5). The City of Tallahassee currently has several maps and directional signs posted throughout Downtown. New wayfinding should continue

3.0 College Park Redevelopment Strategies



throughout the District in order to express the College Park brand, highlight important places, and facilitate navigation both within and around the District.

Keep the District Clean

In order to combat the litter issues, there are several recommendations that the Plan proposes. One option is to encourage groups within the District to “Adopt-a-Street” to help keep the area clean, especially after big events. Fraternities and sororities in the District could be encouraged to take on this role. These cleanup events might be organized through the Interfraternity Council or the Panhellenic Association. Another option is to install trash receptacles, including solar powered trash compactors along the College Avenue corridor to reduce the frequency of trash pick-ups (Figure 3.6). These compactors hold five times as much trash as a standard garbage can (Sustainable Tallahassee, n.d.). As the College Park Association grows in membership, dues could be used to purchase and install several compactors, which would then be emptied through the City’s regular trash collection services. Lastly, the Plan recommends that the City increase code enforcement in the area so that property owners respond to complaints and address code infractions.



Figure 3.6: Solar Powered Trash Compactors

Source: flickrhivemind.net

Promote Additional Public Activities and Events

Creating a sense of place can be enhanced by providing a variety of activities to promote an exciting environment. This will be an important factor in attracting a wide variety of people to the District. Based upon input from public meeting participants, these activities should appeal to the whole community. As the College Park Association’s members stand to benefit from increased activity within the District, they could serve as the lead coordinator of such events, partnering with FSU, Greek organizations, and local community groups. Public Meeting input also revealed a strong preference for the Downtown Marketplace which takes place within the Chain of Parks. The Plan recommends that a similar type of event be staged in Doug Burnette Park. In order to avoid competition with Downtown Marketplace, this event could be designed as a student run arts and crafts festival. FSU and Greek or other student organizations should lead this student-oriented event.

The Studio Team recommends that a variety of music events take place within the District to cater to the student population. For smaller events, the Doug Burnette Park expansion would be an ideal venue. For larger events, the remodeled green space plaza that is being proposed at the Civic Center could serve that function. This could help expand the use of the Civic Center as well as bring people into the District to support the



3.0 College Park Redevelopment Strategies

businesses.

In addition, the proposed redevelopment of the Civic Center would be a great location to incorporate a weekly Food Truck event (Figure 3.7). A lack of food options within the District was consistently mentioned in the Public Meeting. Food trucks continue to grow in popularity and Tallahassee is already host to a wide variety of these mobile vendors. Allowing these vendors to temporarily locate within the District could attract a following, leading to greater familiarity with the emerging College Park District while providing a good mix of affordable food options for the District's residents and visitors.

According to public meeting feedback, organized runs were viewed positively for the College Park District. Based on the popularity of these events, it is proposed that a run be organized through the District, potentially starting at College Avenue at the entrance of the District. This event could be organized as a Town and Gown Run to take place at the beginning of the fall semester as the student population returns. This run should be organized by the University or the Gulf Winds Track Club, organizers of a variety of existing Tallahassee running events. The run would pass by many of the identifiable features of the District such as College Avenue, Westcott Building, the Civic Center, Old City Cemetery, Doug Burnette Park, and possibly continue along the Legacy Walk on the FSU campus.

The last recommendation for public events is an annual Soap Box Derby on College Avenue. This is an event in which participants make their own gravity driven-racers and race down a hill. Mercer University in Macon, Georgia has a similar relationship to their downtown and in 2008, they implemented a Soap Box Derby that has become a big success, drawing large crowds (Figure 3.8). The topography of College Avenue would support such an event and we feel it would capture the energy that is expected to flourish in The District.



Figure 3.7: Food Truck Event
Source: Vcreporter.com

"The City and County will also support expanded recreational and cultural activities which will provide diverse activities for tourists and residents alike."

- Tallahassee-Leon County Comprehensive Plan, Economic Development Element, Goal 1B

3.0 College Park Redevelopment Strategies



Beautify the District with Additional Landscaping

Landscaping an area with trees, foliage, and flowers can visually refurbish a district. The College Park District is no exception. The Plan recommends visually improving the landscape and vegetation of the District by planting street trees where appropriate to provide both shade and a buffer between the sidewalk and the street. Visually, this scored high on the Visual Preference Survey at the Public Meeting. It is also important to include low maintenance options to ensure it remains well groomed. The Plan recommends that these efforts are focused first on Park Avenue, Macomb Street, Martin Luther King, Jr. Boulevard., College Avenue and Doug Burnette Park. In addition to adding trees to the area, The Plan also recommends that Florida native flowers



Figure 3.8 Mercer University Soapbox Derby
Source: Macon.com

be incorporated into the landscaping efforts. As the central corridor of the District, College Avenue should initially be targeted for these landscape improvements as it stands as the primary pedestrian connection



Figure 3.9: Native Florida Wildflowers
Source: radiogreeneearth.org

between FSU and Downtown Tallahassee. Further, Macomb Street was identified as a negative asset in the Public Meeting; an increase of attractive vegetation could improve the image of this area. In addition, the Chain of Parks and Doug Burnette Park stand to benefit from landscape improvements along Martin Luther King, Jr. Boulevard, providing a visually enhanced pedestrian connection. Wildflowers could be appropriate as they require very little maintenance (Figure 3.9). The bright colors and aroma add character and personality to an area that we feel would be beneficial to the College Park District.

Conclusion

Creating a brand for the District will immediately begin to express that this District has a unique name, character and place within the City of Tallahassee. This will be expanded upon through increased signage and wayfinding that will also serve to facilitate access throughout the District. Increased lighting will improve pedes



3.0 College Park Redevelopment Strategies

trian visibility and safety as well as accent the paths and edges throughout the District. In addition to improved lighting, efforts to address litter and property maintenance, combined with increased landscaping, will dramatically improve the District's comfort and image. Finally, all of these improvements lay the groundwork for an increase in future activities and events that will draw people to the District throughout the year. Combined with the other three Redevelopment Strategies, creating a sense of place for the College Park District should encourage future investment in infrastructure, transportation facilities, and ultimately new development in order to create a safe, attractive, and vital urban village in the heart of Tallahassee.

“Require tree plantings, where practical, for both new and old roads to increase screening, beauty, runoff control, and reduction of summer heat. Existing trees shall be protected during transportation system development and maintenance.”

- Tallahassee-Leon County Comprehensive Plan, Mobility Element, Policy 1.3.6

3.3 Redevelopment Strategy #2 – Upgrade Infrastructure

The majority of the College Park District is in dire need of infrastructure upgrades to support future redevelopment in the area. The current stormwater conveyance system cannot adequately handle additional stormwater runoff and is a major hindrance to the Studio Team's ultimate goal of creating a vibrant, urban district. The aboveground utility lines also generate both visual and physical obstructions. Drastic improvements to the infrastructure system must be completed in order for the District to reach its full potential of becoming a desirable place to live and visit. Upgrading infrastructure will need to take place before significant changes can occur to the transportation network and land use development.

Increase Stormwater Capacity for College Avenue

The current stormwater system in the College Park District will be unable to accommodate the runoff generated by future development. In order for new commercial and residential development to occur within the District, this deficiency must be addressed. While stormwater infrastructure improvements are expensive, the City of Tallahassee has outlined a method of creative financing for these types of large-scale projects.

Many infrastructure projects in Tallahassee have been funded through the local option sales tax, which is up for renewal in 2014. Under the current arrangements, the City of Tallahassee receives ten percent of this revenue. Projects that seek funding from the sales tax extension must be vetted initially by the Tallahassee City Commission or the Leon County Commission, and later, by the Leon County Sales Tax Committee. Proposed sales tax extension projects from the Tallahassee City Commission contain a project that specifically addresses the College Avenue stormwater infrastructure deficiencies and also increases capacity for nearby

3.0 College Park Redevelopment Strategies



parcels.

This project entails a major capital investment by the City's Public Works Department. The project includes installing new sewage pipes underneath College Avenue and connecting the system underneath Park Avenue to the Madison Street system. Details of this stormwater project are described in "Build the Core: Stormwater Improvements" Program 1b of the Sales Tax Committee Projects Pamphlet, which is included in the appendix (COT, 2012). The implementation of this project can spur redevelopment in the District due to the added benefits it could provide to each parcel. Property owners and developers would be able to build at greater densities and with more flexibility in site design because of the increased stormwater capacity.

Stormwater improvements in the College Park District would provide adequate capacity to sufficiently handle runoff and channel it to the Lake Elberta Regional Stormwater Facility. The Studio Team encourages the City and Public Works Department to invest in the aforementioned upgrades to enable the College Park District to thrive as a destination that features a vibrant mix of housing, retail, and entertainment.

Current Stormwater Alternatives

While the Studio Team encourages the investment in a more efficient, upgraded stormwater system to properly handle runoff in the District, two short-term alternatives exist that could assist in partially alleviating the problem. Each of the following alternatives has distinct disadvantages when applied to the College Park District. Therefore, while acknowledging both as options, the Studio Team does not recommend that either alternative be used as a solution to the stormwater problem.

- On-site retention ponds could partially mitigate the issue of inadequate capacity for individual parcels along College Avenue. There are consequences, however, that accompany this alternative approach. On-site retention prevents development of the parcel to its maximum capacity because a part of the available land is allocated to the stormwater facility which reduces the amount of developable land. This results in lower density development, which is considered inappropriate for an urban context such as the College Park District. This type of retention pond is also costly for the owner of the parcel, who is charged with the burden of its maintenance. The on-site retention ponds alternative conflicts with the Studio Team's goal of creating a dense, urban, pedestrian-friendly environment because of their severe detractor from the urban character of a place such as College Park.
- A stormwater detention vault is an underground structure designed to manage excess stormwater runoff on a developed site and is usually placed within an urban setting (Figure 3.10). Since the vault is incapable of bearing the load of a built structure, these facilities are typically buried beneath a parking lot or other open land site. While this alternative solves the stormwater problem for site-specific developments, it is very costly and limits the full development of a parcel. This is due to the result of



3.0 College Park Redevelopment Strategies

accommodating new development through the inclusion of large nearby parking lots or open spaces.

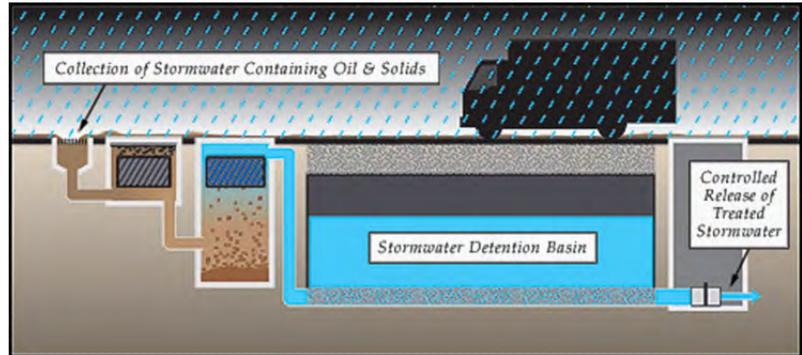


Figure 3.10: Stormwater Detention Vault
Source: modot.org

There are other alternatives that do not completely solve the stormwater capacity problem, but aid in reducing runoff, improving water quality, or adding aesthetic value (EPA, 2012).

These alternatives include the following:

- Vegetated green roofs consist of an impermeable roof membrane overlaid with a lightweight planting mix. It maintains a high infiltration rate and is vegetated with plants tolerant of heat, drought, and periodic inundations. (Figure 3.11)
- A vegetated swale is a broad, shallow channel with a dense stand of vegetation covering the bottom and side-slopes. Swales can be natural or man-made, and are designed to trap particulate pollutants, promote infiltration, and reduce the flow velocity of stormwater runoff. This has been recently implemented successfully along Gaines Street (Figure 3.12).



Figure 3.11: Vegetated Green Roof
Source: e-landscapellc.com



Figure 3.12: Vegetated Swale
Source: missionengineersinc.com

3.0 College Park Redevelopment Strategies



- A rain garden is a planted depression or hold that retains rainwater run-off from impervious urban areas such as roofs, driveways, and parking lots. As opposed to flowing into a drainage system, stormwater directed into a rain garden will be gradually soaked into the ground (Figure 3.13).



Figure 3.13: Rain Garden

Source: raingardeninitiative.com

- Permeable pavement is an alternative to asphalt or concrete surfaces that allows stormwater to drain through the porous surface, into a stone reservoir underneath. The reservoir temporarily stores surface runoff before it slowly infiltrates into the subsoil (Figure 3.14).



Figure 3.14: Permeable Pavement

Source: greenvalues.cnt.org

Bury Utility Lines

One of the main physical obstacles for pedestrian navigation in the College Park District are the numerous utility poles that are placed either directly in the sidewalk (Figure 3.15), or along its edge. In addition to these poles making it more difficult for pedestrians to traverse along sidewalks, they are also aesthetically unappealing in an urban context such as the College Park District.

Burying utility lines would mitigate the impacts of severe weather events such as thunderstorms and hurricanes. Currently, utility lines are only buried beneath Gaines, Copeland, and Duval Streets (Figure 3.16, page 69). The Studio Team proposes burying all overhead utility lines present in the College Park District. This would be completed by the City of Tallahassee Utilities. In particular, the College Avenue portion should be implemented in conjunction with the stormwater enhancement project. Underground utilities would further enrich



Figure 3.15: Call Street Utility Lines

Source: College Park Studio



3.0 College Park Redevelopment Strategies



Figure 3.16: College Park District Buried Utility Line Locations

Source: College Park Studio

the walkability and charm of the District as more space could be devoted to denser, more pedestrian-friendly types of development.

Conclusion

In order for the College Park District to support future development, the Studio Team recommends significant improvements be made to the stormwater infrastructure system. While these enhancements are costly, they are necessary in order for the District to transform into a lively urban area with a mix of both residential and

3.0 College Park Redevelopment Strategies



“Wherever feasible, bury utility lines. Priority should be given to areas where underground utilities can be incorporated into roadway construction and reconstruction projects.”

- Tallahassee-Leon County Comprehensive Plan, Mobility Element, Policy 1.2.13

commercial uses. The Studio Team has also recommended that utility lines be buried within the College Park District. Through this action, there will be an improvement in aesthetics as well as pedestrian safety.

3.4 Redevelopment Strategy #3 – Improve Transportation Facilities

The College Park District lacks connectivity among its streets and sidewalks; crosswalks are also absent in a number of locations. Vehicles also travel at high speeds along major thoroughfares, such as Macomb Street and Madison Street, and present a safety concern for pedestrians who walk on the respective sidewalks. These deficiencies contribute to an undesirable pedestrian environment. In order to improve connectivity in the College Park District, it is imperative that a variety of transportation issues be addressed. Because it would be fiscally prudent for these transportation improvements to follow upgrades to the existing stormwater system, Improve Transportation Facilities is the third Redevelopment Strategy. The recommendations include improving connectivity, increasing parking facilities, enhancing bicycle facilities, implementing traffic calming measures, and addressing transit needs.

“Utilize context sensitive roadway design and traffic calming to allow connectivity while mitigating the effects of through traffic on neighborhoods”

- Tallahassee-Leon County Comprehensive Plan, Mobility Element, Policy 1.4.2

Improve Connectivity

The Studio Team has identified two connectivity deficiencies present within the College Park District. These deficiencies include inadequate sidewalk facilities and a lack of pedestrian crosswalks. By addressing these problem areas, the District will be able to better accommodate pedestrian activity through a safer, more complete sidewalk and crosswalk network.

Improve Sidewalk Facilities



3.0 College Park Redevelopment Strategies

The Studio Team recommends enhancing connectivity by improving sidewalk facilities within the District. This recommendation is based on input gathered from public meeting attendees, as well as the Studio Team's observations made during several walking tours throughout the District. All improvements to the sidewalk facilities will be accomplished by partnering with the City of Tallahassee's Public Works Department. Initial improvements will focus on providing sidewalks where there are currently gaps in the network of coverage. Connecting these gaps will make the District more walkable and pedestrian-friendly.



Figure 3.17: New Sidewalk Pattern Along Park Avenue
Source: talgov.com

Widening sidewalks in priority areas, such as College Avenue and Macomb Street, will encourage more pedestrian activity and create a larger buffer between pedestrians and vehicle traffic. These changes would drastically improve pedestrian safety and the overall walking experience within the College Park District.

Currently, the City of Tallahassee has been utilizing a diamond pattern on newly constructed sidewalks within the District along portions of College Avenue, Bronough Street, and Duval Street (Figure 3.17). The diamond pattern refers to the shape of lines being imprinted in the sidewalk before it permanently hardens. The Studio Team recommends extending this diamond pattern on future sidewalk facilities within the College Park District (Figure 3.19, page 72). This will allow for the District to maintain consistency with the City's current and proposed sidewalk expansion plans.

Improve Crosswalks

The Studio Team recommends crosswalk improvements at various locations throughout the District. These improvements will also be accomplished by partnering with the City of Tallahassee's Public Works Department. Through the enhancement of crosswalks, the College Park District will improve pedestrian walkability and safety as well as addressing its overall connectivity deficiencies.



Figure 3.18: Crosswalk on Martin Luther King Jr. Blvd.
Source: College Park Studio

3.0 College Park Redevelopment Strategies

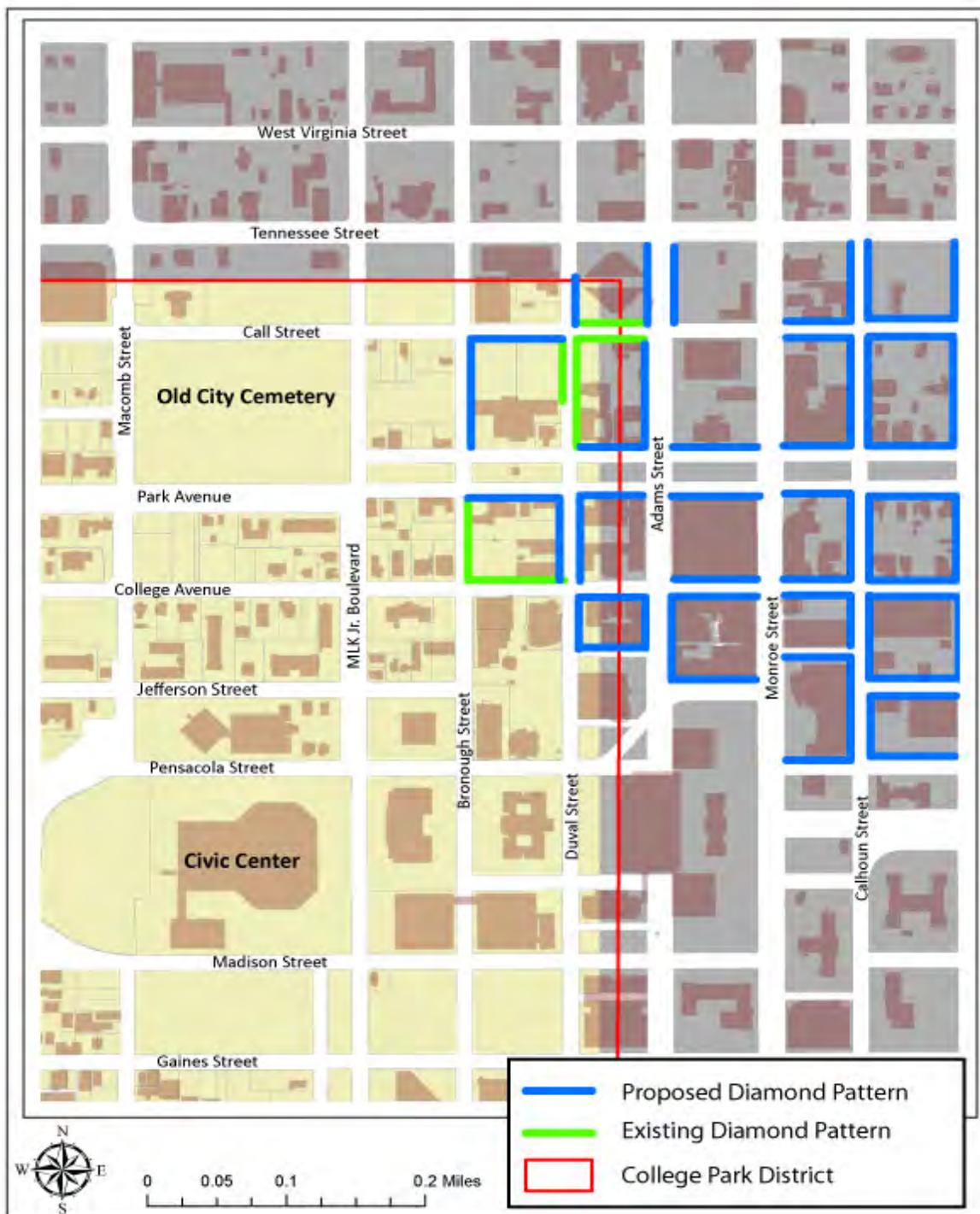


Figure 3.19: Downtown Tallahassee Sidewalk Construction
Source: College Park Studio



3.0 College Park Redevelopment Strategies

“Install quality, contrasting paving materials at key pedestrian crossing that signal to drivers that they are entering a pedestrian zone.”

- Downtown Tallahassee Pedestrian Connectivity Plan, Chapter 4, p.43

One of the recommended improvements is painting or re-painting crosswalks in problem areas. Once crosswalks are installed at all deficiency points, pedestrians will gain a better sense of safety when walking through the District. Additionally, safety will be improved, as drivers will become more aware of designated pedestrian crossing locations.

The second recommended action is the installation of brick crosswalks (Figure 3.18, pg. 71), similar to the one that currently exists at the intersection of Park Avenue and Bronough Street. These will provide College Avenue and other heavily utilized streets with a distinct crosswalk feature and aid in branding the area as a unique District.

“Add on-street parking where feasible to improve streetscape system”

- Downtown Tallahassee Pedestrian Connectivity Plan, Chapter 5, p.63

The final recommendation concerning crosswalk improvements is the installation of flashing indicators at mid-block crosswalks between activity areas, such as the St. Augustine Parking Garage and the Civic Center. These recommendations stem from input gathered during the Public Meeting, as well as from an analysis of existing conditions.

Add Additional Parking

With the Studio Team’s proposal to encourage infill development on several surface parking lots in the College Park District (discussed in College Park Redevelopment Strategy 4), alternative parking options will be necessary to make up for the loss in surface lot spaces. In order to provide more parking for vehicles in the College Park District, the Studio Team recommends that on-street parking be implemented along various portions of streets within the District. This will be accomplished by partnering with the City of Tallahassee’s Public Works Department.

The second means of providing additional parking within the District is through the construction of parking garages. This recommendation would be implemented by partnering with Florida State University and private developers. Parking



Figure 3.20: Bike Box
Source: alexandriava.gov

3.0 College Park Redevelopment Strategies

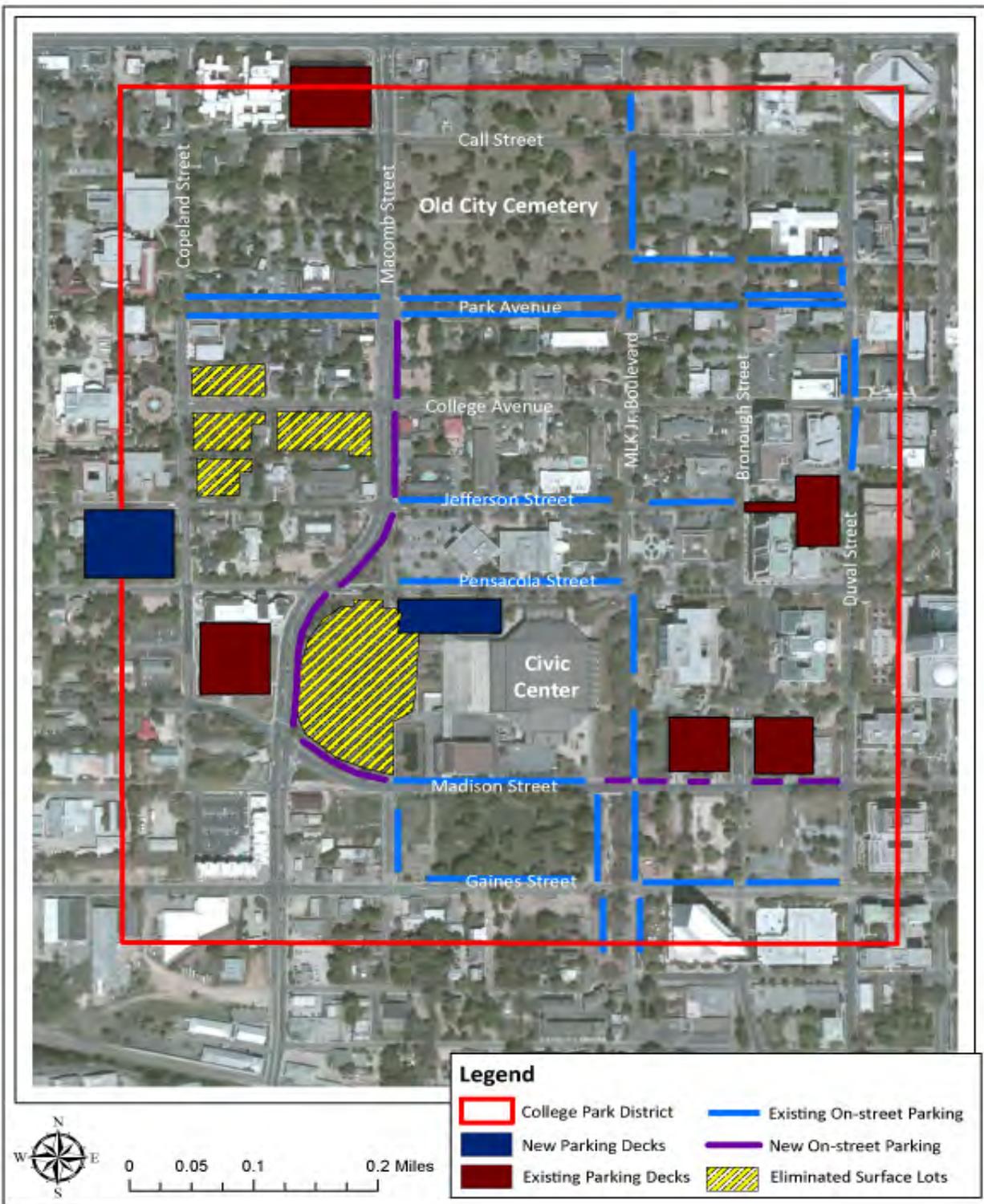


Figure 3.21: College Park District Future Parking
Source: College Park Studio



3.0 College Park Redevelopment Strategies

garages provide for more parking spaces than surface lots and most importantly, make more efficient use of the land. Figure 3.21 on page 74, illustrates the locations of existing parking facilities and areas where future parking decks and on-street parking should be placed.

Improve Bike Facilities

In order to improve the District’s bicycle facilities, the Studio Team recommends increasing the number of bike racks located throughout the College Park District. This recommendation can be accomplished by partnering with the City of Tallahassee’s Public Works Department. Increasing the number of bicycle racks will help the District to become more friendly and attractive for cyclists.

Installing “bike boxes” will also improve the bicycle network within the District (Figure 3.20, pg. 73). These facilities will be implemented by partnering with the City of Tallahassee’s Public Works Department. Bike boxes allow for bicycles to stop ahead of cars at intersections. According to a study conducted by Portland State University, bike boxes increase bicyclist safety at intersections (City of Portland, 2011). With the inclusion of bike boxes such as the one recently placed on Call Street on FSU’s campus, College Park District will become safer for bicyclists at problem intersections and will also be supporting the MMTD’s goal of encouraging alternative modes of transportation.

Implement Traffic Calming Measures

Upon analysis of traffic count data, observational data, and accident reports, the Studio Team recommends

“Decrease the distance pedestrians must walk using curb extensions or bulb-outs”

- Downtown Tallahassee Pedestrian Connectivity Plan, Chapter 4, p.43



Figure 3.22: Raised Crosswalk

Source: transitutopia.blogspot.com

the



Figure 3.23: Traffic Bulb-out

Source: alexandriava.gov

3.0 College Park Redevelopment Strategies



implementing several traffic calming measures. Each of the following recommended traffic calming measures will be implemented by partnering with the City of Tallahassee’s Public Works Department. Combined, these recommendations will improve pedestrian and bicyclist comfort and safety within the District.

The first recommendation is to raise crosswalks along College Avenue, Macomb Street, and Park Avenue (Figure 3.22). Raised crosswalks will improve the overall sidewalk network, while also calming traffic at areas utilized heavily by pedestrians. The second recommended action is the construction of bulb-outs at the intersections of Macomb Street and Gaines Street, and Macomb Street and Madison Street (Figure 3.23). A bulb-out, also known as a curb extension, is a traffic calming measure used to extend the sidewalk, thereby

“Slow traffic speeds in pedestrian areas.”

- Downtown Tallahassee Pedestrian Connectivity Plan, Chapter 4, p.44

reducing the total street-crossing distance for pedestrians. These bulb-outs will calm vehicular traffic, and provide for safer pedestrian travel across intersections through improved driver awareness.

“The trolley connecting FSU and the downtown core area will provide easy access for the students and faculty in FSU to the downtown core area.”

- Downtown Tallahassee Pedestrian Connectivity Plan, Chapter 5, p. 63)

The final recommendation related to traffic



Figure 3.24: Gaines Street Bus Shelter

Source: College Park Studio

calming is the lowering of all speed limits within the College Park District to 25 miles per hour, with the exception of Bronough and Duval Streets. Traffic along the one way pair of Bronough and Duval Streets is significant enough to allow for higher speed limits. Although, Macomb and Gaines Streets feature some of the highest rates of traffic flow, their existence as two way thoroughfares prevent the high speed travel behavior common on one way streets. By slowing vehicle traffic throughout most of the District, pedestrians and bicyclists will feel an improved perception of safety.

Address Transit Needs

“Themed and shaded bus shelters should be placed where appropriate to improve the streetscape system”

- Downtown Tallahassee Pedestrian Connectivity Plan, Chapter 5, p. 63



3.0 College Park Redevelopment Strategies

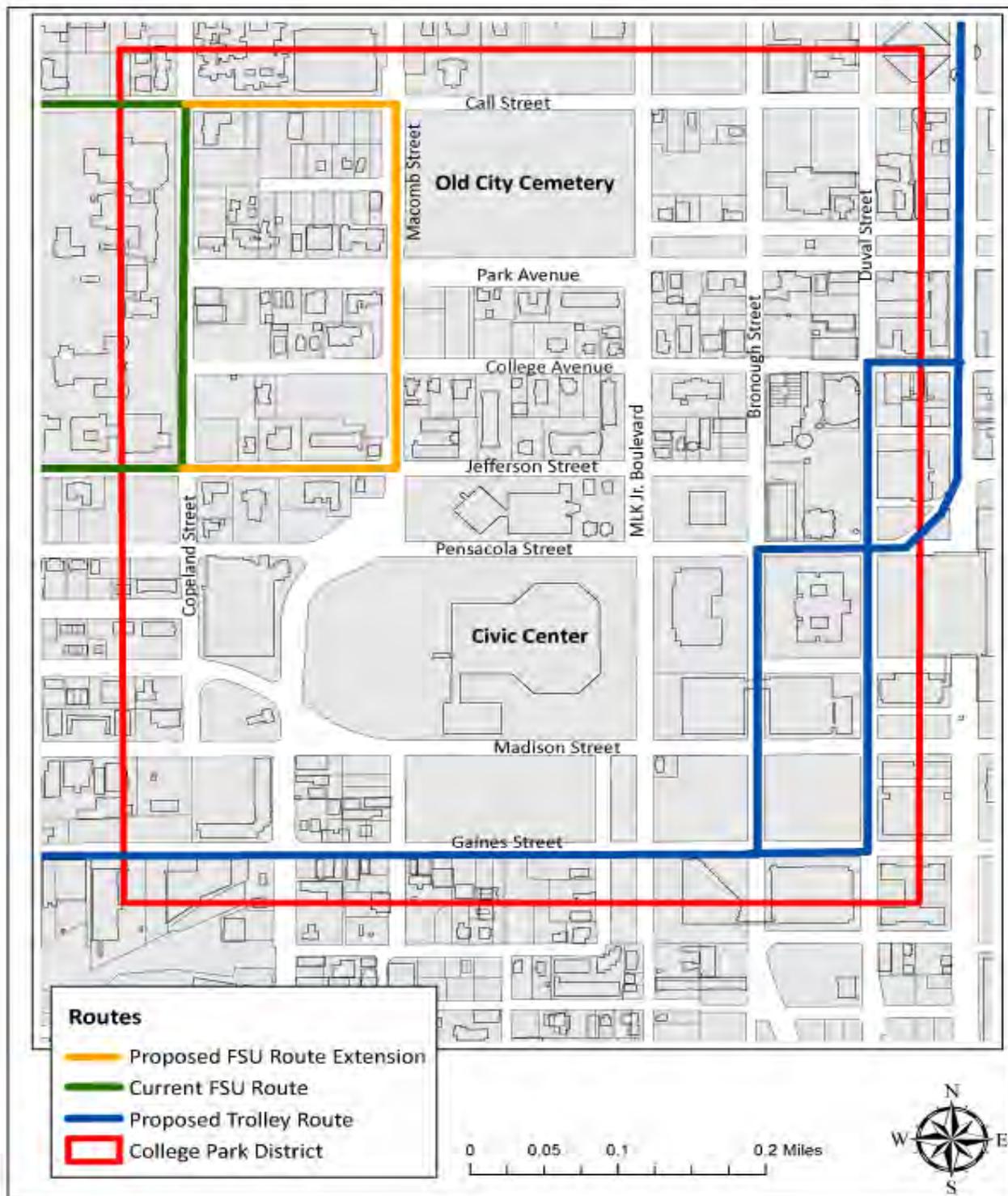


Figure 3.25: Future Star Metro Routes

Source: College Park Studio

3.0 College Park Redevelopment Strategies



The Studio Team proposes several recommendations in order to address transit needs within the District. These actions were formulated upon reviewing notes taken at the Public Meeting. Each of the following transit recommendations will be implemented by partnering with StarMetro.

The first recommendation is the implementation of a trolley bus circulator route. This service would benefit the District by providing an alternative form of transportation for those looking to enjoy Tallahassee's diverse, weekend nightlife. It would also link various districts throughout Tallahassee (Midtown, Downtown, College Park, and Gaines Street). The Studio Team's second recommendation is the installation of bus stop shelters at all StarMetro stops where implementation is feasible within the District (Figure 3.24). The shelters protect transit riders from extreme weather, especially rain and direct sunlight. Bus stop shelters, as a result, are viewed favorably, therefore, the Studio Team recommends the placement of transit shelters where space permits throughout the College Park District.

The third and final recommendation that addresses transit needs within the College Park District is the alteration of several Seminole Express routes that run along Copeland Street. Figure 3.25 on page 77, displays the various routes that run through the District. Specifically, the Studio Team recommends that three of the routes running along Copeland Street be extended to Macomb Street. This minor change would allow Seminole Express riders greater mobility throughout the District as well as a closer access points to the Civic Center.

Conclusion

The Studio Team has proposed a variety of recommendations with regards to improving transportation within the College Park District. These recommendations will improve access and create additional linkages throughout the District. Two recommendations address the District's connectivity deficiencies, which include improving sidewalk and crosswalk facilities. Adding parking garages within the District will make up for the loss in surface lot spaces nearby the Civic Center. Bike facilities will be improved through the addition of bicycle racks and "bike boxes". Traffic calming measures are recommended including raised crosswalks, bulb-outs, and lowered speed limits. The final transportation recommendation addresses transit needs, which include implementing a trolley bus circulator route, installation of bus stop shelters, and alterations to the Seminole Express bus route. These changes will contribute to the sense of place within the District by connecting the transportation network and increasing its accessibility.



3.0 College Park Redevelopment Strategies

3.4 Redevelopment Strategy #4 - Encourage Infill Development

The three preceding redevelopment strategies enhance the District’s image, upgrade infrastructure, and increase accessibility, which combine to create an environment that is more attractive to private investment. These capital improvements and policies will help encourage future development within the District. The Studio Team envisions the College Park District as a place that is more than just a connection between FSU and Downtown Tallahassee. The District will be a place filled with attractive and accessible destinations, taking the form of restaurants, bars, and retail options. However, the District will be more than just a great place to visit – it will also be a great place to live. Its proximity to FSU makes this area a perfect place for new and updated student housing within walking distance of campus. This redevelopment strategy represents the final step in building the District’s sense of place, complementing the efforts of the preceding redevelopment strategies.

“In order to ensure the long-term viability of our entire community as well as the efficiency of our public and private investments, it is important to protect the housing resources, neighborhoods, and business and commercial districts that make up the Multimodal Transportation District and the Downtown Overlay by adopting strategies which promote neighborhood revitalization, urban infill, homeownership, and redevelopment.”

- Tallahassee-Leon County Comprehensive Plan Vision Statement

In order to provide for attractive destinations and amenities, vacant and underutilized parcels must be developed within the District. This Plan identifies several critical areas for infill development. Redevelopment Strategy #4 describes these specific places and proposes several options for development including, constructing mixed-use development on appropriate sites, providing new student-oriented housing, and expanding FSU facilities. The entire District falls within the Tallahassee-Leon County Comprehensive Plan’s Future Land Use classification as “Urban Core.” This designation permits a maximum of 150 dwelling units per acre, allowing the desired levels of density the Studio Team feels is appropriate for the District.

“Future land use in the downtown core area should include a healthy mix of ground floor retail commercial, mid-floor office and upper floor residential uses.”

- Tallahassee Downtown Redevelopment Plan

Figure 3.26 on page 80, identifies parcels within the College Park District that are prime for infill development. Almost all of the proposed developments included in this Plan are located on sites that are identified in this map. The map categorizes vacant parcels, which are highlighted in blue, and surface parking lots, which are highlighted in yellow..

3.0 College Park Redevelopment Strategies

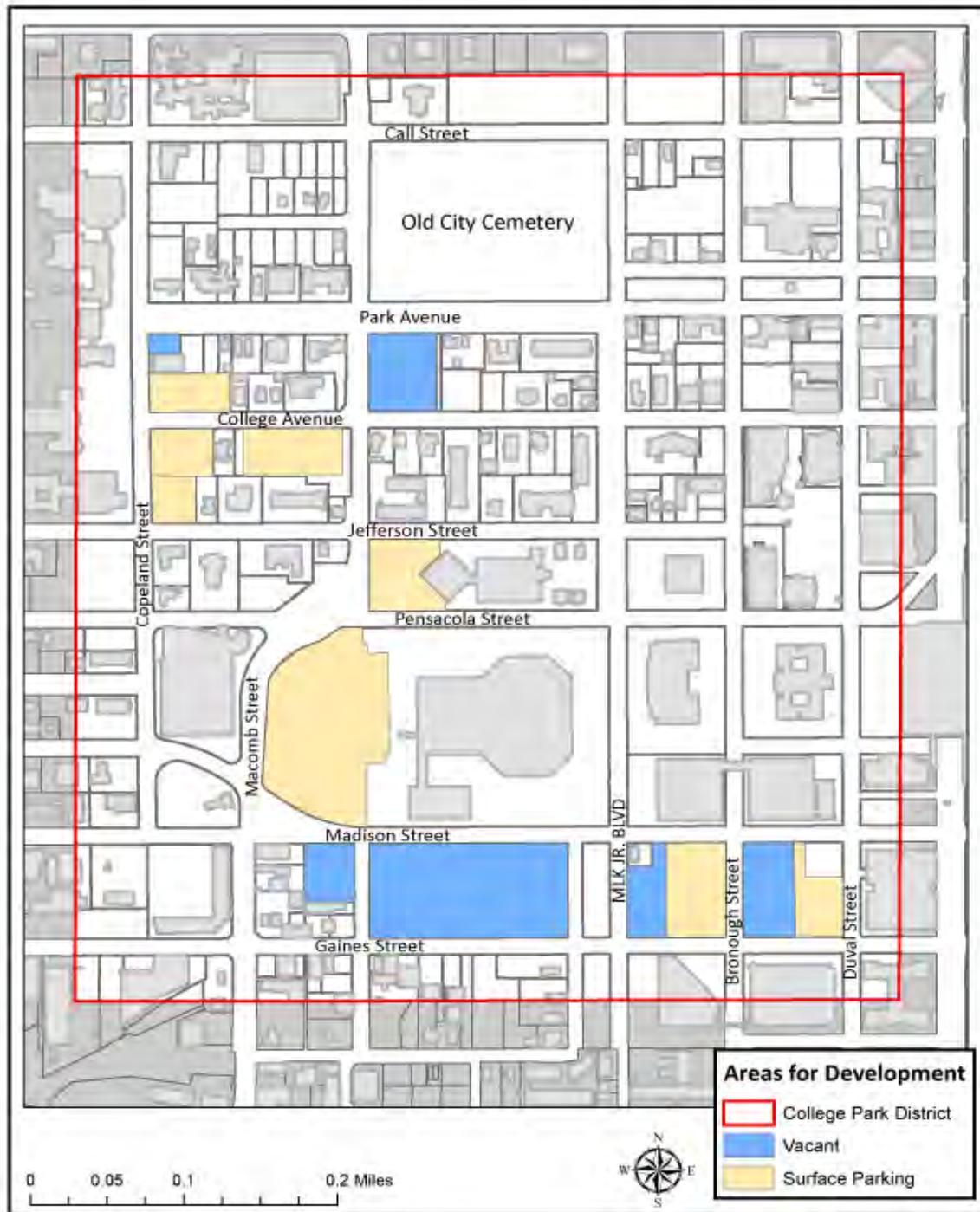


Figure 3.26: College Park District Parcels for Redevelopment
Source: College Park Studio



3.0 College Park Redevelopment Strategies

“Successful pedestrian districts function as “activity nodes where people come to be entertained. This entertainment can take the form of shopping, dining, socializing, or formal entertainment such as theaters or art galleries. Clustering a mix of these uses creates a draw to attract a greater number of people.”

- Downtown Tallahassee Pedestrian Connectivity Plan, Chapter 4, p. 45

Vacant lots are free of any type of development and are essentially unused, making them a priority for new development. Surface parking lots typically occupy a considerable amount of land for a single use, and are considered unsuitable for denser, urban areas. The Studio Team identifies these underutilized parcels as ideal for new development. All of the



Figure 3.27: Mixed-Use Development
Source: phillyshark.blogspot.com



Figure 3.28: Mixed-Use Development
Source: bettercities.net

parking spaces lost by any proposed development are accounted for by the Plan’s proposed parking decks and additional on-street parking.

The Studio Team recognizes that there are other areas within the District that have potential for redevelopment. However, this Plan focuses on redeveloping specific parcels that are immediately available to accommodate new development.

Construct Mixed-Use Development on Appropriate Sites

“Facilitate the development of student housing in areas proximate to the universities and community college to maximize existing infrastructure, including mass transit services.”

- Tallahassee Comprehensive Plan, Housing Element, Objective 1.4

3.0 College Park Redevelopment Strategies



Mixed-use development in urban settings clusters commercial, office, and residential uses. Commercial uses are commonly located on the ground floor, and residential housing is typically placed above, allowing residents and businesses to occupy the same parcel of land. With the right mixture of uses, residents and workers also have the ability to pursue daily activities within walking distance and reduce their dependence on automobiles. According to input gathered by the Studio Team during the Public Meeting and various Working Group meetings, local citizens and stakeholders confirmed that they wish to enjoy areas within the District that incorporate both residential and commercial land uses.

The primary areas identified for mixed-use development are the Civic Center parking lot and the Madison Street site, both of which are discussed in depth in Corridor, Site and Programming Actions. Locations identified throughout the planning process by stakeholders for mixed-use development were the intersection of College Avenue and Macomb Street, and the intersection of College Avenue and Copeland Street.

Encourage New Student-Oriented Housing

Future housing developments in the College Park District will cater primarily towards students. Much of the housing has the possibility to be included in the mixed-use development sites throughout the District. As evidenced by new development occurring along the southern edge of the FSU campus such as College Town, the demand for new housing that is student-oriented and in close proximity to the University has increased. These types of residential development provide students the ability to travel to their destination by utilizing alternative modes of transportation.

Expand FSU Facilities

Representatives from FSU Facilities were members of the Studio Team's Working Group and have indicated a need for expanding the University's classroom and athletic facilities. The Civic Center is an expansive piece of property in the middle of the College Park District, and was recently acquired by FSU. The University also owns the two parking lots located at the intersection of Copeland Street and College Avenue. The Plan proposes several options for FSU expansion, which are addressed in the Corridor, Site and Programming Actions section.

Conclusion

The fundamental purpose of Redevelopment Strategy #4 is to capitalize on the availability of vacant parcels and parking lots. Infill development will meet the day to day needs of future residents and simultaneously accommodate the expansion of Florida State. The inclusion of mixed-use developments will better utilize space and allow residents a variety of retail and entertainment options. These items will be integral to transforming the District into a destination sought after by the residents of Tallahassee.



3.0 College Park Redevelopment Strategies

3.5 Redevelopment Strategies Conclusion

Upon analysis of the College Park District's existing conditions and community input, the Studio Team has outlined four primary redevelopment strategies. These strategies, which are presented in order of priority, contain a set of recommendations that address more specific aspects in need of improvement.

Enhancing the comfort and image of the District is the first strategy to be addressed. This entails improving upon its unique qualities to enhance its overall livability. Secondly, the Studio Team identifies infrastructure upgrades that will allow for robust redevelopment to take place. This includes burying utility lines and expanding the current stormwater conveyance system. Transportation has been identified as the third redevelopment strategy for the District. Recommendations within this strategy address a variety of concerns including, the District's lack of connectivity with regards to sidewalk and crosswalk coverage and high vehicle speeds along its roads that present safety hazards for pedestrians and bicyclists. The final redevelopment strategy to be applied to the College Park District is to encourage infill development. This strategy will ensure that proper development takes place within the District. In order for the District to take its proper form, the Studio Team has advocated a mix of uses including restaurants, bars, retail options, and residential units.

While these recommendations are generally applied throughout the District, the Studio Team has gone into greater detail and provided recommended actions that are specific to particular sites and corridors. These sites and corridors were chosen due to their unique character and context within the District. The Corridor, Site and Programming Actions supplement the four redevelopment strategies and provide additional measures as to how the College Park District can evolve into a thriving place where individuals come to live, work, and play. The graphic on the following page illustrates how the vision (roots) is achieved through the four Redevelopment Strategies that serve as the supporting foundation (trunk) for site and corridor- specific actions (canopy).

3.0 College Park Redevelopment Strategies

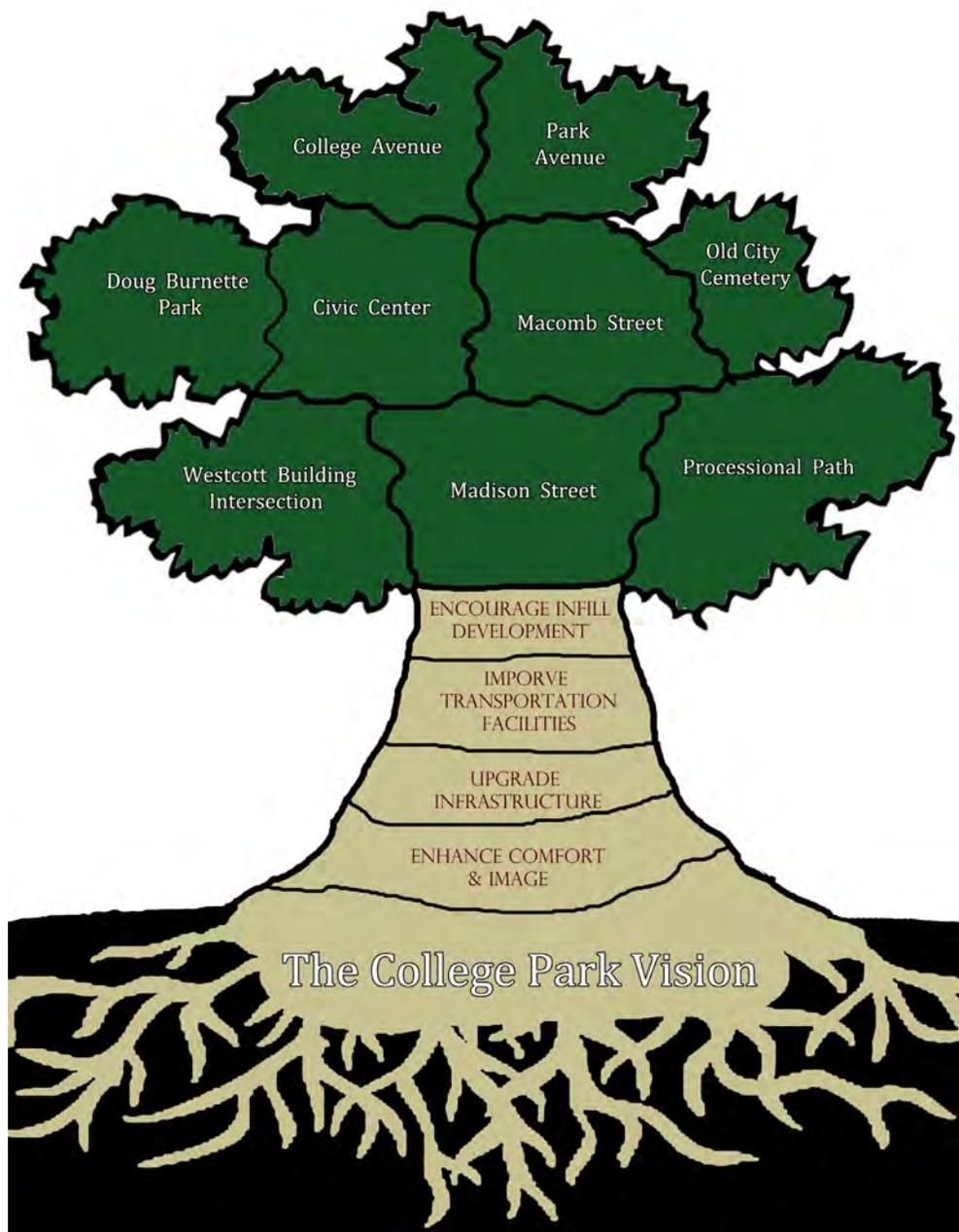


Figure 3.29: College Park District Action Plan Conceptual Diagram

Source: College Park Studio



4.0 Corridor, Site and Programming Actions

4.0 Corridor, Site and Programming Actions

The overarching vision for the District will be achieved through the College Park Redevelopment Strategies. While the College Park Redevelopment Strategies offer broad recommendations for revitalizing the District as a whole, the Studio Team has identified sites and corridors that deserve special attention, and are integral to the District's development. Each site specific section outlines a series of recommended actions, potential implementation partners and time frames for implementation. These suggested time frames are defined as: short-term (1-3 years), medium-term (4-10 years), and long-term (11+ years). An Implementation Matrix is found at the end of this document.

The sites are presented in order of priority for redevelopment. College Avenue is given the highest priority because it serves as the central corridor of the District and provides the visual and physical connection between FSU and Downtown Tallahassee. The remaining sites and corridors are prioritized based on their significance within the District and their potential to help achieve the Studio Team's vision. The sites selected are as follows:

- College Avenue
- Civic Center
- Westcott Building Intersection
- Macomb Street
- Park Avenue
- Doug Burnette Park
- Madison Street
- Processional Path
- Old City Cemetery

4.0 Corridor, Site and Programming Actions

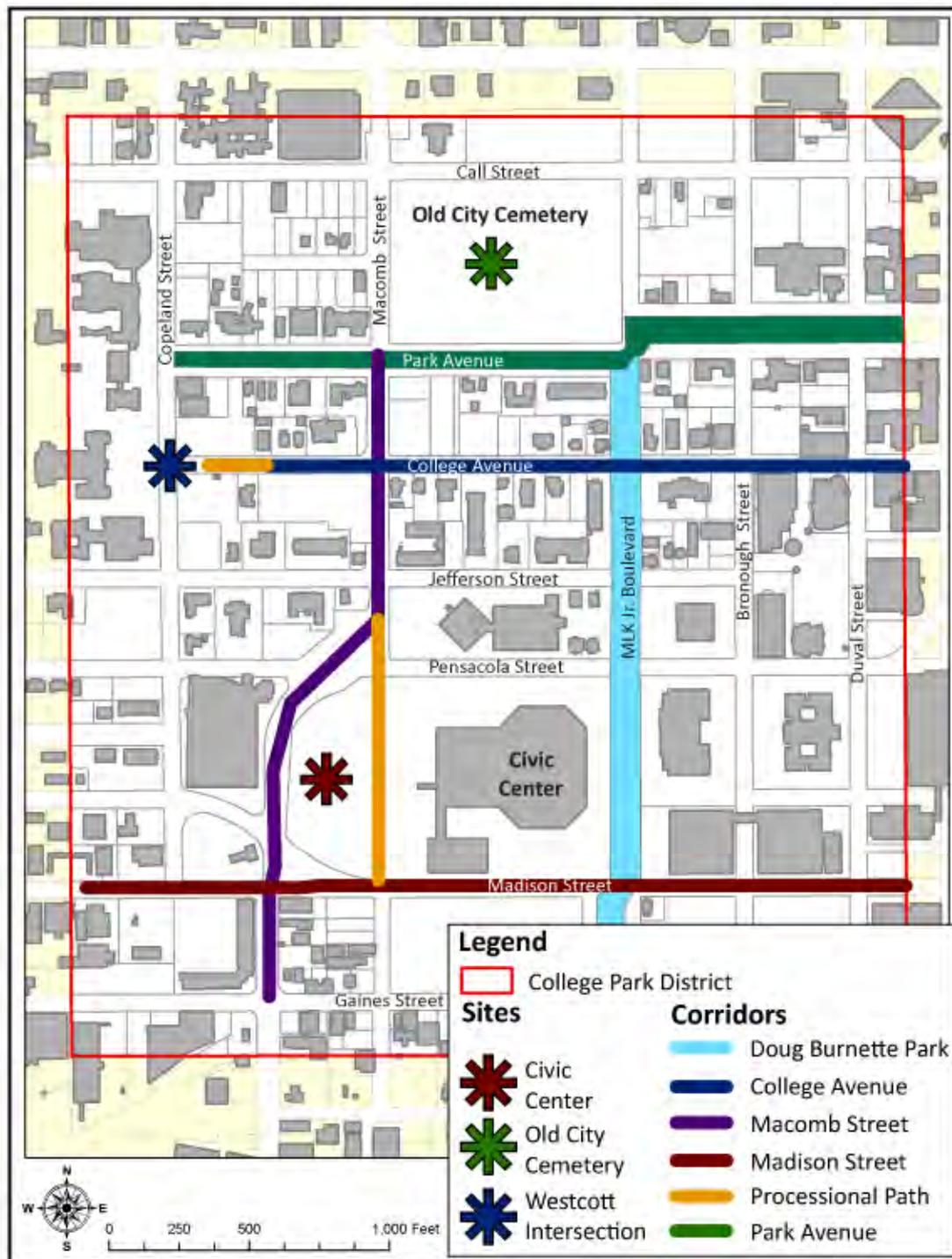


Figure 4.1: Site Specific Recommendation Overview Map
Source: College Park Studio



4.0 Corridor, Site and Programming Actions

4.1 College Avenue

College Avenue serves as the main gateway between the Florida State University and Downtown Tallahassee. The view of the Westcott building from Downtown is one of the more recognizable vistas in Tallahassee (Figure 4.2). The goal of the improvements along this road is to capitalize on the view of Westcott through the implementation of various enhancements. These enhancements will help shape this central corridor into a destination for visitors and a venue for hosting exciting public activities. While it is strongly recommended that this vista be preserved, the Studio Team recognizes that specific areas of the corridor will be targeted for revitalization.



Figure 4.2: Westcott Vista
Source: College Park Studio

Development along College Avenue consists primarily of residential uses, which would benefit from additional supporting commercial and retail uses. Surface parking lots and vacant parcels along College Avenue are aesthetically unpleasing, but provide opportunities for infill development. Stormwater deficiencies need to be addressed before any significant development can occur. Before College Avenue can achieve its full potential, major capital improvements will need to be made.

Encourage Additional Activities and Events

The development of activities and events can be organized and held within a short timeframe. Activities and events will help to attract people to the District by providing additional opportunities for social interaction. The Studio Team proposes two activities for College Avenue.

The first proposed activity is an annual “Town & Gown Run”. The Town & Gown Run would start in front of the Westcott Building and traverse the District, incorporating the key features and landmarks of College Park. The race would end at College Avenue and Duval Street, which would offer participants an opportunity to enjoy the Westcott vista as they finish the race. Participants would then join the public for festivities in nearby Kleman

“The ensemble of the gate, the fountain in the plaza, and the facade of Westcott Building form the most universally recognized image of FSU. [...] Low-scale development and generous setbacks will enhance the ceremonial ‘front door’ to FSU.” - FSU Master Plan

4.0 Corridor, Site and Programming Actions



Plaza to celebrate the culmination of an annual tradition.

The second recommendation features an annual soap box derby competition known as “Race Down the Vista”. The race would begin on a festive Fall Friday evening before a home football game. Contestants would begin the race near the intersection of Bronough Street and College Avenue, and would head westward towards the Westcott Building. The renewal of this event would connect back to the history of this Tallahassee tradition that was held within the District during the 1950’s and 60’s (Figure 4.3). The general public will be invited to gather along the renovated sidewalks of College Avenue to watch the Race Down the Vista. The race would end at the bottom of the hill, near the intersection of Macomb Street and College Avenue. Participants and spectators would then enjoy festivities throughout the District late into the night. The excitement generated by this event would create a vibrant atmosphere along College Avenue, attracting locals and visitors to the District to enjoy this annual tradition.



Figure 4.3: Soap Box Derby on College Avenue
Source: Florida Memory Project

These activities can be led by Florida State University, City of Tallahassee, and private sponsors. FSU would have a large hand in organizing these events. The City of Tallahassee would need to provide security, assist in road closures, and other auxiliary services. Collaboration with private entities would be essential to providing energetic festivities and activities at these events.

Widen the Sidewalks to Improve Walkability for the College Avenue Corridor

Widening the sidewalks along College Avenue west of Macomb Street will accommodate higher volumes of pedestrian traffic in the area. College Avenue possesses great potential to experience higher levels of pedestrian activity if street improvements and infill development occur. Due to public input and on-site observations, the Studio Team recommends expanding the sidewalks to 15 feet, which would eliminate College Avenue’s existing bike lanes (Figure 4.4). The bike lanes are currently underutilized and frequently used for on-street parking. Wider sidewalks would allow for opportunities to enhance the aesthetics of the street and further encourage pedestrian activity.

Upgrades to College Avenue’s stormwater infrastructure need to be installed prior to widening sidewalks. Due to this reality, widening the sidewalks along College Avenue is considered a medium-term recommendation. The sidewalks from Duval Street to Bronough Street along College Avenue are designed to be eight feet wide according to the Downtown Connectivity Plan (DCP), which applies to the Tallahassee Downtown Improvement



4.0 Corridor, Site and Programming Actions

Authority District. The renovations to this segment are within the implementation period set by the DCP. The City of Tallahassee's Public Works Department would head the implementation of this action.

Install Street Furniture, Lighting, and Landscaping

The installation of street furniture, lighting, and landscaping on College Avenue is a medium-term action, and should coincide with the widening of the corridor's sidewalks. Installing such pedestrian amenities will help shape the District's sense of place. The Studio Team proposes new street trees planted in tree wells which create a buffer between pedestrians and the roadway and enhance the overall image of the College Avenue corridor (Figure 4.5). The Studio Team also proposes additional lighting to improve pedestrian safety. Lighting should be designed to complement the District's historic character and improve visibility at night.



Figure 4.4: Improved Sidewalks along College Avenue
Source: College Park Studio

4.0 Corridor, Site and Programming Actions



Finally, the installation of benches and solid waste receptacles, including solar trash compactors, will help keep College Avenue clean. The need for added amenities along College Avenue was expressed in feedback from the Working Group, the Visual Preference Survey conducted at the Public Meeting, and other input gathered from stakeholders. This proposal is supported by the Multi-Modal Transportation District zoning code, which requires that street trees and street lighting adhere to a “comprehensive streetscape program” to ensure uniformity throughout the District (COT, 2011a). These added streetscape improvements will help encourage a greater amount of pedestrian activity along College Avenue, transforming the area into a livelier, more exciting destination. The City of Tallahassee’s Public Works Department would head the implementation of this action as well.



Figure 4.5: Tree Buffer along Sidewalk

Source: sustainableplacesproject.com

Create a Shared Roadway to Accommodate Bicycle Travel on College Avenue

A shared roadway to accommodate bicycles will need to be implemented in the medium-term due to the removal of College Avenue’s existing bike lanes (Figure 4.6). The Federal Highway Administration (FHWA) recommends that urban shared roadways have a maximum speed limit of 25 miles per hour, or less than 3,000 vehicles per day. The current speed limit along College Avenue is 25 mph, which complies with the FHWA



Figure 4.6: Shared Roadway

Source: mercedbicyclecoalition.org

recommendation for urban shared roadways. The installation of posted shared roadway signage, bike boxes, and road paint would help identify the road status, thereby improving driver awareness of cyclists traveling along College Avenue. As the lead agency responsible for infrastructure improvements, the City of Tallahassee’s Public Works Department would head the implementation of this recommended action.

Encourage Mixed-Use Development along College Avenue

This long-term action involves promoting mixed use development along College Avenue at vacant parcels, surface parking lots, and structures prime for redevelopment. Feedback from the Working Group and Public Meeting revealed a strong desire for additional supporting commercial and retail uses to be located along



4.0 Corridor, Site and Programming Actions



Figure 4.7: Infill Development Located at College Avenue and Macomb Street
Source: College Park Studio

College Avenue. A mix of uses along College Avenue will create a vibrant and entertaining corridor, attracting both local residents and visitors from outside the District. Figure 4.7 shows how a potential development could build upon its surrounding urban context.

The stormwater issue is the main obstacle to the substantive redevelopment of College Avenue. During public input and Working Group feedback, property owners along College Avenue expressed their desire to redevelop, but could not develop without on-site stormwater storage due to the current inadequacies of stormwater infrastructure in the area.

The MMTD currently allows for a 5% density bonus for the provision of mixed-use development. A developer can attain up to a 25% increase in density if they provide other amenities identified in the MMTD, such as added public space, streetscape amenities, and bus stop shelters (COT, 2011a). The Tallahassee-Leon County Planning and Growth Management Departments along with the CRA are best suited to encourage mixed-use development along College Avenue by offering creative incentives to potential developers.

4.0 Corridor, Site and Programming Actions



Conclusion

The future of College Avenue is tied to the iconic view of the Westcott Building. If preserved, this beautiful landmark can serve as a valuable incentive for future development to occur along the corridor. College Avenue can be redeveloped by making improvements to the pedestrian walkways and streetscape, enabling mixed-use developments to thrive by promoting pedestrian traffic from FSU and Downtown. Annual events will draw visitors from throughout the City to the District, benefiting local businesses and promoting a sense of community amongst College Park residents. Developers, property owners, and public officials have repeatedly expressed interest in redeveloping College Avenue throughout the planning process. The creation of new mixed-use development would complement the light amount of commercial activity that currently exists along College Avenue, helping the District become a flourishing, active urban village. Now is the time to capitalize on College Avenue's potential to create a desirable future for the corridor and crown jewel of the District. The recommended actions for College Avenue are in line with the Studio Team's redevelopment strategies of improving the District's transportation facilities, enhancing its comfort and image, and promoting infill development.

4.2 Civic Center

The redevelopment of the Civic Center parking lot represents one of the biggest opportunities in the Plan for the College Park District. The Civic Center's expansive surface parking lot is positioned on Macomb Street between Jefferson and Pensacola Streets; ideally-located real estate between the Capitol and Florida State University. FSU recently acquired the Civic Center and its parking lot from Leon County, sparking renewed interest to redevelop this block-sized parcel. While the University has hired a private consultant to review specific site-plan recommendations, the Studio Team has drafted its own vision and recommended actions for the Civic Center.

The Studio Team's recommended actions include two distinct redevelopment options: a "pedestrian greenway option" and a "high-density option". Both of these options restore the original street grid pattern through the existing parking lot via the creation of 'Civic Center Way'. The two development scenarios seek to revitalize this important area and provide a systematic and comprehensive vision to accommodate its future expansion. The first three actions are included in both redevelopment options. The last two actions are specific to each of the alternatives.

Because of FSU's acquisition of the parcel, the University will take a lead role in the implementation of the recommended actions outlined herein. Currently, the Civic Center is not included in the 2008 FSU Master Plan,



4.0 Corridor, Site and Programming Actions



Figure 4.8 :Existing Civic Center Site

Source: College Park Studio

and the University did not project the acquisition of this 19-acre piece of property. However, the Master Plan discusses areas south and east of campus as potential acquisition zones. The Civic Center parcel will need to be included in future updates of the FSU Master Plan.

Create “Civic Center Way”

The Studio Team recommends restoring the original street grid that was disrupted by the construction of the Civic Center and its adjacent parking lot. The Plan proposes the implementation of an access road that runs one-way, north to south, between Pensacola Street and Madison Street (Figure 4.8). This new road would restore the block to its original pattern and separate the surface lot from the Civic Center. This road will not

dramatically change transportation patterns, and will function more as a limited access road for commercial deliveries during the week. Civic Center Way will also be open to the public during events in order to aid traffic associated with the Civic Center.

4.0 Corridor, Site and Programming Actions



Figure 4.8: Potential Civic Center Way

Source: College Park Studio

Civic Center Way will also serve as a pedestrian-friendly route to the entrance of the Civic Center, containing wide sidewalks, landscaping, and street lighting. It will be an ideal location for food trucks, musical events and other activities. FSU will be in charge of the implementation steps, and it will be important for FSU to work with the City of Tallahassee Public Works Department to coordinate traffic and road changes in the streets adjacent to the newly constructed Civic Center Way. Because there are no major infrastructure improvements that would inhibit the implementation of this recommended action, it is designated as short-term. This could be the first step in transitioning the Civic Center lot into an attractive, mixed-use destination.

Promote Weekly Food Vendors on “Civic Center Way”

This Plan envisions the Civic Center as a more attractive and vibrant public space. Weekly food vendor events have become popular elsewhere in Tallahassee in places such as Midtown and the All Saints District. The College Park District is a great location to continue this growing trend, and this Plan proposes a weekly food vendor event on Civic Center Way. This type of event will allow for additional business opportunities for local food vendors and help bring attention to the upgraded Civic Center area (Figure 4.9). To avoid breaching the Civic Center’s existing food services contracts these food truck events will be scheduled so as not to conflict



4.0 Corridor, Site and Programming Actions



Figure 4.9: Civic Center Way Food Trucks
Source: College Park Studio

with Civic Center events. Other events, such as live musical performances, could draw people to the area and create a lively urban atmosphere. This is an easily implementable short-term action that is dependent on the construction of Civic Center Way.

FSU will play a leading role in the implementation steps for this action. It will be important for FSU to coordinate with the food truck vendors and designate appropriate locations along Civic Center Way for these vendors to locate. It will also be important for FSU to coordinate with other sites that are currently host to similar

weekly events. This will ensure that the College Park District is not competing directly with other areas of Tallahassee, but complementing the efforts of successful placemaking projects throughout the City. If a weekly event is not possible, FSU could reserve the food truck events for the hours prior to and after basketball games and other Civic Center events. FSU could also incorporate live music to enhance the atmosphere. This will provide additional entertainment to complement tasty local food options.

Create a More Attractive Pedestrian Entrance

Both redevelopment scenarios contain landscaping and green space with pedestrian amenities to help

4.0 Corridor, Site and Programming Actions



create an attractive entrance to the Civic Center. The Pedestrian Greenway Option provides for a more dramatic implementation of this action. A pedestrian walkway/promenade will extend from the existing crosswalk from the St. Augustine Garage across Macomb Street, and lead pedestrians across Civic Center Way. The promenade will then approach a grand stair entrance to account for the 20-foot change in elevation. The staircase would then lead directly to the Civic Center plaza, which would be landscaped and turned into a green roof, creating a more aesthetically pleasing place to congregate before and after events held at the Civic Center.



Figure 4.10: Existing Civic Center Entrance
Source: College Park Studio

The Higher Density Scenario features two pedestrian walkways leading from Macomb Street to the Civic Center Plaza on either side of the parking garage. Both walkways will be designed in a manner to make them attractive places for pedestrians. This option includes a similar staired terrace leading up to the plaza. The plaza will contain landscaping features and pedestrian amenities, including street furniture and potted plants. FSU will act as the main implementation partner for this action step and will need to coordinate with the City of Tallahassee Public Works Department to ensure that the promenade connects appropriately with the Macomb Street crosswalk. This is a short-term action that should precede the construction of mixed-use development on the Civic Center parking lot.

Encourage Infill Development

The Studio Team recognizes that there are numerous opportunities for redevelopment on the Civic Center lot. Therefore, the recommended actions of “Construct Mixed-Use Development” and “Expand FSU Facilities” are carried out in the two different scenarios. The first scenario, “Pedestrian Greenway Option”, (Figure 4.11) creates a large area of green space, and a wide pedestrian promenade leading up to the Civic Center. The “High-Density Option”, while still pedestrian-friendly, places more



Figure 4.11: Civic Center with Pedestrian Greenway
Source: College Park Studio



4.0 Corridor, Site and Programming Actions



Figure 4.12: Pedestrian Greenway Option Site Plan

Source: College Park Studio

development on the parcel.

Construct Mixed-Use Development on Civic Center Lot

Scenario 1: "Pedestrian Greenway Option"

This alternative proposes a mixed-use development and a sizable amount of green space to be built on the underutilized lot (Figure 4.12). The mixed-use development includes a University-affiliated hotel positioned on the southwest portion of the existing lot.

Since FSU currently lacks any sort of temporary lodging accommodations, this hotel could provide the University with an attractive on-site destination for visitors. Hotel rooms would ideally be located on upper floors. Commercial space would front Macomb Street on the ground floor, while a lobby, conference rooms, and/or hospitality suites would face Civic Center Way and Madison Street. While a large amount of pedestrian activity does not currently exist in the area, the Studio Team concludes that this volume of commercial

4.0 Corridor, Site and Programming Actions



development could be supported by students who will populate the area, citizens who attend events at the Civic Center and wish to eat a meal or have a drink before or after events, as well as spillover crowds from future development along College Avenue and Gaines Street. This alternative also includes placing a 680-space parking garage at the corner of Civic Center Way and Pensacola Street, directly adjacent to the Civic Center. This garage would compensate for the 500 spaces in the surface lot that would be eliminated, as well as accommodate additional demand that will result from the development associated with this alternative. Due to FSU's acquisition of the Civic Center parcel, this action will be implemented by FSU and private developers. Before any development occurs, FSU should conduct a market analysis of the surrounding area in order to better address the specific needs of the area, and identify opportunities that will maximize the parcel's potential. Because of this reality, constructing mixed-use development is considered a long-term action.



Figure 4.13: Civic Center High Density Option

Source: College Park Studio

Scenario 2: "High Density Option"

The High Density Option contains more development and less greenspace than the Pedestrian Greenway Option (Figure 4.13). This option proposes a parking deck located in the middle of the surface lot, able to accommodate 700-800 cars and provides access to Macomb Street to the west and Civic Center Way to the east. Although it will prevent a view of the Civic Center from Macomb Street, the garage will be less visible – tucked between two large developments located both at the north and south ends of the surface lot. The parking deck will also provide access to new development and amenities located on or near the Civic Center lot. The High Density Option also proposes a hotel, a restaurant, and retail space. The hotel will provide an on-site location for visitors of FSU and will provide access to the Civic Center, the nearby conference center, and newly constructed retail and restaurants. This alternative also has a medium timeframe and should follow a detailed market analysis. FSU and private developers will act as the implementation partners.



4.0 Corridor, Site and Programming Actions



Figure 4.14: Civic Center Pedestrian Greenway Option
Source: College Park Studio

Expand FSU Facilities

Scenario 1: "Pedestrian Greenway Option"

Although FSU facilities, including classrooms and athletic facilities, could be considered a part of mixed-use development, this Plan specifically addresses an expansion of FSU facilities as a separate action. The 2008 FSU Master Plan addresses a need for new land and new facilities, and describes the existing campus as "inadequate to accommodate the projected growth without significant loss of key features of the campus environment and setting". The Studio Team believes that the Civic Center lot is an ideal location for FSU to expand, in addition to the construction of other amenities (Figure 4.14).

This Plan proposes the construction of classrooms located directly west of the newly constructed garage across Civic Center Way, which could be used for a variety of purposes. This site could accommodate future academic, administrative, or athletic demands of the University. The Pedestrian Greenway Option would provide for the needs of both the men's and women's basketball teams, and would have an additional basketball practice facility where a surface parking lot is currently located. A small surface parking lot containing 50 spaces would be built to the east of the new practice facility to compensate for the elimination of the existing surface lot.

4.0 Corridor, Site and Programming Actions



This action would have a medium timeframe, be implemented by FSU, and should follow an in-depth study of the needs of the University.

Scenario 2: “High Density Option”

The High Density Option includes two classroom buildings to accommodate FSU’s continued expansion. The first classroom building will be located at the north side of the lot, while the second classroom building will be located just north of the Civic Center, across the street from the FSU Law School. These two buildings may accommodate classes from several departments, and could potentially provide a new home for a University department or College to be determined following a more in depth study of FSU’s needs. This alternative also proposes an expansion of the basketball facility to the west towards Civic Center Way. This extension will encompass the greenspace directly in front of the Civic Center, and will also give additional access to the facility from Civic Center Way. Similar to the recommendation for expanding FSU facilities under the “Pedestrian Greenway Option”, this action would have a medium timeframe, be implemented by FSU, and should follow an in-depth study of the needs of the University.

Conclusion

The Civic Center site is a sizable piece of underutilized property that has enormous potential for redevelopment. The Studio Team believes that redevelopment of the site will provide an attractive centerpiece to an increasingly cohesive and vibrant area. The Civic Center will become a main attraction within the College Park District, providing state of the art University facilities, retail options, and a hotel. Students and families alike will be able to enjoy beautifully landscaped walkways, a green congregation point on an updated plaza, and special events including live music and food trucks. The Civic Center will be a vibrant destination supporting daily activities and nightly entertainment. These recommended actions outlined for the Civic Center site relate to the Studio Team’s redevelopment strategies of enhancing the District’s comfort and image, and encouraging infill development.

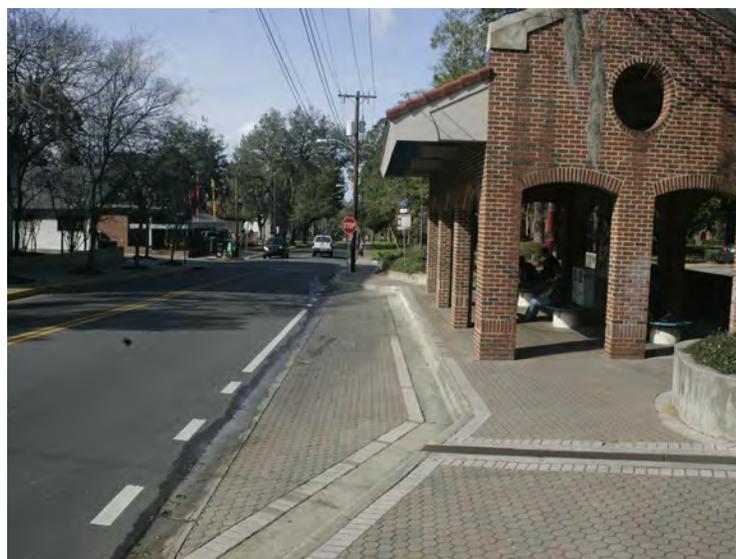


Figure 4.15: Jefferson Street Bus Pull-Off
Source: College Park Studio



4.0 Corridor, Site and Programming Actions

4.3 Improve Westcott Building Intersection

Improve the Intersection at College Avenue and Copeland Street to Celebrate FSU's Westcott Building

The Westcott Building is the most iconic landmark in the College Park District. The historic structure is located at the intersection of Copeland Street and College Avenue, and provides a prominent gateway to the Florida State University. The plaza in front of Westcott is an attractive greenspace with a central fountain, surrounded by statues and benches that speak to the history of the University. Westcott bustles with pedestrian activity and is a popular place for students to congregate. Westcott also serves as a performance venue with the Ruby Diamond Auditorium. The Studio Team recommends celebrating the Westcott Building by improving the intersection of Copeland Street and College Avenue, and by developing the underutilized lots across from Westcott along College Avenue. The Studio Team proposes two different alternatives to enhance this key area of the College Park District.

Alternative A: Increase Greenspace Area and Move Bus Stops Away from Intersection

Alternative A involves moving the StarMetro stops from their existing locations to the north of Westcott, and further south on Copeland Street. These new locations would require constructing pull-offs for buses to pick up and drop off passengers. This would allow traffic to move freely along Copeland Street without being hindered by stopping



Figure 4.16: Westcott Infill Development

Source: College Park Studio



Figure 4.17: Westcott Greenspace Overhead View

Source: College Park Studio

4.0 Corridor, Site and Programming Actions



buses. A design similar to the bus stops at the intersection of Jefferson and Gray Streets would be suitable for Copeland Street. The pull-outs should be placed at the southwestern edge of the FSU-owned parking lot, and by the Eppes Building to the north along Copeland Street. An example of this pull-off is shown in Figure 4.15.

This action also includes infill development and the construction of a green space in the surface parking lots across from Westcott (Figure 4.16). Infill development could include classrooms or administrative facilities, and will maximize the site's potential by capitalizing on its direct proximity to the University. A mixed-use concept could also be incorporated with the bottom floors featuring retailers or restaurants. The greenspace should be situated in the front of the lots along College Avenue in order to preserve the Westcott vista (Figures 4.17). The greenspace should also contain native vegetation with low to medium heights that will not obscure the Westcott vista. This action is congruent with proposed infrastructure improvements to College Avenue, has a medium timeframe, and should be implemented by a partnership of Florida State University, the City of Tallahassee and StarMetro.

Alternative B: Construct a Half-Circle Roundabout

Alternatively, the Studio Team recommends the construction of a half-circle roundabout and infill development along College Avenue across from the Westcott Building

“As the eastern edge of the campus expands from Copeland Street to Macomb Street there is an opportunity to make a strong entry statement along the approach to Westcott and the East Gate on College Avenue. Low-scale development and generous setbacks will enhance the ceremonial “front door” to FSU.” - FSU Master Plan



Figure 4.18: Westcott Intersection Roundabout
Source: College Park Studio



4.0 Corridor, Site and Programming Actions

(Figure 4.18). The two-lane roundabout will ease traffic congestion at the intersection of Copeland Street and College Avenue by providing dedicated outside transit lanes for buses. The roundabout will be one-way, and will allow cars to turn freely from Copeland Street to College Avenue or vice versa, without the obstruction of StarMetro buses. The center of the roundabout would feature a large greenspace that extends to Westcott Plaza. The greenspace should include low scale vegetation, street furniture, and lighting fixtures. Figure 4.19 shows an aerial view of Alternative B. Abundant signage should be installed for the consideration of pedestrian and cyclist safety in and around the roundabout. This action should be implemented by FSU and the City of Tallahassee's Public Works Department. Because it is congruent with proposed infrastructure improvements to College Avenue, the action has a medium timeframe.



Figure 4.19: Westcott Intersection Roundabout Overhead View

Source: College Park Studio

Promote Infill Development on Parcels Currently Used as Surface Parking

The parcels across the street from the Westcott Building are currently underutilized as surface parking lots. The Studio Team recommends mixed-use development that encourages pedestrian traffic and helps connect FSU to the College Park District while providing commercial and retail opportunities that meets the needs of those who frequent the area. Development should be pedestrian-oriented to be consistent. In order to offset the loss of parking spaces as a result of the new development, a new parking deck at the intersection of Jefferson Street and Copeland Street should be constructed on the FSU owned parking lot. This would provide University officials and visitors easy access to University facilities. This action is dependent upon infrastructure

4.0 Corridor, Site and Programming Actions



investments, giving it a long-term timeframe. This development should be coordinated through a collaborative effort among FSU, the City of Tallahassee, and private developers.

Conclusion

The Studio Team proposes improvements that will significantly alter the intersection of College Avenue and Copeland Streets. These proposals, which were formed out of the first redevelopment strategy, will enhance the area's sense of place by first and foremost preserving the iconic Westcott vista. Coinciding with the Studio Team's third redevelopment strategy, improvements to the Westcott Intersection also allow for more fluid transit service at the intersection, and create a more attractive gateway to the University. Both alternatives include infill development on the parking lots across from the Westcott Building, which will capitalize on this valuable real estate.

4.4 Macomb Street

Although Macomb Street currently possesses a 30 mile per hour speed limit, vehicles travel at higher speeds, creating concerns for pedestrian safety. This five-lane road is used as a primary thoroughfare for travel between Gaines and Tennessee Streets. The physical characteristics and high volume of automobile traffic on Macomb Street greatly inhibits the overall walkability and pedestrian safety within the District. Comments from local business owners at the public input meeting made it clear that changes are desperately needed along Macomb Street in order to create a safer pedestrian friendly environment. Such improvements would support Policy 1.6.2 in Tallahassee's Comprehensive Plan that promotes "development of pedestrian scale mixed use neighborhoods that incorporate residential, retail, and employment...[and] minimize the volume of external vehicular trips by incorporating internal pedestrian and bicycle features".

The Studio Team proposes short and long-term actions as part of the redesign for Macomb Street. Short-term actions involve expanding the sidewalk, providing a designated bike lane, and incorporating more trees and street furniture. These actions should be implemented quickly to improve Macomb Street's current conditions. The long-term actions involve either narrowing lane widths or reducing the number of lanes from five to three. While calming traffic is still a primary priority for Macomb Street, implementing such measures would likely take several years for the Public Works Department to fund any major alterations.



Figure 4.20: Bike Lane Divider
Source: College Park Studio

Provide Separated Bike Lane



4.0 Corridor, Site and Programming Actions

Four foot bike lanes currently exist on both sides of Macomb Street, south of its intersection with Park Avenue. Vehicles traveling at high speeds on Macomb Street create safety concerns for bicyclists because of the lack of physical separation between the outside automobile lane and bike lane.

The Studio Team recommends placing a bike lane divider to better distinguish the bike lane from the outside automobile lanes (Figure 4.20). This would be only placed in the northbound direction to provide bicyclists with a greater sense of safety as they travel uphill. This physical barrier would also deter motorists from traveling too close to the bike lane. This type of designation for bicyclists scored highly among participants of the Visual Preference Survey at the Public Meeting. This action would be a relatively easy, cost-effective measure for the Public Works Department and could be implemented within the next three years.

Convert Southbound Bike Lane to Shared Lane and Expand Sidewalk

The southbound bike lane should be converted into a shared lane. According to interviews conducted with local traffic engineers, a bike lane is not as necessary when traveling downhill as cyclists are more easily able to keep up with the flow of traffic. The elimination of this bike lane will allow the sidewalk to be widened from six to ten feet. This change would greatly enhance the Macomb Street pedestrian experience as it is currently characterized by poor sidewalk conditions and unsafe walking conditions due to the high speeds at which automobiles travel. Although improvements to Macomb Street are not specifically mentioned in Tallahassee's Downtown Connectivity Plan, it recommends that streets include sidewalks that are at least eight feet in width with high quality paving.

Abiding by these same recommendation standards will provide consistency with other streetscape improvements in the District and Downtown, and will provide more favorable conditions for pedestrians. The widened sidewalk would better accommodate a greater amount of pedestrian activity resulting from the future development within the District. The City of Tallahassee Public Works Department would be responsible for implementing such an expansion. The Studio Team classifies this as a short-term recommendation that could be implemented within the next three years.



Install Street Furniture, Lighting, and Landscaping

To further enhance the pedestrian environment and aesthetics of Macomb Street, street trees, street furniture, and more adequate lighting should be placed on the widened southbound sidewalk

Figure 4.21: Potential Street Trees on Macomb
Source: College Park Studio

4.0 Corridor, Site and Programming Actions



(Figure 4.21). Such items should be placed near the road, giving pedestrians a barrier between the roadway and the sidewalk. The Studio Team supports the Downtown Pedestrian Connectivity Plan’s recommendations of placing shade trees with 50-foot spacing on sidewalks. The presence of shade trees would provide more of an incentive for pedestrians to utilize Macomb Street to reach other destinations throughout College Park. The street’s overall character and ambience would be improved as well, contributing to a more distinct sense of place within the District. These changes align with Policy 2.1.6 of Tallahassee’s Comprehensive Plan, which states that City blocks should be “oriented to provide pedestrian and bicyclists with easy access and a visually interesting environment”. Such improvements would also help slow down traffic, as cars are more likely to drive at lower speeds if landscaped sidewalks and pedestrian activity are more prevalent. These enhancements should be implemented in conjunction with the widening of the southbound sidewalk by the Public Works Department within the short-term.

Install Flashing Indicator between Civic Center and St. Augustine Garage

For highly attended events at the Civic Center, large volumes of pedestrians often try to cross Macomb Street without the aid of the crosswalk resulting in unsafe conditions for both pedestrians and drivers (Figure 4.22). A flashing crosswalk indicator should be placed at the existing mid-block crossing between the Civic Center and the St. Augustine Parking Garage to provide pedestrians with a safer method of crossing. Flashing indicators would better define the crosswalk for improved driver awareness. Similar to the flashing indicators that exist elsewhere on FSU’s campus (Figure 4.23), this would support Policy 2.1.7 of Tallahassee’s Comprehensive

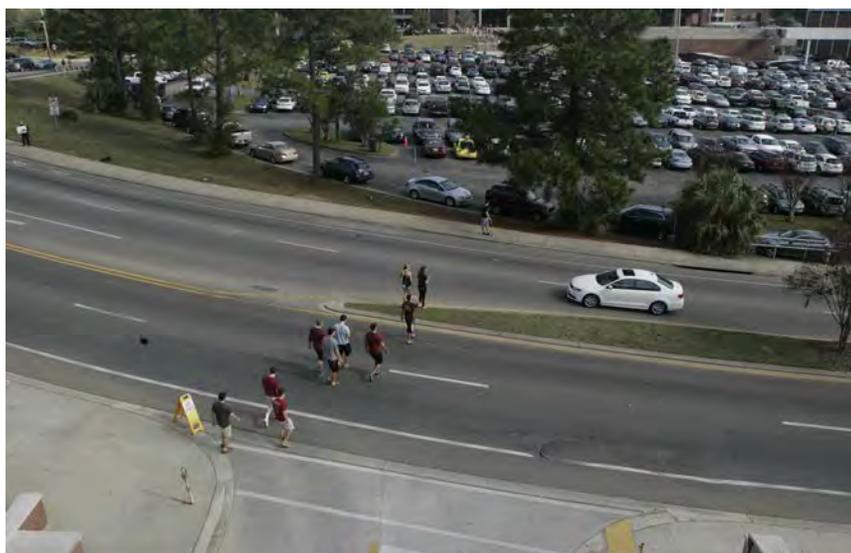


Figure 4.22: Pedestrians Crossing Macomb to the Civic Center
Source: College Park Studio



Figure 4.23: Flashing Indicators
Source: College Park Studio



4.0 Corridor, Site and Programming Actions

Plan which requires that “operational measures shall be established to ensure streets are safe, convenient, and appealing for all modes of travel, including transit, automobiles, bicycles, and pedestrians”. This action requires minor infrastructure installments and can therefore be implemented in the short-term by the Public Works Department.

Narrow Street to Three Lanes

Local business owners and stakeholders have repeatedly expressed interest in slowing down traffic on Macomb Street. To further enhance the general attractiveness of Macomb Street and shift toward a more pedestrian-oriented environment, the Studio Team recommends converting Macomb Street into a 3-lane road with a middle turn lane. To avoid potential congestion near Tennessee Street, this alteration should only be implemented south of Macomb Street’s intersection with Park Avenue. Each lane would be 12 feet



Figure 4.24: Three-lane Conversion on Macomb Street

Source: College Park Studio

4.0 Corridor, Site and Programming Actions



wide with 13 foot sidewalks complete with street trees and furniture. The northbound bike lane would remain intact to provide bicyclists with more favorable conditions traveling uphill. The southbound bike lane would be converted into a shared lane. Bicyclists traveling downhill would be able to keep up with the slower flow of traffic initiated by the reduction of lanes. This would allow enough space for on-street parallel parking to be included in the southbound direction (Figure 4.24). The speed limit on this reconfigured street would be reduced to 25 miles per hour, consistent with the Studio Team’s Improve Transportation Facilities redevelopment strategy.

Considering that this drastic street redesign requires major changes to the physical nature of the road, this alteration would likely coincide with the anticipated economic development that will be ongoing within the District. Chapter 5 of Tallahassee’s Multi-Modal Transportation District Plan “encourages a pedestrian-friendly environment. Emphasis is placed on street level commercial and/or cultural activity along streets where there is heavy pedestrian activity or such activity can be created through appropriate urban design, land use mixture, and transportation facility design”. The conversion of Macomb Street to a three-lane road would enhance the street and contribute to a more pedestrian-friendly environment. Because of the major infrastructure overhaul required to complete this project, this will be a long-term action conducted by the City of Tallahassee’s Public Works Department.

Macomb Street carries 17,900 automobiles per day. Studies conducted by the Center for Transportation Engineering Studies at North Carolina State University indicate that three lane roads through urban areas are capable of holding between 15,000 and 20,000 average daily trips (ADT). The successful conversion to three lanes depends largely on the surrounding transportation network’s ability to absorb excess vehicle trips. The majority of the District’s roadways contain excess capacity for vehicle travel and could reasonably accommodate additional north-south traffic.

Alternative Recommendation: Narrow Lane Widths

If future traffic patterns intensify in such a way that would not allow for the reduction of lanes, lane widths would be reduced from eleven to ten feet. This road diet serves as a fallback option that would still result in stakeholder’s and local business owner’s desires of slower vehicle speeds and improved pedestrian and bicycle safety (Figure 4.25). The Capital Regional Transportation Planning Agency has

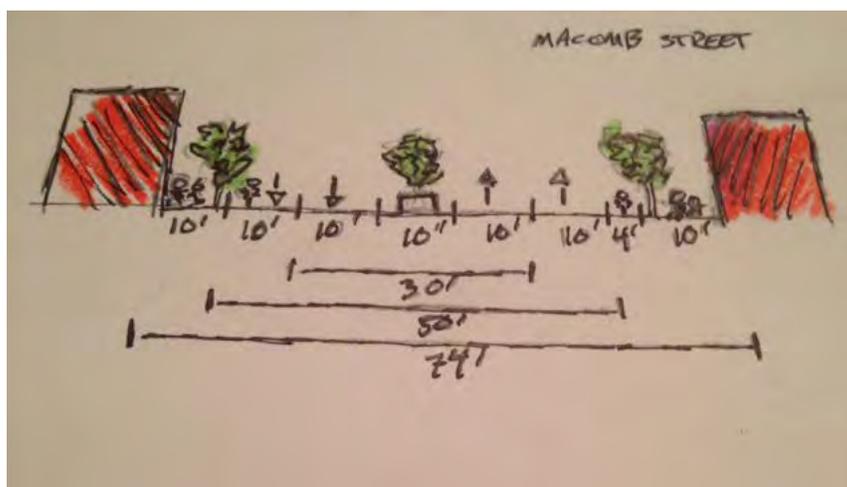


Figure 4.25: Macomb Street Cross Section

Source: College Park Studio



4.0 Corridor, Site and Programming Actions

recently implemented a similar road diet on Apalachee Parkway from Blair Stone Road to Capital Circle. This project involved installing a raised median in addition to narrowing lanes from eleven to ten feet. Through the reduction of lane widths, the northbound sidewalk would then be widened to complement the previously expanded southbound sidewalk and further accentuate the street’s improved pedestrian conditions. The northbound bike lane would remain in order to provide safer conditions traveling uphill. This would be an action implemented in the long-term by the City of Tallahassee’s Public Works Department.

Conclusion

These streetscape improvements will transform Macomb Street from an auto-oriented thoroughfare into an aesthetically pleasing and pedestrian-friendly environment. Macomb Street has the potential to become a vibrant connection between Tennessee Street and Gaines Street as future development emerges throughout the District. The proposed street furniture, trees, and expanded sidewalks will incentivize more District residents and visitors to utilize Macomb as pedestrians as they travel to other destinations throughout College Park. Converting Macomb Street into a more comfortable and walkable thoroughfare represents the Studio Team’s first and third redevelopment strategies, Enhance Comfort and Image and Improve Transportation Facilities.

4.5 Park Avenue

The Park Avenue corridor is one of the most visually prominent features within the College Park District. Host to Tallahassee’s Chain of Parks, the Downtown Marketplace, and the LeMoyne Chain of Parks Annual Art Festival, the eastern portion of Park Avenue is frequently showcased as one of Downtown’s main charms. The area east of Martin Luther King, Jr. Boulevard is consistently emphasized for its impressive live oak trees and park amenities. The western portion of Park Avenue, a primarily residential area, is rarely celebrated for its similar natural character. In order to restore this area’s importance and renew its sense of place, the Plan recommends improving the existing streetscape and encouraging new student-oriented development.

Improve Streetscaping Along Park Avenue

A series of medians runs along West Park Avenue from Copeland Street to Martin Luther King, Jr. Boulevard. Featuring mature live oaks that provide shade and character with their canopy, these medians have been continually recognized as one of the District’s most enjoyable features. However, their ground surface

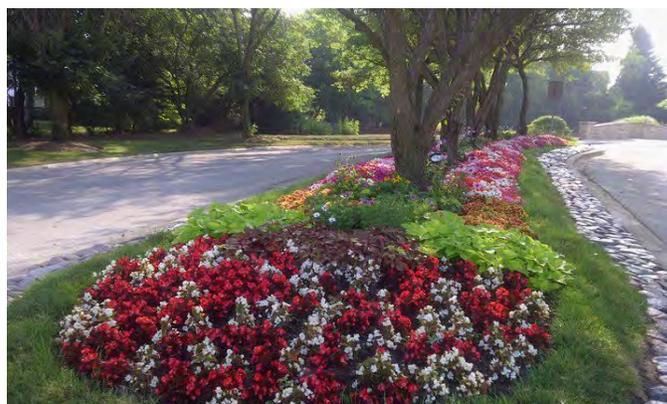


Figure 4.26: Flowered Median
Source: College Park Studio Team

4.0 Corridor, Site and Programming Actions



currently contains little more than mulch and dead leaves. Influenced by placemaking recommendation under Redevelopment Strategy #1, this Plan suggests improving West Park Avenue's street character by enhancing the landscape, incorporating street furniture, and installing additional lighting. Similar to the example flowered median pictured to the right (Figure 4.26), this Plan proposes removing the existing mulch and incorporating flora native to North Florida. As Park Avenue is a historic and mainly residential street, improving the landscaping, street furniture, and lighting will enrich the image of the corridor, and provide an opportunity

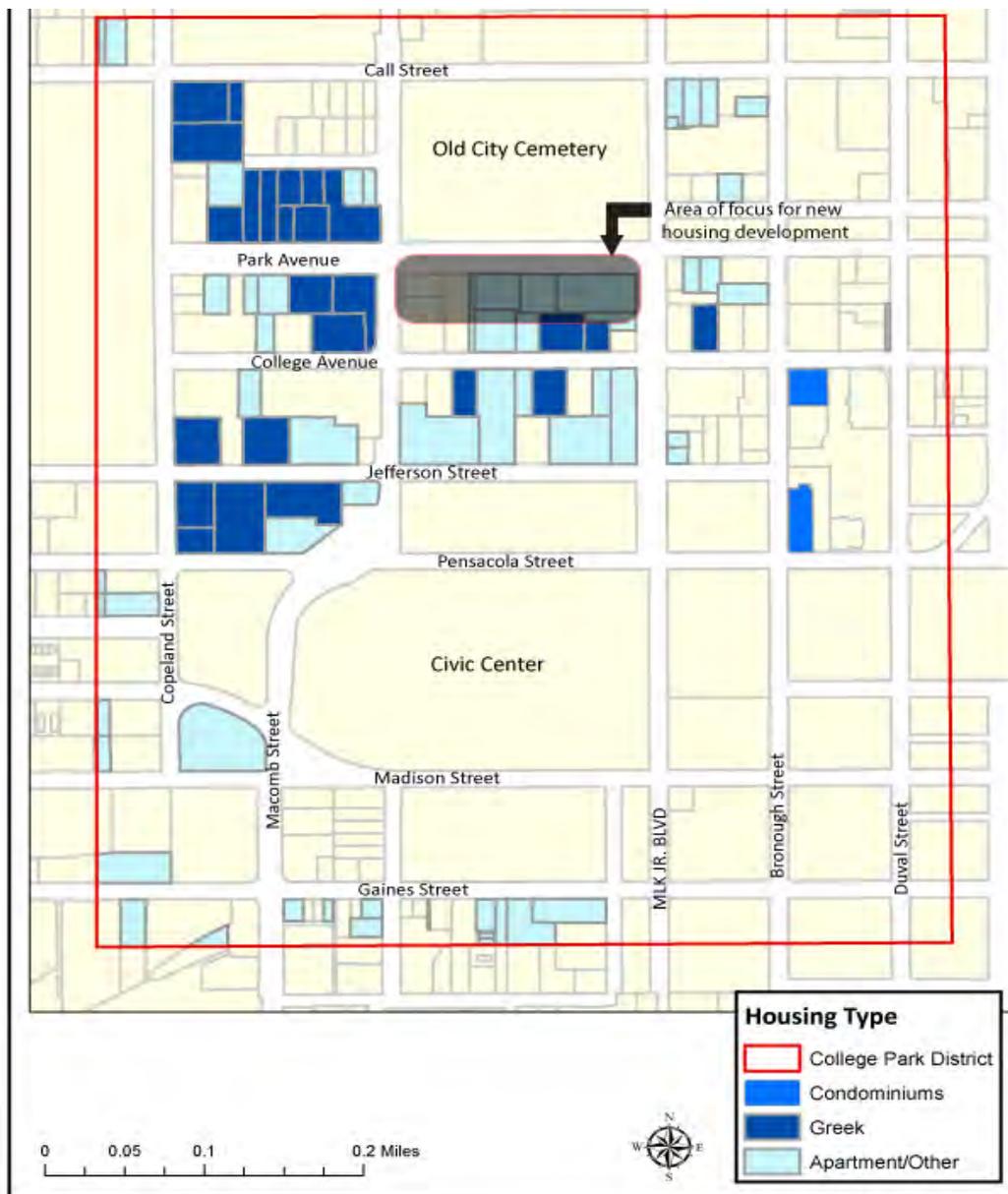


Figure 4.27: New Park Avenue Residential Development
Source: College Park Studio Team



4.0 Corridor, Site and Programming Actions

for these spaces to be more actively enjoyed. As the lead entity for Tallahassee's Chain of Parks, the City of Tallahassee Department of Parks, Recreation and Neighborhood Affairs would be called upon to lead this short-term action.

Develop New Student-Oriented Housing Along Park Avenue

As shown in Figure 4.27, input gathered from the Public Meeting indicates a desire for more residential development along Park Avenue. The block between Macomb Street and Martin Luther King, Jr. Boulevard has been specifically targeted as an area of focus for such development. While this portion of the corridor is currently host to concentrations of various housing types, the average age of the housing stock (from Copeland Street to Martin Luther King, Jr. Boulevard) is approximately 60 years old. Although several of these structures have been well maintained over time, many of them lack aesthetic value and a cohesive architectural style. As the District's population continues to grow, and the preference to live near the urban core and university campuses increases, the District must plan for a greater number of future residents, and the necessary housing to support them.

Driven by land use recommendations provided under Redevelopment Strategy #4, this Plan proposes new residential infill development along the West Park Avenue Corridor. In order to preserve the area's residential character, the Plan recommends that the current zoning be amended to deter future development that may conflict with a residential urban form. Like most of the College Park District, the MMTD-Downtown Overlay has established the zoning along this corridor as "central core", which currently permits multiple land uses. Some of these principal uses include automotive rental repair, laundromat services, commercial sports, and motor vehicle fuel sales. As such uses would hinder the preservation



Figure 4.28: New Multi-Family Development on MLK, Jr. Blvd.
Source: College Park Studio

4.0 Corridor, Site and Programming Actions



of a predominantly urban residential area, this Plan recommends that the existing zoning be amended to primarily allow for residential uses within this region of Park Avenue. Recognizing that this region serves as a transitional area from the University to Downtown, the Studio Team acknowledges that smaller scale commercial development may be incorporated along this corridor as well, so long as the uses are appropriate and complement the character of the corridor.

Once new zoning regulations have been established, the Plan recommends that the existing housing stock, specifically from Macomb Street to Martin Luther King, Jr. Boulevard, be redeveloped to more adequately meet the needs of the present and future population of the District. Parkwood and La Charles Apartments, two detached single family homes, and the Sigma Chi Fraternity house are examples of aging housing stock that present prime opportunities for reintroducing student-oriented, multi-family residential development. The Plan proposes that this housing take the shape of apartments and townhomes that cater toward smaller households and a student-based population. In order to remain consistent with, and contribute to the emerging College Park District, residential development should be modern, urban, and more densely designed; similar to the newer multi-family housing that has begun to spring up around certain areas within the District (Figure 4.28). Under existing zoning regulations, buildings may be constructed up to seven stories, at 150 dwelling units per acre. However, the Studio Team recommends that new housing be constructed no greater than three to four stories, and less than 150 dwelling units per acre. This density and intensity is most appropriate for Park Avenue, as such a design promotes an urban neighborhood character that harmonizes with the existing development patterns of this park-like corridor. Similar residential development can be found in areas adjacent to the College Park District and FSU's main campus. Private housing developers and existing Greek organizations would likely lead these long-term redevelopment efforts.

As a part of infill development efforts along this corridor, the Plan further recommends that the vacant lots adjacent to the existing detached single family units located in the Macomb Street/Martin Luther King, Jr. Boulevard block be developed to feature appropriate building frontage along both Park Avenue and College Avenue. While the development type may differ, it will be critical to both the Park Avenue and College Avenue vistas to regulate future development so that architecturally appropriate building façades that complement the neighborhood character front both of these corridors. In order to preserve the pristine and scenic views along both College and Park Avenues, the Tallahassee-Leon County Planning Department should strictly enforce block, building, and neighborhood fit regulations established under the existing MMTD code as these principles set the standards for the configuration and function of buildings that define this area.

Conclusion

As a means for enhancing the existing aesthetic appeal and locational significance of Park Avenue, these recommended actions propose substantial streetscape improvements to Enhance Comfort and Image and new Infill Development will provide residential amenities to an ever-growing student population. These



4.0 Corridor, Site and Programming Actions

actions directly address the sense of place and land use goals established under the vision for the District by celebrating its strong features and further creating an attractive and vibrant place to live. Through the cooperation of multiple agencies, the western portion of Park Avenue can be successfully transformed into a corridor celebrated for its historical character, residential charm, and natural features; a corridor that enjoys recognition similar to its eastern counterpart.

4.6 Doug Burnette Park

The Studio Team recommends connecting Doug Burnette Park to the Chain of Parks in two phases. The first phase extends Doug Burnette Park one block north, while the second phase implements a variety of streetscape improvements



Figure 4.29: Doug Burnette Park Extension
Source: College Park Studio

“For the north/south park series along MLK Blvd., it is recommended to upgrade this linear park and create a trail similar to the Chain of Parks along Park Ave., recreate the original city park system, and connect to Cascade Park. These improvements will enable the completion of a distinct open space pattern and pedestrian trail connection that is unique in the City.” (Downtown Tallahassee Connectivity Plan, Chapter 5, p 64)

such as wider sidewalks and street trees on Martin Luther King, Jr. Boulevard from Pensacola Street to the Chain of Parks (Figure 4.29). The Doug Burnette Park extension will begin to restore the greenspace that originally surrounded Tallahassee’s Downtown and create a connection from Park Avenue to Gaines Street. The park extension and streetscape improvements would provide better access to both the Civic Center and the Chain of Parks, and help encourage pedestrian activity in the District, which is a stated goal of the MMTD Downtown Overlay. The open space could serve as a venue for art or music festivals, outdoor retail markets, or fundraising events for both residents and visitors. Input from the Public Meeting indicated that many felt the park was underutilized

4.0 Corridor, Site and Programming Actions

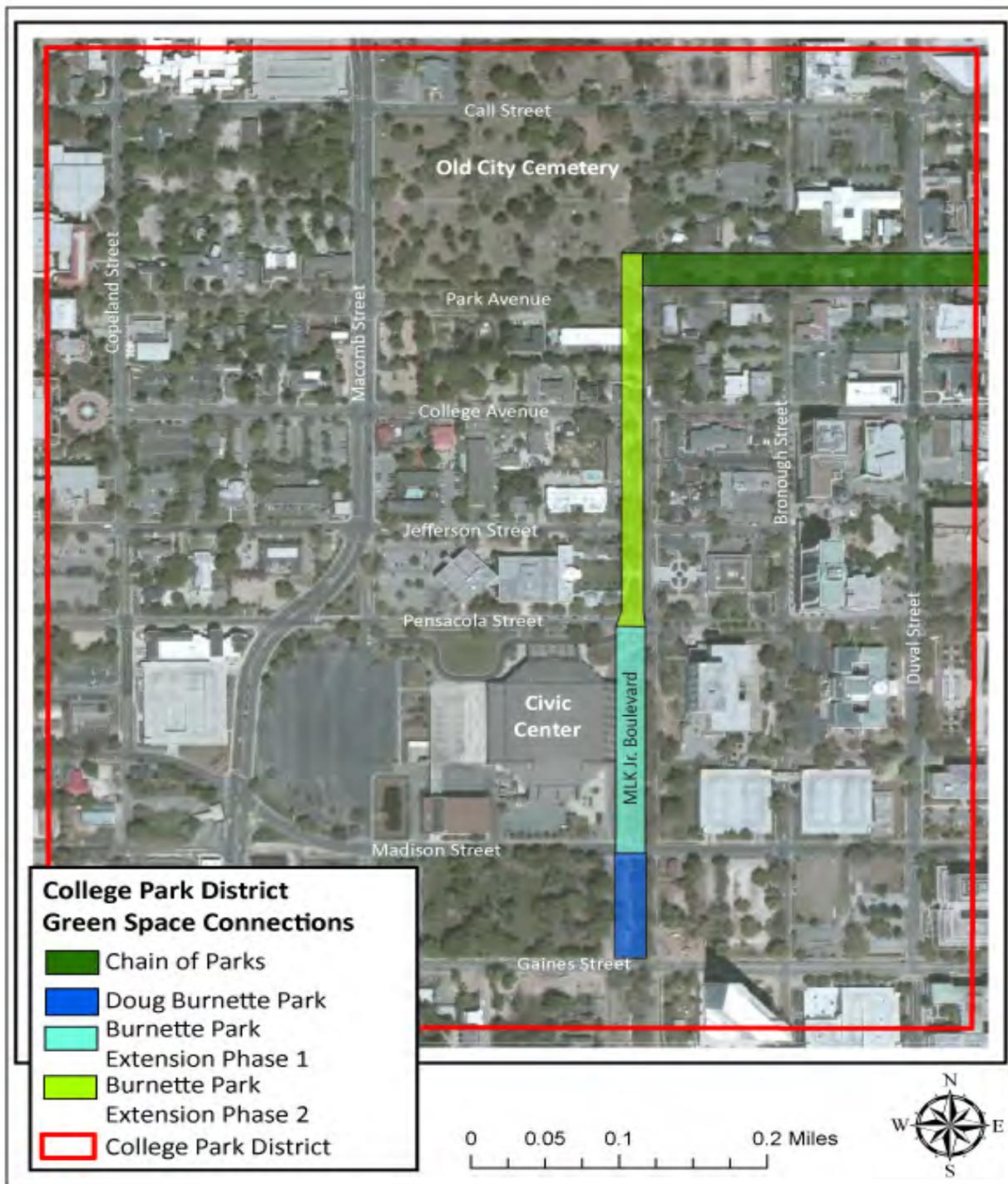


Figure 4.30: Doug Burnette Park Extension Map

Source: College Park Studio



4.0 Corridor, Site and Programming Actions

and did not serve as a functional space. The goal of the extension is to help transform Doug Burnette Park into a functional space that will encourage greater usage and a greater connection to the community as a whole.

Extend Doug Burnette Park North in Two Phases

Phase One extends Doug Burnette Park along the eastern edge of the Civic Center between Madison Street and Pensacola Street (Figure 4.30). The new park will have similar dimensions

to Doug Burnette Park in terms of its width, and will extend the pedestrian walkway. To increase the safety of pedestrians crossing Madison Street, a well-defined crosswalk should be placed at the intersection of Madison Street and Martin Luther King, Jr. Boulevard. The pedestrian walkway will feature decorative lights and benches. This is a short-term action that requires collaboration among the City's Parks, Recreation, and Neighborhood Affairs Department, Public Works, and FSU.



Figure 4.31: Future Burnette Park Extension Next to Civic Center
Source: College Park Studio

The second phase of the extension will connect the two parks along Martin Luther King, Jr. Boulevard via streetscape improvements from Pensacola Street to Park Avenue. These enhancements include widening sidewalks, planting street trees, and installing street furniture and establishing crosswalks from Doug Burnette Park to the Chain of Parks. A complete extension of Doug Burnette Park would require the acquisition of additional right-of-way along Martin Luther King, Jr. Boulevard between Jefferson Street and Park Avenue and is something that should be considered for the future to help reconnect the City's original park system. The

4.0 Corridor, Site and Programming Actions



recommended action for Phase Two is considered a medium-term action and could be completed after Phase One. This would involve the City's Parks, Recreation, and Neighborhood Affairs Department, as well as the Public Works Department.

Encourage Local Artist-Produced Street Furniture and Accessories

The new park should be enhanced by amenities such as benches, tables, drinking fountains, trash receptacles, lighting, and decorative wind chimes or other unique accessories (Figure 4.32). These features could be designed by local artists in order to complement the existing public art in Doug Burnette Park and help create an interesting space that will be influenced by members of the local community. The Council on Culture and Arts (COCA) has been identified as a potential partner in this endeavor. A request for local artists can be made upon the establishment of guidelines for the art pieces. This action is dependent upon the completion of Doug Burnette Park's extension and would require the collaboration of the City's Parks and Recreation Department, COCA, and local artists.



Figure 4.32: Decorative Bench

Source: College Park Studio



Figure 4.33: Florida Wildflower

Source: dot.state.fl.us

Doug Burnette Park Landscaping and Beautification

The Plan further recommends landscaping the park with native Florida wildflowers along the central walkway and seating areas, as well as at the park's periphery (Figure 4.33). This is a low maintenance option that can help create a vibrant backdrop by adding color throughout the park. This

is recommended for both phases of the project. The existing canopy could be eventually filled with additional live oaks in accordance with the Downtown Pedestrian Connectivity Plan. These additions are considered short-term and would be implemented by the City of Tallahassee Parks, Recreation & Neighborhood Affairs Department.

Install Uplighting to Accent Live Oaks

The row of live oaks that stretch from Doug Burnette Park along

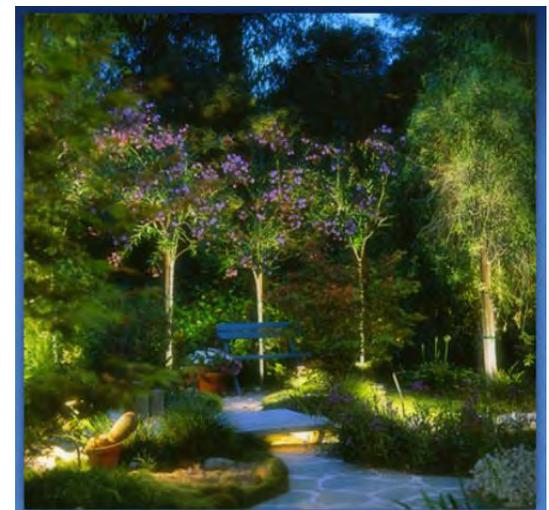


Figure 4.34: Tree Uplighting

Source: designlightingbymarks.com



4.0 Corridor, Site and Programming Actions

Martin Luther King, Jr. Boulevard provides character and enhances the continuity between Doug Burnette Park and the proposed park extension. Placing uplighting under the trees would emphasize their Parks, Recreation & Neighborhood Affairs Department and FSU would be responsible for implementation (Figure 4.34).

Conclusion

The Doug Burnette Park extension would improve the District's sense of place by transforming the space into an active park that also serves as a connection between Downtown, the Chain of Parks, Civic Center, and the Gaines Street Corridor. These improvements to the park are guided by the first redevelopment strategy to Enhance Comfort and Image. This would be an asset to the residents, students, and visitors of Tallahassee while meeting the goals laid out in the Downtown Overlay in the MMTD.

4.7 Madison Street

Madison and Pensacola Streets are one-way streets that travel through the heart of the District. Madison Street has three lanes and runs west to east, with a 35 mile per hour speed limit and limited on-street parking clustered around the Civic Center. Pensacola Street runs east to west and has two lanes of traffic with on-street parking throughout and a speed limit of 30 miles per hour. The two streets link a number of important destinations in the District including FSU, FSU Law School, the Civic Center, and Downtown. Madison Street contains numerous vacant parcels, particularly between Gaines Street near the Civic Center. The two streets also lack basic pedestrian infrastructure, such as a cohesive sidewalk network or adequate crosswalks at intersections.

The Studio Team envisions Madison Street and Pensacola Street to be more active, functional, and pedestrian-oriented thoroughfares. The two streets serve a key role due to their location, however, high speed traffic and an absence of pedestrian amenities is unacceptable for their urban context. Madison and Pensacola Streets should be improved in accordance to the Plan's vision by converting the streets to two-ways, installing a number of pedestrian amenities, and promoting infill development on vacant parcels on Madison Street.

Install Street Furniture and Trees on Madison Street and Pensacola Street

Street furniture and trees should be included near the street along sidewalks on Madison and Pensacola Street. Similar to proposed actions along College Avenue and Macomb Street, these objects will help improve the pedestrian experience and create a buffer between automobiles and pedestrians. These visual enhancements will complement efforts along Gaines Street that seek to create a sense of place by providing attractive amenities that will help the area become a more vibrant, desirable destination. These items should be installed within the next three years by the Public Works Department.

4.0 Corridor, Site and Programming Actions



Convert Madison Street and Pensacola Street to Two-Way

Madison and Pensacola Streets should be converted from one-way pairs to two-way streets (Figures 4.35 and 4.36). Studies indicate that two-way streets create higher levels of economic activity and improve the livability of downtown areas. Two-way streets are better for local businesses that depend heavily on pass-by traffic as traffic signal timing forces vehicles to stop more frequently than on one-way streets, offering drivers more exposure to local businesses. Many cities throughout the United States such as Denver, Dallas, and Tampa have



Figure 4.35: Current Road Network
Source: College Park Studio



Figure 4.36: Proposed Future Configuration
Source: College Park Studio



Figure 4.37: Overhead View of Improved Madison Street
Source: College Park Studio

recently begun to enact this transformation within urban areas at the desires of local citizens and governments. Two-way streets have also proven to be safer than one-way pairs. Motorists typically take advantage of less frequent signal stops, resulting in faster vehicular speeds and unsafe conditions for both motorists and pedestrians (Gayah, V. V., 2012). Given the relatively low volumes of vehicles on Madison (5,963 ADT) and Pensacola Streets (5,176 ADT), these one-way pairs are not appropriate for the urban context of College Park.



4.0 Corridor, Site and Programming Actions

Local business owners and Public Meeting participants repeatedly expressed concerns over the lack of walkability in this portion of the District. The conversion of these one-way pairs will help the District cater more toward pedestrian comfort and incentivize more development along Madison Street (Figure 4.37). The transformation also supports Tallahassee Comprehensive Plan Policy 1.4.2 which states, “Utilize context sensitive roadway design and traffic calming to allow connectivity”. Access between Gaines Street and the Civic Center area will be greatly enhanced as both motorists and pedestrians will be able to travel more freely throughout the District. This is considered a medium-term action due to the lengthy political process that will likely need to occur to accompany this alteration. This action will be carried out by the City of Tallahassee Public Works Department.



Figure 4.38: Future View of Madison Street Looking East

Source: College Park Studio

4.0 Corridor, Site and Programming Actions



Expand and Increase Sidewalk Coverage

The gaps in sidewalk coverage on Madison Street pose significant issues to pedestrian safety and connectivity in the District. Contingent upon Madison Street's conversion to a two-way street, eleven foot sidewalks should be placed on the south side of Madison Street, giving pedestrians easier access to reach destinations along Gaines Street (Figure 4.38). Sidewalks in front of the Civic Center and continuing along the north side of Madison Street should be widened from eight to eleven feet, once again providing pedestrians with a more pleasant walking experience. These alterations should be made by the City's Public Works Department in conjunction with the redesign of Macomb and Pensacola Streets.

Increase On-street Parking Along Madison Street

On-street parking along Madison Street should be extended as the road is converted to a two-way street. Additional on-street parking will help meet future parking demands as retail options in the District develop and also provide parking for events at Doug Burnette Park and the Civic Center. On-street parking will improve pedestrian safety along Madison Street by providing a buffer between pedestrians and cars. Private businesses will be more likely to locate on Madison Street as customers will have a more convenient method of accessing future development. This action will be implemented in the medium term by the City of Tallahassee Public Works Department .

Install Crosswalks

The Studio Team recommends installing crosswalks at two locations along Madison Street. The first installation would be placed at Madison Street's intersection with Martin Luther King Jr. Boulevard. This pedestrian crossing will connect Doug Burnette Park and its future extension along the Civic Center's eastern edge. The second crossing will be located along Madison Street at the future intersection of Civic Center Way. This crosswalk will provide pedestrians with a clearly defined crossing to access the Civic Center and its surrounding mixed-use development. This action will be carried out by the City of Tallahassee Public Works Department in the medium term upon completion of Madison Street's conversion to a two-way street.



Figure 4.39: Martin Luther King Jr. Boulevard Crosswalk

Source: College Park Studio



4.0 Corridor, Site and Programming Actions



Figure 4.40: Parcels for Redevelopment
Source: College Park Studio

Construct Mixed-Use Development on Vacant Parcels Along Madison Street

The Studio Team recommends that the vacant parcels on Madison Street be developed to provide more retail and residential options in the College Park District. Mixed-use development on these vacant parcels will serve the needs of local residents and help establish a more lively, attractive place for outsiders to visit. They are identified in this Plan as parcels A and B (Figure 4.40). Development on these parcels would serve as an appropriate connection point between the Civic Center and Gaines Street, helping to build upon the synergy between Gaines Street and other destinations within College Park.



Figure 4.41: Urban Grocery Store Example
Source: College Park Studio

4.0 Corridor, Site and Programming Actions



Parcel A

The Studio Team has identified Parcel A as an ideal location for an urban grocery store. Parcel A is zoned as All Saints Neighborhood (ASN-D), which allows for the construction of grocery stores, eating/drinking places, business offices, bookstores, apparel/accessory stores, pharmacies, and hotels. A grocery store at this site will be supported by residents of the District, FSU and FAMU students, and the influx of renters expected to move into new developments near FSU's campus (Figure 4.41). Development at this site also represents an opportunity to use the Gaines Street revitalization as a catalyst for the redevelopment of the College Park District.

Parcel B

Parcel B, also zoned as All Saints Neighborhood (ASN-D), is another prime opportunity to create synergy between the College Park District and Gaines Street. Constructing a mix of commercial and residential uses on Parcel B would provide more localized amenities within the District and leverage Gaines Street's expansion to the south. This new mixed-use development will build upon the redevelopment of the Civic Center parking lot, which will attract more people to the area around the site. The Gaines Street Urban Design Guidelines indicate that, "Greater density will bring an increase in pedestrian activity, extending the life of sidewalks beyond normal working hours, as the opportunities and reasons for people to be there grow". These recommended actions are also aligned with the Gaines Street Guidelines in that they promote an active street-level environment by clustering activities close to one another.

This recommended action for development on these two parcels is closely aligned with initiatives along Gaines Street as it promotes an active street-level environment by clustering activities close to one another. The development of these parcels, in addition to the Civic Center development and ongoing projects on Gaines Street, will provide numerous opportunities for consumers and residents within the District. The proximity of these developments will create favorable walking conditions and help achieve the Studio Team's goal of transforming the District into an "urban village" by "providing an engaging place to live and an attractive area to visit". This is considered a long-term action to allow time for infrastructure and transportation improvements to take place. These improvements will help Madison Street become a much more alluring site for private developers to build. The City of Tallahassee could also consider utilizing CRA funding to assist with the development on this site.

Conclusion

The Studio Team's proposed for Madison and Pensacola Streets will foster an active pedestrian environment while enhancing the functionality of these two important streets in the College Park District. Enhancements



4.0 Corridor, Site and Programming Actions

such as added crosswalks and expanded sidewalks provide the basic infrastructure for such revitalization and follow the third redevelopment strategy: Improve Transportation Facilities. Such improvements support the fourth redevelopment strategy to Encourage Infill Development that will provide the physical connections between the District and other growing areas in the immediate vicinity. Converting Madison and Pensacola Streets to two-ways will benefit pedestrians, and expanding on-street parking will provide space for residents patronizing the District's future commercial establishments. The Studio Team's proposals are consistent with input gathered from public input and are supported by existing City plans and regulations.

4.8 Processional Path

Implementation of the first of four phases of Florida State's Legacy Walk began in October 2004. The Legacy Walk is a historical tour of campus that focuses on the University's architecture, sculptures, and greenspaces. The walkway features symbols and is lined with bricks and banners that guide visitors past many of the oldest and most historic buildings on campus. The first phase begins at the Westcott Building and ends at Dodd Hall. The second phase, named the Student Legacy Walk, cuts through the core of the student activity areas and highlights student leaders of the past, serving as a living legacy to current and future students. This phase begins at the Landis Green Fountain and loops around to end back at this location. The third phase is currently being implemented. It extends from the Integration Statue and continues west along the Call Street corridor, to the College of Medicine. The proposed fourth phase is intended to start at the intersection of Chieftan Way and Call Street, and travel south toward Pensacola Street and the University Center. Here, the path would veer off of Chieftan Way at the Heritage Fountain, where it would head southwest toward the Coyle Moore Center. Recognizing the character and historical significance that the Legacy Walk provides FSU's campus, this Plan proposes the creation of a processional path that celebrates the heritage of the College Park District, and connects the area's principal locations to one another (Figure 4.42).

Create a Processional Path for the District

The processional path will visually and physically connect FSU's main campus to Downtown Tallahassee, the FSU Law School, and the Civic Center. While this will be referred to as the "processional path" to commemorate the walk for University graduates from the Westcott Building to their commencement ceremonies at the Civic Center, the pathway will also highlight the history of the District and will be enjoyed by all pedestrians traveling along this corridor. The Plan recommends that the path extend from the Westcott Building along both sides of College Avenue eastward to Macomb Street, where it would then turn south, run past the FSU Law School, and end at the Civic Center. This path would increase the walkability and connectivity of the area for attendees walking to Civic Center events, students traveling between the Law School and main campus, and pedestrians walking between FSU and Downtown Tallahassee. To physically distinguish this pathway from other sidewalks within the District, the borders of the path could be lined with brickwork that is complementary to the existing Legacy Walk. Aside from its aesthetically pleasing nature, the processional

4.0 Corridor, Site and Programming Actions

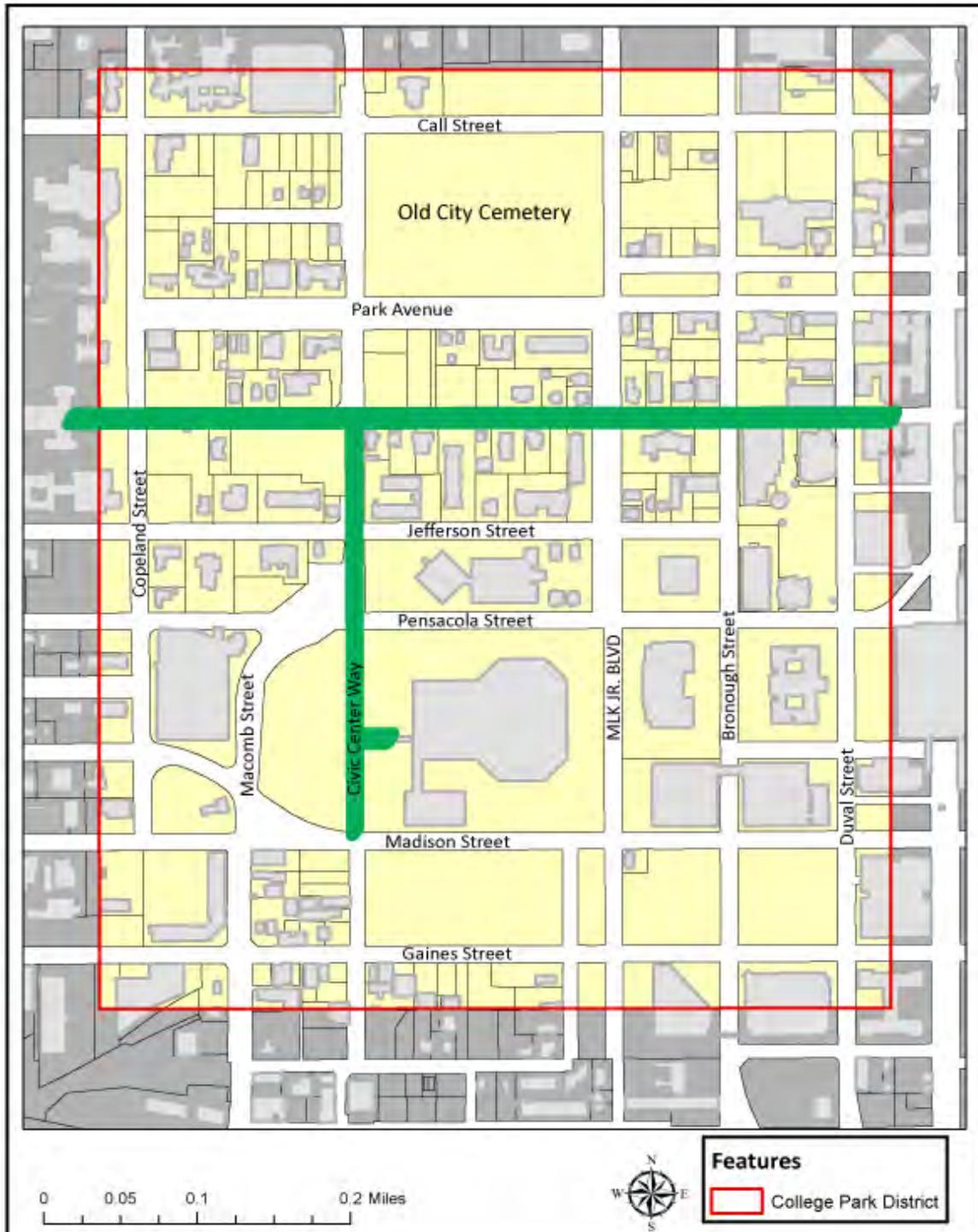


Figure 4.42: Processional Path Route
Source: College Park Studio



4.0 Corridor, Site and Programming Actions

path will highlight the significant presence of the University within the District. Because the path extends from the FSU campus into the Downtown Redevelopment District, implementation and funding would involve a coordinated effort between the University, the City of Tallahassee’s Community Redevelopment Agency and the City’s Public Works Department. This action is considered medium-term, as it is consistent with the timeframes for both creating a sense of place for the District and widening the sidewalks along both Macomb Street and College Avenue. As a connection between three central activity centers within Tallahassee, the path should see high levels of pedestrian traffic and as a result, greater levels of activity within the District. As this new defined feature of the



Figure 4.43: Existing Legacy Walk
Source: College Park Studio



Figure 4.44: FSU Bluelights
Source: fsunews.com

“Include provisions for “blue light” security telephones in all new construction and renovation projects, as well as other appropriate types of capital improvement projects.” - FSU Master Plan, Policy 4B

District emerges, it will be an ideal location for implementing several of the signage and wayfinding recommendations outlined earlier in the Plan. Signage, including banners and a logo that is distinct to this pathway, would define the processional path and provide better directions for pedestrians walking through the District, while in turn enhancing both the connectivity and sense of place (Figure 4.43). Other features of this processional path include street furniture and pedestrian-scale lighting. Street furniture additions will provide locations where pedestrians may rest or stop to enjoy the District, while additional lighting will enhance pedestrian visibility and define this special path. The Studio Team also recommends installing Emergency Blue Light Telephones, similar to those found throughout the Legacy Walk on FSU campus, in order to increase pedestrian safety (Figure 4.44).

This processional path will become an iconic aspect of the College Park District, much like the Legacy Walk has become for FSU. Ultimately, this walk has the potential to become a lasting University tradition for new graduates. In addition, this pathway creates an attractive avenue for all pedestrians traveling between main

4.0 Corridor, Site and Programming Actions



campus, the Civic Center, and Law School campuses. This recommended action strives to achieve the Studio Team’s vision for the District by promoting safe and beautiful pedestrian connections in a manner that further develops the District as an emerging activity center with its own sense of place. The creation of the College Park District’s Processional Path will advance both the first and third redevelopment strategies: Enhance Comfort and Image and Improve Transportation Facilities.

4.9 Old City Cemetery

The Old City Cemetery is surrounded by Martin Luther King, Jr. Boulevard, Park Avenue, Macomb Street, and Call Street. The cemetery was established in 1829 and is the oldest public cemetery in Tallahassee. It is one of the most distinctive historic sites in the City and provides a connection to the past by telling the story of the people buried there, including those who contributed to the development of Tallahassee and the State of Florida. This site should be celebrated and enhanced to encourage the appreciation of the rich history that is found here. The Studio Team recommends a number of improvements for the cemetery, which include creating additional access points to and through the cemetery and installing strategically-placed wayfinding markers. All of the recommended steps are classified as short-term actions because they require minimal funding and minor policy changes.

Improve Access to the Cemetery

Currently, the cemetery can only be accessed through its main entrance on Martin Luther King, Jr. Boulevard. The cemetery’s other three gates,

located along Call Street, Macomb Street, and Park Avenue, remain locked. This does not promote the use of the cemetery as a public space. The Studio Team recommends opening the gates that exit to Macomb Street and Park Avenue to enable visitors to travel more freely through the cemetery (Figure 4.45). We are



Figure 4.45: Old City Cemetery Gravesite
Source: College Park Studio



4.0 Corridor, Site and Programming Actions

not recommending that the gate on Call Street (Gate 2) is opened, due to the fact that it exits onto the street, rather than a sidewalk. The cemetery should remain open throughout the day and locked in the evening, in the absence of a tour or event. Improving the accessibility has the potential to increase the number of people who can learn from the history of the Old City Cemetery. Increased pedestrian traffic decreases the opportunity for vandalism or other crimes. The City of Tallahassee’s Property Management Department would be responsible for implementing this action.

Improve the Aesthetics and Visibility of the Cemetery

The Studio Team recommends improving landscaping, creating additional pathways, and installing street furniture and adequate lighting throughout the cemetery (Figure 4.46). Historically designed lights should be placed at all access points, as well as along the perimeter of the cemetery. This will increase visibility and signify the cemetery’s historical relevance. Improved landscaping and additional pathways with benches throughout the cemetery will help transform it into an attractive open space that encourages people to visit and learn about Tallahassee’s history. Implementation partners could include both the City of Tallahassee and The Tallahassee Trust for Historical Preservation (TTHP).



Figure 4.46: Cemetery Bench
Source: College Park Studio

Enhance the Main Entrance to the Cemetery

Significant enhancements to the main entrance of the cemetery include, relocating the historical marker from the corner of Park Avenue and Martin Luther King, Jr. Boulevard to a more prominent position at the entrance of the cemetery (Figure 4.47). The Studio Team also recommends installing a decorative archway, at the cemetery’s entrance along Martin Luther King, Jr. Boulevard. The gateway would accentuate the cemetery’s historical character and draw attention to this valuable open space in the heart of the City. This also presents an opportunity for the City of Tallahassee to partner with TTHP.



Figure 4.47: Existing Old City Cemetery Entrance
Source: College Park Studio



Figure 4.48: Cemetery Wayfinding
Source: College Park Studio

4.0 Corridor, Site and Programming Actions



Improve Wayfinding in the Cemetery

The Studio Team recommends improving wayfinding throughout the cemetery (Figure 4.48). An integrated wayfinding system would identify important grave sites, providing a brief history of each. This would enhance the cemetery's current self-guided tour and accent the cemetery's historical importance. Also, including more grave sites in the walking tour would enable visitors to better understand the rich history of Tallahassee. An example of this would include adding the grave sites of the Westcott family, who made significant contributions to both the City of Tallahassee and FSU. Guided tours, including ghost tours, can also help draw people into the cemetery. This action could garner interest from Tallahassee Trust for Historic Preservation and the FSU History Department (see Figure 4.45).

Conclusion

These somewhat minor improvements to Old City Cemetery can be implemented in a short timeframe and has the potential to transform this relatively underappreciated landmark into a site that can be used as a tool to learn about the history of Tallahassee. The newly revamped open space would provide a peaceful place for reflection. Creating a more accessible, visible, and aesthetically pleasing public space will encourage exploration of the cemetery. Revitalization of the Old City Cemetery will create a distinguished amenity, drawing both residents and visitors to the College Park District to celebrate one of Tallahassee's historic assets. These recommended actions are informed by the first redevelopment strategy to Enhance Comfort and Image.

4.10 Conclusion to Corridor, Site and Programming Actions

The recommended actions proposed for each site are integral in creating a sense of place for the College Park District. The changes for these sites and corridors will improve the safety, sense of community, aesthetics, and connectivity within the District. These actions implemented at the site and corridor level will create the College Park District as a destination bringing in new commercial, institutional, and residential development.

The sites selected are as follows:

College Avenue – Preserve the scenic corridor by expanding sidewalks, street furniture instillation, and increasing the amount of development on underutilized parcels

Civic Center – Maximize the use of available land at the Civic Center parking lot by constructing a parking garage, athletic facilities, mixed-use development, and University uses

Westcott Building Intersection – Ease traffic flow and convert the current surface parking lots located across



4.0 Corridor, Site and Programming Actions

Copeland Street into greenspaces and University office uses

Macomb Street – Calm the speed of traffic in order to improve safety for pedestrians and cyclists while, at the same time, increasing the interconnectivity between commercial uses located throughout

Park Avenue – Increase residential development in a manner that is not intensely developed and pays respect to the natural features and celebrates the history of the area

Doug Burnette Park – Extend the greenspace northwards to reestablish the former greenbelt that once framed the urban core

Madison Street – Convert the one-way street into a two-way thoroughfare increasing available parking spaces while also increasing access points between the Civic Center, Gaines Street, and Doug Burnette Park

Processional Path – Improve and widen the sidewalks along College Avenue and South Macomb Street towards the Civic Center by installing amenities in an effort to formalize the connection between campus and the Civic Center

Old City Cemetery – Improve wayfinding, signage, and entrances in order to commemorate this historic landmark

Celebrating the unique qualities found within the District honors the past and creates new cultural features characteristic of an urban university village. Diversifying land uses will increase street activity as pedestrians can easily travel to and from activity centers. An increased amount of park space and vegetation along with improved connectivity to surrounding neighborhoods will promote walking and healthier behavior. Most importantly, highlighting landmarks and promoting new development throughout the area will attract students, local residents, and tourists to the College Park District.

4.0 Corridor, Site, and Programming Actions



Implementation Matrices

Implementation Matrix for Site-Specific Area: College Avenue

Main Action	Existing Condition	Implementation Partners	Time Frame	Action Step 1	Action Step 2
Encourage Additional Activities and Events	The District lacks activities and events	FSU, City of Tallahassee, Private Sponsors	Short Term	Annual Soap Box Derby - "Race Down the Vista"	Annual Town & Gown 5k Run
Widen the Sidewalks to Improve Walkability	Sidewalks are incomplete and disrepair	City of Tallahassee Public Works	Medium Term	Widen Sidewalks to 15 feet	
Create a Shared Roadway to Accommodate Bicycle Travel	Bike lanes used improperly for on-street parking	City of Tallahassee Public Works	Medium Term	Install signage along road	Paint markings on roadway surface
Install Street Furniture, Lighting and Landscaping to Improve Overall Ambiance	Limited amenities create an unsafe and unattractive environment	City of Tallahassee Public Works	Medium Term	Installation of street furniture, lighting and landscaping	Installation of solar trash compactors
Encourage Mixed-Use Development	Lacks hospitality, retail and entertainment options.	City of Tallahassee - Planning/Growth Management, CRA	Long Term		



4.0 Corridor, Site, and Programming Actions

Implementation Matrix for Site-Specific Area: Civic Center

Main Action	Existing Condition	Implementation Partners	Time Frame	Action Step 1	Action Step 2	Action Step 3
Create “Civic Center Way”	Current street pattern is inefficient, breaking away from original grid pattern	FSU, City of Tallahassee - Public Works	Short Term	Design Access Road	Build Access Road	Limit access to local traffic only
Promote Weekly Food Vendors on Civic Center Way	The District has inadequate food options	FSU, Private Food Truckers	Short Term	Organize weekly food truck procession		
Create More Attractive Pedestrian Entrance	The Civic Center lacks a formal entrance	FSU	Short Term	Create pedestrian promenade	Plant new trees	Create roof plaza
Construct Mixed-Use Development on Civic Center Lot	Lacks hospitality, retail and entertainment options.	FSU, Private Developers	Long Term	Conduct market analysis in order to identify appropriate uses		
Expand FSU facilities	Existing FSU campus is inadequate to accommodate projected growth	FSU	Medium Term	Identify needs of University		

4.0 Corridor, Site, and Programming Actions



Implementation Matrix for Site-Specific Area: Westcott Building Intersection

Main Action	Existing Condition	Implementation Partners	Time Frame	Action Step 1	Action Step 2	Action Step 3
Alternative A; Increase Greenspace Area and Move Bus Stops Away from Intersection	Current bus stops create traffic congestion	FSU, City of Tallahassee, Star-Metro	Medium Term	Create bus stop cut-outs on both sides of Copeland by Westcott	Create greenspaces on eastern sides of intersection	
Alternative B; Construct Half-Circle Roundabout	Current bus stops create traffic congestion	FSU, City of Tallahassee - Public Works	Medium Term	Cut street into surface lots	Create central green space in middle of roundabout	Make roundabout one-way
Promote Infill Development on Parcels Currently Used as Surface Parking	Currently surface parking lots are underutilized	FSU, City of Tallahassee, Private Developers	Long Term	Identify needs of FSU	Allow for uses that do not attract higher levels of traffic	



4.0 Corridor, Site, and Programming Actions

Implementation Matrix for Site-Specific Area: Macomb Street

Main Action	Existing Condition	Implementation Partners	Time Frame	Action Step 1	Action Step 2
Provide Separate Bike Lanes	Lack of physical separation between bike lane and roadway create a dangerous atmosphere for pedestrians	City of Tallahassee - Public Works	Short Term	Install bike lane divider	
Convert Southbound Bike Lane to Shared Lane and Expand Sidewalk	Poor sidewalk conditions; bike lane unnecessary when traveling down hill	City of Tallahassee - Public Works	Medium Term	Convert outside southbound lane to shared roadway	Widen sidewalks to 10 feet
Install Street Furniture, Lighting and Landscaping	Limited amenities create an unsafe and unattractive environment	City of Tallahassee - Public Works	Short Term	Installation of street furniture, lighting and landscaping	
Insert Flashing Indicators Between Civic Center & St. Augustine Garage	Unsafe pedestrian crosswalk conditions	City of Tallahassee - Public Works	Short Term	Insert flash indicators	
Narrow Street to Three Lanes	Unfriendly pedestrian environment	City of Tallahassee - Public Works	Long Term	Reduce lanes from 4 to 3	

4.0 Corridor, Site, and Programming Actions



Implementation Matrix for Site-Specific Area: Park Avenue

Main Action	Existing Condition	Implementation Partners	Time Frame	Action Step 1	Action Step 2	Action Step 3
Improve Streetscaping Along Park Avenue	Ground surface of medians contains mulch and dead leaves	City of Tallahassee - Parks, Recreation & Neighborhood Affairs	Short Term	Plant grass/flowers	Install street furniture	Improve existing lighting
Develop New Student-Oriented Housing Along Park Avenue	Growing student population; outdated housing stock	Tallahassee-Leon County Planning Department, Private Developers, Greek Organizations	Long Term	Amend zoning regulations to preserve West Park Avenue as an urban residential corridor	Redevelop identified housing along Park Avenue	



4.0 Corridor, Site, and Programming Actions

Implementation Matrix for Site-Specific Area: Doug Burnette Park

Main Action	Existing Condition	Implementation Partners	Time Frame	Action Step 1	Action Step 2
Extend Doug Burnette Park North in Two phases	Original city greenway is fragmented	City of Tallahassee - Parks, Recreation & Neighborhood Affairs, Public Works	Short -Medium Term	Phase 1: Extend park from Madison St. to Pensacola St.	Phase 2: Extend park from Pensacola St. to Park Ave.
Encourage Local Artist-Produced Street Furniture and Accessories	Park is adjacent to arts district	City of Tallahassee - Parks, Recreation & Neighborhood Affairs; Council on Culture and Arts	Short -Medium Term	Make contact with COCA to initiate a “call” for local artists	
Doug Burnette Park Landscaping and Beautification	Limited amenities create an unattractive pedestrian environment	City of Tallahassee - Parks, Recreation & Neighborhood Affairs	Short Term	Add flowers to both phases along main path and periphery	
Install Uplighting to Accent Live Oaks	Limited amenities create an unattractive pedestrian environment	City of Tallahassee - Parks, Recreation & Neighborhood Affairs	Short Term	Install lighting at Live Oaks throughout the Park	

4.0 Corridor, Site, and Programming Actions



Implementation Matrix for Site-Specific Area: Madison Street

Main Action	Existing Condition	Implementation Partners	Time Frame	Action Step 1	Action Step 2
Install Street Furniture and Trees on Madison Street and Pensacola Street	Limited amenities create an unattractive pedestrian environment	City of Tallahassee - Public Works	Short Term	Install street furniture	Plant trees
Convert Madison Street and Pensacola Street to Two-Way	Unfriendly pedestrian environment	City of Tallahassee - Public Works	Medium Term	Design & paint 2-way streets	Reduce speed to 30 mph
Expand and Increase Sidewalk Coverage	Sidewalks are incomplete and disrepair	City of Tallahassee - Public Works	Medium Term	Install sidewalks	
Increase On-Street Parking Along Madison Street	Unfriendly pedestrian environment	City of Tallahassee - Public Works	Medium Term	Implement on-street parking	
Install crosswalks	No defined crosswalk leading to Civic Center	City of Tallahassee - Public Works	Medium Term	Identify appropriate locations	Install crosswalks
Construct Mixed-Use Development on Vacant Parcels	Lacks hospitality, retail and entertainment options.	Private Developers, CRA	Long Term	Promote mixed use development	



4.0 Corridor, Site, and Programming Actions

Implementation Matrix for Site-Specific Area: Processional Path

Main Action	Existing Condition	Implementation Partners	Time Frame	Action Step 1	Action Step 2	Action Step 3
Create a Processional Path for the District	Lacking pedestrian walkway from FSU main campus to Civic Center	City of Tallahassee - Public Works, FSU, CRA	Medium Term	Widen Sidewalks along College Ave. and Macomb St.	Add blue lights along path	Place logo along path

4.0 Corridor, Site, and Programming Actions



Implementation Matrix for Site-Specific Area: Old City Cemetery

Main Action	Existing Condition	Implementation Partners	Time Frame	Action Step 1	Action Step 2	Action Step 3
Increase Access to the Cemetery	Limited access to cemetery does not promote public use	City of Tallahassee - Property Management	Short Term	Change access policy		
Improve the Aesthetics and Visibility of the Cemetery	Limited amenities create an unsafe and unattractive pedestrian environment	City of Tallahassee, Tallahassee Trust for Historic Preservation	Short Term	Install benches	Install lighting at gateway	Improve pathways
Enhance the Main Entrance to the Cemetery	Current main entrance is unpronounced	City of Tallahassee, Tallahassee Trust for Historic Preservation	Short Term	Renovate main entrance gateway		
Improve Way-finding in the Cemetery	Current way-finding is limited and confusing	City of Tallahassee - Parks, Recreation & Neighborhood Affairs, Tallahassee Trust for Historic Preservation, FSU History Department	Short Term	Expand historical tour to incorporate more grave sites		



5.0 Conclusion

Conclusion

This Plan presents a shared vision for the College Park District's future transformation into a vibrant activity center that capitalizes upon the energy of Florida State University and downtown Tallahassee. As a guide to achieving this vision, the Studio Team has formulated this Action Plan to follow the City of Tallahassee's ongoing placemaking efforts so that the College Park District can emerge as an attractive and identifiable place within the City. The vision for the College Park District will be realized through four targeted Redevelopment Strategies designed to Enhance Comfort and Image, Upgrade Infrastructure, Improve Transportation Facilities, and ultimately Encourage Infill Development. Enhancing Comfort and Image will build the District's identity, make it a more attractive and active place, and create the initial momentum for the College Park District's revitalization. Upgrading Infrastructure will further create a more attractive, flexible environment for major redevelopment to occur by addressing stormwater deficiencies and unsightly utility lines. Improving Transportation Facilities will promote safe pedestrian and bicycle activity and enrich accessibility to destinations within the District and surrounding areas. Finally, the Studio Team feels that these improvements create a supportive framework that Encourages Infill Development as private investment takes advantage of the major capital improvements to the District's appearance, safety, and functionality.

The overarching Redevelopment Strategies will be carried out further through detailed site- and corridor-specific actions in nine areas that have been prioritized based on Public Meeting exercises, discussions with Working Group members, and the Studio Team's evaluation of the District. These prioritized areas are: College Avenue, Westcott Building Intersection, Macomb Street, Park Avenue, Doug Burnette Park, Madison Street, Processional Path, and Old City Cemetery. Implementation of these Redevelopment Strategies and site-specific actions will revitalize the College Park District, leverage its unique assets, and provide a blueprint for its growth in the coming decades.

The timing for the revitalization of the College Park District could not be better. As new residential and commercial development continues to proliferate in areas adjacent to FSU and the District, more people will be drawn to the area. This additional activity will support the redevelopment of the District and be a catalyst for the creation of an urban village envisioned by the Studio Team. This urban village would provide a variety of activities and everyday amenities for students, residents, and visitors to the District and surrounding areas. At the same time, FSU requires additional land outside of its main campus to meet the need for its continued expansion. The University's recent acquisition of the Civic Center and its expansive parking lot is an opportunity for campus to expand into the District, and will attract significant investment to the area. The future development of the College Park District embodies the possibilities of an effective town and gown partnership between Florida State University and the City of Tallahassee. The Studio Team recognizes the benefits that this relationship would have on the District in terms of maximizing the area's social and economic capital.

5.0 Conclusion



At the heart of this Plan is participatory placemaking; the effort to engage the community and multiple stakeholders in the transformation of the College Park District into a meaningful place that honors its past and maximizes its future potential. The Studio Team’s recommendations, such as preserving the iconic Westcott Building vista, reviving the soapbox races on College Avenue, and expanding the existing greenspaces celebrate this area’s heritage and unique attributes. At the same time, substantive obstacles hinder the redevelopment of the College Park District and are intertwined with this initiative. Stormwater is an absolutely critical component of the Plan that must be addressed in order to foster robust redevelopment. Similarly, the area’s streets, sidewalks, and crosswalks are in desperate need of improvement, and are keys to making the College Park District a comfortable and walkable urban environment.

The recommendations set forth in this Plan should be implemented to benefit a broad spectrum of stakeholders across the Tallahassee community and beyond. The successful revitalization of the College Park District hinges on strategic partnerships between the University and public and private sectors. The College Park District is thus an example of the potential synergy between a city and its cornerstone institution. Stakeholders should seize this unique opportunity to create a flourishing urban village that will bridge the divide between the primary economic and cultural centers of Florida’s Capital City.



Appendix

Literature Review: What is town-gown and why is it important to our study?

Historically, universities and surrounding communities have had differing philosophies and practices, which many times have been translated into negative relationships among the two. This relationship between colleges and universities and the surrounding community is captured in the expression ‘town-gown.’ ‘Town’ represents the citizens and communities that do not have direct connections to the university and ‘gown’ represents the academic institution along with their students and faculty. Many times the university has been seen as separate from the community, but this perception is beginning to change. Both universities and their surrounding communities have begun to look at what they can do to mend this relationship and the focus on the mutual benefits that can be gained from this collaboration. It is important to research this topic in order to understand the greater context of this relationship and to help us to start finding ways to strengthen it.

In the past, relationships between academic institutions and the communities were viewed as either non-existent or uncooperative. This negative relationship is thought to have stemmed from geographical isolation and perceptions of the academic institution as being a large, influential, and non-tax paying. (Martin et.al., 2005) Many universities are no longer located in remote locations due to the expansion of urban areas and have been swallowed up by their surrounding communities. They are now faced with becoming urban campuses, not by design, but circumstances. (Cisneros, 1995) The response of many of these universities was to build higher walls to keep the distinction as being separate from the community. (Martin et. al., 2005) The time period between 1914 and the late 1980’s is described as the “Ivory Tower,” at which time academic institutions focused on research and publications (Maurana et al., 2000). In the end these walls did not resolve their concerns, as they realized that they could not be separated from the economic and social problems in their surrounding communities (Reardon, 2005). This is not synonymous with the relationships between all universities and their surrounding communities, but does have relevance to many universities. This separation was no longer productive as the shift from the old government paradigm to the new governance paradigm occurred. The new governance paradigm focuses on a more synergistic partnership between the government sector, the private sector, and non-profit sector and is based on the assumption that the social concerns of the communities can only be addressed by a collective and collaborative process. With this shift, universities also began to recognize that in order to grow and prosper a greater concern and focus needed to be given to the communities in which they lived and operated (Martin et. al., 2005).

This transition resulted in a recognition of importance of university-community partnerships, how they are formed, operate, and what can be accomplished through them (Rubin, 2000). Campus Compact was founded in 1985 and has a mission of integrating civic engagement into the campus and academic life into the community (Lederer, 2007). Recognizing the importance of this collaborative relationship, the federal government established the Office of University Partnerships (OUP) under the US Department of Housing and Urban Devel-

Appendix



opment (HUD) in 1994. Their goal is to help universities and communities address urban problems and work together to help rebuild the economy and their communities. (Martin et. al., 2005) In 2003, OUP received 6.8 million dollars in funding from HUD to support its Community Outreach Partnership Centers (COPC) programs and reached over 200 partnerships by 2005 (Lederer, 2007). As more and more attention has been given to town-gown relationships, Portland State University recognized the value in this and has created a definition that encompasses all aspects of the partnership. They have defined it as such:

“Partnerships develop out of relationships and result in mutual transformation and cooperation between parties. They are motivated by a desire to combine forces to address their own best interests/mission and ideally result in outcomes greater than any one organization could achieve alone. They create a sense of shared purpose that serves the common good.” (Partnership Forum, 2008)

University-community partnerships are becoming more visible as we look to find solutions to complex planning issues that affect both the universities and surrounding communities. Different goals and outcomes reflect the uniqueness of each community. Every community is faced with different issues and priorities that they feel are important. The research seems to focus on some distinct categories that include the benefits, the process, types of issues, strategies, and outcomes of these partnerships.

First, we focus our attention on the benefits incurred through this university-community partnership. Some of the benefits associated with this partnership includes the likelihood that organizations can reach a larger population, make better use of their shared resources, avoid duplicating work, and deal more effectively with problems the community faces (Hastad & Tymeson, 1997). In addition to making economic sense, engaged universities are better able to “(a) integrate the teaching, research, and service functions of the institutions, (b) fulfill the function of the academy in society, and (c) if necessary, deflect criticism that universities take public support but ignore the concerns of the community.” (Bruning et al., 2006) In addition, these partnerships can help build social capital among the students and citizens. Students can gain real world experience and by becoming involved in the community in which they live, which can influence their choice to stay or leave upon graduation. Citizens can also have a lot to gain in terms of provided expertise, economic development, and enhancements to the quality of life that can stem from these partnerships (Mullins and Gilderbloom, 2002).

These partnerships are no easy task and require both planning and collaborating. Despite the importance of these partnerships, research gives little guidance on the process of how it is done. Sargent and Water (2004) have created a framework of academic collaboration that can be useful to apply to town-gown collaborations. Their framework lays out four phases of collaboration; initiation, clarification, implementation, and completion. The initiation phase focuses on the motivation of the participants. During the clarification phase, participants take the time to clarify issues such as duration of project, the scope of the project, who is going to be involved, and the goals of the project. Roles and responsibilities are identified in the implementation phase. The completion phase addresses how the participants viewed the success of the project in terms of



Appendix

objective, subjective, and learning outcomes. In addition, this framework is affected by both interpersonal and contextual factors. Interpersonal could include such things as trust, respect, and communication, while contextual factors include the institutional issue, such as the support from faculty members, information technology, and administrative staff. (Buys & Bursnall, 2007)

There are many different motivations as to why a university or community chooses to collaborate with one another. As stated before, each can have their own motivating factor, as long as they share a common vision and accept the differences among them. Collaborations focus on issues that affect both parties, but can not be effectively addressed without the help of each other. The most represented issue throughout the literature is urban revitalization. There are multiple challenges to have a successful revitalization including multi-functionality and pedestrian-based activities, economic and demographic shifts, intra-urban factors, and leadership (Lederer, 2007). The degree of success of urban revitalizations are directly related to how well these individual components are addressed.

The goal of many downtown revitalization projects is to have a multi-functional and pedestrian friendly downtown. Research states that many downtowns are striving for a “24 hour” downtown, which would allow for consumer and pedestrian-based activities at varying times throughout the day (Birch, 2002). Even though a “24 hour” downtown may not be applicable for the College Park District, we do want to encourage more activity at the pedestrian level, just not around the clock. The challenge is to have enough activities, attractions, businesses, physical elements, and venues and create a synergistic environment that encourages pedestrian level activities (Lederer, 2007).

Some downtowns have seen a resurgence to the urban core and has caused economic and demographic changes within the downtown (Perskey and Weiwel, 1995). The younger populations prefer to live downtown for architecturally-interesting neighborhoods, and proximity to restaurants, speciality shops, entertainment, and culture that are normally found near the downtown core (Birch, 2002).

Every community is unique and has its own characteristic, which means that each will have its own unique solution. Focusing the standard economic renewal and physical improvements without looking at the specific issues affecting that community is an ineffective way to handle urban renewal (Birch, 2002). This is a challenge for the community, but also an opportunity for innovative solutions.

Another equally challenging area the literature has identified is the need for good leadership to help encourage these town-gown relationships. Strong leadership for downtown revitalization requires a vested interest, observant and objective view, and patience (Burayidi, 2001) It is also important that leader or leaders be generally accepted by the collaborating partners and that all parties involved feel that open and honest dialog is accepted. Strong leadership will also keep the political environment in mind as it moves forward to create a network of partners. (Keating and Krumholz, 1991)

Appendix



Community and economic development is another motivation of university-community partnership, but most of the literature focused on urban revitalization efforts, since this has been a driving force of these university-community partnerships. While many of our case studies focused on issues such as housing, services, safety, historical preservation, building community ties and creating a sense of place the majority of the literature did not address the collaborative relationship, unless downtown revitalization was the goal. We also recognize the role of the university as landowners and developers and is another area that much collaboration is needed to maintain healthy town-gown relationships, as this can be an area of tension.

We want to recognize that there are many avenues to successful town-gown relationship due to the uniqueness of each community and that here are many processes that can help strengthen this collaboration. The literature has transitioned from simple case studies to research being done by academics (Rubin, 2000) This had tended to leave out some of the process stage in defining what they universities and communities are doing to achieve their goals. In order to help identify some of these policies and programs, HUD has identified seven categories including service learning, service provision, faculty involvement, student volunteerism, community in the classroom, applied research, and major institutional change (Martin et al., 2005). These categories focus on the role of the university while leaving out the role of the community and focused on ways to help build trust and social capital. Further research needs to be done to describe the roles of both communities and universities and expand it to project based roles and processes.

University-community partnerships have several factors that will determine the success of the partnership. Some factors include funding, communication, synergy, measurable outcomes, visibility and analysis of findings, and use of technology. (Martin et al., 2005). Before the start of the project, goals and objectives must be clearly laid out and roles of all parties involved must be defined. Both parties must have an equal voice and shared resources and maintain an open and honest environment, while moving through the collaborative process. This includes keeping (Mace et al., 2002) It is also important to try to have some outcomes that can be measured to validate the project and something to report on. Lastly, when there are successful collaborations, it is important to let people know and allow others to learn from the experience. This can be achieved through publications and reports, along with sharing the results through webcasts, videos, blogs, and social media. If these factors are addressed town and gown partnerships will have a much greater chance of being successful. (Martin et al., 2005).



Appendix

Town and Gown Case Profiles

Due to its placement between the Florida State University and Tallahassee's Downtown, The College Park District provides an opportunity to strengthen the 'town and gown' relationship within Tallahassee. Redevelopment of the District has been identified as a priority by both entities due to the proximity of the two to this district and the benefits that can be gained by the sharing of resources and knowledge. In addition to gaining attention from the City and FSU, it has also gained the support of many other stakeholders within and near the District. It is important for all stakeholders involved to work together and develop a cohesive vision suitable for both the University and the City. Therefore, it's important to examine other successes and failures that have occurred with other Town and Gown projects in the United States. These case profiles can then be used to inform the Studio as to the various options that will best suit FSU and the City of Tallahassee.

Economic Development: Innovista - Columbia, South Carolina

Institution: University of South Carolina

Location: Columbia, South Carolina

Type of Institution: Public, Co-Educational Research University

Enrollment: 45,251

Innovista is an ongoing economic development and infill redevelopment effort that is focusing on a 500-acre brownfield site in downtown Columbia, South Carolina. It is lead by a public/private partnership that aims to connect the University of South Carolina and university-spawned innovations with entrepreneurs, businesses, and stakeholders. Its purpose is to help attract and create technology-intensive, knowledge-based companies, in an effort to bring higher-paying jobs and raise the standard of living in South Carolina (Innovista.sc.edu)

Innovista's also seeks to develop mixed-use urban neighborhoods in Columbia and generate economic growth in the greater region. The strategic plan supports the continued renaissance of downtown Columbia as well as the continued growth of USC as a nationally recognized research university.

The Innovista strategic plan was adopted in 2010 by a team of university and non-university members with a diverse set of backgrounds and experiences. The plan integrates data gathered from conferences, focus groups, interviews, historical documents, SWOT analysis, public input from members of the business community, a startup company lifecycle and gap analysis, and other selected key data inputs. The plan's main objectives are:

- Create intensive faculty/student participation
- Increase USC research commercialization
- Create a coherent entrepreneurial environment
- Provide a continuum of space for innovative businesses

Appendix



- Make it easier for businesses to connect with USC assets
- Brand Innovista to effectively communicate its unique value proposition

Funding

- Grants
- Tax Incremental Financing - increases property taxes in targeted areas
- Public/Private Partnerships
- Operating Funds

Results of the Innovista economic development effort so far have been mixed. While the area has experienced redevelopment, it has been relatively limited in scope. This is primarily due to the recession, which has restricted capital originally slated for the project, and has subsequently put a number of projects on hold. Stakeholders expect redevelopment and the local economy to improve with a broader national recovery.

Key Similarities and Differences between Innovista and College Park District

Similarities

- Medium-sized college towns with large student populations (Tallahassee: 182,965 MSA: 367,413; FSU: 43,000; Columbia: 130,591 MSA: 767,598; USC:39,000)
- Major Research Universities
- Both State Capitals
- Low density
- Coordination with University and Stakeholders

Differences

- Innovista essentially began on a clean slate
- Environmental mitigation
- River component
- Innovista larger scale and more private development interests
- Economic Development Plan
- FSU's Innovation Park is located in a remote location from the main campus



Appendix

Community Development/Public Participation: Macon, Georgia

Institution: Mercer University

Location: Macon, Georgia

Type of Institution: Private, Co-Educational University

Enrollment: 8,600

Macon's College Hill corridor runs from Mercer University and the adjacent Beall's Hill neighborhood to downtown Macon. The area consists of an abundance of older homes and structures, many of which have fallen into disrepair over the past several decades. In 1998, Mercer University, the City of Macon, and the Macon Housing Authority began the implementation of a massive revitalization project for the area. The project was funded by a HOPE VI grant in addition to other sources. As of 2006, 22 new homes had been constructed on vacant lots, 10 historic homes had been rehabilitated, and homeownership had increased by 38% due to Mercer University faculty and staff moving to the area. The area is now home to citizens from various socioeconomic backgrounds.

In 2007, Mercer University President Bill Underwood and Macon Mayor Jack Ellis continued with this initiative by forming the College Hill Alliance to create a more attractive, safe, and well-defined corridor between Mercer and downtown. After several public meetings and charrettes, the College Hill Corridor Master Plan was published in 2009. Since then, old, once-vacant buildings have been transformed into a thriving mixed-use district featuring restaurants, a bookstore, apartments, and green space known as Mercer Village.

The College Hill Alliance has also been very successful in fostering community events ranging from block parties in Mercer Village, soap box derby car races, concerts in nearby parks, outdoor movie screenings and more. Considering the diversity of races, ages, and income levels in the neighborhood, such community events have done an excellent job of creating a sense of pride and unity within the neighborhood. With younger college students as one of the primary stakeholders, it would be easy to fill the corridor with bars and entertainment venues geared towards them. A wide range of community activities suitable for all ages, however, has greatly helped the entire community come together to bond over more family-friendly activities, such as the aforementioned events.

While Mercer University, a small private school with an enrollment of about 4,000 students, and Florida State do not share a lot in common, the urban makeup of the areas between the downtowns and the universities share many similarities. While Macon's College Hill corridor is slightly more residential-based, the College Hill Alliance has stressed the importance of creating a vibrant linkage between downtown Macon and the University, using both entities' strengths and assets to create a more vibrant community.

Between the ample supply of vacant and under-utilized lots and the lack of major commercial development or residential units, there is an endless amount of opportunities for the College Park area to capitalize on. Con-

Appendix



sidering the success Macon's College Hill corridor has experienced so far combined with the importance and visibility of Florida State and downtown Tallahassee, the vision the studio team generates for the College Park area could benefit greatly from some of the strategies used by Macon's College Hill Alliance.

Key Similarities and Differences between College Hill and College Park District

Similarities

- Both located within close proximity to University to downtown
- Both corridors have excellent potential for redevelopment
- Both College Hill and College Park are home to neighborhood events and gatherings

Differences

- Size of Universities (Mercer: 4k; FSU: 40k)
- Macon's College Hill has more diverse mix of land uses than College Park District
- College Hill Corridor contains older and more established residential neighborhoods mainly of Tallahassee's College Park District less racially diverse than College Hill
- College Hill has done a better job of community outreach in sponsoring festivals, community events, big screen movie watching nights, and an annual soapbox derby

Town and Gown: The Impact of the University of Minnesota on Adjacent Minneapolis Neighborhoods

Institution: University of Minnesota

Location: Minneapolis, Minnesota

Type of Institution: Public Research University

Enrollment: 47,323

On the University of Minnesota's campus, a considerable amount of expansion is occurring along the eastern edges of the East Bank property. New developments including the new Gopher Football Stadium and five new biomedical facilities are expected to have major impacts to neighboring businesses in Prospect Park and Stadium Village. This research, presented by a student-led community engagement team, identified four primary concerns regarding the University of Minnesota's town and gown relationship:

1. The immediate conversion of owner-occupied housing units into rental housing units to that would create "student ghettos"
2. The deteriorating nature of older housing units
3. Over occupancy in rental housing with diminishing quality and livability due to the presence of inappropriate student behavior
4. Perceptions of crime and personal safety considerations



Appendix

In an effort to combat the concerns of the local community, new construction projects associated with the new stadium, bioscience buildings, and a proposed Central Corridor Light Rail Transit line (which would run along University and Washington Avenues) would boost the economic conditions of Stadium Village and “Dinkytown.” The LRT line is also expected to benefit the Cedar-Riverside business district if the placement and design of stations could serve business owners, students, and employees. Overall, opportunities exist for the improvement of land use mixtures and for the LRT to link investments. However, negative consequences exist in the form of pricing out of smaller, independent businesses via increased property values and rents in addition to the construction of newer buildings with more modern appearances

Key Similarities and Differences between University of Minneapolis and College Park District

Similarities

- Large university populations
- Both initiative attempt to capitalize on university’s strengths to influence redevelopment
- Old/dilapidated housing stock in immediate vicinity of university

Differences

- Stadium component more central to Minneapolis plan
- Minneapolis (MSA: 3,317,308) much larger than Tallahassee (MSA: 367,413)
- Minneapolis’ proposed light rail corridor will likely have significant impact in the form of reinvestment and land use

Urban Revitalization Partnerships: Perceptions of the University’s Role in Louisville, Kentucky

Institution: University of Louisville

Location: Louisville, Kentucky

Type of Institution: Public Research University

Enrollment: 22,249

At the University of Louisville, the Housing and Neighborhood Development Strategies program (HANDS, now known as SUN, Sustainable Urban Neighborhoods) established a plan of action that consists of classroom and related projects devoted to applied research by faculty and staff including housing development and recycling of infrastructure (i.e. housing lots, storm and sanitary sewers, and water pipes). The partnership was funded by the US Department of Education and local sponsors in 1992, and received formal recognition from the Sierra Club and the Environmental Protection Agency.

The plan included a comprehensive case management system, educational assistance, job, minority character, leadership, and home ownership training, community design, and urban infrastructure assistance and evalua-

Appendix



tion. The ultimate goal of the program was to develop effective neighborhood revitalization strategies as they pertained to characteristics of the neighborhood such as:

- Segregated land uses (single, multifamily residences, commercial, industrial, community services/churches)
- Structures that were abandoned or boarded up
- Several blocks of dilapidated structures
- Nonconforming land uses such as pawnshops, liquor stores, and taverns
- The overall lack of groceries or pharmacies

The group subsequently drafted a community vision that created more infill development while at the same time encouraging more active transportation and mass transit. As of now, 700 new households and apartment buildings have been built or renovated following the traditions of New Urbanism. Also considered were: historic preservation, the facilitation of creating new businesses, implementing traffic calming measures, and involvement with a proposal for a basketball arena. Their methodology for the study includes a qualitative case study taken from public, private, non-profit, and university sectors that ultimately examines the effectiveness of a university-community partnership.

As a result of the study, they found that the university in community partnerships incorporated roles for technical assistance, mediation, leadership, funding, and facilitation. The group also discovered that the university could contribute in areas of job training, housing, health care, environmental help, secondary/elementary education, and economic development. Naturally, problems associated with finances as a limiting factor, negative publicity, and fear of failure or lack of understanding were threats to the university participation in community partnerships. Finally, the group was able to find benefits of the university-community partnerships for students, faculty, the University, the community as a whole, and for the possible creation of a body of literature for researchers and practitioners.

Key Similarities and Differences between Hillsborough Street and College Park District

Similarities

- Both efforts examine infrastructural concerns
- Both areas have segregated land uses within their Districts
- Dilapidated structure and underutilized parcels
- Both areas lack amenities accessible by walking (i.e. grocery stores)

Differences

- Louisville plan focuses on environmental mitigation
- Recycling of infrastructure in Louisville plan



Appendix

- Louisville received funding from Department of Education

Branding and Placemaking: Raleigh, North Carolina

Institution: North Carolina State

Location: Raleigh, North Carolina

Type of Institution: Public Co-Educational Research University

Enrollment: 34,767

Raleigh, North Carolina's Hillsborough Street is the main link between downtown and North Carolina State University. Recent redevelopment efforts have materialized in the creation of thirteen new development projects currently in different stages of completion. One of the initial projects, completed by Kimley-Horn, focused on transportation and created two large roundabouts at intersections on Hillsborough Street. This improved the area's walkability, helped slow down traffic, and eased vehicular congestion. Since much of the area was previously industrial, future construction has focused on the redevelopment of warehouses.

The Hillsborough Street website is well-designed and does an effective job of marketing the branded district, while keeping the public up-to-date with current events and news related to the ongoing project. This website could serve as a good model for any future websites attributed to Tallahassee's College Park.

Key Similarities and Differences between Hillsborough Street and College Park District

Similarities

- Proximity of NC State to downtown Raleigh is similar to that of FSU/Tallahassee
- Hillsborough Street and College Avenue are the main links between the capital and university
- Presence of other branded districts near the area, like Glenwood South District and Cameron Village – comparable to Tallahassee's downtown, Midtown, and Gaines Street districts

Differences

- College Avenue differs from Hillsborough Street on this issue as College Avenue has little to no industrial parks or warehouses for that type of redevelopment.
- Initial improvements focused on transportation

Appendix



Infrastructure and Design – Knoxville and the University of Tennessee World’s Fair Park

Institution: University of Tennessee

Location: Knoxville, Tennessee

Type of Institution: Flagship Public University

Enrollment: 27,523

During preparations in the 1970’s for the 1982 World’s Fair, leaders of Knoxville, Tennessee made the decision to stage the majority of the fair’s events on a former rail yard located in the middle of the city sandwiched between downtown Knoxville, the campus of the University of Tennessee, and the historic neighborhood of Fort Sanders. The fairgrounds hosted the global exposition for 164 days before assimilating into the city as time went on. The land that once held the United States pavilion is now occupied by the Knoxville Convention Center, located in the southwestern corner of downtown. An urban green space surrounding the Sunsphere that dominates the City’s skyline continues to wave the 22 national flags of the fair’s participants. The park currently serves as a central greenspace for Knoxville despite the fact that most of it is owned by the University. On weekends, the park is filled with tourists and residents from the surrounding areas and serves as a popular gathering place. Art galleries and historic museums dominate the built environment, and new areas catering to tourists have begun to materialize near the periphery of the park. Particular attention is paid in order to balance historic preservation with the fledgling arts district, all while enticing locals and outsiders to the region with musical and cultural events.

Cumberland Avenue straddles the southern border of the park and links the University with downtown to the east. Along its western edge, the road serves as a boundary between the campus and the Fort Sanders neighborhood. The neighborhood was once the site of a civil war battle and grew into one of the City’s first suburban areas before finally becoming a student-dominated residential neighborhood. Local planning agencies have decided to redevelop significant portions in order to create a more vibrant, dense, and safe corridor. A trolley system has been implemented that links the local campus “strip” to downtown restaurants and businesses, and the University has built more parking garages in order to free up land previously occupied by surface parking. However, transportation improvements to sidewalks, bus shelters, and bike lanes are of primary concern in an effort to reduce automobile dependency. The City and university have made headway in creating a “road diet” system of minimizing the amount of motor vehicles on the roadway by lowering the number of lanes to three while implementing safer bike/ped facilities and greater usage of mass transit.

Key Similarities and Differences between Knoxville and College Park District

Similarities

- Cities of Knoxville, TN and Tallahassee, FL have similar populations (178,874 and 181,376, respectively)
- Both universities are located within central urbanized areas and are adjacent to historic downtowns



Appendix

- Knoxville and Tallahassee are located in relatively isolated parts of their respective states and serve as regional cultural centers
- Both universities have sought innovative growth and development strategies such as consolidating parking into garages and pursuing creative land acquisition methods
- Both communities identify intersections between their Districts as “gateways.” In Knoxville, entrance ways recognize the University of Tennessee, the World’s Fair Park, Fort Sanders, and the Downtown area

Differences

- No fraternities and sororities are located along Cumberland Avenue
- The Cumberland Avenue corridor currently serves as a five-lane minor arterial, as opposed to College Avenue’s 2 lanes
- Primary redevelopment of streetscape will be occurring within the western portions of the corridor which currently contains a mixture of retail, bars/restaurants, and residential uses
- The majority of the University of Tennessee is located to the south of Cumberland Avenue whereas College Avenue in Tallahassee juts out from the eastern side of FSU.

University and Comprehensive Plan - Portland State University

Institution: Portland State University

Location: Portland, Oregon

Type of Institution: Public State Urban Research

Enrollment: 29,703

The City of Portland, Oregon and Portland State University have taken a historically proactive role in strengthening their town and gown relations. In 1988, the City adopted a “University District” as part of their Central City Plan. The policy called for the University District to be a vital, multi-cultural, international environment in an effort to stimulate lifelong learning and collaboration between business and governmental institutions. Specific improvements targeted housing concerns, transportation upgrades, retail services, and economic development.

In 1995, the plan was revamped to incorporate a broader range of interests and stakeholders. Specific attention was also paid to ensure collaboration between campus and city planning staff to ensure a greater degree of cooperation between town and gown. Citizens were also a primary focus; the new strategy reached out to the community in the form of workshops, open houses, and public meetings. As a result of planning staff’s analysis and community input, four main goals were identified: economic development, housing, transportation, and the environment. Specific initiatives included increasing business investment in the area, increasing viable housing stock, reducing vehicle miles traveled, and implementing landscape improvements using native plant species. The City of Portland/Portland State University represents a high degree of cooperation and sym-

Appendix



biosis between town and gown entities.

Key Similarities and Differences between Portland State University and College Park District

Similarities

- Both initiatives include targeting housing concerns
- Community input central to both initiatives
- Both seek to leverage strengths of city and university in revitalization plan

Differences

- Extremely high degree of cooperation and collaboration between city of Portland and Portland State University planners
- City of Portland includes Portland State University as part of their comprehensive plan
- Portland State included more concerns regarding economic development



Appendix

Public Meeting Agenda

Public Input Meeting – Agenda
October 15, 2012

1. Introduction of the College Park District Studio
2. Visual Preference Survey
3. Intermission (5 minutes)
4. Map Exercises
5. Build-Out Survey
6. Open Forum
7. Closing Remarks

Florida State University College Park Studio 2012

CollegeParkStudio2012@Gmail.com

Appendix



Public Meeting: Visual Preference Survey Results

October 15th, 2012

The following images are the highest ranked and lowest ranked image for each category. The highest ranked picture is on the left with the lowest ranked picture on the right with their corresponding scores. The categories included roads, parking, transit stops, sidewalks, crosswalks, bike lanes, public activities, open spaces, streetscape, land use, and density & height. The associated table shows key themes for each category.

Roads

Highest



Mean: 1.19 Mode: 2 Sum: 37

Source: treesstewards.org

Lowest



Mean: -1.16 Mode: -2 Sum: -36

Source: suite101.com

Parking

Highest



Mean: 1 Mode: 1 Sum: 31

Source: bucksloaclnew.com

Lowest



Mean: -1.48 Mode: -2 Sum: -46

Source: College Park Studio



Appendix

Transit Stops

Highest



Mean: 0.87 Mode: 1 Sum: 27

Source: designmattersatartcenter.org

Lowest



Mean: -1.10 Mode: -1 Sum: -37

Source: junk-culture.com

Sidewalks

Highest



Mean: 1.61 Mode: 2 Sum: 50

Source: streetwiki.wikispaces.com

Lowest



Mean: -1.06 Mode: -2 Sum: -33

Source: College Park Studio

Crosswalks

Highest



Mean: 1.26 Mode: 2 Sum: 39

Source: College Park Studio

Lowest



Mean: -1.23 Mode: -2 Sum: -38

Source: College Park Studio

Appendix



Bike Lanes

Highest

Lowest



Mean: 1.35 Mode: 2 Sum: 42

Source: thirdwavecyclingblog.wordpress.com



Mean: -0.94 Mode: -2 Sum: -29

Source: College Park Studio

Public Activities

Highest

Lowest



Mean: 1.68 Mode: 2 Sum: 52

Source: news.fsu.edu



Mean: 0.10 Mode: 2 Sum: 3

Source: brancra.wordpress.com

Open Spaces

Highest

Lowest



Mean: 1.32 Mode: 2 Sum: 41

Source: popularise.com



Mean: -0.23 Mode: 1 Sum: -7

Source: painetworks.com



Appendix

Streetscapes

Highest



Mean: 1.39 Mode: 2 Sum: 43

Source: bustler.net

Lowest



Mean: -1.87 Mode: -2 Sum: -58

Source: landsapeonline.com

Land Uses

Highest



Mean: 1.23 Mode: 2 Sum: 38

Source: College Park Studio

Lowest



Mean: -0.97 Mode: -2 Sum: -30

Source: 3billygoats.blogspot.com

Density and Height

Highest



Mean: 1.31 Mode: 2 Sum: 42

Source: shutterstock.com

Lowest



Mean: -1.03 Mode: -1 Sum: -33

Source: College Park Studio

Appendix



Key Themes from Visual Preference Survey

Category	Preferred for CPD	Not Preferred for CPD
Roads	Roadways with landscaped medians	Roadways that are barren, with little landscaping, and lacking medians
Parking	On-street parking	Expansive, dilapidated, surface parking lots
Transit Stops	Bus shelters	Stops that lack a shelter and are not covered, stops with little street furniture
Sidewalks	Wider sidewalks that are well-landscaped, with contrasting and creative patterns, and maintain on-street parking as a buffer	Narrow sidewalks with little landscaping and minimal buffers between street and sidewalk
Crosswalks	Clear, well-defined (by either brick pavers or painted lines) crosswalks that maintain curb cuts with truncated dome bump pads	Undefined crosswalks—"crosswalks to nowhere" with poorly-designed curb cuts
Bike Lanes	Well-defined and separated bike lanes, bike lanes that are not shared with the road	Poorly-maintained, 4-lane shared bike lanes
Public Activities	Family-friendly group activities—multi-generational activities	Activities centered around one age group—particularly activities for children and youth
Open Space	Spaces with lush, urban forestry and visually-interesting landscape with various amenities and multiple design elements	Open space that is uninviting, not aesthetically pleasing, and catering to children
Streetscape	Streets that are surrounded by commercial land uses, street furniture, landscaping, and large sidewalks. Streets with "first-floor building character"	Streets where the sidewalk is on grade with the street—with very little buffer between the sidewalk and the street, and a lack of building character along the street
Land Use	Modern, mixed and single use buildings	Old, run-down and dilapidated buildings. Fast food restaurants
Density/ Height	Varying building heights (single-story to 3-stories high, or medium density), building up, rather than out	Low-medium density—buildings that are less aesthetically pleasing



Appendix

Public Meeting: Map Exercise Raw Data

Raw data for these exercises was collected using photographs taken of each Public Meeting group's District map. The Studio Team then used GIS software to compile all development preferences and identified strengths and weaknesses within the District. The Development Preference Maps, located in Section 2.0 of the this Plan, illustrate the locations and concentrations of residential and commercial development preferences. The Strengths and Weakness Identification Map, also found in Section 2.0 of this Plan, shows all locations within the District identified as either "strengths" or "weaknesses". The images below are example photographs of the maps used to quantify data from both map exercises. The results of both map exercises are discussed in-depth in Section 2.0; Project Planning Process.





Public Meeting: Build Out Survey Results and Additional Comments

Public Meeting Build Out Survey Results

Scenario	Existing	Medium	Maximum	Total
Number	0	13	15	28
Percent	0%	46%	54%	100%

Public Meeting Additional Comments

Are there any issues that this public meeting did not address?

- Who is paying for this redevelopment? Will there be private investors? It is all right that this was not covered in this meeting, but that will need to be addressed in final document.
- Infrastructure
- Infrastructure Needs
- Discussion of existing plans for the area (e.g. city, state, FSU)
- Move the homeless population to a less visible and “touristy” area
- Infrastructure constraints (parking, stormwater, design guidelines)
- Parking will always be a concern. If we were assuming to only build res/comm. on empty lots or not. Multimodal transit stops. Incentivize landowners to take care of vacant lands.
- Affordable housing – where will it go?
- Impact of homelessness on redevelopment opportunities in the area
- Housing. Gentrification of Gaines? Redevelopment already in progress. Transportation. Getting people to come once redeveloped?
- Affordable housing. Public transportation.
- Cost and timeliness
- Is the data gathered going to have an impact on the future development of College Park.
- Retaining historic quality while developing.
- Public transportation – bus station issue with Greyhound/homeless
- Where the high density traffic will move when Tennessee St. dies out
- What businesses would be targeted in redevelopment? How will any development move forward with out funding for storm drainage on College & low lying areas?
- Traffic pattern changes/alternative routes
- Already in development projects were not presented.
- Risk of over density in one area (CollegeTown, Gaines, College Avenue). How do you promote more



Appendix

living/residing in the area.

- 5-7 unit densities.
- Transportation issues (1-way pairs, Macomb is too fast, etc.) Bicycle facilities.
- Infrastructure deficiencies.
- Parking was addressed in small groups but meeting mainly focused on commercial/residential.
- Trolley and parking for commercial build out.

Do you have any concerns you were unable to voice?

- Downtown is an area that has pre-existing infrastructure to include everything that is wanted in the college area. What will make this redevelopment different from downtown, which currently has limited post work activities?
- If College is well defined and built out, much of the rest of the area will follow from that magnetic effect.
- There will be an increase of homeless population – the existing shelters are at maximum capacity – will there be a new shelter? What will be done to assist the needy?
- Mixed use with “biz” and residential. Update and redevelop run down areas. Utilize land.
- Separate bike lanes – well defined and marked (safety) – walkability.
- Trees/Urban forestry
- Encourage “green” development – LEED certified – rooftop gardens for additional green space
- If no emphasis is put on current condition of Tennessee St., I fear it will degrade in condition and resemble South Monroe St.
- Ways to somehow promote Midtown to College Avenue and vice versa.
- Think about bridging or facilitating more public/private partnerships.

Please note any additional comments that you may have:

- Format was well received and generated good participation.
- Great job. Handled very well. Very though provoking exercise.
- FSU and Tallahassee lack a walkable commercial corridor. Everything is vehicle oriented. This is an untapped potential.
- [Present Day College Avenue] lacks identity – scattered & unorganized
- Good job.
- I’m a student at the law school and am in this area nearly every day. My main concern is lack of food options within walking distance!
- Would like to see a greater variety of height in buildings per density but not 7 stories tall.
- I think this was great. Very thorough. I can’t believe how many people came out and how well versed they were in planning concepts. Great meeting.
- Great presentation!
- Good job on giving a chance for community to give a voice!

Appendix



- Very nice job – informative. I'd recommend using some examples of developed areas so we can get a better idea of what a completed project will look like (Boulder, CO, Austin, TX, Savannah, etc.)
- Improve walkable areas and transportation.
- Trolley – help bridge gap – encourage public transit. Especially if eliminate parking lots.
- New community garden somewhere as an open space availability
- [Maximum Density] more visual “respect” payed to Westcott – special variance for lowering those heights. Also, not big-blocky buildings. The street ought to have character, perhaps a New Orleans French Quarter style (Esplanade Street). This would retain some historic feel to the area/allow density.
- A trolley system for transportation.
- How will we get more stakeholders involved in this area?
- Great job guys/girls!
- Additional land marks on the map.
- Thanks for putting this together! Needed efforts.
- [Maximum density] 6-8 stories would be ideal
- Studio did job of conveying issues, messages etc.
- [Maximum density] 6-8 stories is Paris/Barcelona like!
- Good info collected!
- Great job! Need open/park space.
- More mixed use.
- Turn eyesores into assets.
- I think a trolley system would be a great addition to connect all the “centers” throughout the city (Mid town, Market Square, College Park).
- A sense of place will be key to this area.

Summary of Public Meeting Comments

The following are main themes that were mentioned by public meeting participants:

Land Uses

- o Historic preservation
- o Cemetery
- o Chain of Parks
- o Historic buildings, landmarks
- o Attractive buildings
- o Kleman Plaza
- o Sororities
- o Law School
- o Unattractive buildings
- o Fraternities



Appendix

- o Vacant, underutilized parcels
- o Area around Greyhound station
- o Federal building along Bronough
- o More commercial development
- o Near Potbelly's
- o Gaines Street/Civic Center
- o Tennessee Street
- o Retail/restaurants
- o Residential development
- o Along Chain of Parks
- o Near Gaines and Madison Streets
- o Redevelop old apartment buildings
- o Housing
- o Move homeless population to a less visible area
- o Need affordable housing
- o Mixed-used
- o College Avenue
- o Encourage "green" development
- o LEED certification
- o Rooftop gardens

Transportation/Infrastructure

- o Undesirable intersections
- o Macomb and College
- o Macomb and Pensacola
- o Copeland and Tennessee
- o More transit
- o Downtown Trolley
- o Parking
- o Less surface lots
- o More on-street parking
- o Potential for parking garage(s)
- o Civic Center lot deemed very unattractive and overwhelming
- o More walkability
- o Dislike one-way streets
- o Fast traffic
- o Stormwater inadequacies
- o Inhibits new development from occurring



Working Group Meeting Minutes

The following are minutes from the three Working Group meetings held throughout the Studio.

September 20th, 2012

List of attendees:

Jay Revell
Zach Galloway
Mike Steiner
Dan Gilbertson
David Thayer
Mark Bertolami

Minutes:

The civic center was built to facilitate an addition to the performing arts center
Keep the civic center in mind for the area

The university has 6 committees working on the future use of the civic center

Working at potential uses for the civic center

Facility could be used by other entities – multi use facility

In 10 years the civic center will have increased utilization – will not look anything like it does today

Could you expand on the 6 committees?

- Looking at facility usage
- Hiring consultant
- Short term and long term improvements
- Looking at operations
- Committee on governance
- One on long term planning
- One on how do we divvy up the money that the civic center makes
- Civic center is such a key piece of property within this study area



Appendix

Very valuable

Make it feel as though it is an integral part of the FSU campus

Have been working on ways to make the trip to the civic center easier – bike ways, sidewalks, etc.

Convergence of three different areas

- University
- Downtown
- Residents of the neighborhoods

How can people move in and around this area?

Parking?

How will these little details work out 5 to 10 years from now

New development around Gaines

- No one sat down and thought about how it was all going to work out
- These issues are starting to cause bigger problems now
- 5,000 + new people living in this area

Start seeing similar issues as Gaines street in our study area

Premium on the land

Premium on urban development

Must think about addressing stormwater issues

- Figure out ways that this issue could be addressed
- Get creative
- No one has been able to figure it out

We have been trying to get people downtown but it just hasn't happened

There is no connectivity between downtown and campus

Our study area could be used as an entertainment district

Need to create an excitement in this area

Has great potential with the nearby civic center

- Brings in large numbers of people

This area not unlike parts of FSU campus

This is old Tallahassee residential

Have been trying to develop this area for years

Appendix



Infrastructure has been in need of reinventing

- Not suitable for today's needs
- Stormwater needs updating

Moving forward, what needs to happen in terms of vehicular traffic

What physical improvement will benefit the area

How do we get cars to this area

How do we move people around in this area in the future

We need to have detailed information that each of the three involved groups can provide for the area

- University
- Private sector
- City of Tallahassee

We like the mold of the potbellies location with regards to landscaping, etc.

Stormwater should not front College Avenue as it does in front of Kappa Sigma

Need to have a visual that we can show the people who are not here (at this meeting)

It will help get more people on board and buy into project

Divide project into three subgroups for each of the 3 stakeholders

- Small impact projects
- Medium impact projects
- Large impact projects

Look at master plan to see what is approved to occur around the civic center

Need to go beyond colors on a map and show people what is proposed

Need to get into land use recommendations

Must get fraternities on board in order to shape up the area

Find places/locations that are already "there" in order to make comparisons to

Will help us determine what is compatible here on College Avenue

That is how you are able to build momentum for the area and get people on board with this future vision

Get people involved that are not necessarily a stakeholder in the area

Need to find a way to market this project to a larger audience



Appendix

October 25, 2012

List of Attendees:

Ed Murray
Slaton Murray
Dan Gilbertson
Mike Steiner
Mark Bertolami
David Thayer
Paula Smith
Zach Galloway
Jay Revell
Lindsay Stevens
Mary Jo Specter

Visual Preference Survey

It was hard to determine what items to focus on in the visual preference survey. Therefore, making it difficult to determine what features were liked.

Attendees may not have been able to determine parking garages that were wrapped/behind buildings.

Some of the wider roadway right-of-way requirements may not be suitable for College or Park Avenues, but may be suitable for larger one way roads such as Pensacola or St. Augustine Streets.

Shared roadways in which bicycles can use the same lanes would be an effective method to slow traffic down. Multigenerational activities were popular. This could be possible with people coming from downtown and others coming from the University.

It would be nice to have City wide activities in the area such as the 5k or parades. Students however are not necessarily aware of many of the City wide activities.

Map Exercises

It was interesting that people were not happy with the surface parking at the Leroy Collins Public Library.

Appendix



Open Discussion

Automobiles travel at a high rate of speed in areas of the District. They may be slowed down through the use of roundabouts.

There is concern with grass maintenance between the sidewalks and roadways. If the sidewalks were extended to the roadway the maintenance problem would be fixed. Trees could still be within the sidewalks due to less maintenance requirements.

Rick Hall's Pedestrian Communities Class Project would be completed in mid November.
A suggestion was made to continue Burnett Park north along MLK Boulevard to the Chain of Parks.

Because MLK Boulevard is not heavily traveled it could be turned into a "bike boulevard".

The Civic Center had bad entrances. A study is being performed by Populous for Civic Center options.

Issues with commercial businesses and truck deliveries.

A designated area to serve as a cab stand.

It may be appropriate to change District boundaries once recommendations have been completed.

Connectivity to downtown is important for mutual growth.

Continuations of University look into the District. Design guidelines may be useful in the future. However developers need to be afforded flexibility.

The next Working Group Meeting has been scheduled for Thursday November 15th at 10am. It will take place in the Studio Room located on the 3rd floor of the Bellamy Building. Directions will follow at a later date.

November 15, 2012

List of Attendees:

Slaton Murray
Dan Gilbertson
Mark Bertolami



Appendix

David Thayer
Paula Smith
Zack Galloway
Jay Revell
Lindsay Stevens
Mary Jo Specter

Recommendations

Placemaking

- Asked how to incorporate conceptual logo designs onto vertical oriented banners.
- Working group requested more examples to circulate
- New wayfinding devices are in the process of being made (Dan)
- More vegetation throughout district is needed – flowers

Macomb Street

- Group questioned the rationale behind shared roads instead of bike lanes
- Disliked the idea of eventually lowering the speed to 25 mph

Civic Center

- Some desire to make “Civic Center Way” a 2-way road but wanted street to be restricted to only site uses
- Group wants to see increased pedestrian safety – “Legalized frogging is the norm”
- Wished for Studio Team to reach out to the Populace design group who are studying Civic Center improvements and pedestrian walkways down Jefferson Street due to lack of changes in elevation
- Group would like to see red brick sidewalks similar to the Legacy Walk on FSU’s campus but not an extension. “Civic Center has no legacy”

Cemetery

- Keeping only one entrance was intentional in design in order to prevent vandalism
- No pathways through cemetery currently exist for pedestrians
- Group discussed possibility of holding public events at cemetery however it was agreed that none would take place as a means of respect

Burnette Park

- Loved the idea of extending green space to Park Avenue
- More sidewalks around the park are needed. “Staircase dumps off into a 3-lane highway”

Appendix



Public Activities

- “Town and Gown Run” and “Soap Box Derby” were great ideas

Transportation

- On-street parking is desired where ever possible – better than surface lots
- Bicycle Advisory Committee are an asset

Stormwater Alternatives

- On-site stormwater is awful for businesses and developers. Responsibility should lie on the City especially if sites are located in urbanized areas
- Sales tax committee could see potential for new revenue from new developments along College Avenue should stormwater projects be implemented
- Projects could reach up towards to \$4 million
- Projects need to be implemented before bricked crosswalks and sidewalks are built

Formatting Tips

- Increased visuals for proposals
- Add focus to action plan – highlight top 3 biggest things for the City to do. Also recommended that Studio Team pursue short term, cheap priorities for politicians to push through quickly. Many projects end up becoming a “pie in the sky” if they are not implemented quickly
- Color scheme to unify ideas and to mark transitions
- Change “goals” to “keys” to avoid confusion

Best Recommendations

- Burnette Park extension
- Madison and Pensacola Street conversions
- College Avenue sidewalk widening
- Logo designs

Suggestions

- Bicycle counts for College Avenue could justify need for bike lane removal
- Bury utility lines to prevent power outages during storms and for aesthetic value



Appendix

Sales Tax Extension Projects

The Following are the City of Tallahassee's Proposed Sales Tax Extension Projects
Building the Core: Program 1b

Program 1b	<i>Building the Core: Stormwater Improvements</i>	Estimated Cost: \$39 million															
<u>WHAT IS IT?</u>																	
<p>Although the Lake Elberta Regional Stormwater Facility has ample reserve capacity, there is an inadequate upstream conveyance system preventing potential development from tapping into that capacity. The proposed improvements to the stormwater conveyance system would College Avenue, Stadium, and Lake Bradford Road areas and allow future development to take advantage of the full capacity of the Lake Elberta Facility. This would further encourage redevelopment of the urban core.</p>																	
<table border="1"> <tr> <td colspan="2">Evaluation Criteria:</td> <td></td> </tr> <tr> <td>Provides Regional Impact / Geographic Equity</td> <td>✓</td> <td>Benefits the Environment ✓</td> </tr> <tr> <td>Enhances Mobility</td> <td></td> <td>Supports Economic Development / Revitalization ✓</td> </tr> <tr> <td>Supports Recreation and Quality of Life</td> <td></td> <td>On an Existing Master Plan or Blueprint List ✓</td> </tr> <tr> <td></td> <td></td> <td>Leverages Other Funds ✓</td> </tr> </table>			Evaluation Criteria:			Provides Regional Impact / Geographic Equity	✓	Benefits the Environment ✓	Enhances Mobility		Supports Economic Development / Revitalization ✓	Supports Recreation and Quality of Life		On an Existing Master Plan or Blueprint List ✓			Leverages Other Funds ✓
Evaluation Criteria:																	
Provides Regional Impact / Geographic Equity	✓	Benefits the Environment ✓															
Enhances Mobility		Supports Economic Development / Revitalization ✓															
Supports Recreation and Quality of Life		On an Existing Master Plan or Blueprint List ✓															
		Leverages Other Funds ✓															

Appendix



Inspiring Creative Class: Program 4d

Program 4d	<i>Inspiring the Creative Class: College Avenue Placemaking</i>	Estimated Cost: \$7 million															
<u>WHAT IS IT?</u>																	
<p>Located in the heart of Downtown near Florida State University, the College Avenue Placemaking Project will support another “destination district” in our community. Already underway, the first task of this placemaking project will be a studio project to be conducted by FSU Urban and Regional Planning Department students. The placemaking area is bound by Tennessee Street to the north, Madison Street to the south, Duval Street to the east and Copeland Street to the west. Key stakeholders include the City of Tallahassee, Leon County, Florida State University, Sigma Chi Development Corporation, the Greek Alumni Association, and local property owners.</p>																	
<table border="1"> <thead> <tr> <th colspan="2">Evaluation Criteria:</th> <th></th> </tr> </thead> <tbody> <tr> <td>Provides Regional Impact / Geographic Equity</td> <td>✓</td> <td>Benefits the Environment ✓</td> </tr> <tr> <td>Enhances Mobility</td> <td>✓</td> <td>Supports Economic Development / Revitalization ✓</td> </tr> <tr> <td>Supports Recreation and Quality of Life</td> <td>✓</td> <td>On an Existing Master Plan or Blueprint List ✓</td> </tr> <tr> <td></td> <td></td> <td>Leverages Other Funds ✓</td> </tr> </tbody> </table>			Evaluation Criteria:			Provides Regional Impact / Geographic Equity	✓	Benefits the Environment ✓	Enhances Mobility	✓	Supports Economic Development / Revitalization ✓	Supports Recreation and Quality of Life	✓	On an Existing Master Plan or Blueprint List ✓			Leverages Other Funds ✓
Evaluation Criteria:																	
Provides Regional Impact / Geographic Equity	✓	Benefits the Environment ✓															
Enhances Mobility	✓	Supports Economic Development / Revitalization ✓															
Supports Recreation and Quality of Life	✓	On an Existing Master Plan or Blueprint List ✓															
		Leverages Other Funds ✓															
<p><i>The College Avenue study area is the subject of a Capstone Project for Master’s Degree students of the FSU Urban and Regional Planning Department.</i></p>																	



Appendix

References



References

- Birch, E.L. (2002). Having a Longer View on Downtown Living. *Journal of the American Planning Association*, 61: 5+
- Bruning, Stephen D., McGrew, S., & Cooper, M. (2006). Town–Gown Relationships: Exploring University–Community Engagement from the Perspective of Community Members. *Public Relations Review*, 32, 125–130.
- Burayidi, M.A. (ed.) (2001). *Downtowns. Revitalizing the Centres of Small Urban Communities*. New York: Routledge.
- Buys, N. and S. Bursnall (2007). Establishing university–community partnerships: Processes and Benefits. *Journal of Higher Education Policy and Management*, 29 (1).
- Capital Region Transportation Planning Agency. (2011). *Safety Impacts of Median Conversion: A Case Study on Apalachee Parkway*. Retrieved from: <http://crtpa.org/files/50005060.pdf>.
- Cisneros, H.G. (1995). *The University and the Urban Challenge*. Washington, DC: US Government Printing Office.
- City of Portland Department of Planning and Sustainability. (2011). *Comprehensive, Plan, Goals and Policies*. Ordinance No. 151360. Adopted April, 1981. Retrieved from: http://www.portlandonline.com/bps/Comp_Plan_Nov2011.pdf.
- City of Tallahassee. (n.d.) *Tallahassee Downtown Community Redevelopment Plan*. Retrieved from: http://www.talgov.com/Uploads/Public/Documents/ecd/economic/pdf/dtcra_devplan.pdf.
- City of Tallahassee. (1986) *The Storm Water Management System*. Ordinance No. 86-O-2596 (1986). Retrieved from: [http://www.ordinancewatch.com/files/72011/LocalGovernment 64612.pdf](http://www.ordinancewatch.com/files/72011/LocalGovernment%2064612.pdf).
- City of Tallahassee. (1990). *The Tallahassee-Leon County Comprehensive Plan*. Re-trrieved from <http://www.talgov.com/planning/planning-compln-comp-plan.aspx>.
- City of Tallahassee. (2011a). *Multi-Modal Transportation District Code*. Retrieved from: <http://www.talgov.com/planning/planning-trans-mmtd-code.aspx>.



References

- City of Tallahassee. (2011b). Traffic counts roadway search. Retrieved from: <https://www.tal.gov.com/pubworks/pubworks-traffic-cnts-index.aspx>.
- City of Tallahassee. (2012). Building the Core: Complete the Downtown. Retrieved from: <http://www.tal.gov.com/Uploads/Public/Documents/planning/pdf/tax/proj1.pdf>.
- College Hill Alliance. (n.d.). Retrieved November 1, 2012, from: College Hill Macon: <http://www.collegehillmacon.com/>.
- Council on Culture and Arts. (n.d.). What's a COCA? Retrieved November 1, 2012, from: <http://www.cocanet.org/about/>.
- Environmental Protection Agency. (2012) Stormwater management Best Practices. Retrieved from: http://www.epa.gov/oaintrnt/stormwater/best_practices.htm.
- Federal Highway Administration. (2006). Federal Highway Administration University Course on Bicycle and Pedestrian Transportation Lesson 14: Shared Roadways (FHWA-HRT-05-111). Retrieved from: <http://www.fhwa.dot.gov/publications/research/safety/pedbike/05085/chapt14.cfm>.
- Florida State University. (n.d.) Legacy Walk. Retrieved November 15, 2012, from: <http://legacywalk.fsu.edu/>.
Florida State University-Solid Waste & Recycling. (n.d.). Retrieved November 15, 2012, from https://www.facilities.fsu.edu/Grounds/Solid_Waste_Recycling/index.php.
- Florida State University. (2008) The Florida State University Master Plan. Retrieved from: https://www.facilities.fsu.edu/Planning_Space_Management/master_plan.php
- Gayah, V. V. (2012). Two Way Street Networks: More Efficient than Previously Thought? Access: the Magazine of UCTC, 41.
- Goldstein, H. and J. Drucker. (2006). The Economic Development Impacts of University on Regions: Do Size and Distance Matter. *Economic Development Quarterly*. 20(1): 20-43.
- Hastad, D.N. and Tymeson, G. (1997). Demonstrating Visionary Leadership Through Community Partnerships. *Journal of Physical Education, Recreation and Dance*, 68(5): 47-51.
- Hummer, J.E., and C.F. Lewis. Operational Capacity of Three-Lane Cross-Sections. Report FHWA/NC/2000-003. Center for Transportation Engineering Studies, North Carolina State University, Raleigh, N.C.
- Johnson, T. Seminole Greek Alumni Association. Personal Communication, October 15, 2012.

References



- Keating, W. and N. Krumholz. (1991). Downtown plans of the 1980s: The Case for More Equity in the 1990s. *Journal Of The American Planning Association*. 57(2): 136-152.
- Knight Creative Communities Institute. (n.d.). Retrieved November 1, 2012, from: <http://kccitallahassee.com/>.
- Knoxville Regional Transportation Planning Organization. (2009). Complete Streets Design Guidelines. Knoxville, Tennessee. Retrieved November 14, 2012, from: http://www.knoxtrans.org/plans/complete_streets/guidelines.pdf.
- Lederer, J. (2007). University of Waterloo. Retrieved September 20, 2012, from University of Waterloo-Library Home Page: <http://uwspace.uwaterloo.ca/handle/10012/3039>.
- Leon County-City of Tallahassee Blueprint 2000 Intergovernmental Agency. Sales Tax Revenue Bonds. Retrieved from: http://www.blueprint2000.org/DocSearch/download_store/BP_Bid_Notification_021303.pdf.
- Mace, W., Luken, J., & Schuster, R. (2002). "Developing a Partnership to Address Educational Gaps in the Public Health Workforce." *Partnership Perspectives* 2:67-73.
- Martin, Lawrence L., Smith, H., Phillips, W. (2005). *The Innovation Journal: The Public Sector Innovation Journal*. Bridging Town and Gown through Innovative University-Community Partnerships. 10(2), 2-16.
- Maurana, C., M. Wolff, B. Beck, and D. Simpson. (2000). Working with our communities: moving from service to scholarship in the health professions. Paper prepared for discussion at community-campus Partnerships for Health's 4th Annual Conference. April 29th – May 2nd, 2000, Washington, DC.
- Mullins, R. L., Jr. and Gilderbloom, J. I. (2002). Urban Revitalization Partnerships: Perceptions of the University's Role in Louisville, Kentucky. *Local Environments*, 7(2): 163-176.
- Oppenheim Research (2010) TAG Resident Survey Report. Retrieved from: <http://oppenheimresearch.com/2011/03/tallahassee-community-town-and-gown-survey/>
- Partnership Forum. (2008). Findings from Portland State University's National Partnership Forum. Portland, OR, Portland State University.
- Persky, J, E. Sclar and W. Wiewel. (1992). *Does America Need Cities: An Urban Investment Strategy for National Prosperity*. Washington: United States Conference of Mayors and Economic Policy Institute.



References

- Project for Public Spaces (n.d.) About. Retrieved from: <http://www.pps.org/about/>
- Reardon, K. (2005). Straight A's: Evaluating the success of community/university development partnerships. *Communities and Banking*, 3-10.
- Rubin, V. (2000). Evaluating University-Community Partnerships: An Examination of the Evolution of Questions and Approaches. *Cityscape: A Journal of Policy Development & Research* 5:219-230.
- Sargent, L. and Water, L. (2004). Careers and academic research collaborations: An inductive process framework for understanding successful collaborations. *Journal of Vocational Behaviour*, 64: 308–319.
- See Florida Online. (n.d.). Retrieved November 15, 2012, from http://www.seefloridaonline.com/_tallahassee/cemetery.html.
- Sungu-Eryilmaz, Y. (2009). *Town-Gown Collaboration in Land Use and Development*. Cambridge: Lincoln Institute of Land Policy.
- Sustainable Tallahassee (n.d.). Issues and Solutions. Retrieved November 15, 2012 from: <http://sustainabletallahassee.org/>.
- Tallahassee Downtown Improvement Authority (n.d.) About. Retrieved from: <http://www.tallahasseedowntown.com/about1.shtml>
- Tallahassee Downtown Pedestrian Connectivity Plan. (2005). The Tallahassee Downtown Improvement Authority. Prepared by the RMPK Group. Retrieved from: http://www.tallahasseedowntown.com/docs/chapter5_connectivity.pdf.
- Tallahassee-Leon County Planning Department. City and County Zoning District. Retrieved from: <http://www.talgov.com/planning/planning-zoning-zonecodes.aspx>.
- Tallahassee-Leon County Planning Department (2009). *Gaines Street Urban Design Guidelines*. Retrieved November from: <https://www.talgov.com/Uploads/Public/Documents/gaines/pdf/guidelines.pdf>.
- Tallahassee Trust For Historic Preservation. (n.d.). Retrieved November 1, 2012, from <http://www.taltrust.org/>.
- U.S. Census Bureau. (2011). American Community Survey. Retrieved from: <http://www.census.gov/acs/www/>.
- The Village Square. (n.d.). Retrieved November 15, 2012, from <http://tothevillagesquare.org>.

References



Attachment #3 Summary of College Avenue Placemaking Plan Site-Specific Recommendations and Current Status

College Avenue

A primary recommendation for College Avenue is to address major stormwater deficiencies to increase capacity for significant development. This improvement is prioritized over others, and is stated in the Plan as necessary to accomplish other recommendations, such as "Encourage Mixed-Use Development." The recommended improvements for College Avenue include:

- Address stormwater deficiencies
- 15-foot sidewalks on College Avenue, west of Macomb Street.
- Installation of street furniture, lighting, and landscaping, such as street trees.
- Creation of a shared roadway (sharrow) on College Avenue

Civic Center

The primary recommendation for this category is for Florida State University to lead the implementation of the restoration of the original grid pattern that runs through the Civic Center parking lot, and to create a Civic Center Way. This is intended to foster the transitioning of the Civic Center into an attractive, mixed-use destination. Many of the other recommendations in this section are intended to be led by FSU, as well. These recommendations include creating a more attractive pedestrian entrance.

Improve Westcott Building Intersection

This section recognizes the Westcott Building's importance as the most iconic landmark in the College Park District. This recommendation proposes two alternatives near the intersection with College Avenue, both to be lead in implementation by Florida State with coordination with the City and StarMetro.

Macomb Street

Recommendations for Macomb Street are focused on promoting a safer environment for pedestrians and bicyclists. Recommendations include:

- Provide separated bike lane
- Convert southbound bike lane to shared lane and expand sidewalk
- Install furniture, lighting, and landscaping
- Install flashing light indicator between Civic Center and St. Augustine Garage
- Narrow street to three lanes (alternatively narrow lane widths)

Park Avenue

The Plan improvements for Park Avenue focus on beautification and streetscaping to support the visually prominent corridor and encourage new student-oriented development. The sole recommended improvement relevant to the Blueprint Project is to improve streetscaping along Park Avenue (from Martin Luther King (MLK) Jr. Blvd. to Copeland Street).

Doug Burnette Park

This site-specific set of recommendation focuses on extending Doug Burnette Park north along MLK Jr. Blvd. in two phases. First, between Madison Street and Pensacola Street. Second from Pensacola Street north to the Chain of Parks. The Plan also recommends a number of design-specific improvements to include, such as uplighting, and the use of native plant species.

Madison Street

The Plan recommendations for Madison Street (and Pensacola Street) are focused on making these streets more active, functional, and pedestrian-oriented thoroughfares. Recommendations include:

- Converting the streets to two-way streets
- Install street furniture and trees on Madison Street and Pensacola Street
- Expand and increase sidewalk coverage (with 11-foot sidewalks)
- Increase on-street parking along Madison Street
- Install crosswalks

Create a Processional Path for the District

This recommendation calls for an enhanced pedestrian facility from the Wescott Building, east along College Avenue to Downtown, and south along MLK Jr. Blvd. to the Civic Center.

Old City Cemetery

The Plan recommends a number of improvements to the Cemetery, these include:

- Improving access to the Cemetery.
- Improving the aesthetics and visibility of the Cemetery
- Enhance the main entrance to the Cemetery.
- Improving wayfinding in the Cemetery.

Project Number: 17

Project Name: College Avenue Placemaking

Committee Recommendations:

Tier I: \$7,000,000

Tier II: \$0

Estimated Project Cost: \$7,000,000

Project Cost Notes

N/A

Executive Project Summary:

Located in the heart of Downtown near Florida State University, the College Avenue Placemaking Action Plan supports investment another "destination district" in our community. The goal is to redevelop the College Park District to meet its fullest potential as a distinguishable and vibrant urban space that attracts people to live and visit, while honoring its history and prominent location between the City and the University.

Themes

- | | |
|--|---|
| <input checked="" type="checkbox"/> Regional Mobility/Transportation | <input checked="" type="checkbox"/> Economic Vitality |
| <input checked="" type="checkbox"/> Sense of Community | <input checked="" type="checkbox"/> Ecotourism/Parks |
| <input type="checkbox"/> Environmental/Water Quality | <input type="checkbox"/> Vertical Infrastructure |
| <input checked="" type="checkbox"/> Connectivity | <input type="checkbox"/> Gateways |

Detail Project Description

This placemaking area is bound by Tennessee Street to the north, Madison Street to the south, Duval Street to the east and Copeland Street to the west.

The Action Plan was developed by FSU Urban and Regional Planning Department in coordination with key stakeholders, including the City of Tallahassee, Leon County, Florida State University, Sigma Chi Development Corporation, the Greek Alumni Association, and local property owners.

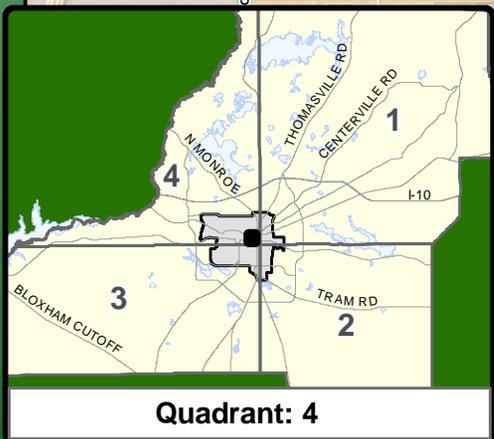
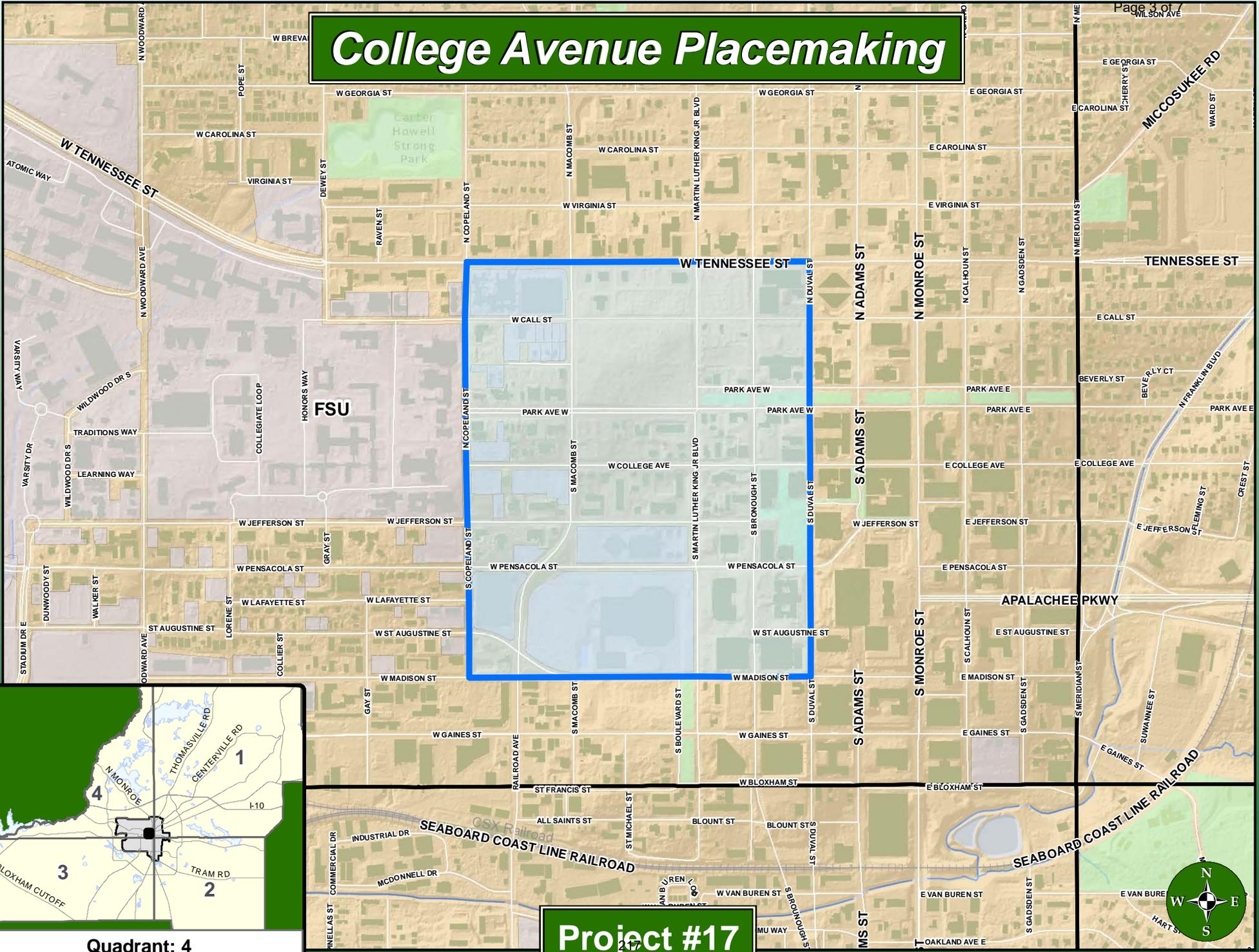
The Plan seeks to unify the interests of a broad spectrum of stakeholders ranging from private developers, the City of Tallahassee, the area's universities, Greek organizations, its local business owners, and more. The Plan achieves this by identifying four strategies critical to the redevelopment of the College Park District: Enhance Comfort & Image, Upgrade Infrastructure, Improve Transportation Facilities, and Encourage Infill Development.

These strategies would be supported by streetscaping along College Avenue, Park Avenue, and Macomb Street; the creation of pedestrian walkways to connect the Civic Center, Main Campus, Law School and Downtown; as well as signage, intersection improvements and filling in missing sidewalk links.

Cost By Themes

	Regional Mobility/Transportation
\$7,000,000	Sense of Community
	Environmental/Water Quality
	Connectivity
	Economic Vitality
	Ecotourism/Parks
	Vertical Infrastructure
	Gateways

College Avenue Placemaking



Quadrant: 4

Project #17

Program
4d

Inspiring the Creative Class: College Avenue Placemaking

Estimated Cost:
\$7 million

WHAT IS IT?

Located in the heart of Downtown near Florida State University, the College Avenue Placemaking Project will support another “destination district” in our community. Already underway, the first task of this placemaking project will be a studio project to be conducted by FSU Urban and Regional Planning Department students. The placemaking area is bound by Tennessee Street to the north, Madison Street to the south, Duval Street to the east and Copeland Street to the west. Key stakeholders include the City of Tallahassee, Leon County, Florida State University, Sigma Chi Development Corporation, the Greek Alumni Association, and local property owners.

Evaluation Criteria:

Provides Regional Impact / Geographic Equity	✓	Benefits the Environment	✓
Enhances Mobility	✓	Supports Economic Development / Revitalization	✓
Supports Recreation and Quality of Life	✓	On an Existing Master Plan or Blueprint List	✓
		Leverages Other Funds	✓



The College Avenue study area is the subject of a Capstone Project for Master’s Degree students of the FSU Urban and Regional Planning Department.

WHY IS IT IMPORTANT?

Benefits the Environment – This placemaking project should result in a plan that will enhance and improve the area, make it more accessible and provide uses and activities to make it a destination for people to come and hopefully return often.

Provides Regional Impact / Geographic Equity – This placemaking project is in an area that includes FSU, the Civic Center, local businesses, and offices. Potential enhancements would impact the area and the region since area already provides uses that are utilized by the community and the region.

Enhances Mobility – This placemaking district is in the Multimodal Transportation District and the Downtown District. The districts promote safe and comfortable streets for pedestrians, cyclists and transit users. The districts also promote urban infill and mixed use buildings. As the Action Plan for this area unfolds, it will most likely include improvements to the streets, buildings and other infrastructure.

Supports Recreation and Quality of Life – Any enhancements coming out of the Action plan for the area will improve the quality of life for citizens.

Supports Economic Development / Revitalization – Any improvement projects coming out of the Action Plan should have economic benefits for area businesses, stakeholders and the community at large.

Leverages Other Funds – CRA funds could be available for potential projects in this area. This project also complements the stormwater conveyance project included under the “Complete the Downtown” Sales Tax Extension proposed program of projects.



While the Capstone project is set to be complete in December of 2012, key features are already known. Stormwater conveyance and integration of the Civic Center are central issues for this area.



Underground stormwater infrastructure to convey runoff to Lake Elberta is key to supporting any redevelopment along the corridor. Another important piece is increasing pedestrian and bicycle safety along Macomb Street, an auto oriented north/south street.



Proposed Sales Tax Projects by the Community

Project Name: Florida State University and Tallahassee Downtown Improvement Authority: College Avenue Placemaking (Project #70)

Project Themes:

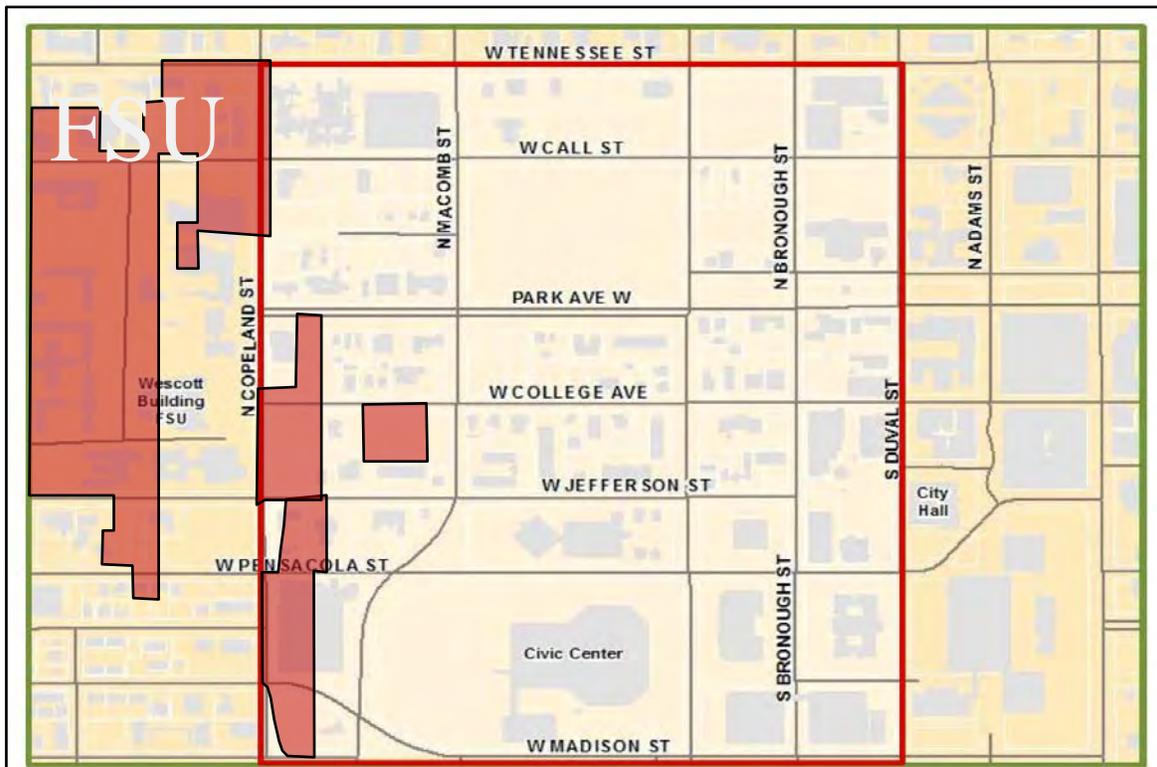
- | | |
|--|---|
| <input checked="" type="checkbox"/> Regional Mobility/Transportation | <input checked="" type="checkbox"/> Economic Vitality |
| <input checked="" type="checkbox"/> Sense of Community | <input type="checkbox"/> Ecotourism/Parks |
| <input checked="" type="checkbox"/> Water Quality | <input type="checkbox"/> Vertical Infrastructure |
| <input checked="" type="checkbox"/> Connectivity | <input checked="" type="checkbox"/> Gateways |

Project Description:

On March 14, 2013, the Florida State University presented several projects for the consideration of the Sales Tax Committee. During the presentation, the University endorsed the City’s project 4d “College Avenue Placemaking.” The project description is derived from the handouts provided by the University to the Committee. It is the University’s opinion that the cost included in the City’s description is significantly under represented. The University recommends that this project should include funding for more than stormwater improvements on College Avenue but also include other improvements suggested in the College Park District Action Plan.

During this same meeting, the Downtown Improvement Authority (DIA) also endorsed the College Avenue placemaking project. The DIA also recommends that this project include wider sidewalks, street trees, street furniture, and other amenities. This rebuild also would include the stormwater conveyance upgrades.

Project Map:



THIS PAGE INTENTIONALLY LEFT BLANK

Blueprint Intergovernmental Agency Citizens Advisory Committee

Agenda Item #3

September 9, 2021

Title:	Recommendation of Acceptance of the FY 2021 OEV Annual Report
Category:	Consent
Department:	Office of Economic Vitality
Lead Staff / Project Team:	Benjamin H. Pingree, Director, Department of PLACE Cristina Paredes, Director, OEV Darryl Jones, Dep. Director, OEV Drew Dietrich, Dep. Director, OEV

STATEMENT OF ISSUE:

This agenda item requests the Citizen Advisory Committee's (CAC) to recommend the acceptance of the FY 2021 OEV Annual Report to the Blueprint Intergovernmental Agency Board of Directors (IA Board).

FISCAL IMPACT

This item has no fiscal impact.

CAC OPTIONS:

- Option 1: Recommend the IA Board accept the FY21 OEV Annual Report.
- Option 2: Do not recommend the IA Board accept the FY21 OEV Annual Report.

CAC RECOMMENDED ACTION:

- Option 1: Recommend the IA Board accept the FY21 OEV Annual Report.

THIS PAGE INTENTIONALLY LEFT BLANK

Blueprint Intergovernmental Agency Board of Directors Item #X

September 27, 2021

Title: FY 2021 Tallahassee-Leon County Office of Economic Vitality Annual Report

Category: Consent Item

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
Cristina Paredes, Director, Office of Economic Vitality
Darryl Jones, Deputy Director, Office of Economic Vitality
Drew Dietrich, Deputy Director, Office of Economic Vitality

STATEMENT OF ISSUE:

This item provides the IA Board with an annual report on the programs and actions of the Office of Economic Vitality (OEV) undertaken in FY 2021. The item provides a report on the goals and objectives, and the progress made over the past year by the Office of Economic Vitality (OEV), as well as highlights the actions undertaken by OEV to stimulate economic vitality.

As originally envisioned, OEV provides a one-stop-shop for economic development and is responsible for the day-to-day execution of our community's first ever long-term strategic plan for economic development utilizing the considerable expertise of our community's economic development partners. OEV serves as the economic development ecosystem's "keystone" organization by serving as the central "hub" in actively creating opportunities to coordinate and connect both private and public sector ecosystem members across the economic development spectrum.

OEV's efforts are supported by the Economic Vitality Leadership Council (EVLC), a diverse and comprehensive group of stakeholders from the local business community. The EVLC has been instrumental in providing the clarity, context, and experience from both the private and public sector to help inform OEV's project implementation. Originally begun in 2018, the EVLC has since been expanded in 2020 to 14 members to further reflect the importance of the council, and the need to include additional local stakeholders to these important conversations. The insights and support from the EVLC have been a major component of OEV's success, and their role has been critical in

launching many of OEV's most dynamic initiatives. EVLC helps OEV maintain a resilient and equitable approach to economic vitality.

Guided by IA Board direction and in alignment with an updated Strategic Plan, OEV continues to position itself to provide maximum benefit and support for the business community of Tallahassee-Leon County. In addition, Gray Swope, VisionFirst Advisors, will present an update on the Strategic Plan Update to the IA Board as directed by the IA Board. The Strategic Plan will then be brought to the IA Board for approval at the next OEV IA Board meeting.

FISCAL IMPACT:

This item does not have a fiscal impact.

RECOMMENDED ACTION:

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

SUPPLEMENTAL INFORMATION:

BACKGROUND

The Office of Economic Vitality was created in 2016 following the adoption of the Second Amended Restated Interlocal Agreement in 2015, which provides for Blueprint 2020 Economic Development Programs. The OEV Strategic Plan was composed and adopted shortly thereafter, which describes six foundations and three cross-cutting strategies. These strategies acknowledge the character of the Tallahassee-Leon County economy and the role that an Economic Development Organization should fill, given numerous "ecosystem partners," or business assistance organizations already providing services. For Tallahassee-Leon County, economic development means:

"A coordinated course of action across all local assets and resources to facilitate the development, attraction, and cultivation of innovative businesses and associated job creation to position the economy for sustained, directed growth raising the quality of living for the citizens of Tallahassee-Leon County."
– Tallahassee-Leon County Economic Development Strategic Plan, p.7

Following this definition, OEV works to unite and collaborate with all stakeholders under one common understanding to marshal Tallahassee Leon County's strengths as it pursues private sector job growth and capital investment.

As the economic development organization serving Florida's Capital community, both the City of Tallahassee and Leon County, OEV provides economic development leadership to implement a broad set of goals.

Adopted by the IA Board in October 2016, the first-ever long-term Economic Development Strategic Plan incorporates assets and culture representing Florida's Capital—namely the pillars of research and commercialization, a diverse and inclusive community, a creative economy, and a nationally recognized higher education presence.



Over the past year, OEV staff and partners made strides in target industry analysis, marketing, recruitment, MWSBE policies and assistance, data gathering and dissemination, and increased collaboration and coordination with ecosystem partners. These accomplishments are outlined in this item and highlight the numerous actions that OEV has taken to date and the positive impact on the local community. In addition, OEV has completed or begun a number of activities towards implementing the Strategic Plan. The IA Board adopted the current Economic Development Strategic Plan in October 2016. In February 2021, the IA Board directed staff to update the Strategic Plan. To that end, Gray Swope, VisionFirst Advisors, will present a mid-point update on the Strategic Plan during the September 27, 2021 meeting.

These activities are divided among six foundations and three cross-cutting strategies: 1) Marketing & Communications; 2) Engagement, Collaboration & Alignment and; 3) Allocation of Resources. The six foundations are:

- **Business Formation:** *Systematic approach focusing on the efficiencies of the resources but on easing the process and minimizing risk for the formation of businesses.*
- **Technology Transfer & Commercialization:** *Unique research assets and advantages providing a nexus where entrepreneurship and innovation collide to generate business opportunities.*
- **Business Retention & Expansion:** *Companies that participate in comprehensive outreach programs with economic development organizations are statistically more likely to grow and expand, resulting in an improved business climate for the existing industry.*
- **Business Recruitment:** *New industry introduces a diversity of ideas and approaches to an area, not to mention new job opportunities for its citizens, clients and for its small businesses.*
- **The Creative Economy:** *Creative thinking is a key factor in a well-rounded education and ultimately produces better workers, creative thinkers, and more adept problem solvers. It has been demonstrated that a creative environment stimulates innovation, particularly in science and technology.*

- Talent Pipeline: *The community, alongside education and workforce partners, has to identify the training needs of its low-skilled workers and the talent needs of employers and businesses in targeted industries.*

OEV Actions and Accomplishments:

The MWSBE Division, armed with its recent consolidated Minority Women and Small Business Enterprise Policy, is maximizing its role in expanding and retaining minority and women-owned businesses in our local economy. More importantly, the division continually positions itself as an invaluable resource for identifying economic recovery options for the businesses. Through the certification program and capacity-building instruction (MWSBE Academy webinars), business owners are more fully engage with the substantive information and value associated with the OEV. Additionally, frequent collaborations with the two minority chambers of commerce (Big Bend Minority Chamber of Commerce—BBMC and the Capital City Chamber of Commerce—CCCC) have increased the MWSBE division's reach and fortified the division's division impact with local MWBEs. Furthermore, this section's focus is to capture that engagement thus far; list the scheduled educational offerings to strengthen local small businesses; and describe the impact of the division's activities, particularly since implementing the consolidated policy.

OEV Business Intelligence staff track and report on 90 data metrics, which coalesce to present an informed picture of the community that is popular locally and receives praise internationally. The Quarterly Economic Dashboard received a certificate of achievement in Performance Management by the International City/County Management Association, and OEV's Data Talks video series and the COVID-19 Economic Disaster Relief grant programs, administered by the Business Intelligence team, received a 2020 Excellence in Economic Development Award from the International Economic Development Council (IEDC). These data resources are available on the Data Center on the OEV website, which averages 3,500 page views monthly. The monthly Data Driver and Quarterly Economic Dashboard are shared on Facebook (over 2,100 followers), Twitter (over 500 followers), Instagram (over 500 followers), and LinkedIn (over 300 followers). The dashboards are also distributed through the Tallahassee Democrat, Capital Outlook, and the OEV e-newsletter, which has nearly 7,000 active contacts.

The following sections describe OEV's actions and accomplishments by strategic plan initiative to show the progress made throughout each cornerstone. Note that support of talent (while a separate cornerstone) is ultimately underneath each one similar to the crosscutting strategies of marketing, engagement, and allocation of resources.

Business Formation:

- Launched a series of Stakeholder meetings, which include representatives from all key segments of our local economy, to discuss important economic issues facing our community.
 - *Outcome:* New Public-Private collaborations; information sharing among previously disparate audiences; idea exchange and partnerships fostered;

adopted holistic approach to meeting the pandemic and supporting local business ecosystem.

- OEV data center was re-designed to increase ease of use and to highlight strengths for site selection researchers and local businesses.
- Collaborate with AERO, TCC Center for Innovation, Domi, Jim Moran Institute, Jim Moran College of Entrepreneurship, and other ecosystem partners to enhance communication and fund missing "foundation blocks".
- Participated in Global Entrepreneurship Week, Synapse Converge conference. In a "Tallahassee Presence" event, a panel discussed Tallahassee assets, including talent and R&D. Synapse is seen as a connective link to startup funding throughout the state.
 - *Outcome:* OEV's data division provides the most comprehensive and relevant data source on Tallahassee-Leon County's economy. The data portal is now more accessible than ever, with new tools and dashboards to assist a wide array of researchers, partners, and constituents with their data needs. OEV's data publications reach thousands of people, and the OEV data platform sees thousands more visitors. Through these and the many other efforts by the Business Intelligence Division, OEV has distinguished itself as the 'go-to' source for economic data in Tallahassee-Leon County.
- **Industry Academies:** Starting in February 2021, MWSBE Industry Academies resumed with a virtual series.. Staff also maximized engagement in social media with hashtags and also with shares in various platforms. . The webinars garnered a reach of more than 11,000, over 1,100 engagements, and nearly 5,000 views.
 - Outcome:* Heightened level of engagement with the business community that includes both certified and non-certified firms. There were 11 webinars that were hosted on OEV's varied social medium platforms to include YouTube and Facebook. The webinars reached more than 11,000 people, over 1,100 engagements, and nearly 5,000 views.
- **MWSBE One on One Certification Assistance:** Staff regularly meets with vendors requiring one-on-one assistance with the certification process and applications. MWSBE is optimizing our updated micro-site to schedule virtual appointments for one-on-one certification assistance. These virtual appointments are available four days a week and are scheduled from the OEV website. Telephone inquiries are also managed.
 - Outcome:* This new process creates continuing and safe engagement with potential firms and recertifying firms as they navigate the B2GNow contract compliance monitoring software. This strengthens our capability to readily respond to applicants and thereby increase the number of firms who successfully complete the application.

Technology Transfer & Commercialization:

- Collaboration with the FSU/FAMU Offices of Commercialization to support business attraction and expansion efforts. These efforts include meeting with companies that are interested in tech transfer.

- *Outcome:* Better communication with prospects and FSU/FAMU; several NDA and research agreements in progress; increased interest from outside entities to partner with FSU/FAMU.
- Publish the Monthly Data Driver, which highlights employment, unemployment, taxable sales, commercial vacancy, Small Business Administration loans, and commercial utility starts data, as well as featuring a contribution from ecosystem partners. The Data Driver is sent to nearly 7,000 email recipients each month, released in brief video format, and is published in *Tallahassee Reports* and *The Tallahassee Democrat*.
- Partnership with ROI 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.
- Publish the Quarterly Economic Dashboard, OEV's premier benchmarking tool—awarded a 2019 National Association of Counties (NACO) Achievement Award—which demonstrates our community's short-term economic productivity. *QED* gives the reader 13 pertinent economic conditions for the Tallahassee metro area or Leon County such as employment, median home prices, airport passengers, and taxable sales. Local real estate, banking, and investment firms regularly distribute its content.
- Produce and release OEV's Data Talks video series, which received a 2020 IEDC Economic Development Excellence Award.

Business Retention & Expansion:

- The Big Bend Manufacturers Association (BBMA) board has been established and membership growth and recruitment is underway. The area included in the BBMA has been expanded to include 3 more counties to the east (Hamilton, Suwannee, and Lafayette).
 - *Outcome:* The BBMA is already having a positive impact on the local manufacturers with the implementation of a project which will improve the production efficiency by 30% and floor space reduction of 50% allowing for future business growth.
- Consolidated MWSBE Policy: There has been considerable engagement which has occurred specifically associated with the Consolidated Minority, Women and Small Business Enterprise Policy since its inception, April 1, including:
- Pre-Bid Meetings: These meetings are mandatory for all RFP respondents and provides purposeful engagement with project managers and MWSBE staff to discuss the MWSBE policy and the procurement forms to enable successful responses. MWSBE Division staff attended Pre-bid meetings for 20 projects. Five of the 20 Pre-bid Meetings were Blueprint projects.
- Pre-Solicitation Development Meetings: These meetings are facilitated by the purchasing and procurement departments of Leon County Government and City of Tallahassee, respectively. These meetings include our MWSBE Division staff, project managers, and purchasing agents; and ensure that feasible goals are identified with each RFP project before being published. MWSBE Division staff

attended Pre-Solicitation Development Meetings for 56 projects. Seven of the 56 Pre-Solicitation Meetings were Blueprint projects.

- **Business Assistance Referrals:** Staff routinely refers businesses requiring assistance with planning and financial assistance to the FAMU Small Business Development Center (SBDC), Jim Moran Institute and CareerSource. These referrals allow businesses to build capacity. These referrals have been critical during the pandemic. OEV's partnering business development resources have empowered businesses with technical assistance on finance options and workforce development and creation. More than 175 business referrals have been made for MWSBE firms as they sought recovery assistance from other business development partners. Also, MWBE firms are required to document engagement with business development partners for certification.
 - *Outcome:* Newly certified firms will already have a relationship with business development partners that will provide invaluable technical assistance and capacity building services.

- **Methodologies:** OEV continues to explore methodologies in which opportunities may be expanded to MWSBE Program participants. To that end staff works to, expand the number of businesses that are aware of the benefits of the Tallahassee-Leon County MWSBE Program, familiarize businesses with the certification process, and assist businesses with obtaining certification (which, in turn, enables their participation in the City of Tallahassee and Leon County procurement processes via bid award). Currently, OEV provides technical assistance for certification is now managed remotely through our microsite. Clients schedule an appointment for a virtual consultation. Also, procurement opportunities for the City of Tallahassee, Leon County government and Blueprint 2020 are also featured on the microsite. Also, the microsite has been updated to include a link to resources to include micro-lending options with the FAMU Credit Union and the Apalachee Regional Planning Council.
 - *Outcome:* These methods have been most impactful for minority and women owned businesses in our local economy. OEV has made critical connections for MWSBEs to access financial recovery resources on the federal, state, and local levels. These connections include email outreaches that distributed information relative to the COVID-19 Economic Disaster Relief (CEDR) and the Leon Coronavirus Aid, Relief, and Economic Security (CARES) funding. The CARES funding, made available by Leon County government, provided supplemental support for MWBEs. OEV, through its B2GNow messages and collaboration with the Florida Office of Supplier Diversity through our reciprocal agreement, was able to connect with more than 300 MWBEs directly. Subsequently, OEV was able to certify more than 100 new MWBEs. Of the 932 local business that qualified for Leon Cares funding, 248 were MWBEs--248/932, or 27%. This translates to \$4.96 million being awarded to MWBEs.

- **Certification Assistance:** The MWSBE Division assisted new MWBE certification applicants with navigating our certification process because a completed

certification application was required to qualify for \$20,000 in CARES funding. Those same businesses who made application have also been encouraged to register as vendors with City Purchasing and Leon County Procurement. OEV is purposefully equipping MWBEs for business retention and expansion. Economic inclusion and the support for minority and women owned businesses is critical for our recovering economy. Through our engagement we have been able to increase the profile and the benefits inherent to participating in our certification program to include procurement opportunities and capacity building activities like our MWSBE Academies. Also, in order to optimize the recent policies adopted in the Consolidated MWSBE Policy, all MBE and WBE firms are also designated as SBEs. This will facilitate the utilization of more MBE and WBE firms for reserved and unbundled projects as described in policy.

- *Outcome:* At present we have 305 OEV certified firms and 294 Office of Supplier Diversity firms available for our supplier diversity program. With IA Board direction, the number of Blueprint 2020 projects are commencing and opportunity for utilization is increasing. The growing number of municipal and Leon County projects and their values have also increased interest in certifying with the program.
- GIS Tool: OEV has created a GIS Map that tracks the City of Tallahassee, Leon County Government and Blueprint IA projects that have MWSBE aspirational targets. This tool is created to serve as project monitoring device that tracks current projects to completion and list the certified firms associated with the project and the value of their participation. This tool also visualizes the impact of certified firms across our community.
- MIT USA Lab: collaboration efforts between Leon County and MIT in FY21. Three research students did both internal and external stakeholder interviews to advise the MWSBE division on how it could expand its engagements with certified with MWSBEs. The recommendations include the following outcomes
 - Host networking nights for MWSBEs to build bonds within the community
 - Establish a mentor-mentee program between more established businesses (or retired business owners with time) and new businesses
 - Resume networking programs for prime contractors and MWSBE subcontractors to encourage further utilization on projects
 - Create (or empower) programs that develop and retain talent from within the local community, particularly from universities and Lively Technical College through apprenticeships or internships that pair students with local MWSBE's
 - The results of this collaboration will equip the MWSBE Division with invaluable best practices to guide the Division's activities in the future.
- *Outcome:* The recommendations were shared with the MWSBE Citizen Advisory Committee. Following their acceptance, the MWSBE Division is

including these recommendations in its FY 2021 work plan. OEV intends to apply again for next year's cohort and continue its collaboration with MIT.

Business Recruitment:

- The OEV Business Development team is currently working on 16 active projects with an additional 10 to 12 in the queue as potential projects. As always, the projects focus on a vast range of industries and technologies with an emphasis on magnetic and medical technologies, emerging sectors, and innovative start-ups. The projects range from site selection, research collaboration and business expansion to relocation.
 - *Outcome:*
 - OEV has announced the creation of 1,239 of new full-time jobs with formal announcements for Danfoss (Project Juggernaut) and Amazon (Project Mango). The economic impact of these two projects, collectively, is \$592 million for Tallahassee-Leon County. This represents two of the largest corporate expansions and relocations in our region's history.
 - OEV is working closely with local partners at LCRDA, the MagLab, and MagCorp to complete 5 NDA's with 2 of these research projects moving forward. One project is a magnetics company working with MagCorp looking to identify design improvements and innovative new product updates. The second is a biotech project with an organization out of Brazil working with FAMU on the feasibility of crop growth in the southeastern US.

The Creative Economy:

- Participated as a Community Catalyst in KCCI 2020, culminating in the funding and assembly of a bicycle skills park at Sabal Palm Elementary school. Placemaking efforts to enhance the Blueprint Market District re-development are also underway.
- Partnership with Choose Tallahassee for marketing and promoting our community via online and social media marketing.
 - *Outcome:* Generated 377 leads via Facebook, had over 5,000 website users, a new billboard on I-10, and 4 new relocation guides.
- Collaboration with FSU and FAMU on innovation and new creative industry avenues for business development and growth.
 - *Outcome:* Increased opportunity for capitalizing on innovation investments via Innovation Park and North Florida Innovation labs, in concert with FAMU, FSU, and LCRDA. OEV is actively facilitating a collaborative recruitment and development strategy with FAMU and FSU and LCRDA to capitalize on the research assets at Innovation Park.

Talent Pipeline:

- The talent pipeline supports the other five foundational goals, and represents a core component to OEV's efforts.
- **Job Creation:** OEV maintains a major focus on job creation and supporting the talent pipeline with the community. Jobs are created through a variety of mechanisms, from strong collaborations with CareerSource Capital Region, Lively, and TCC to foster our talent pipeline and develop job skills, to working with the local chambers on initiatives such as JobsNow. OEV's generates jobs via project recruitment, as evidenced by the recent Danfoss Turbocor project. Another major consideration is job retention – while much attention is given to bringing in net new jobs, retention of existing employment – particularly during a pandemic – has been a major focus of OEV. Programs such as COVID Economic Disaster Relief (CEDR), Local Economic Assistance for Non-Profits (LEAN), and Leon CARES have gone a long way to helping preserve employment for many businesses, especially small businesses, during the pandemic. OEV has also provided technical assistance to local businesses, helping them to obtain State and Federal support, to further support and stabilize their employment and operations during these difficult times. OEV's comprehensive focus on business recruitment, retention, and expansion has proven robust, not only preserving significant employment, but adding additional jobs as well. OEV remains committed to seeing that local businesses and employees find opportunities, and despite the challenges facing our global economy, maximize their potential and find sustained success within our community, supported every step of the way by OEV.
 - *Outcome:* Assisted over 2,000 local businesses, preserving thousands of jobs. Created over 240 new jobs. Fostered community wide collaboration and focus on preserving existing employment, while also adding new jobs.
- Worked closely with Career Source Capital Region with regular participation in its job sector roundtables, Career Pathways Council, and regularly offer resources to sponsor job seeking / employee recruitment operations.
 - *Outcome:* Increased private sector participation; better alignment with private sector employment needs; quicker adaptation to the new business and working protocols brought on by the pandemic.

Marketing and Communication:

Fulfilling a cross-cutting initiative of the Strategic Plan, OEV's marketing and communication team provides up-to-date and informative programs and communication campaigns on a regular basis. These programs have been instrumental to getting relevant information to the entire business community of Tallahassee-Leon County. OEV utilizes a variety of mediums to communicate, including social media, web, and print, and strives to capture the broadest audience possible. Through the e-newsletter mailing system, OEV has sent 52 total e-newsletters to more than 306,500 emails and averaged a 23% open rate and 7% click-to-open rate. OEV works closely with both the City and County communication teams, and regular collaborates with community partners to inform and engage the businesses and residents of Tallahassee-Leon County. Those efforts, particularly as they relate to accomplishing the strategic goals of OEV, are highlighted below:

- Developed a Disaster Preparedness for Business webpage to assist local businesses with disaster planning for natural disasters, health hazards, human-caused hazards, and tech-related hazards.
- Produced a webinar in partnership with the Florida Department of Health-Leon County on the updated OSHA guidance for workplace.
- 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.
- Partnered with CareerSource Capital Region to integrate the "CareerSource Capital Region Success Story" in monthly Economic Insider newsletter that is sent to nearly 7,000 recipients.
- Promoted shop local promotional activities with Love Your Local campaign year-round.
- Planned and promoted several MWSBE Academy Webinars with topics, including bid responses, qualifying for continuing services, and financing opportunities for small businesses.
- Updated Community Profile with Tallahassee-Leon County rankings, educational demographics, and area assets for business attraction.
- Helped launch the second-release of the Electro Magnetic Bitter campaign in conjunction with DEEP Brewing, the Tallahassee Beer Society, DivvyUp, Target Print & Mail, and Full Press Apparel; the launch event raised over \$5,000 going to magnetic education.
- Launched a 3-part Strategic Marketing webinar series with several certified minority and women-owned firms, which averaged approximately 400 views via Facebook and YouTube.
- Publish the Monthly Data Driver, which highlights employment, unemployment, taxable sales, commercial vacancy, Small Business Administration loans, and commercial utility starts data, as well as featuring a contribution from ecosystem partners. The Data Driver is sent to nearly 7,000 email recipients each month.
- Publish the Quarterly Economic Dashboard, OEV's premier benchmarking tool, which gives the audience 13 pertinent economic conditions for the Tallahassee metro area or Leon County such as employment, median home prices, airport passengers, and taxable sales. Local real estate, banking, and investment firms regularly distribute its content. The QED is sent to nearly 7,000 email recipients each quarter, and is published in the Capitol Outlook and the Tallahassee Democrat.
- IEDC Presentation on HBCUs and EDOs: OEV, in partnership with Florida A&M University, worked with the International Economic Development Council (IEDC) to host a webinar that spotlights the collaboration between HBCUs (FAMU) and EDOs (OEV) to grow the local economy.
- Staff engaged audience on social media through strategic planning through highlighting black, women, and Asian American and Pacific Islander-owned

businesses in lieu of Black History Month in February, Women's History Month in March, and Asian American and Pacific Islander Heritage Month in May.

- Assisted in planning, curating marketing materials, and promoting the 28th Minority Enterprise Development (MED) Week, which included an awards program, supplier diversity exchange, and educational webinars to assist MWSBEs.
- Partnered with 850 Magazine to develop a magazine promoting Tallahassee Innovation & Technology. The magazine highlighted services from OEV, Innovation Park and Domi Station, as well as featured several innovative and technology focused companies in Tallahassee-Leon County.
- Facilitated the MIT USA Lab project, in which OEV received consulting services from MIT graduate students. Staff led communication efforts to connect the MIT student research team to resources and local stakeholders and partners as they explored ways to improve MWBE engagement.
- Worked with the Apalachee Regional Planning Council (ARPC) and the FAMU Federal Credit Union to promote business financing options through their respective organizations to local businesses.
- Magnetic Momentum: Staff hosted a workshop at the annual Greater Tallahassee Chamber of Commerce Conference on the magnetic momentum that Tallahassee-Leon County is experiencing with Danfoss President Ricardo Schneider and National High Magnetic Field Laboratory Director Dr. Greg Boebinger.
 - *Outcome:* OEV is focused on maintain this momentum, promoting our community to new audiences, and bringing Tallahassee-Leon County to the forefront of business discussions. By positioning our efforts in the critical areas of interest to attract businesses and strengthen our local economy, marketing and communications efforts have seen tremendous success. By implementing consensus-based messaging for consistent positioning, OEV is now more visible than ever, reaching a broad and diverse audience of constituents, providing relevant, timely, and comprehensive information to the entire community.

As evidenced above, OEV has made great strides in fostering a sustainable and healthy business ecosystem in Tallahassee-Leon County. The Business Development and MWSBE divisions have been laser-focused on ensuring that our local business community's needs are heard, and that staff and resources are aligned rapidly and effectively to provide maximum assistance to our local businesses.

Strategic Plan Update and Project Alignment:

An update to the OEV strategic plan will be provided at the September 27th, 2021 IA Board meeting. Gray Swoope with VisionFirst Advisors will giving a presentation on the status of the plan update, and highlighting key elements of the update. The strategic plan will then be formally presented for approval at the IA Board meeting in February 2022. The goals and objectives outlined in new the OEV Strategic Plan will direct the subsequent actions and programs administered by both the Business Development and MWSBE

divisions to further sustain the economic vitality of our community. These actions encompass a broad range of programs, industries, and constituents. OEV will remain adaptable and versatile in its approach to the pandemic, which will be reflected in many of these actions. Staff will continually evaluate and update programs to ensure that resources are being utilized to maximize their support for local businesses, and the strategic plan will reflect this versatility.

In meantime, staff will continue to focus on current initiatives outlined in the existing strategic plan, the efforts of which are highlighted below.

Current Initiatives Leading to Strategic Plan Update:

OEV is focused on a range of initiatives that support the key foundational goals in the strategic plan, particularly business formation, retention, and expansion. As 2021 progresses, the division's projects can trail blaze new opportunities for local prosperity and equity. The following sections describes OEV's projects anticipated to continue into mid and late 2022 by strategic plan initiative to show the individual progress made throughout each cornerstone.

Business Formation:

- **Entrepreneur voices and needs assessment:** Staff will coordinate with entrepreneur ecosystem partners at ACT House, Domi Station, FAMU REACH, North Florida Innovation Labs at LCRDA, TCC Center for Innovation, Jim Moran College of Entrepreneurship, and others to construct a more concerted understanding of key ecosystem needs and challenges.
- **Curating Award-Winning Data Tools:** The expansive Data Center, Quarterly Economic Dashboard, Monthly Data Driver, and custom data requests will continue to anchor staff contributions to local business, nonprofit, and government projects in the coming year.
- **Entrepreneur promotion:** Staff will work with leadership to create new materials highlighting local R&D and business formation assets, and connect them to new audiences.
- **Working with Synapse Florida to establish strategic partnerships for entrepreneurial support and ecosystem collaboration.**
- **Exploring Capital Access:** During FY20, staff helped to stand up a \$1 million Revolving Loan Fund at ARPC and \$1 million Essential Microloan Program with FAMU Federal Credit Union. Staff will monitor benchmarks from these two new programs, and continue to explore capital access opportunities during FY21.
- **City and County Project Support:** During FY20, Intelligence staff assisted numerous City and County projects, including liaising with potential opportunity zone investors, a Purpose Built Communities project, and Leon County CARES grant administration. Staff will continue to work with City and County to support business development goals during FY 2021.

Technology Transfer & Commercialization:

- **Magnetic Taskforce:** Targeted industry group focused on evaluating and recruiting advanced manufacturing companies and researchers to the region, utilizing the intellectual and research assets found in our community. OEV works hand in hand with this group to market and promote the community, and to enhance the recruitment efforts by OEV to bring in world-class researchers and manufacturers.
- **NFIL Incubator:** OEV is working closely with LCRDA to support the development of the North Florida Innovation Labs (NFIL), to further enhance the resources available to the innovation and entrepreneurial ecosystem.

Business Retention & Expansion:

- **BBMA:** The Big Bend Manufacturing Association (BBMA) is working with local companies and educational institutions to develop a program to educate the regions youth on the types of jobs and skills needed. This is in an effort to retain the workforce in the region. Future objectives will include growing the membership base, adding programming, and building capacity to provide additional expertise and support for the region.
- **Business Retention:** OEV is pushing increased visibility and touch to our local businesses, adding new social media and videos to highlight the amazing businesses that call our community home. OEV has set a goal to complete 250 BRE visits each year, to ensure that as many businesses, across all sectors, are receiving personal outreach and engagement by the OEV team. Increased communication and feedback from local businesses ensures that OEV programs, policies, and projects are aligned with the needs and expectations of local businesses.
- **Promoting Business Financing Options:** With the creation of the ARPC/OEV and the Leon County/FAMU Federal Credit Union micro-loans, the MWSBE Division will be facilitating the marketing of these business financing options to our certified firms and the MWBEs in our community. These resources will be an important part of continuing OEV's economic inclusion efforts intended to empower the business retention and expansion of MWBEs. Updated 2021 Disparity Study: Following frequent consultations with the Big Bend Minority and Capital City Chambers of Commerce and the direction of the IA Board of Directors, an updated disparity study has been negotiated with MGT Consulting to research the following: Vendor utilization for FY 2018, 2019 and 2020; analyze P-card data; analyze staffing of MWSBE division; compare benchmarks with other jurisdictions; application of good faith efforts. Staff is working closely with all partners, including the Chambers and FAMU FCU to market all financing options to MWSBEs such recording and hosting webinars on social media platforms, radio interviews, and information in Capital Outlook.

Business Recruitment:

- **Research On Investment (ROI):** With a proprietary database of over 2 million companies and 5 million contacts, ROI is able to fulfill the needs of their 350 global economic development clients. A multi-touch sales and marketing technique and 15 years of investment attraction experience in our targeted industries enable them

to complete the analytics and research necessary to find the clientele Tallahassee - Leon County are looking for. ROI follows a tried and true four step process for successful lead generation. The partnership between ROI and OEV is in its 3rd year. Of the 16 active projects being worked by the team, 6 of them are opportunities identified by ROI, as well as, both NDA projects moving forward. Partnering with ROI in the recruitment of companies to the Tallahassee / Leon County area is part of the Magnetic Capital of the World campaign and the formation of the Magnetics Task Force. The task force is comprised of local business, research and educational professionals with the goal to grow the magnetics industry in the region through collaboration efforts with the National High Magnetics Field Laboratory (MagLab) and the other local magnetics organizations. This aligns directly with several key goals of the Economic Development Strategic Plan:

- Goal C.1: Develop and implement a comprehensive business retention and expansion outreach program that demonstrates interest and concern for the challenges existing industry is facing and mobilize resources to address those challenges resulting in an improved business climate.
- Goal F.3: Address the need for jobs at all levels through partnerships to increase skills trainings and career pathways opportunities.

Based on the approval from the Magnetics Task Force, OEV is creating Letter Of Authorization to move forward with a 4th year of collaboration.

- Project Mango: A global Fortune 500 company – Amazon - has selected the Leon County – City of Tallahassee as the location for their newest fulfillment center. This opportunity will provide approximately 1,000 high paying jobs to the area and will inject the region with a \$451 million economic impact. The project is slated to be operational by 2022.
- University Collaboration: Over the last 10 months, OEV has partnered with the 3 large local universities to support facility repair and renovation. FAMU is using \$10M in funds to complete much needed structural repairs to Bragg Stadium. \$20M in funding will help to repair infrastructure within Doak Campbell Stadium. Finally, TCC will upgrade the facilities used by visiting athletes from across the country with the \$1M fund they have received.
- Targeted Recruitment: The updated real estate database continues to provide economic leads. Not only are potential clients able to research available property, but the Florida DEO and Enterprise Florida have been able to identify locations for interested companies and refer them to the OEV.
- Site Selection: Based on the success of and the interest in the videography work completed with Innovation Park, additional areas of the county and city have been identified and plans are being developed to add to the current video making a series which will provide for much needed marketing promotion to OEV's recruitment and expansion efforts.

The Creative Economy:

- Love Your Local: OEV will build off the success of last year's 'Love Your Local' campaign, and will be identifying new opportunities to grow the brand, reach more audiences, and continue to foster a community of local business support.

- Continued collaboration with KCCI and Choose Tallahassee on enhancing the quality of life and brand of our community.

Talent Pipeline:

- At the direction of the IA Board, OEV will be hosting a workshop in February 2022 with local workforce partners to identify strategies and solutions for workforce development.
- In cooperation with the Tallahassee Chamber and Leon County, OEV is working to organize and present the next Leon Works event, with the aim to continue building our community's talent pipeline by connecting high schools students with local employers. The next event will held virtually in September of this year, with an in-person event occurring in the Spring 2022.
- OEV continues to work closely with the Tallahassee Chamber on their TalentHUB initiative, to enhance the connectivity and communication between job seekers and employers.
- OEV is participating in a talent forum hosted by CareerSource Capital Region to discuss the importance of talent locally, as well as highlight new ideas and initiatives to maintain a robust local workforce.
- In concert with the BBMA, OEV is working with local manufacturers to identify labor needs and match those needs with regional solutions – this will be a multi-pronged effort, with participation by both private and public sector partners throughout the region. The initiative will help connect regional manufacturers with local workforce and education providers to build connections and foster direct communication between the public and private sector workforce drivers.

Marketing and Communication:

To further enhance this cross-cutting initiative of the strategic plan, the Marketing and Communications team is working on several new projects. While many of communication programs are of a recurring nature, OEV strives to bring fresh, new programs to the community, and will be working on exciting new initiatives in 2021, several of which are highlighted below:

- **Social Media:** Staff will work to engage audience on social media through strategic planning through targeted messaging. For example, in February, OEV will highlight Hispanic-owned businesses in lieu of Hispanic Heritage Month in mid-September to mid-October.
- **Minority Enterprise Development (MED) Week 2021:** Staff will coordinate with partner organizations, such as the FAMU Small Business Development Center and the Florida Office of Supplier Diversity to host and promote the 29th annual MED Week, celebrating the outstanding achievements of minority entrepreneurs and businesses.
- **Manufacturing Month 2021:** Staff will coordinate with the Big Bend Manufacturers Association (BBMA) to host and promote the first annual Manufacturing Month in October, showcasing the manufacturing industry and fostering interest in manufacturing careers.

- **Love Your Local:** Although it's a year-long campaign, staff will partner with local organizations to heavily promote supporting local businesses with the Love Your Local campaign during the holiday season.
- **MWSBE Radio & Editorial:** Partnered with Hallelujah95.3 FM and the Capitol Outlook to host a weekly radio show and bi-weekly editorial focused on the MWSBE program, small business assistance, and the program's Champions.
- **Promoting Business Financing Options:** Communications staff will be working with the Apalachee Regional Planning Council (ARPC) and the FAMU Federal Credit Union to promote the microloan programs to minority and women-owned businesses.
- **Staff will partner with 850 Magazine to develop the second Tallahassee Innovation & Technology magazine, a focus piece on the innovative and technology-based companies in Tallahassee-Leon County.**
- **Sub-Taskforce on Marketing the Magnetic Capital of the World:** The Magnetic Taskforce will be discussing and implementing marketing strategies to promote Tallahassee-Leon County as the Magnetic Capital of the World as part of its work during this next fiscal year.

Long-term planning and goals require a formal strategic process, which is why the Communications staff has identified growth factors and is working with VisionFirst to create a road map for future communications. OEV strives to ensure that all communication is inclusive, accessible to the whole community, maintains consistency and accuracy, and is the leading voice for economic vitality in the region.

Allocation of Resources

One of the goals of OEV is the responsible allocation of resource to achieve the vision, mission, and six cornerstones as well as enhance the Tallahassee-Leon County's economic competitiveness. Each year OEV brings its operating budget and five year capital budget to the Economic Vitality Leadership Council, the Blueprint Citizen Advisory Council, and ultimately to the IA Board for approval. The capital budget outlines the funding for the programs and as discussed throughout this workshop item and how they directly support the strategic plan activities (for example business recruitment, MWSBE business outreach, and expansion and attraction projects). In addition, the budget includes funding for key economic development infrastructure projects as such:

- *Doak Campbell Stadium with a funding commitment of \$20 million*
- *Tallahassee International Airport with a funding commitment of \$14.1 million*
- *Bragg Stadium with a funding commitment of \$10 million*
- *North Florida Innovation Labs at Innovation Park with a funding commitment of \$2.5 million*
- *TCC Athletic Facilities with a funding commitment of \$1 million.*
- *Innovation Park with a funding commitment of \$800,000*

CONCLUSION:

OEV continues to serve the community through business engagement, recruitment, sponsorship, grant-making, marketing, and coordination of ecosystem partners. 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.

STAFF RECOMMENDATION:

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

Action by EVLC:

OPTIONS:

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

Option 2: IA Board Direction.

RECOMMENDED ACTION:

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

Attachments:

No attachments.

Blueprint Intergovernmental Agency Citizens Advisory Committee Agenda Item #4

September 9, 2021

Title:	Approval of the 2022 Blueprint Citizens Advisory Committee Meeting Schedule
Category:	Consent
Department:	Blueprint Intergovernmental Agency
Lead Staff /	Benjamin H. Pingree, Director, Department of PLACE Autumn Calder, Director, Blueprint
Project Team:	Megan Doherty, Planning Manager, Blueprint Mike Alfano, Principal Planner, Blueprint

STATEMENT OF ISSUE:

This agenda item seeks approval by the Citizens Advisory Committee's (CAC) of the proposed 2022 CAC Meeting schedule. For reference, the proposed 2021 meeting schedule for the Intergovernmental Agency Board of Directors and all Blueprint and Office of Economic Vitality committees is included as Attachment #1.

FISCAL IMPACT

This item has no fiscal impact.

CAC RECOMMENDED ACTION:

Option 1: Approve the proposed 2022 Blueprint Citizens Advisory Committee meeting schedule.

SUPPLEMENTAL INFORMATION:

The Blueprint Meeting Schedule and Agenda Policy provides that the Director of PLACE, Blueprint Director, and Office of Economic Vitality (OEV) Director will prepare a draft Meeting Schedule. The proposed schedule, reviewed by the Intergovernmental Management Committee (IMC), specifies dates, times, and locations for IA Board meetings for a period of at least one year; that may also include committee meetings for the same period. The proposed Blueprint CAC Meeting Schedule for 2022 includes four CAC meetings:

- Wednesday, March 16, 2022
- Wednesday, May 4, 2022
- Wednesday, August 31, 2022*
*Budget Public Hearing 6:00 PM
- Wednesday, November 17, 2022

CAC OPTIONS:

Option 1: Approve the proposed 2022 Blueprint Citizens Advisory Committee meeting schedule.

Option 2: Do not approve the proposed 2022 Blueprint Citizens Advisory Committee meeting schedule. Provide alternate CAC recommendation.

CAC RECOMMENDED ACTION:

Option 1: Approve the proposed 2022 Blueprint Citizens Advisory Committee meeting schedule.

Attachments:

1. Draft IA Board Agenda Item for Approval of the 2022 Blueprint Intergovernmental Agency Meeting Schedule

Blueprint Intergovernmental Agency Citizens Advisory Committee Agenda Item #5

September 9, 2021

Title:	Recommendation of Approval of Appointments to the Blueprint Citizens Advisory Committee
Category:	General Business
Department:	Blueprint Intergovernmental Agency
Lead Staff / Project Team:	Benjamin H. Pingree, Director, Department of PLACE Autumn Calder, Director, Blueprint Michael Alfano, Principal Planner, Blueprint Tatiana Daguillard, Planner I, Blueprint

STATEMENT OF ISSUE:

This agenda item requests the Citizen Advisory Committee's (CAC) recommend the approval of CAC appointments to the Blueprint Intergovernmental Agency Board of Directors (IA Board).

FISCAL IMPACT

This item has no fiscal impact.

CAC OPTIONS:

- Option 1: Recommend the IA Board approve the appointments to the Blueprint Citizens Advisory Committee
- Option 2: Do not recommend the IA Board approve the appointments to the Blueprint Citizens Advisory Committee. Provide alternative recommendation.

CAC RECOMMENDED ACTION:

- Option 1: Recommend the IA Board approve the appointments to the Blueprint Citizens Advisory Committee

THIS PAGE INTENTIONALLY LEFT BLANK

Blueprint Intergovernmental Agency Board of Directors Agenda Item #X

September 27, 2021

Title: Approval of Appointment to the Blueprint Citizen's Advisory Committee

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
Michael Alfano, Principal Planner, Blueprint
Tatiana Daguillard, Planner I, Blueprint

STATEMENT OF ISSUE:

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

FISCAL IMPACT

This item has no fiscal impact.

RECOMMENDED ACTION:

- 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.

SUPPLEMENTAL INFORMATION:

Blueprint CAC membership positions and terms are established in the Blueprint Interlocal Agreement and further defined in the CAC Bylaws. CAC members are eligible to serve two consecutive three-year terms, and if appointed to fill a partial-term by an outgoing CAC member, they may still be appointed to two consecutive three-year terms. Appointments and reappointments to the below CAC positions require action by the IA Board.

CAC Nominations:

Representative from the Council of Neighborhood Associations (CONA): This position is filled by Claudette Cromartie, who has served two, three-year terms and therefore is not eligible for reappointment. CONA has nominated Leroy Peck for this position. The appointment term will be through September 2024.

Representative from the Civil Rights Community: This position is filled by Allen Stucks, who was nominated by the NAACP and has served two, three-year terms and therefore is not eligible for reappointment. The local NAACP Chapter has nominated Adner Marcelin for this position. The appointment term will be through September 2024.

Financial Expert: This position is filled by Daniel Petronio, who was nominated by the Economic and Environmental Citizens Committee (EECC). Mr. Petronio is resigning from his position, and Ashley Leggett, Vice-President of Capital City Bank, has applied to fill the vacancy. There were no other applications received. Should the IA Board approve this appointment, Ms. Leggett would serve the remainder of Mr. Petronio's term, which expires in December 2021, and would then serve a full three-year term, through December 2024. Blueprint will bring an item for IA Board consideration for re-appointment of Ms. Leggett, or appointment of a new financial expert, at the December 2024 meeting.

Additional CAC Appointment

At the August 4, 2021 Tallahassee-Leon County Planning Commission meeting, the Planning Commission designated LaRoderick McQueen to serve on the Blueprint CAC in place of Robert Volpe, who resigned from the Planning Commission. This CAC position does not require IA Board approval pursuant to the Bylaws of the CAC which are approved by the IA Board.

Action by TCC and CAC: This item was not presented to the TCC. The CAC was presented this item at its September 9, 2021 meeting and...

OPTIONS:

- 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.

Option 4: IA Board Direction.

RECOMMENDED ACTION:

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.

Attachments:

1. Current CAC Membership Roster
2. CAC Membership Application for Civil Rights Community – Adner Marcelin
3. CAC Membership Application for CONA – Leroy Peck
4. CAC Membership Application for Financial Expert – Ashley Leggett

THIS PAGE INTENTIONALLY LEFT BLANK



Citizens Advisory Committee

CAC Member	Nominated By	Representing	Appointment Status	Date	Appointment Term
Bell, Kathy	Greater Tallahassee Chamber of Commerce	Greater Tallahassee Chamber of Commerce	Appointed	02/17	first full term
			Re-appointed	03/20	
			Expires	03/23	
Bianchi, Mandy	Members of the Disabled Community	Better Transportation Coalition/Ability 1st	Appointed	12/20	first full term
			Re-appointed	Expires	
Cromartie, Claudette	Council of Neighborhood Associations	Council of Neighborhood Associations	Appointed	09/15	first full term second full term
			Re-appointed	9/18	
			Expires	9/21	
Daniels, Christopher	Application	Position at Large	Appointed	12/20	first full term
			Re-appointed	Expires	
Glowacki, Mary	Economic and Environmental Citizens Committee (EECC)	Planning Expert	Appointed	12/20	first full term
			Re-appointed	Expires	
McGlynn, Sean	Big Bend Environmental Forum	Big Bend Environmental Forum	Appointed	12/18	first full term
			Re-appointed	Expires	
			Expires		
McShane, Jim	Big Bend Minority Chamber of Commerce	Big Bend Minority Chamber of Commerce	Appointed	2/19	first full term
			Re-appointed	Expires	
McQueen, LaRoderick	Planning Commission, as Designee of the Local Planning Commission	Planning Commission	Appointed	8/21	partial term
			Re-appointed	Expires	
			Expires		
Okonkwo, Peter	Capital City Chamber of Commerce	Capital City Chamber of Commerce	Appointed	9/17	first full term second full term
			Re-appointed	12/20	
			Expires		
Peppers, Elva	Economic and Environmental Citizens Committee (EECC)	Natural Scientist / Biologist	Appointed	11/17	first full term second full term
			Re-appointed	12/20	
			Expires		
Petronio, Daniel	Economic and Environmental Citizens Committee (EECC)	Financial Expert	Appointed	12/18	first full term
			Re-appointed	Expires	
			Expires		
Stucks, Allen	Civil Rights Community Representative	NAACP	Appointed	09/15	first full term second full term
			Re-appointed	9/18	
			Expires	9/21	
Tomlinson, Hugh	Network of Entrepreneurs and Business Advocates	Network of Entrepreneurs and Business Advocates	Appointed	9/17	first full term
			Re-appointed	9/19	
			Expires	9/22	

THIS PAGE INTENTIONALLY LEFT BLANK

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



CITIZEN ADVISORY COMMITTEE APPLICATION

Nominating Organization (if applicable): Tallahassee Branch NAACP

Name: Adner Marcelin

Address: PO Box 21371
Tallahassee, FL 32316

Email: adnermarcelin@aol.com

Work Phone: (850) 284-9880 Home Phone: [REDACTED]

Occupation: Law Firm Administrator

Employer: Ben Crump Law, PLLC

Address: 122 S. Calhoun Street, Tallahassee, FL 32301

Race: White Hispanic Asian or Pacific Islander
 Black American Indian or Alaskan Native Other

Sex: Male Female

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

Not presently aware of any conflicts.

Are you a City resident? Yes No
Are you a Leon County resident? Yes No
Are you a City property owner? Yes No
Are you a Leon County property owner? Yes No
Can you serve a full three-year term? Yes No
Can you regularly attend meetings? Yes No

Conflicts: 1st Mondays 6-9pm
2nd Tuesdays 6-7

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:

Adner Marcelin serves as the Law Firm Administrator for the Tallahassee law firm, Ben Crump Law, PLLC. There, he heads the firm's client management division while aiding the firm's attorneys in legal research and case management.

A seasoned public servant, Marcelin has maintained a personal commitment to the preservation of civil rights for all. He possesses extensive leadership experience in community mobilization and civic activism. Mr. Marcelin formerly served as the President of the Tallahassee Branch of the National Association for the Advancement of Colored People (2018 – 2020) during which time he successfully led the branch out of a \$30,000 + deficit and brought the association into full compliance with national and state guidelines. Under his leadership he increased branch membership, improved attendance and restored the organization's commitment to fighting for the civil rights of all. Mr. Marcelin continues to serve the organization today as association's treasurer where he balances the organization's books and leads all fundraising efforts.

Mr. Marcelin also served the Leon / Gadsden County communities through the Tallahassee National Pan-Hellenic Council (NPHC) [historically black fraternities and sororities], where he previously served as a past president. During his tenure he achieved full participation of every active sorority and fraternity in the Leon County area for the first time in the organization's history. Those organizations are still active today. He also led a dynamic team who served Leon and Gadsden constituents through various acts of service and community projects.

Professionally Mr. Marcelin served as the Deputy Communications Director for the National Bar Association and was named a Florida State University Alumni Association "Notable Nole" for his efforts in using the field in communications to pursue equal justice for all. He also served on the City's Tallahassee Human Relations Council on behalf of the NAACP, where he held leaders accountable, demanded real change, and assisted in building local relations with law enforcement and the community. He served as the organization's chair until the termination of his appointment in 2020.

Prior to his time as a legal professional, Marcelin attended the Florida State University (FSU) where he obtained a Bachelor's of Science in Criminology in 2009; he went on to study at the Florida Institute of Technology where he later obtained a Master's in Business Administration in 2012. He concluded his studies by earning his Juris Doctor (J.D.) from Western Michigan University Thomas M. Cooley Law School in 2014. During his academic studies, Marcelin was an active part of campus life, where he held various leadership positions. Most notably, he served as the National President of the law school's five American Bar Association chapters, and as an executive board member of both the Student Bar and Black Law Student Associations.

Marcelin is a native of Stuart, Florida, where he is one of four children born to Anselme and Alerte Marcelin. He is an active member of his community and attends Love Temple Church of God by Faith. Marcelin is a proud member of Alpha Phi Alpha Fraternity, Inc., and credits his faith in God, support from family and friends and a strong sense of focus and determination as the tools that have propelled him this far. He is a strong believer that through humility and perseverance, anything can be accomplished.

P.O. BOX 21371 • TALLAHASSEE, FL 32316

ADNER MARCELIN

EDUCATION

WESTERN MICHIGAN UNIVERSITY - THOMAS M. COOLEY LAW SCHOOL

LANSING, MICHIGAN

- **Juris Doctor: Law**
September 21, 2014

FLORIDA INSTITUTE OF TECHNOLOGY

MELBOURNE, FLORIDA

- **MASTER'S DEGREE: Business Administration**
March 04, 2012

FLORIDA STATE UNIVERSITY

TALLAHASSEE, FLORIDA

- **BACHELOR'S DEGREE: Criminology**
December 12, 2009

PROFESSIONAL EXPERIENCE

BEN CRUMP LAW, PLLC

TALLAHASSEE, FLORIDA

LAW FIRM ADMINISTRATOR & DIRECTOR OF DIVERSITY, EQUITY & INCLUSION - 07/2017 - PRESENT

- Responsible for creating a positive image for the law firm, attracting new clients and retaining existing ones.
- Responsible for developing company-wide diversity and inclusion programs.
- Collaborated with leadership team to embed diversity, equity, and inclusion values within our business strategies
- Collaborated on programs and initiatives to recruit, develop, and retain an engaged, diverse and inclusive workforce
- Developed and updated policies and programs to ensure that our workplace is inclusive to all.
- Worked with recruiting officials to develop talent pipelines, diversity metrics and reporting and returns on investment, and overseeing training and development programs.
- Formulated marketing and public relations strategies resulting in coverage in multiple publications.
- Directed and maintained brand identity, including website development and maintenance, for education and marketing materials in collaboration with executives, graphic designers, media outlets, and printers.
- Developed law firm's social media plan and policy.
- Coordinated with the accounting department and multiple law firms to ensure payment of settlements, invoices, and facility citations depending on case and judgment.
- Assisted firm counsel with various tasks including contract analysis and editing.
- Prepared and wrote detailed reports for clients use as testimony in civil court.
- Conducted background investigations of individuals to obtain data on character, residency, and personal history.

LAW OFFICES OF PARKS & CRUMP, LLC

TALLAHASSEE, FLORIDA

FIRM INVESTIGATOR & COMMUNICATIONS / MARKETING DIRECTOR - 04/2014 - 06/2017

- Responsible for creating a positive image for the law firm, attracting new clients and retaining existing ones.

- Formulated marketing and public relations strategies resulting in coverage in multiple publications.
- Directed and maintained brand identity, including website development and maintenance, for education and marketing materials in collaboration with executives, graphic designers, media outlets, and printers.
- Developed law firm's social media plan and policy.
- Drafted demand letters to insurance companies.
- Ordered and reviewed client medical records.
- Met with clients in order to obtain information related to discovery.
- Answered interrogatories, requests for production and requests for admissions.
- Created and maintained filing of miscellaneous legal documents.
- Coordinated with the accounting department and multiple law firms to ensure payment of settlements, invoices, and facility citations depending on case and judgment.
- Assisted firm counsel with various tasks including contract analysis and editing.
- Prepared and wrote detailed reports for clients use as testimony in civil court.
- Conducted background investigations of individuals to obtain data on character, residency, and personal history.
- Interviewed key witnesses and involved parties

INGHAM COUNTY CIRCUIT COURT

LANSING, MICHIGAN

HON. CLINTON CANADY, III

JUDICIAL LAW CLERK - 05/2013 - 08/2013

- Prepared legal documents and drafted memorandums and orders for Judge Canady's chambers. Briefed the judge on issues pending before his court.
- Conducted legal research on matters pending before the court. Conferred with judge regarding legal questions, construction of documents, and granting of orders.
- Prepared and summarized case files in advance of hearings and trials and monitored current cases before the courts.

LAW OFFICES OF PARKS & CRUMP, LLC

TALLAHASSEE, FLORIDA

PARALEGAL - 08/2007 - 06/2011

- Prepared, edited, and proofed legal documents in a professional manner.
- Prepared detailed, accurate, and timely monthly billing statements.
- Enhanced client relationships in person and by phone with sensitivity and confidentiality.
- Maintained office records, ordered supplies, and processed mail.
- Handled heavy case load and assisted with all aspects of the litigation cycle including legal research, factual investigation, medical records review, document management and trial preparation.

PROFESSIONAL AND COMMUNITY ASSOCIATIONS

- Alpha Phi Alpha Fraternity, Inc. (Life Member)
- American Bar Association
- Black Law Student Association
- City of Tallahassee Human Relations Council (Chair, 2020)
- Democratic Club of North Florida
- Florida State University Alumni Association (Life Member)
- National Association for the Advancement of Colored People (Life Member)

- National Bar Association
- Phi Alpha Delta Law Fraternity, International
- The International Legal Honor Society of Phi Delta Phi
- Tallahassee Barristers Association
- Tallahassee Branch NAACP - Immediate Past President (Life Member)
- Western Michigan University - Thomas M. Cooley Law School Alumni Association

LANGUAGES

- CREOLE
- FRENCH

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

BLUEPRINT

INTERGOVERNMENTAL AGENCY

CITIZEN ADVISORY COMMITTEE APPLICATION

Nominating Organization (if applicable): CONA (Council of Neighborhood Associations)

Name: Leroy Peck

Address: Public Records Exempt under F.S. section 119.071(4)(d)

Email: Peck1220@aol.com

Work Phone: [Redacted] Home Phone: Exempt under F.S. 119.071(4)(d)

Occupation: Retired Law Enforcement / Photographer (current)

Employer: Self Employed - [Redacted]

Address: Public Records Exempt under F.S. section 119.071(4)(d)

Race: White Hispanic Asian or Pacific Islander
 Black American Indian or Alaskan Native Other

Sex: Male Female

Identify any potential conflicts of interest that might occur if you are appointed:
None Known

Are you a City resident? Yes No
Are you a Leon County resident? Yes No
Are you a City property owner? Yes No
Are you a Leon County property owner? Yes No
Can you serve a full three-year term? Yes No
Can you regularly attend meetings? Yes No

Conflicts: _____

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:

Leroy Peck Oln 62 yoa , Retired Police Lieutenant
Tallahassee Police Dept.
Board of Trustees - Tabernacle M.D. church
Board Member - Lincoln Center Board (non-profit foundation)
Board member / CoFA
Former Board Member - Big Bend P.B.A.
Prince Hall Freemason
Prince Hall Shriner
Scottish Rite Mason - Prince Hall
Photographer - FSU National Black Alumni Association

Education:

Florida State University
(College/University attended)
B.S. - Criminology
(Degree received, if applicable)

(Graduate School Attended)

(Degree received, if applicable)

References (at least one):

Christie Hewry
(Name/Address) (Phone)

(Name/Address) (Phone)

(Name/Address) (Phone)

All statements and information given in this application are true to the best of my knowledge.

Signature: Leroy Peck
(7/13/16)

Date: 07/15/2021

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

BLUEPRINT

INTERGOVERNMENTAL AGENCY CITIZEN ADVISORY COMMITTEE APPLICATION

Nominating Organization (if applicable): Capital City Bank

Name: Ashley Leggett

Address: 7589 Proctor Rd.
Tallahassee, FL 32309

Email: leggett.ashley@ccbq.com

Work Phone: 850-402-7721 Home Phone: 

Occupation: Commercial Real Estate Lender

Employer: Capital City Bank

Address: 304 W Tennessee St. Tallahassee, FL 32301

Race: White Black Hispanic American Indian or Alaskan Native Asian or Pacific Islander Other

Sex: Male Female

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

Are you a City resident? Yes No
Are you a Leon County resident? Yes No
Are you a City property owner? Yes No
Are you a Leon County property owner? Yes No
Can you serve a full three-year term? Yes No
Can you regularly attend meetings? Yes No

Conflicts: _____

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:

See resume.

Education:

University of Florida
(College/University attended)
Bachelor of Science
(Degree received, if applicable)
N/A
(Graduate School Attended)
(Degree received, if applicable)

References (at least one):

Helen Proctor, 304 W Tenn St. T/F (CCB)	850-402-7961
(Name/Address)	(Phone)
Traci Proctor, 712 E 7th Ave T/F (RMHCT)	432-349-1783
(Name/Address)	(Phone)
John Lockwood, 106 E College Ave TE	850-694-2978
(Name/Address)	(Phone)

All statements and information given in this application are true to the best of my knowledge.

Signature: 
(7/13/16)

Date: 7/2/2021

Ashley Leggett

304 East Tennessee Street, Tallahassee, FL 32301 | Leggett.Ashley@ccbg.com | 850.402.7721

Professional Experience

Capital City Bank, Tallahassee, FL

Vice President, Commercial Real Estate **2020-present**

Monitor and manage loan and deposit portfolio tied heavily to commercial real estate, business development, credit analysis and underwriting, commercial real estate review and analysis, deal structuring, presentation for loan approvals, and facilitate loan closings and all aspects of ongoing relationship management.

Vice President, Business Banking **2016-2020**

Manage loan and deposit portfolio, business development, credit analysis and underwriting, deal structuring, presentation for loan approvals, facilitated loan closings and all aspects of ongoing relationship management.

Commercial Banking Officer | Institutional Banking Relationship Manager **2013-2016**

Served the financial needs of state and local governments, non-profit organizations, and trade associations in Capital City Bank markets. Responsible for assisting in preparation of quarterly downstream bank reviews and bank participations. Responsible for sourcing and closing loan and bond transactions, delivering treasury management services and products, and responsible for overall relationship management.

Commercial Banking Officer | Construction Loan Administration Manager **2011-2013**

Responsible for the oversight of Construction Loan Administration (CLA) to ensure the department effectively carries out all its responsibilities as it relates to construction loan management. Including, but not limited to, the establishment of and compliance with all CLA procedures and the hiring and training of departmental staff. Manage associates and all Capital City Bank Construction Loans – order inspections, evaluate results, process draws, balance draws, apply Capital City Bank procedures and policies, apply critical thinking, prepare, review & disburse reports to Commercial Real Estate (CRE) Lenders and Credit Administration; focus on risk mitigation

Commercial Real Estate Portfolio Specialist **2011**

Worked closely with Tallahassee CRE lenders, responsible for the management of the renewal process for all loans originated in the CRE department, collected and analyzed financial statements, prepared and submitted credit memos for renewals. Responsible to begin working on business development.

Commercial Real Estate Administrative Assistant **2008-2010**

Ordered and reviewed: title work, appraisals, loan documentation. Collected on past due loans. Focused on client service, processing new and renewal loan requests timely

Education

Florida School of Banking **2013-2015**

American Institute of Banking - Analyzing Financial Statements Certificate **2012**

Flagler - Financial Management course **2011**

Tallahassee Community College – Financial Accounting and Managerial Accounting courses **2010**

University of Florida **2008**

B.S. in Animal Science

Courses included Micro & Macro Economics, Statistics, Calculus, Public Speaking, Physics I & II, Organic Chemistry I & II, Biochemistry

Community Involvement/Board Experience

Urban Land Institute

2020-present

Chaires United Methodist Church, Treasurer

2016-present

Ronald McDonald House Charities of Tallahassee

2014-2020

- Served as Chair-Elect, Chair, Immediate Past Chair of the board
- Served as Chair of annual Stone Crab Fest (fundraising event)

Leadership Tallahassee Class 33 (Best Class Ever)

2015-2016

ValleyView Homeowners Association, Treasurer

2010-2019

United Way of the Big Bend

- Loaned Executive
- Power of the Purse
- Reading Pals

**Blueprint Intergovernmental Agency
Citizens Advisory Committee
Agenda Item #6**

September 9, 2021

Title: First Public Hearing on the Proposed Fiscal Year 2022
Operating Budget and Fiscal Year 2022 – 2026 Five-Year
Capital Improvement Program Budget for the Blueprint
Intergovernmental Agency

Category: Public Hearing

Department: Blueprint Intergovernmental Agency

**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 requests the Blueprint Intergovernmental Agency Citizens Advisory Committee (CAC) conduct the first public hearing to adopt the Proposed Fiscal Year (FY) 2022 Operating Budget Resolution (Attachment #1) and Proposed FY 2022-2026 Capital Budget Resolution (Attachment #2).

FISCAL IMPACT:

This item adopts the Operating Budget and Capital Allocations for Fiscal Year 2022.

RECOMMENDED ACTIONS:

Option #1: Conduct the first Public Hearing to adopt the FY 2022 Blueprint Intergovernmental Agency Operating Budget and the FY 2022-2026 Capital Improvement Program as presented.

TABLE OF CONTENTS

I. EXECUTIVE SUMMARY.....	3
A. BUDGET PROCESS AND STATUTORY REQUIREMENTS	3
B. FIVE-YEAR PROJECTION OF SALES TAX REVENUE.....	4
C. TWENTY-YEAR PROJECTION OF SOURCES AND USES OF FUNDS	6
D. PROPOSED DEBT FUNDING AND CURRENT MARKET FORECAST.....	7
E. PROPOSED OPERATING BUDGET FOR BLUEPRINT INFRASTRUCTURE.....	11
F. PROPOSED FIVE-YEAR CIP FOR BLUEPRINT INFRASTRUCTURE	12
G. PROPOSED OPERATING BUDGET FOR THE OFFICE OF ECONOMIC VITALITY	14
H. PROPOSED FIVE-YEAR CIP FOR THE OFFICE OF ECONOMIC VITALITY.....	15
II. FIVE-YEAR FORWARD SALES TAX REVENUE ESTIMATE AND TWENTY-YEAR PROJECTION OF SOURCES AND USES OF FUNDS	16
A. FIVE-YEAR SALES TAX REVENUE PROJECTION	16
B. TWENTY-YEAR PROJECTION OF SOURCES AND USES OF FUNDS.....	20
III. BLUEPRINT INFRASTRUCTURE PROGRAM FY2022	22
A. BLUEPRINT INFRASTRUCTURE PROPOSED OPERATING BUDGET	22
B. BLUEPRINT INFRASTRUCTURE PROPOSED FIVE-YEAR (FY 2022 – FY 2026) CIP	25
IV. OFFICE OF ECONOMIC VITALITY	34
A. OFFICE OF ECONOMIC VITALITY PROPOSED OPERATING BUDGET	34
B. OFFICE OF ECONOMIC VITALITY PROPOSED FIVE-YEAR CIP	37
V. CONCLUSION	42

Attachments:

1. FY 2022 Operating Budget Resolution (Resolution 2021-02)
2. FY 2022 Capital Improvement Program Budget Resolution (Resolution 2021-03)
3. Five-year projection of sales tax, other sources and uses of funds
4. Twenty-year projection of all estimated sources and uses of funds
5. PFM Financial Advisors Market Outlook
6. Proposed operating budget for Blueprint Infrastructure Program
7. Five-Year Capital Improvement Program for Blueprint Infrastructure
8. Blueprint Infrastructure Approved 2018 Implementation Plan and Preliminary
20-Year Project Funding Schedules
9. Blueprint Infrastructure Approved 2021 Long-Term Implementation Plan and
Preliminary Project Funding Schedule through FY 2040.
10. Estimated FY 2022 – 2026 project expenses
11. Proposed operating budget for the Office of Economic Vitality
12. Five-Year Capital Improvement Program for OEV
13. Accounting summary for Blueprint Infrastructure and OEV projects

I. EXECUTIVE SUMMARY

A. BUDGET PROCESS AND STATUTORY REQUIREMENTS

In accordance with Section 189.016(3), Florida Statutes, the Blueprint Intergovernmental Agency (Agency), as a special district of the State of Florida, is required to adopt a budget by resolution each year. This section provides an executive summary of the Fiscal Year 2022 Proposed Operating Budget and Proposed Five-Year Capital Improvement Program for the Agency, which encompasses both the Blueprint Infrastructure Program and Office of Economic Vitality (OEV).

The Fiscal Year 2022 Proposed Operating Budget and Proposed Five-Year Capital Improvement Program builds upon the prioritization and implementation processes approved previously by the IA Board, including the Project Prioritization Plan, Blueprint Infrastructure Implementation Plan, 2021 Long Term Implementation Plan, the Long-Term Economic Development Strategic Plan, the Target Industry Study, and prior IA Board direction.

This Proposed Five-Year Operating Budget and Proposed Five-Year Capital Improvement Program incorporates the first installment of debt financing for Agency projects that has been discussed during the budget development process over the four previous years. The proposed budget also incorporates previous IA Board direction to move forward on both the Fairgrounds Beautification and Improvements project, as well as the Northeast Park project, while also providing funding to maintain the implementation of projects that have been underway for the last three years.

Beginning in February, staff reviewed project timelines to determine the level of resources that would be required over each of the five years of the Capital Improvement Program to develop the Fiscal Year 2022 Proposed Operating Budget and Proposed Five-Year Capital Improvement Program. In accordance with Blueprint Intergovernmental Agency budget policy, these documents were presented to City and County budget staff and to the Intergovernmental Management Committee (IMC) prior to June 1, 2021. The review and input from the IMC and from City and County staff led to the proposed budget presented herein. The annual Budget Workshop was conducted on May 27, 2021 and the IA Board direction provided during the Workshop was ratified by the IA Board on July 15, 2021 and that direction is incorporated into the budget presented in this item.

The Agency establishes budget development calendars for each fiscal year. Section 102.07.3 of the Blueprint Budget Policy provides that the Director of PLACE must develop a proposed budget that is submitted to the IMC for review by June 1st of each year. The budget will be adopted after the close of two advertised public hearings and upon approval by the IA Board. The IA Board's approval of the budget will appropriate funds necessary for the operation of the Blueprint Infrastructure and Office of Economic Vitality divisions of the Agency, as well as the FY 2022-2026 Capital Improvement Program (CIP).

The Second Amended & Restated Interlocal Agreement between Leon County and the City of Tallahassee, which authorizes the existence of the Agency, divides the Blueprint 2020 sales tax among the Blueprint Intergovernmental Agency, Leon County, and the City of Tallahassee in the following proportions, to be maintained in individual, segregated funds (Table 1, below):

Table 1

Authorized Uses of Sales Tax Funds	% of Sales Tax
Blueprint Infrastructure	66%
Office of Economic Vitality	12%
City of Tallahassee	10%
Leon County	10%
Livable Infrastructure for Everyone (L.I.F.E.)	2%
Total, Blueprint 2020 Sales Tax Funds	100%

Sections “B” through “H”, below, present a five-year projection of sales tax revenue (Attachment #3), a twenty-year projection of all estimated sources and uses of (Attachment #4), a financial market outlook prepared by the Agency’s financial advisors, Public Financial Management (PFM) (Attachment #5), the proposed operating budget for the Blueprint Infrastructure Program (Attachment #6), the Five-Year Capital Improvement Program for Blueprint Infrastructure (Attachment #7), the 2018 Approved Implementation Plan and 20-Year Project Timeline Estimate (Attachment #8), the Blueprint Infrastructure Approved 2021 Long-Term Implementation Plan and Preliminary Project Funding Schedule through FY 2040 (Attachment #9), the Estimated FY 2022 – 2026 Project Expenses (Attachment #10), the proposed operating budget for the Office of Economic Vitality (Attachment #11), the Five-Year Capital Improvement Program for OEV (Attachment #12), the Accounting Summary for Infrastructure and OEV projects (Attachment #13).

B. FIVE-YEAR PROJECTION OF SALES TAX REVENUE

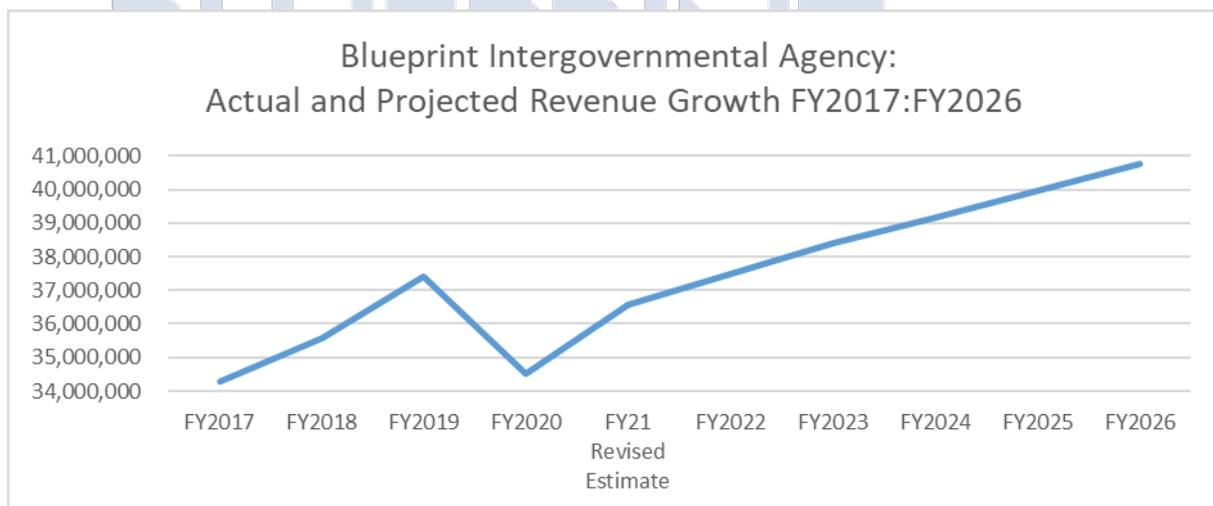
Attachment #3, the Agency’s five-year projection of sales tax revenue with a summary of other revenues and expenses presents the short-term financial condition of the Agency, including the amount of revenue expected to be collected over the FY 2022 – 2026 planning horizon. The five-year projection also includes the Agency’s significant expense categories including projected operating costs, projected debt service payments, and the remaining amount is used to fund Infrastructure and Economic Development projects. The current five-year projection of sales tax revenue reflects a dramatic improvement over revenue collected during FY 2020, which is also matched by an improvement in the local unemployment rate.

Table 6, in section II.A on page 18, presents the revenues projected during the prior year budget workshop compared to the current five-year revenue projection. The Agency-wide increase in revenue over the period is approximately \$9.3 million, with \$7.9 million in

additional revenue projected for Blueprint Infrastructure and \$1.4 million in additional revenue projected for the Office of Economic Vitality. While this projection is a positive development for the Agency in implementing projects that have been prioritized by the IA Board, a corresponding uptick in inflation has led to increasing interest rates, which will increase total interest costs for debt financing that has been contemplated since the Implementation Plan was first adopted in 2018. A detailed discussion of debt funding is included in Section D, below on page 7.

Figure 1, below, presents the actual sales tax dollars collected for fiscal years 2017 through 2020, the revised sales tax estimate for fiscal year 2021 (revised from the initial budget projection presented during the September 17, 2020 budget hearing), and the forward-looking sales tax revenue growth as presented in the five-year projection of sales tax revenue. Sales tax revenue expected to be received in FY 2022 is comparable to the amount of sales tax revenue received during FY 2019. A reasonable growth rate is projected for the four fiscal years thereafter, which are included in the CIP as presented.

Figure 1



The five-year economic outlook presented herein takes a decidedly optimistic outlook and projects that local economic growth as measured by taxable sales will increase at an annualized 8% growth rate during FY 2022 as compared to the actual growth experienced during FY 2021 thus far. Annualized growth in taxable sales is conservatively projected to be 2.5% in both FY 2023 and 2024, while the growth rate in FY 2025 and 2026 is projected to be 2.0%. Thereafter, the Agency’s long-term actual growth rate of 1.5% is presented in the twenty-year projection of sources and uses of funds, which is standard budgeting procedure for the Agency.

While increasing optimism exists surrounding the community’s climb out of the previous year’s economic contraction, the growth rates discussed in the preceding paragraph are at least partially based on increasing inflation in the cost of goods and services. Price

inflation, just like interest rate increases, will erode the Agency's buying power over time and if the trend continues, project cost updates will be necessary for planning future allocations to capital projects.

C. TWENTY-YEAR PROJECTION OF SOURCES AND USES OF FUNDS

Attachment #4, the Agency's twenty-year projection of sources of funds and uses of funds, provides an estimate of sales tax revenue and other sources of funds including bond issues, State Infrastructure Bank Loans, TRIP funding, and other state and local government funding over the life of the sales tax, which will end on December 31, 2039. Short- to intermediate-term sales tax revenue estimates through FY 2026 are based on consultations with Leon County and City of Tallahassee budget staff and a review of financial expectations currently available through governmental sources including the State Revenue Estimating Conference, the Bureau of Labor Statistics, and the Federal Reserve.

Table 2, below, presents the Agency's projected sources and uses of funds for the first year of the budget cycle (FY 2022), the first through fifth years of the budget cycle and corresponding Capital Improvement Program (FY 2022 – 2026), and through the expiration of the local option sales tax in December of FY 2040. A detailed analysis of the twenty-year projection of sources and uses of funds is included in Section II.B on page 20.

INTERGOVERNMENTAL AGENCY

Table 2

BLUEPRINT INTERGOVERNMENTAL AGENCY						
Summary of Projected Sources and Uses of Funds						
First Year, Five Years, and All Years						
	FY2022	Total	FY 2026	Total	FY2040	Total
Sources of Funds, Infrastructure						
Sales Tax Revenue	30,160,706	31.69%	158,052,139	47.39%	644,601,098	78.60%
Bond Funding	65,000,000	68.31%	145,000,000	43.47%	145,000,000	17.68%
Loan Funding	-	0.00%	25,500,000	7.65%	25,500,000	3.11%
Other Funding	-	0.00%	4,986,000	1.49%	4,986,000	0.61%
Total, Sources of Funds, Infrastructure	95,160,706	100.00%	333,538,139	100.00%	820,087,098	100.00%
Sources of Funds, OEV						
Sales Tax Revenue	5,483,765	19.86%	28,736,752	53.52%	117,200,198	76.69%
MWSBE City/County Funding	622,011	2.25%	3,259,543	6.07%	13,921,865	9.11%
Bond Funding	21,500,000	77.88%	21,500,000	40.04%	21,500,000	14.07%
Loan Funding	-	0.00%	-	0.00%	-	0.00%
Other Funding	-	0.00%	200,000	0.37%	200,000	0.13%
Total, Sources of Funds, OEV	27,605,776	100.00%	53,696,295	100.00%	152,822,063	100.00%
Total, Sources of Funds, Blueprint IA	122,766,482		387,234,434		972,909,161	
Uses of Funds, Infrastructure						
Debt Service	-	0.00%	30,298,717	9.08%	222,127,090	27.09%
Operating Expenses	3,679,414	3.87%	19,281,353	5.78%	78,637,231	9.59%
Capital Projects & Reserve	91,481,292	96.13%	283,958,069	85.14%	519,322,777	63.33%
Total, Uses of Funds, Infrastructure	95,160,706	100.00%	333,538,139	100.00%	820,087,098	100.00%
Uses of Funds, OEV						
Debt Service	1,141,732	4.14%	11,721,448	21.83%	39,912,744	26.12%
Operating Expenses	2,335,139	8.46%	12,236,903	22.79%	49,907,067	32.66%
Capital Projects & Reserve	24,128,905	87.41%	29,737,944	55.38%	63,002,252	41.23%
Total, Uses of Funds, OEV	27,605,776	100.00%	53,696,295	100.00%	152,822,063	100.00%
Total, Uses of Funds, Blueprint IA	122,766,482		387,234,434		972,909,161	

D. PROPOSED DEBT FUNDING AND CURRENT MARKET FORECAST

Debt funding has always been a component of the Blueprint 2020 work program, along with the desire to seek funding through the State Infrastructure Bank (SIB) Loan program, since the IA Board approved the Implementation Plan (Attachment #8) in June 2018, prior to the commencement of the Blueprint 2020 sales tax. Over the course of the prior year, the IA Board has provided direction to advance two projects into the current CIP (Northeast Park and Fairgrounds Beautification and Improvements) that were originally scheduled for funding in FY 2030 and beyond. Infrastructure project costs have also increased based on prior IA Board direction for the Northeast Corridor Connector: Bannerman Road project, the Northeast Gateway project and for the Magnolia Drive Trail. The IA Board also instructed OEV to fund the Bragg Stadium Improvements project during FY 2021 and to provide additional funding for the FSU project. The increased debt funding, combined with higher interest rates that are likely to continue to increase over the next several years, will lead to tradeoffs in the work programs of both Blueprint Infrastructure and OEV. This section presents background on recent changes in interest

rates and inflation in the cost of construction materials, as well as leveraging opportunities.

Background

The Blueprint Infrastructure Approved Implementation Plan, adopted by the IA Board at the June 2018 meeting, called for \$100 million in bond funding to be issued during FY 2022. Due to project timing and the IRS arbitrage rules requirement that tax exempt bond proceeds be spent within three years of bond issuance, the IA Board approved dividing this financing into multiple issues.

The Approved Implementation Plan also called for State Infrastructure Bank (SIB) Loan funding, secured through the Florida Department of Transportation (FDOT), to fund the construction of the Northeast Gateway: Welaunee Boulevard project. The SIB Loan program functions as a reimbursement program rather than providing up-front financing for local infrastructure projects. Only 50% of a project's cost may be reimbursed with a SIB Loan, and the 50% that could be financed with the loan must be paid in advance with another financing source. Because the Blueprint 2020 program is in its second year of operation at this time, sufficient cash is not available from sales tax revenues to cover the initial costs of the project, therefore bond or loan funding is the best option to finance the project until SIB Loan funds become available.

During the March 12, 2020 IA Board meeting, the Office of Economic Vitality (OEV) was directed to move forward with an Memorandum of Understanding and bond financing in the amount of \$40 million to fund the convention center project with Florida State University. This project, originally committed at \$20 million in the Interlocal Agreement, was increased to \$40 million after FSU presented a feasibility study to the IA Board. As part of the FY 2021 budget, the \$40 million project total was reduced to \$30 million after Florida Agricultural and Mechanical University (FAMU) presented a request to the IA Board to fund repairs at the Bragg Stadium. The IA Board directed staff to obtain bank financing in the amount of \$10 million in order to secure the repairs for Bragg Stadium. Presently, debt funding for the FSU project is scheduled for \$20 million in FY 2022. There is not an agreement with FSU regarding the project in place at this time. A status report regarding the convention center project and agreement seeking further IA Board direction was presented on the May 27, 2021 General Business agenda. As a result of this presentation, the scope of the project may be modified when an item is presented to the IA Board during a future meeting during FY 2022. The funding amount for the FSU project remains in place for this proposed budget, however future IA Board action will determine the scope of the project and the final amount of funding to be provided.

Proposed Bond or Loan Funding

Since the inception of the Blueprint 2020 program, debt funding has been a central feature of the capital improvement program. The Blueprint 2000 program utilized bond funding and State Infrastructure Bank Loans, and the same course of action was proposed

for the Blueprint 2020 program. Local government financing options have somewhat evolved over the previous several years and private funding is increasingly available to fund projects that were once too large for a single loan through a bank or other financial services organization. As an example, Regions Bank was the winning bidder in the request for proposals that was issued to fund the \$10 million FAMU Bragg Stadium project. Staff have begun the process of coordinating with the Agency's financial advisor, PFM, to obtain the financing option that will provide the best value to the Agency in terms of interest rates, closing costs, compliance costs, and any other terms that could factor into the decision. Financing options will be presented to the IA Board in December 2021 with an anticipated bond or loan closing date of March 2021. If bonding is considered to be the best financing alternative during the month of October, staff will make a request to the IMC in order to contract with credit rating agencies to obtain a credit rating for the Agency prior to bonding. This expense will be reimbursed from the funds obtained through financing.

The proposed FY 2022 operating budget and CIP presents two financing issues scheduled for FY 2022 and FY 2024 totaling \$86.5 million and \$80 million respectively. The FY 2022 bond or loan issue provides \$65 million to various infrastructure projects including the Airport Gateway, Northeast Corridor Connector: Bannerman Road, Northeast Gateway: Welaunee Boulevard, the Northeast Park, Market District Placemaking, Midtown Placemaking, and Monroe-Adams Corridor Placemaking. Bond or loan funding may be utilized for any or all of the aforementioned projects as needed. The FY 2022 bond or loan issue also provides \$21.5 million in funding to finance the second installment of the LCRDA Incubator project (\$1.5 million) and \$20 million for the FSU project.

The FY 2024 bond or loan issue provides \$80 million to Blueprint Infrastructure projects, and the primary recipients of this bond funding will be the Airport Gateway, Northeast Corridor Connector: Bannerman Road, the Fairgrounds Beautification and Improvements project, and the Northeast Gateway: Welaunee Boulevard project to provide the up-front financing for the SIB Loan.

Economic Forecast and Trends

While the Agency and other local governments have successfully weathered the economic downturn with only mild effects on infrastructure project timelines thus far, inflation is becoming a significant concern for raw materials and for labor in some instances. When project expense estimates were developed for Infrastructure projects during the development of the Blueprint 2020 sales tax proposal, the prices of some key materials components were significantly lower than prices today. All Infrastructure projects will be subject to price inflation in the cost of materials and some labor costs as our local governments compete with other local, state, and the federal government in implementing infrastructure projects that may materialize under the \$1 trillion federal infrastructure spending plan recently approved by the U.S. Senate.

Inflation is not only tied to materials and labor costs for projects, it also has a significant impact on debt financing for projects. The US Treasury's 10-year Treasury note is the most-often used benchmark for measuring increases or decreases in interest rates throughout the economy. The yield, or interest rate earned, on the 10-year Treasury note was 0.55% on July 31, 2020 and the yield on July 30, 2021 was 1.24%, an increase of 125% in the last year, albeit interest rates were exceptionally low during the initial stages of the pandemic as investors flocked to investments that are considered more safe than stocks or low-grade corporate bonds.

Leveraging

All of the Blueprint projects are essential infrastructure projects, and as opportunities to implement various projects arise, the IA Board will be provided with the best information to date and options for initiation. Changing market conditions, leveraging, geographic distribution of public investments, and community priorities and safety, will affect the implementation of the prioritized list. In particular, Blueprint will maintain its strategy of leveraging funds to complete all infrastructure projects, particularly those projects located along state-owned roadways. Since 2004, Blueprint has successfully leveraged over \$250 million in outside funding, primarily as a result of leveraging projects along state-owned roadways. Opportunities to advance components of the various projects may be presented that change the prioritization and flexibility is maintained for the IA Board to act upon any new leveraging opportunities that may arise.

A number of leveraging opportunities are presented in the proposed budget, including \$3 million from FSU for the Airport Gateway project, \$1.5 million in TRIP funding from FDOT for the NE Gateway project, and \$486,000 in Significant Benefit District funding for the beginning of the Northwest Connector: Tharp Street project, and additional leveraging opportunities will be pursued for each project under development, particularly through opportunities with FDOT to obtain leveraging for state road projects and through the Florida Department of Environmental Protection (FDEP) for road, stormwater, and recreational facility funding.

Application to the Blueprint 2020 Program

After considering all of the factors above, from the increase in the scheduled amounts borrowed to fund projects, to the increase in project costs due to IA Board approved scope modifications and inflation in the price of construction materials and labor, to the projected increase in interest rates and shortened term for each of the bond issues to 15 years, total debt service on the then- \$183.35 million in financing has increased from \$214.17 million with \$30.82 million paid in interest over the life of the program, as presented at the September 17, 2020 budget hearing, to \$203 million financed with \$262.0 million in total debt service, of which \$59.0 million is paid in interest over the life of the program that is presented in this agenda item.

During the development of the Blueprint 2020 sales tax program, the Sales Tax Committee understood that sufficient funds would not be available to cover the costs of all projects on the list due to the amount of revenues projected, the costs of the adopted projects, the expectation of inflation, and the need to finance some of the larger infrastructure projects with debt. The acceleration of the Fairgrounds Beautification and Improvements and Northeast Park projects as well as rising project costs for materials and increased scopes for the infrastructure projects already underway will reduce the amount of funding available to projects scheduled for later years because of the increased interest costs associated with debt financing. Funding for the projects with the lowest prioritization score, may not be available in the later years of the program depending on sales tax revenue growth, project cost inflation for all preceding projects, and actual interest costs for debt financing.

E. PROPOSED OPERATING BUDGET FOR BLUEPRINT INFRASTRUCTURE

The current FY 2021 budget provides for \$3.26 million in operating expenses, while the FY 2022 budget includes \$3.68 million for operating expenses. This is a proposed operating expense increase of \$418,000. The most significant increases proposed in the FY 2022 operating budget are the addition of the final Senior Project Manager position, which was approved during the FY 2019 budget preparation period and planned for FY 2022, cost of living adjustments for Agency staff, and increased costs allocated by the City.

The proposed cost of living adjustment for both Blueprint Infrastructure and Office of Economic Vitality personnel is five percent for FY 2022. Agency staff did not receive cost of living adjustments during FY 2021 as a result of the reduction in sales tax dollars budgeted for the year in order to conserve funds for active projects. Staff members may choose to receive benefits through either Leon County, which utilizes the State of Florida Retirement System for post-employment benefits, or through the City of Tallahassee, which maintains its own post-employment benefit programs. Leon County employees received a 2.5% cost of living adjustment during FY 2021, while City of Tallahassee employees did not receive a cost of living adjustment, and Agency employees also did not receive a cost of living adjustment. The budgeted amount for Personnel Expenses for the current FY 2021 period is \$2.51 million and the proposed FY 2022 budget for Personnel Expenses is \$2.87 million.

Other operating expenses are budgeted at \$684,270 for FY 2021 and the FY 2022 budget increases the amount to \$711,028, an increase of \$26,758 which is primarily attributable to increased contract services expenses and an increase in rent expense for the long-term office lease with Leon County. Capital outlay costs have been reduced from the budgeted \$75,000 in FY 2021 to \$35,000 in FY 2022. The allocated costs for services provided by the City of Tallahassee increased by \$110,000 over the amount allocated in FY 2021, a 77.77% increase. The amount remaining after operating expenses are subtracted from total sources of funds is the capital projects transfer line item of \$91,481,292. This amount

is the funding available to transfer into capital projects for the year, and the allocation to each project is specified in the proposed Five-Year CIP, below.

F. PROPOSED FIVE-YEAR CIP FOR BLUEPRINT INFRASTRUCTURE

The proposed Five-Year Capital Improvement Program (CIP) for the Blueprint Infrastructure Program (Attachment #7) builds upon the prioritization and implementation processes approved previously by the IA Board, including the Project Prioritization Plan, Blueprint 2020 Infrastructure Implementation Plan (Attachment #8), Blueprint Infrastructure 2021 Long-Term Implementation Plan and Preliminary Project Funding Schedule through FY 2040 (Attachment #9), and all prior IA Board direction. All Blueprint 2020 funding strategies approved by the IA Board to date assume significant leveraging of external resources to fund the state road projects included within the Blueprint 2020 project list. During the development of the Blueprint 2020 sales tax program, the Sales Tax Committee understood that sufficient funds would not be available to cover the costs of all projects on the list due to the amount of revenues projected, the costs of the adopted projects, the expectation of inflation, and the need to finance some of the larger infrastructure projects with debt.

The IA Board-approved Implementation Plan from 2018 fully funded all major regional infrastructure projects on local roads, except Tharpe Street, and highest-ranked CCQ projects in the first five years. Funding for lower-ranked CCQ projects was provided after 2030 with very limited local funding for state roads in the last years of the program, excepting North Monroe Gateway, which was fully funded by 2030. Since 2004, Blueprint has successfully leveraged over \$250 million in outside funding, primarily as a result of leveraging projects along state-owned roadways. In developing the proposed FY 2022 – 2026 CIP, Blueprint evaluated opportunities to advance key Blueprint projects, including project components, with short lead times for construction and a complimentary, modified bonding strategy to increase funding for construction –ready projects in the near-term to assist in local economic recovery from the COVID-19 pandemic.

The IA Board adopted the 2021 Long-Term Implementation Plan and Preliminary Project Funding Schedule (Attachment #9) during the May 27, 2021 Budget Workshop (ratified at the July 15, 2021 IA Board meeting) and this Implementation Plan provides full funding for all projects initiated by the IA Board to date. The Implementation Plan fully funds 26 of the 27 Blueprint 2020 infrastructure projects. At the same time the Implementation Plan positions the Tharpe Street project, the last Regional Mobility Project in the Blueprint 2020 project list to be initiated, to receive leveraged external funding for construction by fully funding design by FY 2027 and identifying over 45% of the construction costs after 2030. The Implementation Plan completes the funding for North Monroe Gateway by 2031, Lake Lafayette and St. Marks Regional Linear Park in 2033. It also funds and moves forward a series of otherwise unfunded projects. However, it does move the last ranked Regional Mobility project, Tharpe Street, to partial funding from sales tax revenues with leveraged funding sought from outside resources. Regarding leveraging, it is more likely that a major infrastructure project of regional significance,

like the Tharpe Street project, will have a greater probability of success in obtaining federal or state project funding than would local quality of life projects, or CCQ projects.

Project Allocations Through FY 2026

Capital project allocations totaling \$91.5 million for FY 2022 implement the construction-ready strategy described above while maintaining project progress consistent with prior IA Board direction and project prioritization. The proposed FY 2022-2026 CIP includes two debt issues to best align with project implementation and construction schedules – the first issuance provides Blueprint Infrastructure with \$65 million and is planned for FY 2022, with the second issuance of \$80 million planned for FY 2024. A State Infrastructure Bank (SIB) Loan is proposed for FY 2023 and 2024 in the amount of \$25.5 million, and Agency staff have been coordinating with staff of the Florida Department of Transportation throughout the year to best position the Agency to receive this funding.

Projects that are assigned to the City or County, such as stormwater improvements, sidewalk repairs, operating costs for parks, and StarMetro improvements, will receive an allocation annually to be paid in full each year, as included in Option #3. These annual allocations are in addition to the 10% funding received by both Leon County and the City of Tallahassee and the 2% L.I.F.E. funding received by Leon County. Of the \$9.9 million in annual allocations, \$1.54 million is retained by Blueprint to fund the Greenways Master Plan and Bike Route System projects.

Over the course of the proposed five-year CIP, \$49.5 million will be allocated to Leon County and City of Tallahassee projects described above. The full list of annual allocations is detailed below in Table 3.

Table 3

BLUEPRINT INFRASTRUCTURE						
Detail of Annual Allocations to Capital Projects						
Annual Allocations	FY2022	FY2023	FY2024	FY2025	FY2026	Total
Blueprint: Greenways Master Plan	760,000	790,000	790,000	790,000	790,000	3,920,000
Blueprint: Bike Route System	780,000	750,000	750,000	750,000	750,000	3,780,000
City of Tallahassee: StarMetro Enhancements	612,500	612,500	612,500	612,500	612,500	3,062,500
City of Tallahassee: Water Quality and Stormwater Improvements	2,125,000	2,125,000	2,125,000	2,125,000	2,125,000	10,625,000
City of Tallahassee: Sidewalks Improvements	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000	6,250,000
City of Tallahassee: Operating Costs of Blueprint Funded Parks	500,000	500,000	500,000	500,000	500,000	2,500,000
Leon County: Water Quality and Stormwater Improvements	2,125,000	2,125,000	2,125,000	2,125,000	2,125,000	10,625,000
Leon County: Sidewalks Improvements	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000	6,250,000
Leon County: Operating Costs of Blueprint Funded Parks	500,000	500,000	500,000	500,000	500,000	2,500,000
Total, Annual Allocations to Capital Projects	9,902,500	9,902,500	9,902,500	9,902,500	9,902,500	49,512,500

The remaining \$81.65 million available after the annual allocations is programmed for the Agency’s activated Blueprint 2020 projects including the Airport Gateway, Northeast Corridor Connector: Bannerman Road, Northeast Gateway: Welaunee Boulevard, the Fairgrounds Beautification and Improvements, the Northeast Park, and completes the remaining amount required to fund the Magnolia Drive Trail Blueprint 2000 project. The list of Blueprint 2020 projects funding in the proposed CIP is detailed in Table 4, below.

Table 4

BLUEPRINT INFRASTRUCTURE Detail of Infrastructure Project Transfers						
Blueprint 2000 Projects	FY2022	FY2023	FY2024	FY2025	FY2026	Total
Capital Cascades Trail Segment 4	-	-	6,030,730	1,526,453	-	7,557,183
LPA Group Engineering Services	(387,860)	-	-	-	-	(387,860)
Magnolia Drive Trail and Subprojects	9,500,000	-	-	-	-	9,500,000
Annual Allocations from Prior Table						
Annual Allocations to Listed Projects	9,902,500	9,902,500	9,902,500	9,902,500	9,902,500	49,512,500
Blueprint 2020 Mobility & Gateway Projects						
Capital Circle Southwest Orange to Crawfordville	-	-	2,500,000	2,500,000	-	5,000,000
Airport Gateway	20,000,000	3,034,512	25,000,000	5,199,521	3,956,847	57,190,880
Northwest Connector: Tharpe Street	-	-	486,000	514,000	-	1,000,000
Northeast Corridor Connector: Bannerman Road	16,545,000	1,744,914	21,060,743	-	-	39,350,657
Northeast Gateway: Welaunee Boulevard	11,800,000	23,163,869	34,000,000	-	-	68,963,869
North Monroe Gateway	-	-	-	-	-	-
Blueprint 2020 CCQ Projects						
Orange Avenue/Meridian Placemaking	750,000	-	-	-	-	750,000
Market District Placemaking	5,000,000	1,478,335	-	-	-	6,478,335
Lake Lafayette and St. Marks Regional Park	2,500,000	1,356,782	-	-	-	3,856,782
Monroe-Adams Corridor Placemaking	871,652	1,403,483	1,253,242	234,793	439,139	4,202,309
Midtown Placemaking	4,000,000	321,550	228,121	-	-	4,549,671
Fairgrounds Beautification and Improvement	-	-	12,000,000	-	-	12,000,000
Northeast Park	10,000,000	-	2,433,743	-	-	12,433,743
Additions To or Reductions From Reserve Funds						
Reserve Fund, Blueprint Infrastructure	1,000,000	500,000	500,000	-	-	2,000,000
Total, Infrastructure Transfers	91,481,292	42,905,945	115,395,079	19,877,267	14,298,486	283,958,069

The full analysis of the FY 2022-2026 CIP will be found in Section III.B on page 25.

G. PROPOSED OPERATING BUDGET FOR THE OFFICE OF ECONOMIC VITALITY

The proposed operating budget for the Office of Economic Vitality totals \$2.33 million, which is a \$341,000 increase from the FY 2021 operating budget of \$1.99 million. This increase is due primarily to the proposed employee cost of living adjustment mentioned above in the Blueprint Infrastructure operating budget section as well as the addition of one staff member for the MWSBE department for contract and compliance monitoring as approved during the Budget Workshop, increased costs for advertising and computer software expense related to monitoring p-cards for contract compliance, and cost increases for several operating expense line items, such as MWSBE marketing and communications efforts, related to efforts to boost the local economic recovery.

Operating and Other Expenses have a proposed increase of \$112,575, or 20.02% primarily due to increases in advertising, part of which was previously captured in the strategic communication line item of OEV's CIP. Other advertising expenses are related to MWSBE outreach efforts to boost local businesses and support entrepreneurs as well as promotional expenses for OEV's annual campaigns like the Love Your Local campaign focused on encouraging the community and visitors to explore and experience local stores, especially on Small Business Saturday. Software expenses include retail analytics software to provide business intelligence to both local firms and to businesses who are seeking to expand to the Tallahassee area, as well as for site selection software, economic modeling software, and for the MWSBE contract compliance software.

Allocated Costs paid for services rendered by the City increased by \$60,000, or 134.36%, largely due to the planned increase for assistance with information technology. The

administrative allocations of \$189,000 reflect OEV's share of administrative personnel services initially paid for by Blueprint Infrastructure, including in-house legal, accounting, and administrative services. OEV's share of these costs is approximately 15% of the total costs for these personnel and their related expenses. Interfund transfers for OEV include a debt service transfer of \$1,141,732 to cover the first full-year principal and interest payment for the FAMU Bragg Stadium Repairs loan, the first interest payment on the convention center and LCRDA Bond, and a \$24.1 million transfer to fund capital projects, as discussed in the proposed five-year CIP for the Office of Economic Vitality, on the following page.

H. PROPOSED FIVE-YEAR CIP FOR THE OFFICE OF ECONOMIC VITALITY

The proposed Five-Year Capital Improvement Program for the Office of Economic Vitality builds on the Strategic Plan and prior IA Board direction. The most significant component of OEV's FY 2022 – 2026 CIP is a \$20 million allocation for the project in conjunction with Florida State University (FSU) that is funded with debt proceeds. Agency staff have been coordinating with FSU staff to develop details regarding this project, however no agreement has been finalized at this time. The proposed CIP also includes \$1.5 million in allocations for the Leon County Research and Development Authority (LCRDA) Business Incubator project, which the IA Board committed to funding during 2018. Another funding commitment to LCRDA for \$805,000 was pledged as a component of Project Juggernaut, and that funding is provided in two allocations.

The Tallahassee International Airport receives an annual allocation of \$705,000, with a total of \$14.1 million in funding over the life of the sales tax, as specified in the Interlocal Agreement. The remaining balance for capital projects is spread through the ten remaining projects that vary from local business incentives, workforce development programs, MWSBE business outreach programs, sponsorships for local entrepreneurial development, and programs that attempt to recruit high-wage industries to the area. The full analysis of the Office of Economic Vitality's FY 2022-2026 CIP will be found in Section IV.B on page 37. Table 5, on the following page, provides the full detail of project allocations over the five-year CIP, which allocates \$20 million for the FSU project.

Table 5

OFFICE OF ECONOMIC VITALITY						
Detail of Annual Allocations, Capital Projects, & Economic Vitality Programs						
Annual Allocations	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Tallahassee International Airport	705,000	705,000	705,000	705,000	705,000	3,525,000
Capital Projects						
Convention Center	20,000,000	(771,326)	-	-	-	19,228,674
LCRDA Incubator: \$2.5 million Pledge	1,500,000	-	-	-	-	1,500,000
1) Economic Vitality Programs						
Incentives, Grants and Programs						
Target Business Program	1,042,180	521,362	504,962	480,362	455,762	3,004,628
ARPC EDA Revolving Loan Fund for Small Businesses	25,000	25,000	25,000	25,000	25,000	125,000
Business Development: Attraction/Expansion	110,000	110,000	110,000	110,000	110,000	550,000
LCRDA Cooperative Pledge	536,700	-	-	-	-	536,700
Future Opportunity Leveraging Fund	5,025	371,612	(285,005)	(227,969)	(320,721)	(457,058)
Competitive Project Fund	-	-	-	-	-	-
Business2Business Engagement Actions						
Local Business and Workforce Development	100,000	150,000	150,000	100,000	100,000	600,000
Industry Academies and B2B Outreach	10,000	10,000	10,000	10,000	10,000	50,000
Strategic Marketing and Communication	65,000	65,000	65,000	65,000	65,000	325,000
Economic Vitality Sponsorships	30,000	30,000	30,000	30,000	30,000	150,000
Economic Vitality Studies						
MWSBE Disparity Study	-	-	-	-	400,000	400,000
Target Industry Study	-	-	-	100,000	-	100,000
Strategic Plan	-	-	-	-	100,000	100,000
Total, OEVP CPEVP Budget	24,128,905	1,216,648	1,314,957	1,397,393	1,680,041	29,737,944

II. FIVE-YEAR FORWARD SALES TAX REVENUE ESTIMATE AND TWENTY-YEAR PROJECTION OF SOURCES AND USES OF FUNDS

The following sections present the Five-Year Sales Tax Revenue Projection (Attachment #3) and the Twenty-Year Projection of Sources and Uses of Funds (Attachment #4). These intermediate- and long-term forecasts are used to develop all of the planning scenarios that informed the development of each division's operating budget and five-year CIP. The twenty-year format was also used to develop the Blueprint Infrastructure 2021 Long-Term Implementation Plan and Preliminary Project Funding Schedule (Attachment #9), which was adopted at the May 27 Budget Workshop.

A. FIVE-YEAR SALES TAX REVENUE PROJECTION

The global economy experienced a significant destabilizing event in early 2020 with the spread of the COVID-19 pandemic around the world. Unemployment on a local, state, national and international scale reached a level not seen since the Great Depression of the 1930s. The United States Congress passed a number of economic stimulus measures which have been signed into law over the last fourteen months, and those measures have been highly effective in reducing unemployment levels and providing cash for individuals and families, businesses, and local governments.

Though the local economy appears to be improving dramatically as compared to the same time last year, significant risks still exist on the horizon including the prospect of rapid inflation and a corresponding increase in interest rates which could affect the amount the Agency must pay to finance projects over the life of the program, financial asset bubbles

which may lead to the rapid reduction in global asset values and a corresponding decline in the willingness of investors to lend funds or to expand through purchases of property, plant and equipment within the local community, and the potential of mutated strains of the Coronavirus that are resistant to current treatments to become more widespread, causing another economic contraction as consumers respond to public health concerns.

As discussed in Section I.E. on page 7, the most significant change affecting the Agency's sources and uses of funds as compared to the prior year FY 2021 budget is the direction received from the IA Board during the final months of 2020 to accelerate the Fairgrounds Beautification and Improvements and Northeast Park projects, to fund the FAMU Bragg Stadium Repairs project at \$10 million over 15 years, and going further back to March 2020, to fund the convention center project in conjunction with FSU at a remaining funding level of \$20 million, with project allocations scheduled for FY 2022 and FY 2024. The acceleration of these projects and IA Board increases in infrastructure project scopes, coupled with an increased estimate for borrowing costs of 2.25% projected for FY 2022 as compared to 1.85% as presented in September 2020, will cost approximately \$30.5 million in interest expense over the life of the Blueprint 2020 program as compared to the budget presented in September 2020.

The five-year economic outlook presented herein takes a decidedly optimistic outlook and projects that local economic growth as measured by taxable sales will increase at an annualized 8% growth rate during FY 2022 as compared to the actual growth experienced during FY 2021 thus far. Annualized growth in taxable sales is conservatively projected to be 2.5% in both FY 2023 and 2024, while the growth rate in FY 2025 and 2026 is projected to be 2.0%. Thereafter, the Agency's long-term actual growth rate of 1.5% is presented in the twenty-year projection of sources and uses of funds, which is standard budgeting procedure for Agency staff.

While increasing optimism exists surrounding the community's climb out of the previous year's economic contraction, the growth rates discussed in the preceding paragraph are at least partially based on increasing inflation in the cost of goods and services. Price inflation, just like interest rate increases, will erode the Agency's buying power over time and if the trend continues, project cost updates will be necessary for planning future allocations to capital projects.

Table 6, on the following page, provides the sales tax revenue projection as presented at the September 7, 2020 IA Board meeting during which the annual budget was adopted (Initial Projection) and compares that estimate with the projected improvement experienced over the last nine months and projected forward through FY 2026. The projected revenue increase between the two estimates is approximately \$9.3 million dollars over five years, Agency-wide. This information is presented in Attachment #3 and Attachment #4.

Table 6

Revenues Projected for Prior Year Budget Workshop Compared to Current Projection						
Sales Tax Revenue	FY2022	FY2023	FY2024	FY2025	FY2026	Total
Prior Projection	33,829,244	34,674,975	35,541,850	36,430,396	36,976,851	177,453,316
Current Projection	35,644,471	36,535,583	37,448,973	38,197,952	38,961,912	186,788,891
Projected Revenue Change	1,815,227	1,860,608	1,907,123	1,767,556	1,985,061	9,335,575
Blueprint Infrastructure						
Prior Projection	28,624,745	29,340,363	30,073,873	30,825,720	31,288,105	150,152,806
Current Projection	30,160,706	30,914,724	31,687,593	32,321,344	32,967,772	158,052,139
Projected Revenue Change	1,535,961	1,574,361	1,613,720	1,495,624	1,679,667	7,899,333
Office of Economic Vitality						
Prior Projection	5,204,499	5,334,612	5,467,977	5,604,676	5,688,746	27,300,510
Current Projection	5,483,765	5,620,859	5,761,380	5,876,608	5,994,140	28,736,752
Projected Revenue Change	279,266	286,247	293,403	271,932	305,394	1,436,242

The \$9.3 million increase in projected sales tax revenues over the five-year planning horizon detailed in Table 6, above, provides a substantial increase in the amount of sales tax available for both Infrastructure and OEV projects as presented in the FY 2022 – 2026 proposed CIP for the Agency. This increase, coupled with increased debt funding, will allow the agency to continue to fund projects that are already underway and to plan for the acceleration of two Infrastructure projects as discussed previously.

Attachment #3, the Agency’s five-year sales tax revenue projection, provides an estimate of sales tax revenue for Fiscal Years 2022 through 2026. Table 7, below, includes a FY 2022 – 2026 high-level budget summary for the Agency based on estimated sales tax revenues, other sources of funds, and uses of funds. Of the \$387 million of sources of funds projected to be available over the planning horizon, \$186.8 million is projected sales tax revenue, \$192 million is bond and loan funding, \$5.4 million is governmental revenue in the form of capital and operating grants, and \$3 million is funding anticipated to be provided by FSU for the Airport Gateway project.

Table 7

Summary of Projected Sources and Uses of Funds						
Sources of Funds	FY2022	FY2023	FY2024	FY2025	FY2026	Total
Sales Tax Revenue	35,644,471	36,535,583	37,448,973	38,197,952	38,961,912	186,788,891
Bond Funding	86,500,000	-	80,000,000	-	-	166,500,000
Loan Funding	-	12,750,000	12,750,000	-	-	25,500,000
Governmental Revenue	622,011	2,137,561	1,139,500	666,570	879,901	5,445,543
Other Revenue	-	3,000,000	-	-	-	3,000,000
Total, Sources of Funds	122,766,482	54,423,144	131,338,473	38,864,522	39,841,813	387,234,434
Uses of Funds	FY2022	FY2023	FY2024	FY2025	FY2026	Total
Debt Service	1,141,732	4,135,635	8,309,398	11,144,442	17,288,958	42,020,165
Operating Expenses	6,014,553	6,164,916	6,319,039	6,445,420	6,574,328	31,518,256
Infrastructure Projects	91,481,292	42,905,945	115,395,079	19,877,267	14,298,486	283,958,069
OEV Projects	24,128,905	1,216,648	1,314,957	1,397,393	1,680,041	29,737,944
Total, Uses of Funds	122,766,482	54,423,144	131,338,473	38,864,522	39,841,813	387,234,434

Sales Tax Revenue

- Available revenues for budgeting purposes are calculated at 95% of expected total revenues. The Blueprint 2020 sales tax, which began in January 2020, allocates 66% of revenue to Blueprint Infrastructure, 12% to the Office of Economic Vitality, 10% each to the City and County, and 2% to the County for Livable Infrastructure for Everyone (L.I.F.E.) programs.

Bond and Loan Funding

- Blueprint Infrastructure and OEV have planned to receive funds from two debt issues based on prior direction from the IA Board. At the June 21, 2018 IA Board meeting, the IA Board adopted the Blueprint Infrastructure Implementation Plan, which called for \$100 million of bond funding to be issued in FY 2022. Based on project schedules and funding availability, it is recommended to separate the debt funding into multiple issues to ensure the full amount is spent within the applicable three-year arbitrage period. Additionally, the Fairgrounds Beautification and Improvements and Northeast Park projects were accelerated by the IA Board during 2020, and funding for these projects must come from financing, as sufficient sales tax revenues have not yet been collected to fund the projects. Finally, the Agency was directed to pursue funding through the State Infrastructure Bank (SIB) program at the June 21, 2018 IA Board meeting to fund construction of the Northeast Gateway: Welaunee Boulevard project (discussed below). SIB funding is provided on a reimbursement basis, therefore project expenses must first be financed through another source and then be reimbursed by FDOT SIB funds. Debt financing is the primary available source to fund the project at this time.
- State Infrastructure Bank Loan funding is anticipated to fund \$25,500,000 associated with the Northeast Gateway: Welaunee Boulevard project. Rather than being a traditional Loan with project financing provided in advance, this SIB Loan is offered as a reimbursement of project expenses to be repaid over time. To claim the \$25.5 million in funding, the agency must spend approximately twice the value of the loan funds, and funding must be provided in advance. The advance funding would be provided through debt funding, as detailed above. Agency staff have been coordinating with FDOT staff to advance the SIB Loan application process, and the Agency's application for the program is currently under review by FDOT.
- At the September 20, 2018 OEV Workshop, the IA Board authorized staff to commence the debt financing process for the issuance of up to \$20,000,000 toward the FSU project as early as FY 2021, subject to the IA Board's final approval of the scope, size, and operations plan. Florida State University declined to proceed with additional funds for the project and the IA Board approved an additional study to determine the feasibility of constructing a \$40 million Convention Center and directed the Agency to plan for financing the convention center project within

the next five-year planning horizon. Subsequently, the IA Board directed \$10 million of the convention center funding toward the FAMU Bragg Stadium project, reducing the convention center funding to \$30 million. A single debt funding allocation is proposed for the FSU project, \$20 million in FY 2022, in order to preserve OEV's ability to fund other economic development projects over the next 20 years.

Grant Funding

- Blueprint Infrastructure anticipates \$4,986,000 million in the grant funding category over the five-year Capital Improvement Program beginning in FY 2023. It is likely that Blueprint Infrastructure will receive additional grants or other funding from state or federal sources during fiscal years 2022-2039. However, those sources and leveraging opportunities are not known at this time. This funding category also includes TRIP funds from the Florida Department of Transportation and the \$3,000,000 partnership with FSU for the Airport Gateway.

MWSBE Funding

- OEV presents a budget that shares the costs of the MWSBE division between OEV, City, and County. MWSBE's procurement services and programs benefit all three local governments, therefore the budget presents sharing costs of the program among the governments. MWSBE expenses during the twenty-year projection period total \$19.5 million, with the City and County contributing \$13 million and OEV absorbing \$6.5 million. Expenses for the program are expected to grow at 1.5% percent annually.

Transfer from Reserve Account

- Blueprint Infrastructure utilized funds set aside in the Infrastructure Reserve Account to offset the FY 2020 and 2021 reduction in sales tax revenue in order to maintain momentum on projects that are currently under way. The entire \$4,685,797 balance of the reserve fund is programmed for the FY 2021 Capital Improvement Program budget. Of this amount, \$2 million was set aside early in the Blueprint Infrastructure program to serve as a source of funding in the event of an economic downturn or project cost overruns. Additionally, \$2,685,797 was allocated to the fund as presented in the CAFR item at the May 26, 2020 IA Board meeting and the amount is the result of revenues that were higher than expected and actual expenses for the year that were less than budgeted during FY 2019. The proposed FY 2022-2026 CIP includes allocations to restore the Blueprint reserve account to a \$2 million balance by FY 2024.

B. TWENTY-YEAR PROJECTION OF SOURCES AND USES OF FUNDS

Attachment #4, the Agency's twenty-year projection of sources of funds and uses of funds, provides an estimate of sales tax revenue and other sources of funds including bond

issues, State Infrastructure Bank Loans, TRIP funding, and other state and local government funding over the life of the sales tax. Table 8, on the following page, provides the Agency’s total sources and uses of funds, with the related percentages, for the proposed FY 2022 budget, the FY2022-FY2026 five-year revenue projection and CIP, and then for the life of the program through FY 2040. Projections for years beyond FY 2026 include a revenue and operating expense growth rate of 1.5% annually. It is anticipated that additional grant funding will be available in future years, however the funding is not identified at this time. Agency staff will take every opportunity to leverage Blueprint sales tax dollars to maximize the value to the community.

Table 8

BLUEPRINT INTERGOVERNMENTAL AGENCY Summary of Projected Sources and Uses of Funds First Year, Five Years, and All Years						
	FY2022	Total	FY2026	Total	FY2040	Total
Sources of Funds, Infrastructure						
Sales Tax Revenue	30,160,706	31.69%	158,052,139	47.39%	644,601,098	78.60%
Bond Funding	65,000,000	68.31%	145,000,000	43.47%	145,000,000	17.68%
Loan Funding	-	0.00%	25,500,000	7.65%	25,500,000	3.11%
Other Funding	-	0.00%	4,986,000	1.49%	4,986,000	0.61%
Total, Sources of Funds, Infrastructure	95,160,706	100.00%	333,538,139	100.00%	820,087,098	100.00%
Sources of Funds, OEV						
Sales Tax Revenue	5,483,765	19.86%	28,736,752	53.52%	117,200,198	76.69%
MWSBE City/County Funding	622,011	2.25%	3,259,543	6.07%	13,921,865	9.11%
Bond Funding	21,500,000	77.88%	21,500,000	40.04%	21,500,000	14.07%
Loan Funding	-	0.00%	-	0.00%	-	0.00%
Other Funding	-	0.00%	200,000	0.37%	200,000	0.13%
Total, Sources of Funds, OEV	27,605,776	100.00%	53,696,295	100.00%	152,822,063	100.00%
Total, Sources of Funds, Blueprint IA	122,766,482		387,234,434		972,909,161	
Uses of Funds, Infrastructure						
Debt Service	-	0.00%	30,298,717	9.08%	222,127,090	27.09%
Operating Expenses	3,679,414	3.87%	19,281,353	5.78%	78,637,231	9.59%
Capital Projects & Reserve	91,481,292	96.13%	283,958,069	85.14%	519,322,777	63.33%
Total, Uses of Funds, Infrastructure	95,160,706	100.00%	333,538,139	100.00%	820,087,098	100.00%
Uses of Funds, OEV						
Debt Service	1,141,732	4.14%	11,721,448	21.83%	39,912,744	26.12%
Operating Expenses	2,335,139	8.46%	12,236,903	22.79%	49,907,067	32.66%
Capital Projects & Reserve	24,128,905	87.41%	29,737,944	55.38%	63,002,252	41.23%
Total, Uses of Funds, OEV	27,605,776	100.00%	53,696,295	100.00%	152,822,063	100.00%
Total, Uses of Funds, Blueprint IA	122,766,482		387,234,434		972,909,161	

III. BLUEPRINT INFRASTRUCTURE PROGRAM FY2022

A. BLUEPRINT INFRASTRUCTURE PROPOSED OPERATING BUDGET

The Fiscal Year 2022 Proposed Operating Budget for the Blueprint Infrastructure Program (Attachment #6) results from an analysis of project and programmatic needs to implement the approved Long Term Implementation Plan. The FY 2022 Proposed Operating Budget total of \$3.68 million for the Blueprint Infrastructure program reflects not only the growth in the number of projects managed compared to prior years, but also the additional staff required to implement those projects. While the program's internal staffing costs have increased over the prior two years, the General Engineering Consultant contract was eliminated during FY 2019, thus providing significant savings.

The Blueprint Infrastructure Program will continue to implement projects consistent with the approved Long Term Implementation Plan. This entails advancing the remaining Blueprint 2000 program projects (Capital Cascades Trail Segments 3 & 4 and Magnolia Drive Trail) and implementation of Blueprint 2020 projects including the Northeast Gateway: Welaunee Boulevard, Airport Gateway, Northeast Connector Corridor: Bannerman Road, Orange/Meridian Placemaking, Market District, Lake Lafayette & St. Marks Linear Regional Park, Monroe-Adams Placemaking, Midtown Placemaking, and two greenways projects.

Table 9, below, presents the FY 2021 Proposed Operating Budget (Attachment #6) for Blueprint Infrastructure with comparative information presented from the actual results of FY 2020 and the approved operating budget for FY 2021. Descriptions of the individual line items can be found in Sections 1 through 6 on the following pages.

Table 9

BLUEPRINT INFRASTRUCTURE				
Proposed General Fund Operating Budget				
Sources of Funds	FY2020 Actual	FY2021 Approved	FY2022 Proposed	% Change
Sales Tax Revenue	30,438,202	27,926,580	30,160,706	8.00%
Bond & Loan Funding	-	-	65,000,000	
City/County Funding	1,280,000	-	-	100.00%
Transfers from Other Funds	-	4,685,797	-	-100.00%
Miscellaneous Revenue	1,362,079	-	-	100.00%
Total, Sources of Funds	33,080,281	32,612,377	95,160,706	
Uses of Funds				
Debt Service	2,183,977	-	-	100.00%
Personnel Services	2,267,724	2,510,825	2,870,123	14.31%
Operating Expenses	545,871	634,270	661,028	4.22%
Other Services/Charges	44,717	50,000	50,000	0.00%
Capital Outlay	168,463	75,000	35,000	-53.33%
Allocated Costs	154,177	141,678	251,861	77.77%
Administrative Allocations	(122,376)	(149,940)	(188,598)	25.78%
Capital Projects Transfer	24,083,325	29,350,544	91,481,292	211.69%
Total, Uses of Funds	29,325,878	32,612,377	95,160,706	
Sources Less Uses of Funds	3,754,403	-	-	

1. BLUEPRINT INFRASTRUCTURE PERSONNEL SERVICES

The personnel services budget category encompasses all internal Infrastructure staffing costs, including salaries and temporary wages, employee benefit programs, and the employer share of taxes withheld and paid on behalf of the Agency. A 14.31% increase over the FY 2021 budget is included in the FY 2022 budget. This increase is in part due to budgeting for the final project manager position that was included in the work plan presented to the Intergovernmental Management Committee and the IA Board during the initial planning stages for the Blueprint 2020 program during FY 2018. Agency staff did not receive a cost of living adjustment during FY 2021 due to uncertainty surrounding the COVID-19 pandemic and related economic downturn. Table 10, below, presents the Infrastructure staffing level detail for FY 2020 – FY 2022.

Table 10

BLUEPRINT INFRASTRUCTURE					
Summary of Staffing Levels					
Infrastructure Full-Time Staff	FY 2020 Approved	FY 2021 Approved	FY 2022 Proposed	Increase/ (Decrease)	Vacant Positions
Director, Blueprint Infrastructure	1.0	1.0	1.0	0.0	0.0
Design & Construction Manager	1.0	1.0	1.0	0.0	0.0
Planning Manager	1.0	1.0	1.0	0.0	0.0
Principal Planner	1.0	1.0	1.0	0.0	0.0
Planner I	1.0	1.0	1.0	0.0	0.0
Project Manager	6.0	6.0	6.0	0.0	2.0
Right of Way Manager	1.0	1.0	1.0	0.0	0.0
Right of Way Support	1.0	1.0	1.0	0.0	0.0
Public Information Officer	1.0	1.0	1.0	0.0	0.0
Executive Assistant	1.0	1.0	1.0	0.0	0.0
Total, Infrastructure Staff	15.0	15.0	15.0	0.0	2.0
Shared Administrative Staff					
Blueprint Attorney	1.0	1.0	1.0	0.0	0.0
Assistant Blueprint Attorney	1.0	1.0	1.0	0.0	0.0
Legal Secretary	1.0	1.0	1.0	0.0	0.0
Administrative Supervisor	1.0	1.0	1.0	0.0	0.0
Senior Accountant	1.0	1.0	1.0	0.0	0.0
Total, Shared Admin Staff	5.0	5.0	5.0	0.0	0.0
Temporary/OPS Staff					
IT Manager	0.5	0.5	0.5	0.0	0.0
Web Support	0.5	0.5	0.5	0.0	0.0
Administrative Support	1.5	1.5	1.5	0.0	0.0
Communications Intern	0.5	0.5	0.5	0.0	0.0
Planning Intern	0.5	0.5	0.5	0.0	0.0
Certified Legal Extern	0.5	0.5	0.5	0.0	0.0
Total, Temporary/OPS Staff	4.0	4.0	4.0	0.0	0.0
Total, Infrastructure Staff	24.0	24.0	24.0	0.0	2.0

In FY 2018 the IA Board discontinued the long-standing contract for general design and engineering services in favor of moving those functions to full-time Agency employees to achieve long-term cost savings. Several project manager and right of way positions were approved in prior budgets as a result of this move. Most of these positions have been filled at this time, and there are currently only two vacant positions. It is anticipated these vacancies will be filled in FY 2021 to ensure adequate staffing to advance all projects scheduled for implementation in the proposed FY 2022 – 2026 CIP.

2. Blueprint Infrastructure Operating Expenses, Other Services & Charges

Operating expenses for FY 2022 are projected to increase by 3.91% after an increase of 15.9% in the FY 2021 budget, while Other Services & Charges, which is composed entirely of Infrastructure’s liability and workers’ compensation insurance, is projected to remain constant. The increase in operating expenses is due primarily to increased budgeting for Unclassified Contractual Services related to contingency planning for the initial stages of several new projects.

3. Blueprint Infrastructure Capital Outlay

Capital Outlay for FY 2022 has a reduction of 53.33% as compared to FY 2021. The reduction is related to the vehicle equipment line, which has been reduced by \$40,000 after the purchase of a new vehicle. \$35,000 remains budgeted for computer equipment to set up new employees with computers and office equipment and to replace aging equipment on an as-needed basis.

4. Blueprint Infrastructure Allocated Costs

The City of Tallahassee provides several services to Blueprint including Technology, Human Resources, City Auditor, Records Management, and Purchasing. Blueprint provides a payment to the City of Tallahassee based on the services provided from each department, as determined by City of Tallahassee budget staff. Allocated costs increased by \$110,000 or 77.77% for FY 2022, due primarily to planned increases for IT services.

5. Blueprint Infrastructure Administrative Allocations

The shared administrative costs of the agency are pooled into an administrative services department. These costs include the personnel expenses for legal, accounting, and administrative supervision staff members. Expenses that benefit both Infrastructure and OEV, such as the external audit and outside general counsel contracts, are also included in the administrative department. The method for allocation is based on each division's share of the Blueprint 2020 sales tax: Infrastructure receives $66/78=84.62\%$ while OEV receives $12/78=15.38\%$ of the costs.

6. Blueprint Infrastructure Internal Transfers

The proposed allocations to Blueprint Infrastructure capital projects total \$91.5 million from the following sources:

- Sales Tax Revenue: The amount available for Capital Projects equals estimated sales tax revenues collected less the expenses associated with priority uses. Priority uses include debt service and operating expenses. Other priority uses, which include required expenditures for the satisfaction of grant revenue, are included within individual project budgets.
- FY 2022 Debt Proceeds: A total of \$65 million in debt funding is planned for FY 2022 and will be used to finance the Airport Gateway, the Northeast Corridor Connector: Bannerman Road, the Northeast Gateway: Welaunee Boulevard, and the Northeast Park.

B. BLUEPRINT INFRASTRUCTURE PROPOSED FIVE-YEAR (FY 2022 – FY 2026) CIP

The proposed Five-Year Capital Improvement Program (CIP) (Attachment #7) for the Blueprint Infrastructure Program builds upon the prioritization and implementation processes approved previously by the IA Board, including the Project Prioritization Plan, Blueprint 2020 Infrastructure Implementation Plan, and all prior IA Board direction.

During the development of the Blueprint 2020 sales tax program, the Sales Tax Committee understood that sufficient funds would not be available to cover the costs of all projects on the list due to the amount of revenues projected, the costs of the adopted projects, the expectation of inflation, and the need to finance some of the larger infrastructure projects with debt. The IA Board-approved Implementation Plan from 2018 (Attachment #8) funded major regional infrastructure projects on local roads and highest-ranked CCQ projects in the first five years. Funding for lower-ranked CCQ projects was provided after 2030 with very limited local funding for state roads in the last years of the program, excepting North Monroe Gateway, which was fully funded by 2030. The 2021 Long Term Implementation Plan approved at the May 27 IA Board Workshop resolved the long range planning goals for future projects and provides full funding for the CCQ projects. All Blueprint 2020 funding strategies approved by the IA Board to date assume significant leveraging of external resources to fund the state road projects included within the Blueprint 2020 project list. Since 2004, Blueprint has successfully leveraged over \$250 million in outside funding, primarily as a result of leveraging projects along state-owned roadways.

In developing the proposed FY 2022 – 2026 CIP, Blueprint evaluated opportunities to advance key Blueprint projects, including project components, with short lead times for construction and a complimentary, modified financing strategy to increase funding for construction –ready projects in the near-term to assist in local economic recovery from the COVID-19 pandemic. Capital project allocations totaling \$91.5 million for FY 2022 implement the construction-ready strategy described above while maintaining project progress consistent with prior IA Board direction and project prioritization. Consistent with IA Board direction to date, the proposed FY 2022-2026 CIP maintains \$100 million in debt financing to support implementation of Blueprint projects including the Airport Gateway project, the Northeast Corridor Connector: Bannerman Road project, and the Northeast Gateway: Welaunee Boulevard project. Additionally, per IA Board direction received over the previous year, the debt issues planned for FY 2022 and 2024 include funding for the Beautification and Improvements to the Fairground project as well as the Northeast Park.

The proposed FY 2022-2026 CIP includes two debt issues to best align with project implementation and construction schedules – the first issuance provides Blueprint Infrastructure with \$65 million and is planned for FY 2022, with the second issuance of \$80 million planned for FY 2024. It is anticipated this strategy will assist with the local economic recovery from the COVID-19 pandemic. A State Infrastructure Bank (SIB) Loan is proposed for FY 2023 and 2024 in the amount of \$25.5 million, and Agency staff have been coordinating with staff of the Florida Department of Transportation throughout the year to best position the Agency to receive this funding.

There are three remaining Blueprint 2000 projects: the Magnolia Drive Trail, Capital Cascades Trail Segment 3 (FAMU Way and subprojects), and Capital Cascades Trail

Segment 4. Of those projects, only Segment 3 is fully funded at this time. The FY 2022 – 2026 CIP allocates \$9.2 million of funding to the Magnolia Drive Trail in FY 2022 while deallocating the remaining balance of the LPA Group Engineering Services project, which was finalized in FY 2021. Allocations in the remaining years of the CIP total \$7.6 million to Capital Cascades Trail Segment 4, which connects the stormwater improvements flowing through Segment 3 with Lake Henrietta.

The annual allocations to City and County projects paid by the Infrastructure share of the Blueprint 2020 sales tax are listed in Section IV.B.2, below, and funding for these projects are in addition to the 10% of the surtax received by the City and 12% of the surtax received by the County. Two projects, the Greenways Master Plan and Bike Route System are maintained by Blueprint Infrastructure.

All other project allocations are presented in Section IV.B.4 on page 28. These are classified as either Regional Mobility and Gateway Projects, which are planned to receive \$171.5 million over the next five years, or Community Enhancement, Connectivity, and Quality of Life (CCQ) Projects, which are funded at \$45.3 million in the five-year CIP. The reserve fund, which was utilized in FY 2021 to prevent project shortfalls, will be replenished to its prior \$2 million level by FY 2024.

1. *Blueprint Infrastructure Accounting Summary*

The Accounting Summary is included as Attachment #13 and provides current (as of July 31, 2021) information regarding funding sources, IA Board allocations to date, Agency encumbrances and expenditures for all Infrastructure projects, and remaining project balances.

2. *Blueprint Infrastructure Annual Allocations of City and County Project Funding*

At the April 1, 2015 IA Board meeting, the Board directed the City of Tallahassee and Leon County to complete a number of sales tax funded projects and directed that Blueprint provide the projects’ funding through an annual allocation from Blueprint to each government. The annual allocations are presented in Table 11, below:

Table 11

BLUEPRINT INFRASTRUCTURE						
Detail of Annual Allocations to Capital Projects						
Annual Allocations	FY2022	FY2023	FY2024	FY2025	FY2026	Total
Blueprint: Greenways Master Plan	760,000	790,000	790,000	790,000	790,000	3,920,000
Blueprint: Bike Route System	780,000	750,000	750,000	750,000	750,000	3,780,000
City of Tallahassee: StarMetro Enhancements	612,500	612,500	612,500	612,500	612,500	3,062,500
City of Tallahassee: Water Quality and Stormwater Improvements	2,125,000	2,125,000	2,125,000	2,125,000	2,125,000	10,625,000
City of Tallahassee: Sidewalks Improvements	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000	6,250,000
City of Tallahassee: Operating Costs of Blueprint Funded Parks	500,000	500,000	500,000	500,000	500,000	2,500,000
Leon County: Water Quality and Stormwater Improvements	2,125,000	2,125,000	2,125,000	2,125,000	2,125,000	10,625,000
Leon County: Sidewalks Improvements	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000	6,250,000
Leon County: Operating Costs of Blueprint Funded Parks	500,000	500,000	500,000	500,000	500,000	2,500,000
Total, Annual Allocations to Capital Projects	9,902,500	9,902,500	9,902,500	9,902,500	9,902,500	49,512,500

These allocations receive priority over the allocations included in Table 12 on page 29 due to the fact that they are included with annual funding amounts in the Interlocal

Agreement over the life of the program. When adjustments are made to the budgeted annual Capital Projects Transfer those adjustments must come from the Regional Mobility and Gateway or CCQ projects rather than from these annual allocations.

3. Blueprint Infrastructure Proposed Five-Year CIP Detail, Including Project Descriptions

The proposed Five-Year Capital Improvement Program (CIP) for the Blueprint Infrastructure Program builds upon the prioritization and implementation processes approved previously by the IA Board, including the Project Prioritization Plan, Blueprint 2020 Infrastructure Implementation Plan, Approved 2021 Long Term Implementation Plan, and all prior IA Board direction. In developing the proposed FY 2022 – 2026 CIP, Blueprint evaluated opportunities to advance key Blueprint projects, including project components, with short lead times for construction and a complimentary, modified financing strategy to increase funding for construction-ready projects in the near-term to assist in local economic recovery from the COVID-19 pandemic. The financing strategy maintains the \$100 million total amount directed by the IA Board to support implementation of key Blueprint projects and additional funding is planned for the Fairgrounds Beautification and Improvements and Northeast Park projects. The debt funding is proposed to be split between FY 2022 and FY 2024 to best align with current project schedules as updated since the approval of the funding strategy by the IA Board at the June 21, 2018 meeting. As noted in the proposed FY 2022-2026 CIP, the first debt issuance totaling \$65 million is planned for FY 2022.

The FDOT SIB Loan program, which has been a planned funding source for the Northeast Gateway: Welaunee Boulevard project since the Implementation Plan was adopted in 2018, operates on a reimbursement basis at 50% of project expenditures. Debt funding must be utilized to fund a substantial amount of project costs before the SIB Loan program will reimburse those expenditures to complete the Northeast Gateway project.

Capital project allocations totaling \$91.5 million for FY 2022 implement the construction-ready strategy described above while maintaining project progress consistent with prior IA Board direction and project prioritization. Attachment #7 presents the detailed FY 2022 – 2026 proposed Capital Improvement Program for Blueprint Infrastructure and Table 12, on the following page, shows the proposed capital funding allocations/deallocations for the Blueprint Infrastructure capital projects in FY 2022 and through FY 2026:

Table 12

BLUEPRINT INFRASTRUCTURE Detail of Infrastructure Project Transfers						
Blueprint 2000 Projects	FY2022	FY2023	FY2024	FY2025	FY2026	Total
Capital Cascades Trail Segment 4	-	-	6,030,730	1,526,453	-	7,557,183
LPA Group Engineering Services	(387,860)	-	-	-	-	(387,860)
Magnolia Drive Trail and Subprojects	9,500,000	-	-	-	-	9,500,000
Annual Allocations from Prior Table						
Annual Allocations to Listed Projects	9,902,500	9,902,500	9,902,500	9,902,500	9,902,500	49,512,500
Blueprint 2020 Mobility & Gateway Projects						
Capital Circle Southwest Orange to Crawfordville	-	-	2,500,000	2,500,000	-	5,000,000
Airport Gateway	20,000,000	3,034,512	25,000,000	5,199,521	3,956,847	57,190,880
Northwest Connector: Tharpe Street	-	-	486,000	514,000	-	1,000,000
Northeast Corridor Connector: Bannerman Road	16,545,000	1,744,914	21,060,743	-	-	39,350,657
Northeast Gateway: Welaunee Boulevard	11,800,000	23,163,869	34,000,000	-	-	68,963,869
North Monroe Gateway	-	-	-	-	-	-
Blueprint 2020 CCQ Projects						
Orange Avenue/Meridian Placemaking	750,000	-	-	-	-	750,000
Market District Placemaking	5,000,000	1,478,335	-	-	-	6,478,335
Lake Lafayette and St. Marks Regional Park	2,500,000	1,356,782	-	-	-	3,856,782
Monroe-Adams Corridor Placemaking	871,652	1,403,483	1,253,242	234,793	439,139	4,202,309
Midtown Placemaking	4,000,000	321,550	228,121	-	-	4,549,671
Fairgrounds Beautification and Improvement	-	-	12,000,000	-	-	12,000,000
Northeast Park	10,000,000	-	2,433,743	-	-	12,433,743
Additions To or Reductions From Reserve Funds						
Reserve Fund, Blueprint Infrastructure	1,000,000	500,000	500,000	-	-	2,000,000
Total, Infrastructure Transfers	91,481,292	42,905,945	115,395,079	19,877,267	14,298,486	283,958,069

Proposed FY 2022 Deallocation:

The following Blueprint 2000 project account is proposed for close-out and the remaining funds reallocated to the Magnolia Drive Trail project to provide funding to construct Phase I Retrofit and Phase IV from Pontiac Drive to Monroe Street, including the cost of undergrounding utilities. This transfer of Blueprint 2000 funds to an active Blueprint 2000 project is the most appropriate use of these dollars which are no longer needed to complete their respective projects:

- LPA Group Engineering Services – This project provided the funding source for the General Engineering Consultant (GEC) program, which ended at the end of FY 2019. The remaining balance of \$387,860 is proposed for deallocation to the Magnolia Drive Trail.

Proposed FY 2022 Allocations:

Blueprint 2000 Projects:

- Magnolia Drive Trail – Consistent with IA Board direction this project will construct a new shared-use trail from Apalachee Parkway to S. Adams Street, and underground electric utilities from S. Monroe Street to Chowkeebin Nene. At the December 5, 2017 meeting, the IA Board approved a design modification for the Magnolia Drive Trail and directed staff to evaluate opportunities to underground utilities throughout the corridor. Per the approval of the IA Board at the March 1, 2018 meeting, Blueprint is coordinating with Leon County and City Electric Utilities to integrate undergrounding electric utility lines from Chowkeebin Nene to Monroe Street. The proposed FY 2022 allocation of \$9.5 million will address the funding shortfall consistent with current estimates for the construction of the remaining four phases (Phase 1 Retrofit, Phase 2, Phase 3, and Phase

4) from S. Monroe Street to Apalachee Parkway. Costs for right-of way, construction, utility impacts, and undergrounding electric utilities for all phases of the Magnolia Drive Trail have increased since receiving IA Board direction in March 2018. This funding is anticipated to cover the projected project shortfall to complete the project consistent with IA Board direction to underground utilities from Chowkeebin Nene to Monroe Street. Blueprint has continued to advance the project consistent with previous IA Board direction. Phase 4 (S. Monroe to S. Meridian) and Phase 1 Retrofit (S. Meridian to Pontiac) have been bid for construction, and M, Inc. chosen as the low bid. Design is 90% complete for Phase 2 (Pontiac to Diamond), and all but two right-of-way acquisitions have been completed. Design is 90% complete for Phase 3 (Diamond to Apalachee).

To date, approximately \$2,850,000 in Blueprint funding has been expended or encumbered on the Magnolia Drive Trail. Current cost estimates for completing the Magnolia Drive Trail Project consistent with IA Board direction are \$20,410,000. When combined with previous expenditures, would make the total cost to Blueprint to construct the Trail project \$23,260,000. Blueprint is continuing to move forward with the project consistent with IA Board direction and is proposing to include the full funding for this project in the planned FY 2022 debt issue.

In April 2021, Blueprint submitted a funding request of \$5,000,000 to United States Senator Al Lawson for inclusion in forthcoming Surface Transportation Reauthorization legislation for the Magnolia Drive Trail. At the time of preparing this item, Blueprint was alerted their request had been selected for inclusion in this program, but do not know if the project will be funded at this time.

Blueprint 2020 Projects:

- Water Quality and Stormwater Improvements (City and County) - The Blueprint 2020 program includes an \$85,000,000 project to be used for stormwater, sewer and/or water quality retrofit, to be split 50/50 between County and City, and distributed in annual allocations. The total FY 2022 allocation of \$4,250,000 is split, with \$2,125,000 to both the City and County
- County/City Sidewalk Projects (City and County) - The Blueprint 2020 program includes a \$50,000,000 project to be used for sidewalks to be split 50/50 between County and City, and distributed in annual allocations. The total FY 2022 allocation of \$2,500,000 is split, with \$1,250,000 to both the City and County.
- Operating Costs for Parks Built with Surtax Funds (City and County) - The Blueprint 2020 program includes a \$20,000,000 project for the operation and maintenance of parks split 50/50 between County and City, and distributed in annual allocations. The total FY 2022 allocation of \$1,000,000 is split, with \$500,000 to both the City and County.
- StarMetro (City) - The Blueprint 2020 program includes a \$12,250,000 project to be used to provide bus stop amenities (including bench, shelter, or other structure), as well as make bus stops ADA compliant and enhance service for customers at major transfer points. At the April 1, 2015 meeting, the IA Board directed the City to implement this

project and provided for its funding through an annual allocation. The programmed annual allocation for this project is \$612,500.

- Implement Greenways Master Plan - The Blueprint 2020 program includes a \$15,800,000 project to continue the implementation of the Greenways Master Plan. At the April 1, 2015 meeting, the IA Board directed Blueprint to implement this project and provided for its funding through an annual allocation. The FY 2022 allocation for this project is \$760,000, which will contribute towards design and construction of the greenways components of the Lake Jackson Greenways, and construction of portions of the Southwood Trail, a leveraging opportunity with the City of Tallahassee authorized by the IA Board at the June 27, 2019 meeting.
- Build the Bike Route System – The Blueprint 2020 program includes a \$15,000,000 project to build the bike route system and implement projects from the Tallahassee-Leon County Bicycle and Pedestrian Master Plan (BPMP). At the April 1, 2015 meeting, the IA Board directed Blueprint to implement this project and provided for its funding through an annual allocation. The FY 2022 allocation for this project is 780,000, which will contribute towards design of the Thomasville Road Trail (the highest scoring BPMP project), design and construction costs of bicycle facilities for the Lake Jackson Greenway, and feasibility studies for three Tier 1 projects from the BPMP on Blairstone Road, Ridge Road, and a neighborhood network project that would also potentially connect Debbie Lightsey Nature Park with the Tallahassee Museum, FSU Southwest RecPlex, and future University Greenway.
- Airport Gateway - The proposed FY 2022 allocation of \$20 million funds final design and permitting for Phase 1 of the project which includes the improvements to Springhill Road, Stuckey Avenue, the new proposed roadway through Innovation Park and neighborhood enhancements. In addition, the FY 2022 allocation includes funding for right of way acquisition along Phase 1 and funds the construction of the new roadway through Innovation Park. Funding for the planning and preliminary design services for all the phases of the Airport Gateway project was allocated in previous years. Once completed, the Airport Gateway project creates a network of interconnected roadways with enhancements, including pedestrian and bicycle facilities, landscaping, and other aesthetic improvements, throughout the seven-mile project area in southwest Tallahassee-Leon County.
- Northeast Connector Corridor: Bannerman Road – The project is comprised of numerous greenway, trail, and multimodal improvements, as well capacity improvements to Bannerman Road between Thomasville and Meridian Road. At the September 17, 2020 meeting the IA Board considered the results of the Bannerman Road Traffic Feasibility Analysis, which evaluated current and existing traffic along the corridor. Based on these findings of the Feasibility Analysis, which found existing safety and projected capacity issues along Bannerman Road, the IA Board directed Blueprint to expand the project to include widening Bannerman Road from Quail Commons Drive to Preservation Road, and add a raised median along the entire corridor. The expanded scope of project improvements increased the estimated project cost from \$39 million to \$62 million. Included in this cost are neighborhood sidewalk improvements and

construction of the Meridian Greenway, which would cost an additional approximately \$9.2 million. The FY 2022 allocation for this project is \$16.55 million and will contribute to fully funding the project.

Since receiving this direction in September, Blueprint has held numerous public engagement sessions and continued technical analyses to refine the Bannerman Road corridor improvements. The analyses have focused on refining the vehicular improvements as well as identifying and evaluating opportunities for multimodal facilities along the corridor.

To mitigate future traffic congestion, improve safety, and increase multimodal accessibility, a holistic typical section that includes multimodal facilities to support expanded opportunities to walk, bicycle, and travel via alternative modes along the Bannerman Road corridor is being evaluated. This includes four vehicular lanes from Quail Commons Drive to Preservation Road and adding a median and turn lanes to the two-lane roadway from Preservation Road to Meridian Road. A multi-use/multi-modal trail on the north and south sides of Bannerman road is also under evaluation along the length of Bannerman Road from Quail Commons Drive to Preservation Road. Multimodal improvements include a combined multi-use trail and micromobility lane on each side of the roadway that can safely accommodate low speed electric vehicles as well as pedestrians. Consistent with the public feedback on the segment between Meridian Road and Preservation Road, a sidewalk is being evaluated on the north complemented by a multi-use trail on the south side of Bannerman Road.

Northeast Gateway: Welaunee Boulevard – This project includes the planning, design, and construction of Welaunee Boulevard north from Fleischmann Road to Roberts Road and the Shamrock Street extension intersection with Centerville Road, as well as the Welaunee Greenway. The proposed allocation of \$11.8 million will be used to fund the design and be put towards the right of way and construction. Consistent with IA Board direction at the February 28, 2019 meeting the FY 2022 allocation will also fund the repayment to the City of Tallahassee for costs associated with the cost of portions of Welaunee Boulevard within the Canopy development. The design and permitting for the Northeast Gateway project including the greenway and the roadway is estimated at \$6,500,000 (10% of the project cost). The construction of the road is estimated at \$54,000,000 and the greenway is \$9,000,000. Consistent with IA Board direction at the September 12, 2016 meeting, during FY 2021 Blueprint also submitted an application to the FDOT State Infrastructure Bank (SIB) Loan program with a request for 50% of total project costs, up to \$25.5 million.

- Orange Avenue/Meridian Road Placemaking – This project is a top priority project for the Blueprint 2020 program (tied for #1 priority Community Enhancement, Connectivity, and Quality of Life project as ranked by the IA Board at the September 19, 2017 meeting). The proposed FY 2022 allocation of \$750,000 will continue to fully fund this project, including the construction of the East Drainage Ditch improvements and Orange Avenue stormwater facility amenities. Public engagement to gather input from the community was performed in spring 2021 and the development of the park concept is ongoing as well as the stormwater modeling for the east ditch improvements.

The design work will be completed by the end of 2021. Construction is anticipated to start in early 2022 and take approximately 18 months to complete.

- Market District – The Market District project is also a top priority project for the Blueprint 2020 program (tied for #1 priority Community Enhancement, Connectivity, and Quality of Life project as ranked by the IA Board at the September 19, 2017 meeting). The proposed FY 2022 allocation of \$5,000,000 will fund final design and construction of the Market District Park, provided the IA Board accepts the final concept presented at the May 27, 2021 regular meeting. Blueprint is currently coordinating with the City regarding this component of this placemaking project to align the design and construction activities with the completion of the City's Market District Multipurpose Stormwater project. Planning for the future phase of this project that will provide pedestrian safety and streetscaping, and trail and connectivity improvements will begin in Fall 2021.
- Lake Lafayette and St. Marks Regional Park – This project will connect 7,200 acres of public recreation lands east of Capital Circle Southeast, as well as provides ecosystem restoration and flooding analysis. Consistent with these project objectives, the proposed FY 2022 allocation of \$2.5 million will fund initial environmental studies for this project. The initiation of this project was moved from FY 2020 to FY 2021 by the IA Board at the at the April 15, 2020 meeting.
- Monroe-Adams Corridor Placemaking – This placemaking project will create safe, comfortable streets for pedestrians, transit users, and cyclists along the Monroe-Adams corridor. The initiation of this project was moved from FY 2020 to FY 2021 by the IA Board at the at the April 15, 2020 meeting. The proposed FY 2022 allocation of \$1.3 million will fund preliminary engineering for five streets that run between S. Monroe and S. Adams Street, and will contribute to final design and construction services for one of the five cross-streets connecting Monroe Street and Adams Street consistent with improvements identified in the Monroe-Adams Placemaking plan. Blueprint will coordinate with the public and private sector partners, including Florida A&M University, members of the Monroe-Adams Placemaking citizens group, FDOT, the City of Tallahassee, Leon County, and area businesses to develop the implementation plan for this project.
- Midtown Placemaking– This placemaking project will create safe, comfortable streets for pedestrians, transit users, and cyclists along the Thomasville Road and Monroe Street corridors. In FY 2020, the Capital Region Transportation Planning Agency concluded Phase 2 of the Midtown Transportation Study. Over the past three years, the CRTPA has conducted numerous traffic studies and developed proposed concepts for streetscaping and safety improvements along the Thomasville Road and Monroe Street corridors. The CRTPA has undertaken significant public engagement activities to obtain feedback from FDOT, Leon County residents, Midtown businesses owners, and neighborhoods regarding the proposed improvements. The FY 2022 allocation to this project is \$4 million.
- Northeast Park – Pursuant to IA Board Direction at the December 17, 2020 IA Board meeting, the Northeast Park project was accelerated from an initial planned

implementation horizon of the mid-2030s to an immediate implementation due to increasing growth and demand for recreational opportunities in the Northeast area of the community. The FY 2022 allocation to the Northeast Park is \$10 million.

IV. OFFICE OF ECONOMIC VITALITY

A. OFFICE OF ECONOMIC VITALITY PROPOSED OPERATING BUDGET

OEV remains committed to the success and vitality of our local business community, and seeks to maintain a fiscally responsible and equitable role in utilizing sale tax revenues. With the advent of COVID-19, it has become readily apparent that support for our local business is paramount, to which OEV continually leverages staff and resources to provide effective, rapid, and meaningful assistance to our business community. To that effect, OEV will prioritize local business and workforce developments effort, while providing a balanced budget and sustaining the high-level of service our community deserves.

The proposed OEV FY 2022 operating budget (Attachment #11) is \$2.233 million, which is a 17.1% increase over the approved FY 2021 operating budget. The increase is primarily the result of an increase in personnel services to add an MWSBE Analyst position and to fund staff cost of living adjustments. There were no COLAs budgeted in FY 2021 due to uncertainty surrounding the COVID-19 pandemic. Personnel expenses have been budgeted with a 11.39% or \$135,012 increase as compared to the FY 2021 budgeted amount. As mentioned previously, this increase results from the addition of an MWSBE analyst position with the primary responsibility of contract compliance monitoring, as well as a proposed increase for staff cost of living adjustments.

Operating expenses have a budgeted increase of 20.02% due to increased costs for advertising to promote MWSBE programs and OEV annual promotions including the Love Your Local campaign. Computer software increases are related to new and existing programs to facilitate the Business Intelligence Office's communication with existing employers within the community and with prospective new businesses wishing to explore the options for growth in Leon County as well as for the MWSBE contract compliance software for the additional p-card monitoring module.

Table 13

OFFICE OF ECONOMIC VITALITY				
Proposed FY 2021 General Fund Operating Budget				
Sources of Funds	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	
Sales Tax Revenue	3,817,299	5,077,560	5,483,765	8.00%
Bond & Loan Funding	-	10,055,000	21,500,000	
City/County Funding	556,984	310,475	622,011	100.34%
Miscellaneous Revenue	160,359	-	-	100.00%
Total, Sources of Funds	4,534,642	15,443,035	27,605,776	
Uses of Funds				
Debt Service	-	52,203	1,141,732	2087.10%
Personnel Services	1,127,065	1,185,609	1,320,621	11.39%
Operating Expenses	287,716	522,235	634,810	21.56%
Other Services/Charges	16,131	40,000	40,000	0.00%
Capital Outlay	158,465	50,000	45,000	-10.00%
Allocated Costs	26,162	44,407	106,110	138.95%
Administrative Allocations	122,376	149,941	188,598	25.78%
Capital Projects Transfer	3,360,981	13,398,640	24,128,905	80.08%
Total, Uses of Funds	5,098,896	15,443,035	27,605,776	
Sources Less Uses of Funds	(564,254)	-	-	

1. OEV Personnel Services

OEV proposes maintaining all approved positions in addition to the MWSBE Analyst that was approved during the May 27 budget workshop, and will continue to seek to fill two vacancies, the aforementioned MWSBE Analyst and an Administrative Assistant. Personnel Services expenses are projected to increase by 11.39% versus the amounts budgeted for FY 2021 due to one new position and an employee cost of living adjustment.

Table 14, below, presents the proposed Office of Economic Vitality staffing levels for FY 2022. One new position is approved for the fiscal year and there are currently two vacant positions. The vacant Administrative Assistant position is anticipated to be filled this fall.

Table 14

OFFICE OF ECONOMIC VITALITY					
Summary of Staffing Levels					
	FY 2020	FY 2021	FY 2022	Increase/	Vacant
Business Development / MWSBE	Approved	Approved	Proposed	(Decrease)	Positions
Deputy Director, Business Development	1.0	1.0	1.0	0.0	0.0
Deputy Director, MWSBE	1.0	1.0	1.0	0.0	0.0
Business Development Manager	1.0	1.0	1.0	0.0	0.0
Business Vitality Manager	1.0	1.0	1.0	0.0	0.0
Business Intelligence Manager	1.0	1.0	1.0	0.0	0.0
Research Coordinator	1.0	1.0	1.0	0.0	0.0
MWSBE Coordinator	2.0	2.0	2.0	0.0	0.0
MWSBE Analyst	0.0	0.0	1.0	1.0	1.0
Total, Program Staff	8.0	8.0	9.0	1.0	1.0
Shared Administrative Staff					
Director, Office of Economic Vitality	1.0	1.0	1.0	0.0	0.0
Marketing & Outreach Coordinator	0.0	1.0	1.0	0.0	0.0
Administrative Assistant	0.0	1.0	1.0	0.0	1.0
Total, Shared Admin Staff	1.0	3.0	3.0	0.0	1.0
Temporary/OPS Staff					
Management Intern	1.0	1.0	1.0	0.0	0.0
Total, Temporary/OPS Staff	1.0	1.0	1.0	0.0	0.0
Total, Office of Economic Vitality Staff	10.0	12.0	13.0	1.0	2.0

2. OEV Operating Expenses, Other Services & Charges

Operating expenses for the Office of Economic Vitality, which include standard office expenses, rent and leases, contract services, and similar charges, are proposed to increase by \$112,575, or 20.02% for FY 2022 over the amount budgeted for FY 2021. The primary increases are in the categories of 1) Computer Software, due to existing software contracts being budgeted under the operating fund rather than the Business Recruitment and Incentive Fund; 2) Advertising, which will be utilized to promote local business and to develop the MWSBE program and entrepreneurship activities; and 3) Increased expenses associated with occupancy for OEV's new office location in the Leon County Annex and for a slight increase in employee travel and training.

The Liability Insurance line item includes both liability and workers' compensation insurance, and it is the only cost budgeted under the Other Services & Charges category. This line item has no budgeted increase for FY 2022.

3. OEV Capital Outlay

The vast majority of capital outlay needs for the Office of Economic Vitality were budgeted for FY 2020 and FY 2021 to set up the new office location. No increase over the FY 2021 level is budgeted for capital outlay in FY 2022.

4. OEV Allocated Costs

Allocated costs are for services that are provided by the City of Tallahassee on behalf of the Office of Economic Vitality. These costs include Human Resources, Purchasing, Information Technology, and Revenue Collection. The costs are budgeted by the City of Tallahassee Resource Management department and then assigned to all other business units that utilize these services based on a defined cost driver. Allocated costs increased by \$60,000 or 134.36% for FY 2022, primarily due to a planned increase in IT services.

5. OEV Administrative Allocations

The shared administrative costs of the agency are pooled into an administrative services department. These costs include the personnel expenses for legal, accounting, and administrative supervision staff members and their related operating expenses. Expenses related to outside contracts that benefit both Infrastructure and OEV, such as the external audit and outside general counsel contracts, are also included in the administrative department. All of the administrative expenses are pooled and then charged to Infrastructure and OEV at the end of the fiscal year. The method for allocation is based on each division's share of the Blueprint 2020 sales tax: Infrastructure receives $66/78=84.62\%$ while OEV receives $12/78=15.38\%$ of the administrative costs.

6. OEV Internal Transfers

The amount available for Capital Projects equals estimated sales tax revenues collected less the expenses associated with priority uses. Priority uses include debt service and operating expenses. Other priority uses, which include required expenditures for the satisfaction of grant revenue, are included within individual project budgets. Debt service for the FAMU Bragg Stadium Repairs project's \$10 million loan will be \$649,752 in FY 2022 and the initial debt service for the FSU project is projected to be \$491,980, for a total debt service payment of \$1,141,732. The total available for projects, which is the amount of the capital projects transfer, is estimated to be \$24.13 million for FY 2022. This amount includes OEV's share of the FY 2022 debt financing, with \$20 million allocated for the FSU project and \$1.5 million allocated for the LCRDA Incubator project.

B. OFFICE OF ECONOMIC VITALITY PROPOSED FIVE-YEAR CIP

The largest proposed project over the life of the Office of Economic Vitality during the Blueprint 2020 sales tax will be the FSU project. The Interlocal Agreement between the County and City calls for up to \$20 million of dedicated 2020 surtax proceeds to be used to construct a convention center on or near the existing Donald L. Tucker Civic Center site as part of a larger Florida State University (FSU) redevelopment and master planning effort for their Arena District. At the September 20, 2018 meeting, the IA Board authorized staff to commence the financing process for the issuance of up to \$20 million toward the FSU project as early as October 2020 (FY 2021), subject to the IA's final approval of the scope, size, and operations plan for the project.

FSU commissioned a feasibility study for the convention center during the fall of 2019, and the study indicated that the cost of the convention center would be upwards of \$40 million, doubling the original commitment toward the project. At the March 12, 2020 meeting, the IA Board expressed support for increasing the funding amount for the convention center to \$40 million. Subsequently, Florida Agricultural and Mechanical University (FAMU) requested funding to repair Bragg Stadium so that football games could continue to be held at the stadium. The needed structural repairs had a cost estimate of \$10 million, and the IA Board approved loan funding in December 2020 in support of the Bragg Stadium project.

The IA Board reduced the commitment to the convention center by \$10 million, to an overall funding level of \$30 million. During the May 27, 2021 IA Board meeting, the IA Board provided staff direction to coordinate with FSU on the new economic development project opportunity regarding repairs at Doak S. Campbell Stadium. An analysis, findings, and recommendations for the IA Board's consideration will be provided at a later date. Debt funding in the amount of \$20 million is included in this budget as a placeholder until final action is taken by the IA Board on the issuance of debt.

As stated in the Interlocal Agreement, up to \$14.1 million for the International Airport Growth and Development Project may help upgrade existing hangar facilities, provide the necessary utility infrastructure to construct additional hangars, and develop 1,000 acres of Airport property for lease. Funding would help to create an international passenger processing facility, support international user fee expenses, and provide additional training to Airport staff in accordance with Tallahassee International Airport's 20-year Growth and Development Plan. The annual funding allocation is \$705,000 for the Airport Growth and Development project.

At the September 20, 2018 IA Board Workshop, Leon County Research and Development Authority (LCRDA) presented an opportunity to receive matching funds from the federal government to build a Business Incubator facility at Innovation Park. The IA Board committed to funding this request at \$2.5 million, with other matching funds provided by the Economic Development Administration, FSU Research Foundation, and Florida A&M University. The IA Board directed staff to execute a MOU with LCRDA at the February 18, 2021 meeting. Allocations of \$1 million in FY 2021 and \$1.5 million in FY 2022 have been previously directed by the IA Board. Additionally, \$805,000 was pledged to LCRDA at the January 30, 2020 meeting as a component of Project Juggernaut. This funding is to support asset maximization and readiness by creating pad ready sites within the 15 acres of undeveloped land and renovation of the 23,000 square feet of existing space in its buildings and to support the targeted recruitment of five new qualified leads in cooperation with OEV.

1. OEV Accounting Summary

The Accounting Summary is included as Attachment #13 and provides current (as of July 31, 2021) information regarding funding sources, IA Board allocations to date, Agency encumbrances and expenditures for all Office of Economic Vitality projects, and remaining project balances.

2. OEV Annual Allocations of City Project Funding

According to the Interlocal Agreement, OEV has one annual allocation to the City of Tallahassee. The allocation is for \$705,000 to be applied to improvements to the Tallahassee International Airport, for a total contribution of \$14.1 million over the life of the Blueprint 2020 program. The contribution will go toward upgrading existing hangar facilities, providing the necessary utility infrastructure to construct additional hangars, and developing 1,000 acres of Airport property for lease. In addition, funding would help to create an international passenger processing facility, support international user fee expenses, and provide additional training support to Airport staff in accordance with Tallahassee International Airport's 20-year Growth and Development Plan.

3. OEV Proposed Five-Year CIP Detail, Including Project Descriptions

As OEV moves into FY 2022, the key focus will remain on supporting our local business community through targeted programming aligned with the long-term economic development strategic plan as well as identify new emerging business development opportunities. This focus includes the key priority areas approved by the Board during the February 18 workshop: local business support, minority, woman and small business engagement, applied science and manufacturing, creative economy, strategic sites location, technology information industry.

OEV intends to focus on supporting our local business community through targeted programming aligned with the long-term economic development strategic plan as well as identifying new emerging business development opportunities. For example, funding is included to support local businesses for the following activities:

- Funding for industry academies and business to business connections specifically targeted for minority, women, and small businesses
- Funding for local workforce development and business support which includes funding to support the Big Bend Manufacturing Association, partnership agreements for talent recruitment and creative class initiatives such as Choose Tallahassee, Domi Station internet. Funding is also being recommended in the out-years to support the creation of a Simulator Lab at the main library.
- Funding for economic vitality partner support for targeted business support programming from the local Chambers, entrepreneur focused activities.
- Funding for business retention and expansion support, as well as local commitments for Target Business Programs.

Table 15, below, summarizes the proposed capital project allocations for FY 2022-2026, which are detailed in Attachment #12:

Table 15

OFFICE OF ECONOMIC VITALITY						
Detail of Annual Allocations, Capital Projects, & Economic Vitality Programs						
Annual Allocations	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Tallahassee International Airport	705,000	705,000	705,000	705,000	705,000	3,525,000
Capital Projects						
Convention Center	20,000,000	(771,326)	-	-	-	19,228,674
LCRDA Incubator: \$2.5 million Pledge	1,500,000	-	-	-	-	1,500,000
1) Economic Vitality Programs						
Incentives, Grants and Programs						
Target Business Program	1,042,180	521,362	504,962	480,362	455,762	3,004,628
ARPC EDA Revolving Loan Fund for Small Businesses	25,000	25,000	25,000	25,000	25,000	125,000
Business Development: Attraction/Expansion	110,000	110,000	110,000	110,000	110,000	550,000
LCRDA Cooperative Pledge	536,700	-	-	-	-	536,700
Future Opportunity Leveraging Fund	5,025	371,612	(285,005)	(227,969)	(320,721)	(457,058)
Competitive Project Fund	-	-	-	-	-	-
Business2Business Engagement Actions						
Local Business and Workforce Development	100,000	150,000	150,000	100,000	100,000	600,000
Industry Academies and B2B Outreach	10,000	10,000	10,000	10,000	10,000	50,000
Strategic Marketing and Communication	65,000	65,000	65,000	65,000	65,000	325,000
Economic Vitality Sponsorships	30,000	30,000	30,000	30,000	30,000	150,000
Economic Vitality Studies						
MWSBE Disparity Study	-	-	-	-	400,000	400,000
Target Industry Study	-	-	-	100,000	-	100,000
Strategic Plan	-	-	-	-	100,000	100,000
Total, OEV CPEVP Budget	24,128,905	1,216,648	1,314,957	1,397,393	1,680,041	29,737,944

The Future Opportunity Leveraging Fund will receive funds remaining at the end of the fiscal year and do so annually to gradually develop the fund balance until the funds are needed to offset projected revenue shortfalls in the later years of the current CIP. These shortfalls are related to debt service payments after funding the Bragg Stadium project at \$10 million in FY 2021 and the FSU project at \$20 million in FY 2022.

Finally, OEV will continue to work with the Economic Vitality Leadership Council, Magnetic Technologies Taskforce, and Minority Women and Small Business Citizens Advisory Committee to identify fiscally responsible programs that provide the resources and assistance our business community needs. The next step in addressing funding levels for Agency staff will be monitoring economic data from multiple state and federal sources over the following three months prior to development of the September budget item.

Office of Economic Vitality Project Descriptions:

- **FSU Project:** As directed by the IA Board on May 27, 2021, funding is provided to include the \$20 million estimate for financing in the development of the FY 2022 budget process. The Agency was directed to collaborate with FSU staff in the development of further details regarding this project, and there is no funding agreement in place at this time. This project will be presented in a separate agenda item on the same date as this item is presented (September 27, 2021).
- **Tallahassee International Airport:** As stated in the Interlocal Agreement, up to \$14.1 million for the International Airport Growth and Development Project may help upgrade existing hangar facilities, provide the necessary utility infrastructure to

construct additional hangars, and develop 1,000 acres of Airport property for lease. Funding would help to create an international passenger processing facility, support international user fee expenses, and provide additional training to Airport staff in accordance with Tallahassee International Airport's 20-year Growth and Development Plan. The annual funding allocation is \$705,000 for the Airport.

- Target Business Program (and formerly Qualified Target Industry Tax Refund): Provide funds for existing commitments to local businesses for expansion and job creation. These incentives are provided to these businesses as the result of a competitive project process and will be reviewed each year to ensure that the job creation and capital investment objectives were met prior to distribution of funds. The QTI program was discontinued in 2020 when the Legislature allowed the program to expire. Prospects seeking these incentives for their projects can submit an RFP with details on their proposed project. Should the project show sufficient capital investment, job creation, and space requirements, the prospect will be asked to submit an application, detailing their project commitment. The application is then reviewed by staff and the Competitive Project Cabinet (CPC). If approved, OEV will enter into negotiations with the prospect and formalize the incentive via a legal contract.
- ARPC Revolving Loan Fund: Provides matching funds and administrative costs to establish a \$1 million revolving loan program for small businesses, which will be administered by Apalachee Regional Planning Council (ARPC) application. The \$200,000 OEV matching funds were provided during FY 2020 and the ongoing \$25,000 annual expense is for operating costs to administer the program.
- Business Development: Funding is provided for business attraction and expansion activities. OEV has extended all existing agreements with current workforce development partners and grant recipients, in light of the delays and restrictions resulting from COVID-19. OEV is doing everything we can to support our local businesses in response to COVID-19, and will maintain a high level of service and support for the community, while remaining fiscally sound and within budget. OEV is actively seeking new avenues to market our local assets, and bring them to prospects in new and innovative ways. OEV continues to receive interest from companies seeking to relocate and expand within our community, and although COVID-19 has impacted in-person visits and tours, there is still activity, particularly in the field of bio-technology and agriculture.
- Competitive Project Fund: As part of the FY 2021 budget, \$25,000 was allocated to seed the initial fund, with the anticipation that additional funding be provided in future budget cycles to be used to induce business expansion or relocation for competitive projects. Funding may be used to cover land and infrastructure improvements as well as workforce development needs as it relates directly to project needs. However, as noted previously, the current budget scenario eliminates future funding to Competitive Project Fund, in order to support capacity in the Targeted Business Program (TBP).
- Local Workforce and Business Support: Funding is provided to support local and small businesses, workforce development, talent attraction, and developing a manufacturing association to support our area manufactures. Funding is included for Domi Station

internet support, partnership agreements for talent recruitment and creative class initiatives such as Choose Tallahassee and to support the developing manufacturing association. This line was also reduced by \$25,000 as Leon Works Expo received funding as part of the FY 2021 State of Florida Budget. In FY 2023 and FY 2024, staff is recommending the funding allocation of \$50,000 (for a total of \$100,000) to support the creation of a Simulator Lab at the main library where library patrons can access simulated training for high-demand skilled jobs. Currently, staff is coordinating with Tallahassee Community College and Lively Technical College to determine the types of simulators that could be useful to their students as well as local businesses seeking to expedite staff training.

- Industry Academies and B2B Outreach: Funding is provided specifically for industry academies and business to business connections specifically targeted for minority, women, and small businesses offered by the MWSBE Division. Funds will be utilized to create on-line webinars, promote mentor-protégé development, as well as facilitate technical assistance businesses.
- Strategic Marketing and Communications: Funding for enhanced marketing efforts to promote and elevate the profile of local businesses on regional and national level specifically those businesses within the four targeted industries: applied science, manufacturing, professional services/IT, and health. Funding is also included to develop promotional content to MWSBE business champions. As mentioned previously, funding is also being allocated in this current fiscal year to be utilized for multi-year national marketing campaign, support the Love Your Local business marketing, and launch the new MWSBE communications initiatives, which includes a monthly radio spotlight on the minority and women-owned businesses and local resources available to engage, equip, educate and empower.
- Economic Vitality Sponsorships: Funding for economic vitality partner support for targeted business support programming from the local Chambers, entrepreneur focused activities, Power Forward event, etc.
- Economic Vitality Studies: Funding is provided in the out years to conduct updated studies for the foundational documents that support the work of OEV which include: strategic plan, target industries, and disparity studies.
- Future Opportunity Leveraging Fund: Funding remaining at the end of the fiscal year, the remaining balance of which shall roll in the FOLF and do so annually to gradually develop the fund balance. It should be noted that due to the cost of debt financing, FOLF has also been utilized to balance the OEV CIP budget in the out years.

V. CONCLUSION

The COVID-19 pandemic presented unique challenges to the Agency during FY 2020 and FY 2021. The economy rapidly contracted, but with assistance from the federal government and with proactive steps taken by local governments, our Tallahassee-Leon County economy has begun to rebound and strong growth is projected for the remainder of FY 2021 and into FY 2022.

With that strong growth comes the risk of inflation in the cost of building materials, adding to project costs that have risen due to IA Board direction over the last year. Also increasing the amount requiring financing, two projects, the Northeast Park and the Fairgrounds Beautification and Improvements projects, were accelerated by the IA Board during FY 2020 and FY 2021. Interest rates have also increased over the last year, which will increase the total cost of financing the projects in the Approved Implementation Plan, along with the projects that have been accelerated.

This item requests that the CAC conduct the first Public Hearing to adopt the FY 2022 Operating Budget (Attachment #1), and the FY 2022-2026 Capital Improvement Program (Attachment #2). The second Public Hearing will be held by the IA Board of Directors on September 27, 2021.

OPTIONS AND RECOMMENDATIONS:

Options:

Option #1: Conduct the first Public Hearing to adopt the FY 2022 Blueprint Intergovernmental Agency Operating Budget and the FY 2022-2026 Capital Improvement Program as presented.

Option #2: CAC Direction

RECOMMENDED OPTIONS:

Option #1: Conduct the first Public Hearing to adopt the FY 2022 Blueprint Intergovernmental Agency Operating Budget and the FY 2022-2026 Capital Improvement Program as presented.

Attachments:

1. FY 2022 Operating Budget Resolution (Resolution 2021-02)
2. FY 2022 Capital Improvement Program Budget Resolution (Resolution 2021-03)
3. Five-year projection of sales tax, other sources and uses of funds
4. Twenty-year projection of all estimated sources and uses of funds
5. PFM Financial Advisors Market Outlook
6. Proposed operating budget for Blueprint Infrastructure Program
7. Five-Year Capital Improvement Program for Blueprint Infrastructure
8. Blueprint Infrastructure Approved 2018 Implementation Plan and Preliminary 20-Year Project Funding Schedules
9. Blueprint Infrastructure Approved 2021 Long-Term Implementation Plan and Preliminary Project Funding Schedule through FY 2040.
10. Estimated FY 2022 – 2026 project expenses
11. Proposed operating budget for the Office of Economic Vitality
12. Five-Year Capital Improvement Program for OEV
13. Accounting summary for Blueprint Infrastructure and OEV projects

THIS PAGE INTENTIONALLY LEFT BLANK

**Blueprint Intergovernmental Agency
FY 2022 Operating Budget
RESOLUTION NO. 2021-02**

WHEREAS, the Blueprint Intergovernmental Agency’s Budget Policy 102.06.B.2., and Section 189.016(3), Florida Statutes, requires the Board of Directors (“Board”) to adopt an annual operating budget and appropriate funding for the upcoming year by resolution; and

WHEREAS, the Board has acknowledged the receipt of sales tax revenue and other sources of revenue to fund operating expenses for the Fiscal Year 2022 beginning October 1, 2021, and ending September 30, 2022.

NOW, THEREFORE, BE IT RESOLVED, that the Leon County – City of Tallahassee Blueprint Intergovernmental Agency Board, hereby adopts the Operating Budget for Fiscal Year 2022 as set forth in “Exhibit A”, which is attached hereto and incorporated herein, and authorizes the carryover of any fund balance, including all operating fund balances, requisitions, and encumbrances from prior years which will automatically be re-appropriated.

Adopted this 27th day of September, 2021.

Leon County-City of Tallahassee
Blueprint Intergovernmental Agency

Attest:

By: _____
Commissioner Nick Maddox
Chair, Board of Directors

By: _____
James O. Cooke, Treasurer-Clerk
City of Tallahassee

Approved as to Form:

By: _____
Susan Dawson, Esq.
Blueprint Attorney

FY 2022 Operating Budget, Blueprint Infrastructure and Office of Economic Vitality				
Sources of Funds		Infrastructure	Economic Vitality	Agency Total
312600	Sales Tax	30,160,706	5,483,765	35,644,471
337411	City OEV Funding	-	311,005	311,005
337412	County OEV Funding	-	311,005	311,005
384001	Proceeds From Bonds	65,000,000	21,500,000	86,500,000
Total, Sources of Funds		95,160,706	27,605,776	122,766,482
Uses of Funds				
Personnel Expenses				
511000	Salaries	1,730,758	854,400	2,585,158
511300	Cost of Living Adjustment	123,092	57,544	180,636
511500	Temporary Wages	214,105	23,400	237,505
512400	Other Salary Items	24,026	3,120	27,146
515000	Pension-Current	383,440	196,503	579,943
515100	Pension-Map	92,736	39,342	132,078
515500	Social Security	13,917	3,042	16,959
515600	Medicare	26,889	10,798	37,686
516000	Health Benefits	197,267	112,492	309,759
516001	Health Benefits-Retirees	25,000	-	25,000
516100	Flex Benefits	38,893	19,981	58,873
Total, Personnel Expenses		2,870,123	1,320,621	4,190,744
Operating & Other Expenses				
521010	Advertising	10,000	69,500	79,500
521030	Reproduction	7,600	31,000	38,600
521040	Unclassified Professional Fees	13,000	-	13,000
521100	Equipment Repairs	17,000	-	17,000
521160	Legal Services	49,000	-	49,000
521180	Unclassified Contractual Svcs	146,260	40,000	186,260
521190	Computer Software	70,000	163,360	233,360
522080	Telephone	10,000	15,000	25,000
523020	Food	6,600	6,550	13,150
523030	Gasoline	4,000	-	4,000
523050	Postage	1,000	-	1,000
523060	Office Supplies	15,000	20,000	35,000
523080	Unclassified Supplies	1,000	11,350	12,350
523100	Vehicle- Non-Garage	4,800	-	4,800
524010	Travel & Training	35,130	56,050	91,180
524020	Journals & Books	5,060	-	5,060
524030	Memberships	9,083	6,250	15,333
524040	Certificates & Licenses	2,495	1,650	4,145
524050	Rent Expense- Building & Offic	223,000	183,000	406,000
524070	Rent Expense- Machines	5,000	5,000	10,000
524080	Unclassified Charges	26,000	26,100	52,100
540040	Liability Insurance Premium	50,000	40,000	90,000
Total, Operating & Other Expenses		711,028	674,810	1,385,838
Capital Outlay				
550040	Computer Equipment	35,000	10,000	45,000
550060	Unclassified Equipment	-	35,000	35,000
Total, Capital Outlay		35,000	45,000	80,000
Allocated Costs				
560150	Diversity and Inclusion Expense	2,445	4,074	6,519
560010	Human Resource Expense	29,410	16,340	45,750
560020	Accounting Expense	35,334	24,833	60,167
560030	Purchasing Expense	31,263	12,141	43,404
560040	Information Systems Expense	94,048	36,946	130,994
560070	Revenue Collection	311	138	449
560120	Indirect Costs	59,050	11,638	70,688
Total, Allocated Costs		251,861	106,110	357,971
Administrative Allocation				
611100	Admin Allocation Transfer	(188,598)	188,598	-
Total, Administrative Allocation		(188,598)	188,598	-
Total Operating Budget Before Transfers		3,679,414	2,335,139	6,014,553
Transfers to Other Funds				
611300	Debt Service Transfer	-	1,141,732	1,141,732
612400	Inter-Fund Ops Transfer	91,481,292	24,128,905	115,610,197
Total, Transfers to Other Funds		91,481,292	25,270,637	116,751,929
Total, Uses of Funds		95,160,706	27,605,776	122,766,482

Blueprint Intergovernmental Agency FY 2022 Capital Budget RESOLUTION NO. 2021-03

WHEREAS, the Blueprint Intergovernmental Agency’s Budget Policy 102.06.B.2., and Section 189.016(3), Florida Statutes, requires the Board of Directors (“Board”) to adopt an annual capital budget and appropriate funding for the upcoming year by resolution; and,

WHEREAS, the Board has acknowledged the receipt of sales tax revenue and other sources of revenue to fund operating expenses for the Fiscal Year 2022 beginning October 1, 2021, and ending September 30, 2022; and,

WHEREAS, the Board hereby approves the five-year Capital Improvement Program for Fiscal Year 2022 through Fiscal Year 2026, in accordance with Budget Policy 102.07.3; and,

NOW, THEREFORE, BE IT RESOLVED, that the Leon County-City of Tallahassee Blueprint Intergovernmental Agency Board, hereby adopts the Capital Budget for Fiscal Year 2022 as set forth in “Exhibit A”, which is attached hereto and incorporated herein, and authorizes the carryover of any capital fund balance, including all capital fund balances, requisitions, and encumbrances from prior years which will automatically be re-appropriated.

Adopted this 27th day of September, 2021.

Leon County-City of Tallahassee
Blueprint Intergovernmental Agency

Attest:

By: _____
Commissioner Nick Maddox
Chair, Board of Directors

By: _____
James O. Cooke, Treasurer-Clerk
City of Tallahassee

Approved as to Form:

By: _____
Susan Dawson, Esq.
Blueprint Attorney

EXHIBIT A						
BLUEPRINT INTERGOVERNMENTAL AGENCY FY 2022 - 2026 CAPITAL BUDGET						
BLUEPRINT INFRASTRUCTURE	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Blueprint 2000 Program						
Capital Cascades Trail Segment 4	-	-	6,030,730	1,526,453	-	7,557,183
LPA Group Engineering Services	(387,860)	-	-	-	-	(387,860)
Magnolia Drive Trail and Subprojects	9,500,000	-	-	-	-	9,500,000
Annual Allocations						
Blueprint: Greenways Master Plan	760,000	790,000	790,000	790,000	790,000	3,920,000
Blueprint: Bike Route System	780,000	750,000	750,000	750,000	750,000	3,780,000
City of Tallahassee: StarMetro Enhancements	612,500	612,500	612,500	612,500	612,500	3,062,500
City of Tallahassee: Water Quality and Stormwater Improvements	2,125,000	2,125,000	2,125,000	2,125,000	2,125,000	10,625,000
City of Tallahassee: Sidewalks Improvements	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000	6,250,000
City of Tallahassee: Operating Costs of Blueprint Funded Parks	500,000	500,000	500,000	500,000	500,000	2,500,000
Leon County: Water Quality and Stormwater Improvements	2,125,000	2,125,000	2,125,000	2,125,000	2,125,000	10,625,000
Leon County: Sidewalks Improvements	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000	6,250,000
Leon County: Operating Costs of Blueprint Funded Parks	500,000	500,000	500,000	500,000	500,000	2,500,000
Regional Mobility and Gateway Projects						
Capital Circle Southwest Orange to Crawfordville	-	-	2,500,000	2,500,000	-	5,000,000
Airport Gateway	20,000,000	3,034,512	25,000,000	5,199,521	3,956,847	57,190,880
Northwest Connector: Tharpe Street	-	-	486,000	514,000	-	1,000,000
Northeast Corridor Connector: Bannerman Road	16,545,000	1,744,914	21,060,743	-	-	39,350,657
Northeast Gateway: Welaunee Boulevard	11,800,000	23,163,869	34,000,000	-	-	68,963,869
CCQ Projects						
Orange Avenue/Meridian Placemaking	750,000	-	-	-	-	750,000
Market District Placemaking	5,000,000	1,478,335	-	-	-	6,478,335
Lake Lafayette and St. Marks Regional Park	2,500,000	1,356,782	-	-	-	3,856,782
Monroe-Adams Corridor Placemaking	871,652	1,403,483	1,253,242	234,793	439,139	4,202,309
Midtown Placemaking	4,000,000	321,550	228,121	-	-	4,549,671
Fairgrounds Beautification and Improvement	-	-	12,000,000	-	-	12,000,000
Northeast Park	10,000,000	-	2,433,743	-	-	12,433,743
Reserve Fund, Blueprint Infrastructure	1,000,000	500,000	500,000	-	-	2,000,000
Total, Blueprint Infrastructure Capital Allocations	91,481,292	42,905,945	115,395,079	19,877,267	14,298,486	283,958,069
OFFICE OF ECONOMIC VITALITY	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Capital Projects Allocations						
Convention Center	20,000,000	(771,326)	-	-	-	19,228,674
Tallahassee International Airport	705,000	705,000	705,000	705,000	705,000	3,525,000
LCRDA Incubator: \$2.5 million Pledge	1,500,000	-	-	-	-	1,500,000
Incentives, Grants and Programs						
Target Business Program	1,042,180	521,362	504,962	480,362	455,762	3,004,628
ARPC EDA Revolving Loan Fund for Small Businesses	25,000	25,000	25,000	25,000	25,000	125,000
Business Development: Attraction/Expansion	110,000	110,000	110,000	110,000	110,000	550,000
LCRDA Cooperative Pledge	536,700	-	-	-	-	536,700
Future Opportunity Leveraging Fund	5,025	371,612	(285,005)	(227,969)	(320,721)	(457,058)
Business2Business Engagement Actions						
Local Business and Workforce Development	100,000	150,000	150,000	100,000	100,000	600,000
Industry Academies and B2B Outreach	10,000	10,000	10,000	10,000	10,000	50,000
Strategic Marketing and Communication	65,000	65,000	65,000	65,000	65,000	325,000
Economic Vitality Sponsorships	30,000	30,000	30,000	30,000	30,000	150,000
Economic Vitality Studies						
MWSBE Disparity Study	-	-	-	-	400,000	400,000
Target Industry Study	-	-	-	100,000	-	100,000
Strategic Plan	-	-	-	-	100,000	100,000
Total, Office of Economic Vitality Capital Allocations	24,128,905	1,216,648	1,314,957	1,397,393	1,680,041	29,737,944
Total, Capital Project Transfers	115,610,197	44,122,593	116,710,036	21,274,660	15,978,527	313,696,013

BLUEPRINT INTERGOVERNMENTAL AGENCY											
Draft Sales Tax Revenue Estimate											
	Actual Result	Actual Result	Final Budget	Budget Variance	Approved Budget	8.00%	2.50%	2.50%	2.00%	2.00%	Total
	FY2019	FY2020	FY2020	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY21-25
Base Year:					44,540,000	48,103,200	49,305,780	50,538,425	51,549,194	52,580,178	252,076,777
95%					42,313,000	45,698,040	46,840,491	48,011,504	48,971,734	49,951,169	239,472,938
Subtotal, Infrastructure	37,443,556	30,438,202	27,838,409	2,599,793	27,926,580	30,160,706	30,914,724	31,687,593	32,321,344	32,967,772	158,052,139
OEV	-	3,817,299	3,411,600	405,699	5,077,560	5,483,765	5,620,859	5,761,380	5,876,608	5,994,140	28,736,752
Subtotal, Blueprint IA	37,443,556	34,255,501	31,250,009	3,005,492	33,004,140	35,644,471	36,535,583	37,448,973	38,197,952	38,961,912	186,788,891
LIFE	-	878,346	801,282	77,064	846,260	913,961	936,810	960,231	979,436	999,023	4,789,461
County Funds	4,680,445	4,391,731	4,006,411	385,319	4,231,300	4,569,804	4,684,049	4,801,150	4,897,173	4,995,117	23,947,293
City Funds	4,680,445	4,391,731	4,006,411	385,319	4,231,300	4,569,804	4,684,049	4,801,150	4,897,173	4,995,117	23,947,293
Total Sales Tax Funds	46,804,446	43,917,309	40,064,114	3,853,195	42,313,000	45,698,040	46,840,491	48,011,504	48,971,734	49,951,169	239,472,938
Difference	-	-	-	-	-	-	-	-	-	-	-
Blueprint Infrastructure											
Blueprint Tax Revenue	37,443,556	30,438,202	27,838,409	2,599,793	27,926,580	30,160,706	30,914,724	31,687,593	32,321,344	32,967,772	158,052,139
Transfers In	8,699,365	-	-	-	4,685,797	-	-	-	-	-	-
Donations/Other	88,984	1,362,079	222,812	1,139,267	-	-	3,000,000	-	-	-	3,000,000
Governmental Revenue	-	1,280,000	1,280,000	-	-	-	1,500,000	486,000	-	-	1,986,000
Bonds	-	-	-	-	-	65,000,000	-	80,000,000	-	-	145,000,000
SIB Loans	-	-	-	-	-	-	12,750,000	12,750,000	-	-	25,500,000
Sources	46,231,905	33,080,281	29,341,221	3,739,060	32,612,377	95,160,706	48,164,724	124,923,593	32,321,344	32,967,772	333,538,139
Operating	2,499,921	3,058,576	3,802,497	(743,921)	3,261,833	3,679,414	3,771,399	3,865,684	3,942,998	4,021,858	19,281,353
Debt Service	18,635,585	2,183,977	2,183,977	-	-	-	1,487,380	5,662,830	8,501,079	14,647,428	30,298,717
Capital Projects	22,164,821	24,083,325	24,083,325	-	29,350,544	91,481,292	42,905,945	115,395,079	19,877,267	14,298,486	283,958,069
Priority Uses	43,300,327	29,325,878	30,069,799	(743,921)	32,612,377	95,160,706	48,164,724	124,923,593	32,321,344	32,967,772	333,538,139
Available for Allocation	2,931,578	3,754,403									
Office of Economic Vitality											
OEV Tax Revenue	-	3,817,299	3,411,600	405,699	5,077,560	5,483,765	5,620,859	5,761,380	5,876,608	5,994,140	28,736,752
Transfers In	-	-	-	-	-	-	-	-	-	-	-
Donations/Other	(2,262)	160,359	163,615	(3,256)	-	-	-	-	-	-	-
Governmental Revenue	689,557	556,984	852,928	(295,944)	310,475	622,011	637,561	653,500	666,570	879,901	3,459,543
Bonds	-	-	-	-	-	21,500,000	-	-	-	-	21,500,000
Loans	-	-	-	-	10,055,000	-	-	-	-	-	-
Sources	687,295	4,534,642	4,428,143	106,499	15,443,035	27,605,776	6,258,420	6,414,880	6,543,178	6,874,041	53,696,295
Operating	1,028,593	1,737,915	2,045,047	(307,132)	1,992,192	2,335,139	2,393,517	2,453,355	2,502,422	2,552,470	12,236,903
Debt Service	-	-	-	-	52,203	1,141,732	2,648,255	2,646,568	2,643,363	2,641,530	11,721,448
Capital Projects	-	3,360,981	3,401,455	(40,474)	13,398,640	24,128,905	1,216,648	1,314,957	1,397,393	1,680,041	29,737,944
Priority Uses	1,028,593	5,098,896	5,446,502	(347,606)	15,443,035	27,605,776	6,258,420	6,414,880	6,543,178	6,874,041	53,696,295
Available for Allocation	(341,298)	(564,254)									
Total Sources of Funds	46,919,200	37,614,923	-	-	48,055,412	122,766,482	54,423,144	131,338,473	38,864,522	39,841,813	387,234,434
Total Uses of Funds	46,919,200	37,614,923	-	-	48,055,412	122,766,482	54,423,144	131,338,473	38,864,522	39,841,813	387,234,434

BLUEPRINT INTERGOVERNMENTAL AGENCY PROPOSED SALES TAX REVENUE PROJECTIONS, OTHER SOURCES OF FUNDS, AND USES OF FUNDS FISCAL YEARS 2020 - 2040																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																								
SALES TAX REVENUE PROJECTIONS																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																								
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																															
																										FY2020 Actual	FY2021 Budget	Updated Estimate	FY2022	FY2023	FY2024	FY2025	FY2026	FY22-26	FY2027	FY2028	FY2029	FY2030	FY2031	FY2032	FY2033	FY2034	FY2035	FY2036	FY2037	FY2038	FY2039	FY2040	Total 2022-40																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																							
Projected Sales Tax Funds (A)																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																								
Base Year:																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																								
95%																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																								
L.I.F.E. (Leon County) Sales Tax Funds (2%)																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																								
Leon County Sales Tax Funds (10%)																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																								
City of Tallahassee Sales Tax Funds (10%)																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																								
Blueprint Infrastructure: (66% of Blueprint 2020 Tax)																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																								
Economic Vitality (12% of Blueprint 2020 Tax)																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																								
Total, Blueprint Intergovernmental Agency																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																								
Total, All Sales Tax Funds																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																								
BLUEPRINT INTERGOVERNMENTAL AGENCY, SOURCES OF FUNDS																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																								
16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48	49	50	51	52	53	54																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																		
																																							FY2020 Actual	FY2021 Budget	Updated Estimate	FY2022	FY2023	FY2024	FY2025	FY2026	FY22-26	FY2027	FY2028	FY2029	FY2030	FY2031	FY2032	FY2033	FY2034	FY2035	FY2036	FY2037	FY2038	FY2039	FY2040	Total 2022-40																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																										
Infrastructure Sales Tax Revenue (from line 12)																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																								
Known Federal Grants																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																								
Known State Grants																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																								
Known Local Grants																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																								
Known Other Funding																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																								
Transfers In From Other Funds (H)																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																								
Bond Funding (D)																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																								
SIB Loan Funding																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																								
Total Infrastructure Sources of Funds																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																								
OEV Sales Tax Revenue (from line 13)																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																								
City/County Funding (Operating & MWSBE) (C)																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																								
Known Governmental Grants (H)																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																								
Known Other Funding																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																								
Bond Funding (D)																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																								
Loan Funding																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																								
Total, OEV, Sources of Funds																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																								
Total, Agency-Wide Sources of Funds																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																								
BLUEPRINT INTERGOVERNMENTAL AGENCY, USES OF FUNDS																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																								
35	36	37	38	39	40	41	42	43	44	45	46	47	48	49	50	51	52	53	54	55	56	57	58	59	60	61	62	63	64	65	66	67	68	69	70	71	72	73	74	75	76	77	78	79	80	81	82	83	84	85	86	87	88	89	90	91	92	93	94	95	96	97	98	99	100	101	102	103	104	105	106	107	108	109	110	111	112	113	114	115	116	117	118	119	120	121	122	123	124	125	126	127	128	129	130	131	132	133	134	135	136	137	138	139	140	141	142	143	144	145	146	147	148	149	150	151	152	153	154	155	156	157	158	159	160	161	162	163	164	165	166	167	168	169	170	171	172	173	174	175	176	177	178	179	180	181	182	183	184	185	186	187	188	189	190	191	192	193	194	195	196	197	198	199	200	201	202	203	204	205	206	207	208	209	210	211	212	213	214	215	216	217	218	219	220	221	222	223	224	225	226	227	228	229	230	231	232	233	234	235	236	237	238	239	240	241	242	243	244	245	246	247	248	249	250	251	252	253	254	255	256	257	258	259	260	261	262	263	264	265	266	267	268	269	270	271	272	273	274	275	276	277	278	279	280	281	282	283	284	285	286	287	288	289	290	291	292	293	294	295	296	297	298	299	300	301	302	303	304	305	306	307	308	309	310	311	312	313	314	315	316	317	318	319	320	321	322	323	324	325	326	327	328	329	330	331	332	333	334	335	336	337	338	339	340	341	342	343	344	345	346	347	348	349	350	351	352	353	354	355	356	357	358	359	360	361	362	363	364	365	366	367	368	369	370	371	372	373	374	375	376	377	378	379	380	381	382	383	384	385	386	387	388	389	390	391	392	393	394	395	396	397	398	399	400	401	402	403	404	405	406	407	408	409	410	411	412	413	414	415	416	417	418	419	420	421	422	423	424	425	426	427	428	429	430	431	432	433	434	435	436	437	438	439	440	441	442	443	444	445	446	447	448	449	450	451	452	453	454	455	456	457	458	459	460	461	462	463	464	465	466	467	468	469	470	471	472	473	474	475	476	477	478	479	480	481	482	483	484	485	486	487	488	489	490	491	492	493	494	495	496	497	498	499	500	501	502	503	504	505	506	507	508	509	510	511	512	513	514	515	516	517	518	519	520	521	522	523	524	525	526	527	528	529	530	531	532	533	534	535	536	537	538	539	540	541	542	543	544	545	546	547	548	549	550	551	552	553	554	555	556	557	558	559	560	561	562	563	564	565	566	567	568	569	570	571	572	573	574	575	576	577	578	579	580	581	582	583	584	585	586	587	588	589	590	591	592	593	594	595	596	597	598	599	600	601	602	603	604	605	606	607	608	609	610	611	612	613	614	615	616	617	618	619	620	621	622	623	624	625	626	627	628	629	630	631	632	633	634	635	636	637	638	639	640	641	642	643	644	645	646	647	648	649	650	651	652	653	654	655	656	657	658	659	660	661	662	663	664	665	666	667	668	669	670	671	672	673	674	675	676	677	678	679	680	681	682	683	684	685	686	687	688	689	690	691	692	693	694	695	696	697	698	699	700	701	702	703	704	705	706	707	708	709	710	711	712	713	714	715	716	717	718	719	720	721	722	723	724	725	726	727	728	729	730	731	732	733	734	735	736	737	738	739	740	741	742	743	744	745	746	747	748	749	750	751	752	753	754	755	756	757	758	759	760	761	762	763	764	765	766	767	768	769	770	771	772	773	774	775	776	777	778	779	780	781	782	783	784	785	786	787	788	789	790	791	792	793	794	795	796	797	798	799	800	801	802	803	804	805	806	807	808	809	810	811	812	813	814	815	816	817	818	819	820	821	822	823	824	825	826	827	828	829	830	831	832	833	834	835	836	837	838	839	840	841	842	843	844	845	846	847	848	849	850	851	852	853	854	855	856	857	858	859	860	861	862	863	864	865	866	867	868	869	870	871	872	873	874	875	876	877	878	879	880	881	882	883	884	885	886	887	888	889	890	8



pfm

Blueprint Intergovernmental Agency

July 2021 Market Update

July 27, 2021

PFM Financial Advisors LLC

300 S. Orange Avenue
Suite 1170
Orlando, FL 32801

pfm.com
407.648.2208



Table of Contents

- I. Market Update
- II. Transaction Timetable and Overview
- III. Preliminary Structure



I. Market Update



Tax-Exempt Interest Rates

Market Yields: July 2011 to July 2021

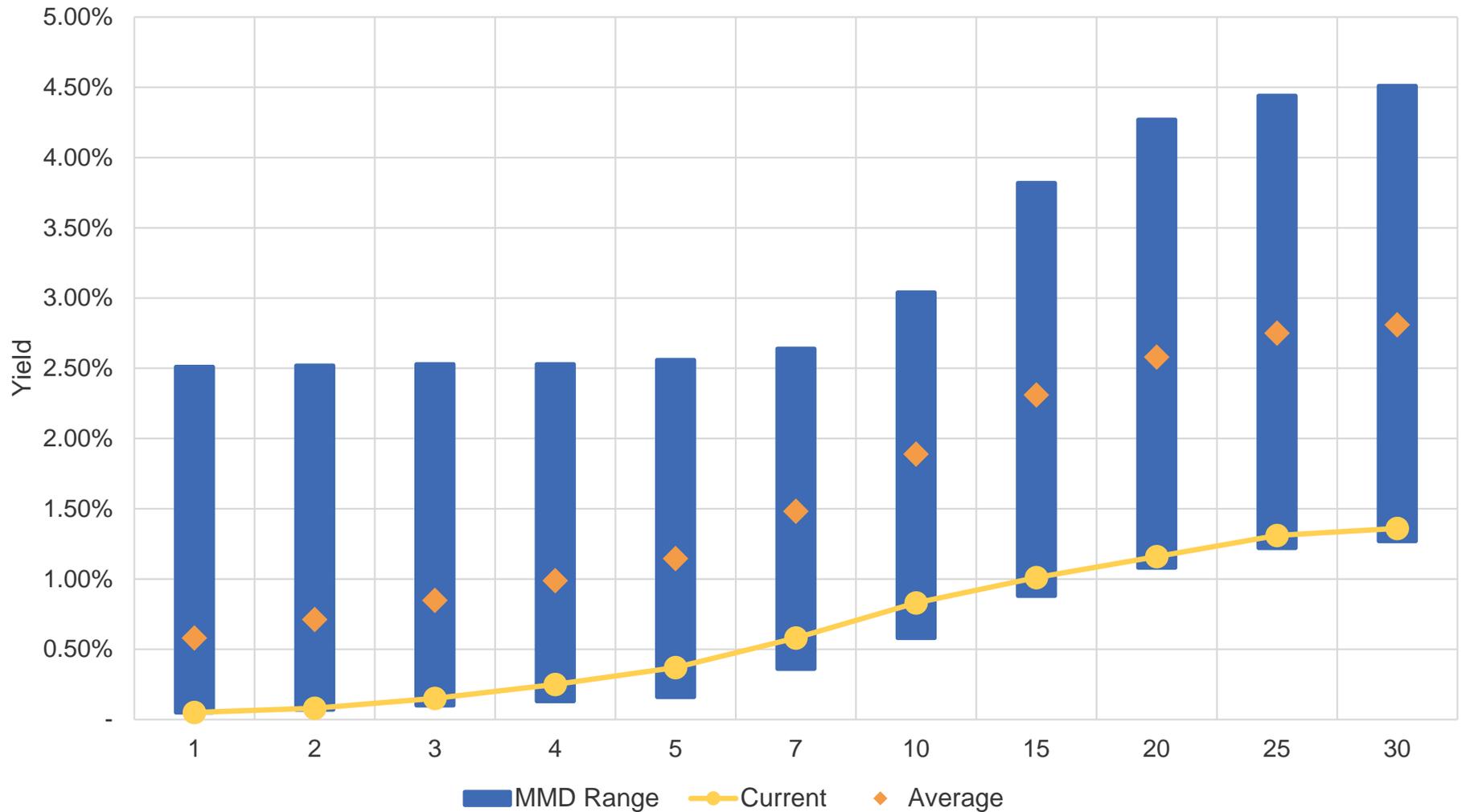


	10-Year AAA MMD	20-Year AAA MMD	30-Year AAA MMD
Avg 2011 - Present	1.89%	2.58%	2.81%
Current: 07/26/2021	0.83%	1.16%	1.36%
Difference	-106 bps	-142 bps	-145 bps
Min	0.58%	1.08%	1.27%
Max	3.04%	4.27%	4.51%



Tax-Exempt Interest Rates

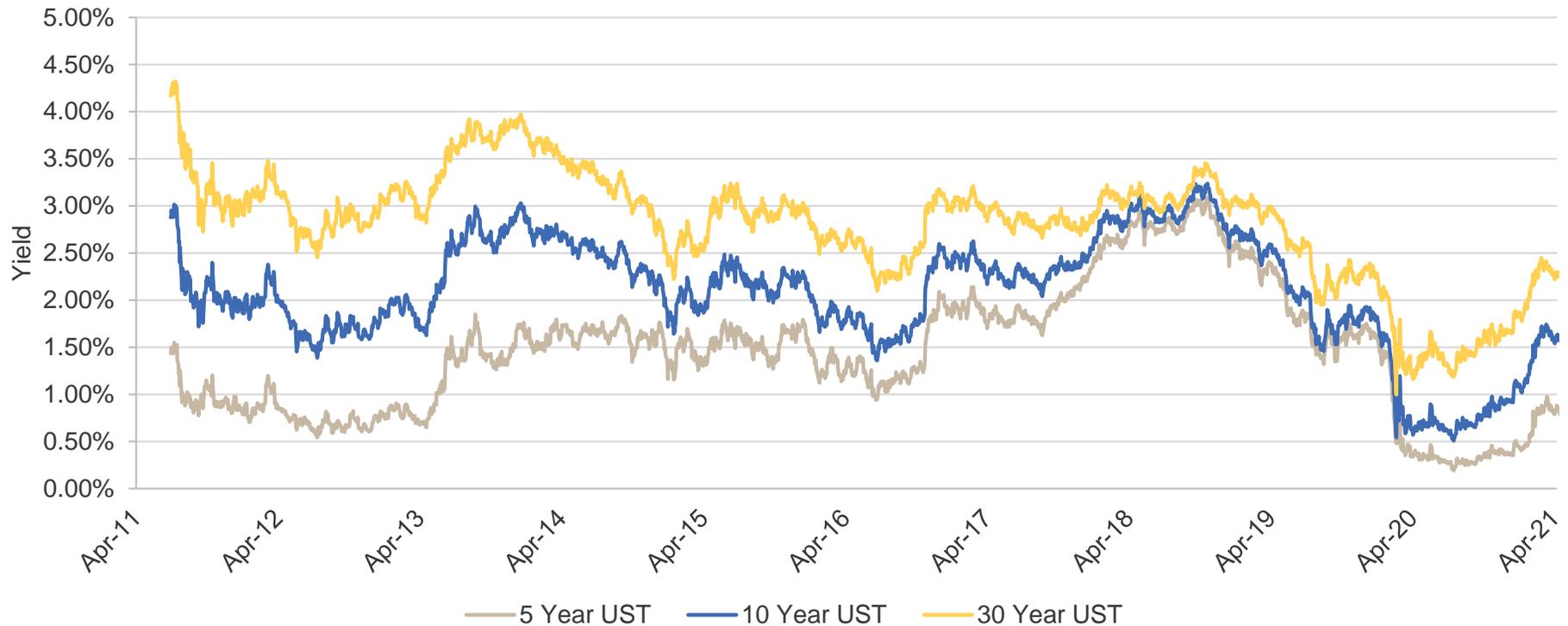
MMD Ranges Over Past 10 Years





Taxable Interest Rates

Treasury Yields: July 2011 to July 2021

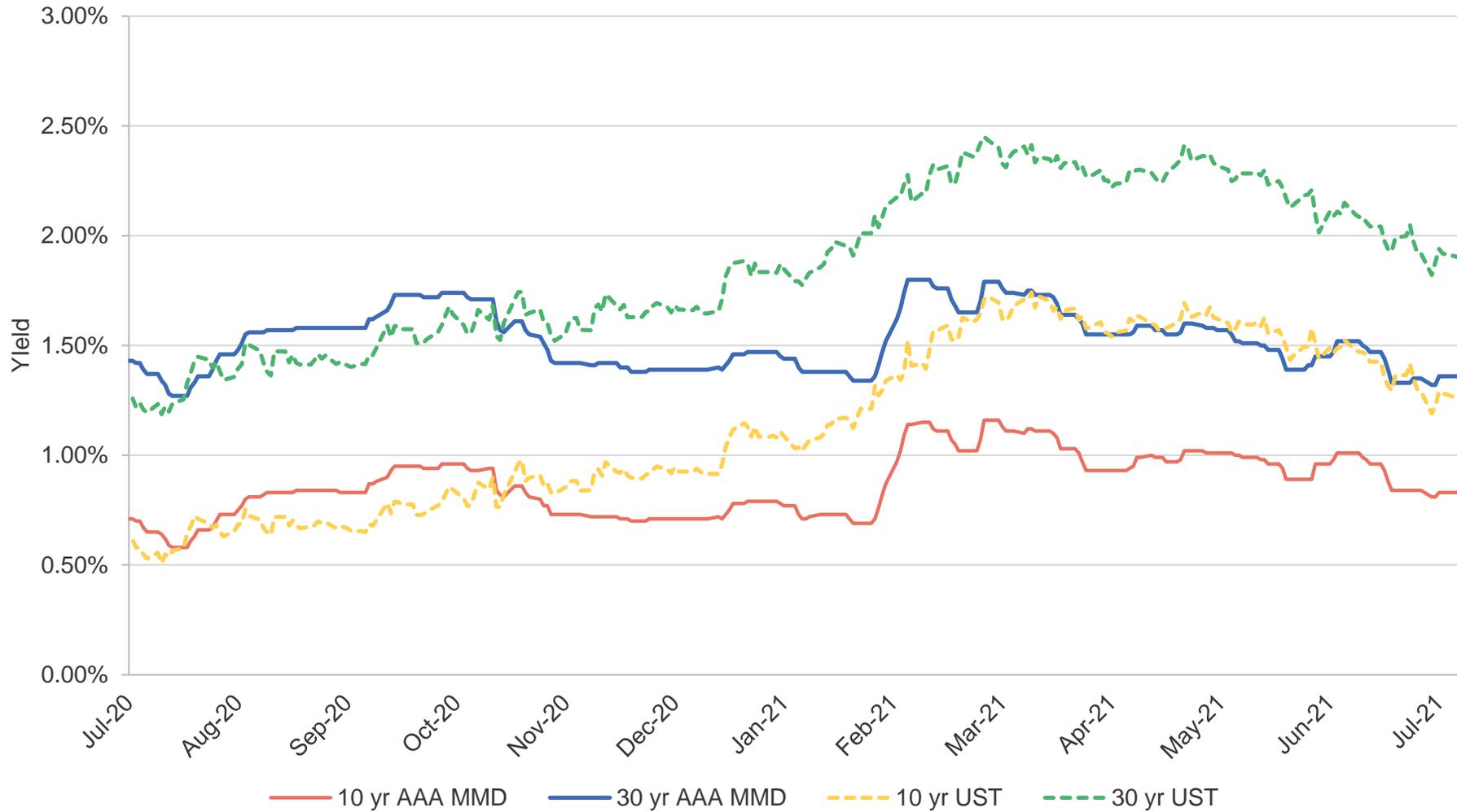


	5-Year UST	10-Year UST	30-Year UST
Avg 2011 - Present	1.44%	2.06%	2.80%
Current: 07/26/2021	0.70%	1.26%	1.90%
Difference	-74 bps	-81 bps	-89 bps
Min	0.19%	0.51%	1.00%
Max	3.09%	3.24%	4.32%



Tax-Exempt vs. Taxable Interest Rates

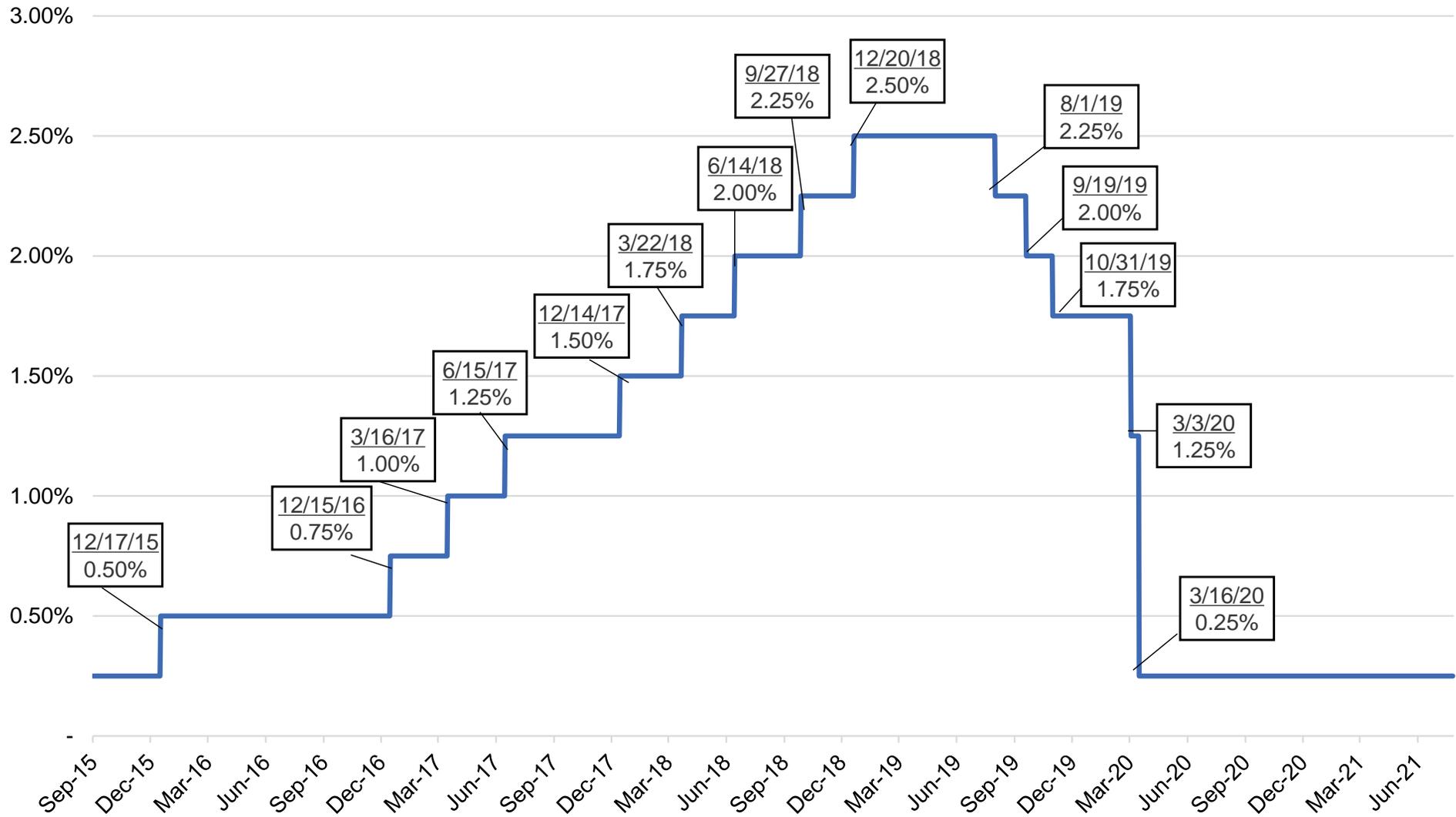
10-Year & 30-Year UST vs. AAA MMD Rates past 12 Months





Federal Funds Target Rate

Historical Fed Rate Hikes & Cuts





II. Transaction Timetable and Overview



Bank Loan vs. Bond Issuance

	Bank Loan	Bond Issuance
Pros	<ul style="list-style-type: none">➤ No ratings required➤ No offering documents & minimal disclosure requirements➤ Minimal issuance costs➤ Usually shorter timeframe to close financing	<ul style="list-style-type: none">➤ Financings up to 30 years are typical and easy to finance➤ Future tax law change risk is with holders of bonds➤ 10-Year Call Provision is the industry standard➤ More efficient for larger financings in current market
Cons	<ul style="list-style-type: none">➤ Banks typically comfortable providing funding for up to 15 years➤ Some banks require gross-up language if tax laws change➤ Call Provisions are sometimes not available or are costly, can vary greatly between banks➤ Priced at par resulting in reduced future call option value	<ul style="list-style-type: none">➤ Ratings would be required➤ Issuance documentation considerations and ongoing administration➤ Issuance costs much greater than Bank Loan➤ Additional time to complete financing due to additional documents and ratings process



Overview of Financing Process



- Select the Team
 - Determine project cost & timing
 - Size & structure the bonds
 - Determine method of sale
-
- Board approval
 - Tax analysis & due diligence
 - Prepare authorizing resolution
 - Prepare disclosure document
-
- Obtain ratings & credit enhancement, if needed
 - Investor marketing
 - Sell & price the bonds
-
- Closing & project fund deposit
 - Invest debt proceeds
 - Begin projects & track progress
 - Make principal & interest payments
 - Comply with disclosure and arbitrage regulations



III. Preliminary Structure



Assumptions

- ◆ General Financing Assumptions
 - Type: Publicly Offered Bonds
 - Coupon: 3.00%
 - Yield: Current Rates
 - Final Maturity: 10/1/2039
 - Call Feature: 10-year par call
 - COI: \$5/Bond; UWD: \$5/Bond
- ◆ FY 2022 Financing
 - Funding Date: December 1, 2021
 - Project Fund Deposit: \$86.5 million
- ◆ FY 2024 Financing
 - Funding Date: December 1, 2023
 - Project Fund Deposit: \$80 million



Fiscal Year 2022 & 2024 Financings

FY 2022 Financing			
\$86.5 million Project			
Date	Principal	Interest	Debt Service
10/1/2022	2,835,000	1,966,625	4,801,625
10/1/2023	3,485,000	2,274,900	5,759,900
10/1/2024	3,590,000	2,170,350	5,760,350
10/1/2025	3,695,000	2,062,650	5,757,650
10/1/2026	3,810,000	1,951,800	5,761,800
10/1/2027	3,920,000	1,837,500	5,757,500
10/1/2028	4,040,000	1,719,900	5,759,900
10/1/2029	4,160,000	1,598,700	5,758,700
10/1/2030	4,285,000	1,473,900	5,758,900
10/1/2031	4,415,000	1,345,350	5,760,350
10/1/2032	4,545,000	1,212,900	5,757,900
10/1/2033	4,685,000	1,076,550	5,761,550
10/1/2034	4,825,000	936,000	5,761,000
10/1/2035	4,970,000	791,250	5,761,250
10/1/2036	5,115,000	642,150	5,757,150
10/1/2037	5,270,000	488,700	5,758,700
10/1/2038	5,430,000	330,600	5,760,600
10/1/2039	5,590,000	167,700	5,757,700
Total	78,665,000	24,047,525	102,712,525

FY 2024 Financing			
\$80 million Project			
Date	Principal	Interest	Debt Service
10/1/2022	-	-	-
10/1/2023	-	-	-
10/1/2024	3,075,000	1,835,875	4,910,875
10/1/2025	3,785,000	2,110,800	5,895,800
10/1/2026	3,895,000	1,997,250	5,892,250
10/1/2027	4,015,000	1,880,400	5,895,400
10/1/2028	4,135,000	1,759,950	5,894,950
10/1/2029	4,260,000	1,635,900	5,895,900
10/1/2030	4,385,000	1,508,100	5,893,100
10/1/2031	4,515,000	1,376,550	5,891,550
10/1/2032	4,655,000	1,241,100	5,896,100
10/1/2033	4,790,000	1,101,450	5,891,450
10/1/2034	4,935,000	957,750	5,892,750
10/1/2035	5,085,000	809,700	5,894,700
10/1/2036	5,235,000	657,150	5,892,150
10/1/2037	5,395,000	500,100	5,895,100
10/1/2038	5,555,000	338,250	5,893,250
10/1/2039	5,720,000	171,600	5,891,600
Total	73,435,000	19,881,925	93,316,925





Blueprint Intergovernmental Agency

Bank Loan vs. Bond Issuance Overview

Bond Issuance		Bank Loan
Pros	<ul style="list-style-type: none"> ➤ Financings up to 30 years are typical and easy to finance ➤ Future tax law change risk is with holders of bonds ➤ 10-Year Call Provision is the industry standard ➤ More efficient for larger financings in current market 	<ul style="list-style-type: none"> ➤ No ratings required ➤ No offering documents & minimal disclosure requirements ➤ Minimal issuance costs ➤ Usually, shorter timeframe to close financing ➤ Flexibility on call provisions and drawdowns
Cons	<ul style="list-style-type: none"> ➤ Ratings would be required ➤ Issuance documentation considerations and ongoing administration ➤ Issuance costs much greater than Bank Loan ➤ Additional time to complete financing due to additional documents and ratings process 	<ul style="list-style-type: none"> ➤ Banks typically comfortable providing funding for up to 15 years ➤ Some banks require gross-up language if tax laws change ➤ Call provisions can vary greatly between banks ➤ Priced at par resulting in reduced future call option value

Professionals Typically Involved (Cost of Issuance)

	Competitive Bond	Bank Loan
Bank Counsel		x
Bond Counsel	x	x
BondBuyer	x	
BondLink	x	
DAC	x	
Disclosure Counsel	x	
Financial Advisor	x	x
Paying Agent	x	
Printer	x	
Rating Agency	x	

Preliminary Numbers Comparison (Current Market Rates)

	Competitive Bond	Bank Loan
Par Amount	77,515,000	86,700,000
Original Issue Net Premium	9,385,000	-
Total Proceeds	86,900,000	86,700,000
Project Fund	86,500,000	86,500,000
Cost of Issuance	400,000	200,000
Total Uses	86,900,000	86,700,000
All-in True Interest Cost	1.71%	1.78%
Maximum Annual Debt Service	5,738,150	5,772,863
Total Debt Service	100,862,447	101,463,175
Net Interest	13,962,447	14,763,175

Attachment #6					
DRAFT FY 2022 Operating Budget, Blueprint Infrastructure					
		FY 2020	FY 2021	FY 2022	%
		Actual	Approved	Proposed	Change
Sources of Funds					
312600	Sales Tax	30,438,202	27,926,580	30,160,706	8.00%
337402	City - Transportation Projects	1,280,000	-	-	0.00%
361001	Interest	283,097	-	-	0.00%
362008	Rental of Land & Buildings	4,800	-	-	0.00%
364220	Sale of Land	590,235	-	-	0.00%
369941	Trans from Fund Bal - Encumb	222,812	-	-	0.00%
381306	Transfer from Blueprint 2K Opr	261,135	4,685,797	-	-100.00%
384001	Proceeds From Bonds	-	-	65,000,000	100.00%
Total, Sources of Funds		33,080,281	32,612,377	95,160,706	191.79%
Uses of Funds					
Personnel Expenses					
511000	Salaries	1,457,132	1,594,592	1,730,758	8.54%
511200	Capitalized Wages	(213)	-	-	0.00%
511300	Cost of Living Adjustment	-	-	123,092	100.00%
511500	Temporary Wages	236,351	164,320	214,105	30.30%
512000	Overtime	21,922	-	-	0.00%
512400	Other Salary Items	20,529	24,026	24,026	0.00%
515000	Pension-Current	249,434	358,321	383,440	7.01%
515100	Pension-Map	70,163	86,010	92,736	7.82%
515500	Social Security	7,328	10,681	13,917	30.30%
515600	Medicare	24,520	24,493	26,889	9.78%
516000	Health Benefits	142,478	187,441	197,267	5.24%
516001	Health Benefits-Retirees	8,250	25,000	25,000	0.00%
516100	Flex Benefits	29,829	35,941	38,893	8.21%
Total, Personnel Expenses		2,267,724	2,510,825	2,870,123	14.31%
Operating & Other Expenses					
521010	Advertising	897	10,000	10,000	0.00%
521030	Reproduction	10,228	4,000	7,600	90.00%
521040	Unclassified Professional Fees	60,823	11,000	13,000	18.18%
521090	Building Repairs	125	-	-	0.00%
521100	Equipment Repairs	-	16,600	17,000	2.41%
521130	Engineering Services	2,500	-	-	0.00%
521160	Legal Services	25,082	49,000	49,000	0.00%
521180	Unclassified Contractual Srvcs	92,759	112,860	146,260	29.59%
521190	Computer Software	35,807	70,000	70,000	0.00%
522080	Telephone	46,999	42,480	10,000	-76.46%
523020	Food	1,952	4,000	6,600	65.00%
523030	Gasoline	254	2,000	4,000	100.00%
523050	Postage	317	1,000	1,000	0.00%
523060	Office Supplies	11,234	15,000	15,000	0.00%
523080	Unclassified Supplies	13,816	1,000	1,000	0.00%
523100	Vehicle- Non-Garage	2,007	4,400	4,800	9.09%
524010	Travel & Training	8,707	25,800	35,130	36.16%
524020	Journals & Books	355	6,890	5,060	-26.56%
524030	Memberships	4,676	8,075	9,083	12.48%
524040	Certificates & Licenses	-	2,495	2,495	0.00%
524050	Rent Expense- Building & Offic	211,238	216,700	223,000	2.91%

Attachment #6

DRAFT FY 2022 Operating Budget, Blueprint Infrastructure

	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	% Change
524070 Rent Expense- Machines	6,572	4,970	5,000	0.60%
524080 Unclassified Charges	9,523	26,000	26,000	0.00%
524100 Region 2 Domestic Security TF	-	-	-	0.00%
540040 Liability Insurance Premium	44,717	50,000	50,000	0.00%
541040 Insurance	-	-	-	0.00%
Total, Operating & Other Expenses	590,588	684,270	711,028	3.91%
Capital Outlay				
550040 Computer Equipment	15,491	35,000	35,000	0.00%
550050 Vehicle Equipment	-	40,000	-	-100.00%
550060 Unclassified Equipment	152,972	-	-	0.00%
Total, Capital Outlay	168,463	75,000	35,000	-53.33%
Allocated Costs				
560010 Human Resource Expense	24,430	-	29,410	100.00%
560020 Accounting Expense	-	26,104	35,334	35.36%
560030 Purchasing Expense	25,223	25,038	31,263	24.86%
560040 Information Systems Expense	72,262	79,011	94,048	19.03%
560070 Revenue Collection	1,012	1,212	311	-74.34%
560120 Indirect Costs	31,250	10,313	59,050	472.58%
560150 Diversity and Inclusion Expense	-	-	2,445	100.00%
Total, Allocated Costs	154,177	141,678	251,861	77.77%
Administrative Allocations				
611100 Admin Allocation Transfer	(122,376)	(149,940)	(188,598)	25.78%
Total, Administrative Allocations	(122,376)	(149,940)	(188,598)	25.78%
Total, Infrastructure Operating Budget	3,058,576	3,261,833	3,679,414	12.80%
Interfund Transfers				
611300 Debt Service Transfer	2,183,977	-	-	0.00%
612400 Inter-Fund Ops Transfer	24,083,325	29,350,544	91,481,292	211.69%
Total, Interfund Transfers	26,267,302	29,350,544	91,481,292	211.69%
Total, Uses of Funds	29,325,878	32,612,377	95,160,706	191.79%
Sources of Funds Less Uses of Funds	3,754,404	-	-	

* Please refer to the FY 2022 - 2026 Capital Improvement Program Budget in Attachment #5 for details regarding allocations to capital projects for bonds funded during FY 2022.

Proposed FY 2022 Blueprint Infrastructure Capital Improvement Program							FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total, FY 2022-2026	Amount Remaining to Complete Project Based on Estimated Cost to Complete	
Sources of Funds							Blueprint 2020 Program Funding							
1	Sources of Funds													
2	Estimated Net Sales Tax Revenues	-	-	-	-	-	26,481,292	25,655,945	22,159,079	19,877,267	14,298,486	108,472,069		
3	City, County, State, Federal, and Other Funding (1)	-	-	-	-	-	-	4,500,000	486,000	-	-	4,986,000		
4	Bond Proceeds	-	-	-	-	-	65,000,000	-	80,000,000	-	-	145,000,000		
5	State Infrastructure Bank Loan	-	-	-	-	-	-	12,750,000	12,750,000	-	-	25,500,000		
6	Total Sources of Funds for Capital Infrastructure Projects						91,481,292	42,905,945	115,395,079	19,877,267	14,298,486	283,958,069		
7	Uses of Funds							Blueprint 2020 Program Funding (3)						
8	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	Project Balance as of April 30, 2021	FY 2022 Projected Allocations	FY 2023 Projected Allocations	FY 2024 Projected Allocations	FY 2025 Projected Allocations	FY 2026 Projected Allocations	Total Projected FY 2022-2026 Allocations		
9	Blueprint 2000 Program													
10	Water Quality Project: City	25,000,000	25,000,000	-	14,335,596	10,664,404	-	-	-	-	-	-	-	
11	Water Quality Project: County	25,000,000	25,000,000	-	23,681,606	1,318,394	-	-	-	-	-	-	-	
12	Blueprint 2000 LIDAR	349,817	349,817	-	349,817	-	-	-	-	-	-	-	-	
13	Northwest Florida Water Management District Partnership	697,420	697,420	-	697,420	-	-	-	-	-	-	-	-	
14	Blueprint 2000 Building Renovations	48,180	48,180	-	48,180	-	-	-	-	-	-	-	-	
15	Headwaters of the St. Marks	8,920,221	8,920,221	-	8,920,221	-	-	-	-	-	-	-	-	
16	Ford's Arm Watershed	272,429	272,429	-	272,429	-	-	-	-	-	-	-	-	
17	Fred George Basin	2,770,000	2,770,000	-	2,770,000	-	-	-	-	-	-	-	-	
18	Sensitive Lands Project Management	394,699	394,699	-	394,699	-	-	-	-	-	-	-	-	
19	Lafayette Heritage Bridge	500,000	500,000	-	500,000	-	-	-	-	-	-	-	-	
20	Lake Lafayette Floodplain	2,800,000	2,800,000	-	1,498,948	1,301,052	-	-	-	-	-	-	-	
21	Blueprint 2000 Land Bank	1,320,263	1,320,263	-	1,320,263	-	-	-	-	-	-	-	-	
22	Booth Property Purchase	584,754	584,754	-	584,754	-	-	-	-	-	-	-	-	
23	Mahan Drive	4,825,731	4,825,731	-	4,825,731	-	-	-	-	-	-	-	-	
24	Capital Circle Northwest (N-1)	69,230,163	69,230,163	-	69,230,163	-	-	-	-	-	-	-	-	
25	Capital Circle Northwest/Southeast (N-2)	127,003,286	127,003,286	-	124,538,919	2,464,367	-	-	-	-	-	-	-	
26	Capital Circle East (E-1)	38,628,775	38,628,775	-	38,628,775	-	-	-	-	-	-	-	-	
27	Capital Circle Southeast and Subprojects (E-2)	37,040,455	37,040,455	-	37,040,455	-	-	-	-	-	-	-	-	
28	Capital Circle Southeast Woodville/Crawfordville (E-3)	11,587,229	11,587,229	-	11,587,229	-	-	-	-	-	-	-	-	
29	Capital Circle Southwest (W-1)	4,554,895	4,554,895	-	4,554,895	-	-	4,291,716	263,179	-	-	-	-	
30	Capital Circle Southwest (W-1) ROW Acquisition	8,539,400	8,539,400	-	3,726,072	4,813,328	-	-	-	-	-	-	-	
31	Capital Circle Southwest (W-1) Stormwater	2,800,000	2,800,000	-	211,930	2,588,070	-	-	-	-	-	-	-	
32	Capital Cascades Trail Segment 1 (Franklin Boulevard)	19,035,973	19,035,973	-	19,035,973	-	-	-	-	-	-	-	-	
33	Capital Cascades Trail Segment 2 (Cascades Park & Subprojects)	50,933,290	50,933,290	-	50,426,711	506,579	-	-	-	-	-	-	-	
34	Capital Cascades Crossing (Connector Bridge & Subprojects)	8,506,584	8,506,584	-	8,506,584	-	-	-	-	-	-	-	-	
35	Capital Cascades Trail Segment 3 (FAMU Way & Subprojects)	67,776,617	67,776,617	-	62,493,845	5,282,772	-	-	-	-	-	-	-	
36	Capital Cascades Trail Segment 4	20,000,000	10,243,721	-	17,601	10,226,120	6,030,730	1,526,453	-	-	-	7,557,183	2,199,096	
37	LPA Group Engineering Services	8,527,288	8,915,148	-	8,527,288	387,860	(387,860)	-	-	-	-	(387,860)	-	
38	Magnolia Drive Trail and Subprojects	23,256,734	12,990,163	1,066,571	6,765,974	7,290,760	9,500,000	-	-	-	-	9,500,000	(300,000)	
39	Advance Funding for Blueprint 2020 Projects													
40	Advance: Airport Gateway	5,531,253	5,531,253	-	1,266,642	4,264,611	-	-	-	-	-	-	-	
41	Advance: Orange Avenue Corridor Study	350,000	350,000	-	350,000	-	-	-	-	-	-	-	-	
42	Advance: Orange Avenue/Meridian Placemaking	1,000,000	1,000,000	-	451,424	548,576	-	-	-	-	-	-	-	
43	Advance: Market District Placemaking	1,000,000	1,000,000	-	720,714	279,286	-	-	-	-	-	-	-	
44	Advance: Northeast Gateway: Welaunee Boulevard	5,182,242	5,182,242	-	4,401,145	781,097	-	-	-	-	-	-	-	
45	Advance: Northeast Corridor Connector: Bannerman Road	807,573	807,573	-	765,667	41,906	-	-	-	-	-	-	-	
46	Advance: Comprehensive Wastewater Treatment Plan	500,000	500,000	-	500,000	-	-	-	-	-	-	-	-	
47	Advance: 2020 Sales Tax Extension: Bike Route and Greenways	900,000	900,000	-	255,990	644,010	-	-	-	-	-	-	-	
48	Blueprint 2020 Program													
49	Annual Allocations													
50	Blueprint: Greenways Master Plan	15,800,000	1,412,500	-	477,613	934,887	14,387,500	760,000	790,000	790,000	790,000	790,000	3,920,000	10,467,500
51	Blueprint: Bike Route System	15,000,000	1,282,500	-	22,500	1,260,000	13,717,500	780,000	750,000	750,000	750,000	3,780,000	9,937,500	
52	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	3,062,500	8,115,625	
53	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	
54	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	
55	City of Tallahassee: 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	
56	Leon County: 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	
57	Leon County: 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	
58	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	
59	Regional Mobility and Gateway Projects													
60	Southside Gateway: Woodville Highway	37,666,783	-	-	-	37,666,783	-	-	-	-	-	-	37,666,783	
61	Capital Circle Southwest Orange to Crawfordville	5,000,000	-	-	-	5,000,000	-	2,500,000	2,500,000	-	-	5,000,000	-	
62	Orange Avenue: Adams to Springhill	41,978,805	-	-	-	41,978,805	-	-	-	-	-	-	41,978,805	
63	Westside Student Gateway: Pensacola Street	37,967,101	-	-	-	37,967,101	-	-	-	-	-	-	37,967,101	
64	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	
65	Northwest Connector: Tharpe Street	67,470,465	-	-	-	67,470,465	-	-	486,000	514,000	-	1,000,000	66,470,465	
66	Northeast Corridor Connector: Bannerman Road	61,611,808	5,800,000	11,555,564	1,303,408	16,052,156	16,545,000	1,744,914	21,060,743	-	-	39,350,657	4,905,587	
67	Northeast Gateway: Welaunee Boulevard	75,595,758	6,631,889	-	21,389	6,610,500	11,800,000	23,163,869	34,000,000	-	-	68,963,669	68,963,669	
68	North Monroe Gateway	11,921,472	-	-	-	11,921,472	-	-	-	-	-	-	11,921,472	
69	CCC Projects													
70	Orange Avenue/Meridian Placemaking	3,709,611	2,959,611	-	750,775	2,208,836	750,000	-	-	-	-	750,000	-	
71	Market District Placemaking	10,013,598	3,535,263	-	1,746	3,533,517	5,000,000	1,478,335	-	-	-	6,478,335	-	
72	Lake Lafayette and St. Marks Regional Park	20,038,220	500,000	400,000	900,000	19,138,220	2,500,000	1,356,782	-	-	-	3,856,782	15,281,438	
73	Monroe-Adams Corridor Placemaking	8,532,961	2,000,000	400,000	325,292	2,074,708	6,132,961	1,403,483	1,253,242	234,793	439,139	4,202,309	1,930,652	
74	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	
75	Fairgrounds Beautification and Improvement	12,100,000	100,000	-	99,916	84	12,000,000	-	-	-	-	12,000,000	-	
76	Northeast Park	12,433,743	-	-	-	12,433,743	10,000,000	-	2,433,743	-	-	12,433,743	-	
77	College Avenue Placemaking	8,877,692	-	-	-	8,877,692	-	-	-	-	-	-	8,877,692	
78	Florida A&M Entry Points	1,902,363	-	-	-	1,902,363	-	-	-	-	-	-	1,902,363	
79	Alternative Sewer Solutions	2,916,956	-	-	-	2,916,956	-	-	-	-	-	-	2,916,956	
80	Tallahassee-Leon County Animal Service Center	8,877,692	-	-	-	8,877,692	-	-	-	-	-	-	8,877,692	
81	DeSoto Winter Encampment	500,000	500,000	-	-	500,000	-	-	-	-	-	-	500,000	
82	Total Uses of Funds, Capital Infrastructure Projects	1,303,942,560	611,331,903	13,422,135	530,471,795	94,282,243	90,481,292	42,405,945	114,895,079	19,877,267	14,298,486	281,958,069	410,652,588	
83	Reserve Fund, Blueprint Infrastructure	2,000,000	-	-	-	2,000,000	1,000,000	500,000	500,000	-	-	2,000,000	-	
84	Total Uses of Funds, Capital Projects and Addition to Reserve Fund	1,305,942,560	611,331,903	13,422,135	530,471,795	94,282,243	91,481,292	42,905,945	115,395,079	19,877,267	14,298,486	283,958,069	410,652,588	
85	Sources of Funds less Uses of Funds													

NOTE: The Capital Improvement Program allocates net sales tax and other sources of funds to capital infrastructure projects; only funding identified in FY 2022 will be allocated toward any projects. Funding identified in the outlying years (2023 - 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 designated years:
a. FY 2023: Florida State University project contribution for the Airport Gateway project (

Blueprint FY 2019 -2024 Funding Schedule and Implementation Plan
Option C: SIB Loan (\$28.7 M) FY2022 Bond (\$100 M) | Total Debt Service (18 years): \$53.8 M

1 Blueprint Infrastructure Program - Income¹									
2	Description	FY2019	FY2020 ³	FY 2021	FY 2022	FY 2023	FY2024	FY19-24 Total	
3	Sales Tax Revenues ²	\$ 34,808,000	\$ 30,885,900	\$ 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	\$ 1,280,000				\$ 486,000	\$ 2,516,000	
7	State Infrastructure Bank (SIB) Loan ⁴				\$ 14,325,000		\$ 14,325,000	\$ 28,650,000	
8	Other Funding Sources ⁵				\$ 3,000,000			\$ 3,000,000	
9	<i>Subtotal - Available Funding</i>	\$ 35,558,000	\$ 32,165,900	\$ 30,244,000	\$ 148,476,200	\$ 32,085,500	\$ 47,858,900	\$ 326,388,500	
10	Blueprint Infrastructure Program - Expenses								
11	Description	FY2019	FY2020 ³	FY 2021	FY 2022	FY 2023	FY2024	FY19-24 Total	
12	Debt Service - BP2000 Bond & FY2022 Bond	\$ 9,957,094	\$ 2,183,977			\$ 3,902,000	\$ 7,809,750	\$ 23,852,821	
13	SIB Loan Payment					\$ 2,367,612	\$ 2,367,612	\$ 4,735,224	
14	Infrastructure Program - Operating Expenses	\$ 3,300,000	\$ 3,600,000	\$ 3,700,000	\$ 3,800,000	\$ 3,900,000	\$ 4,000,000	\$ 22,300,000	
15	Contingency Funds for Infrastructure Projects			\$ 2,000,000				\$ 2,000,000	
16	Annual Allocations ^{6,7} - City of Tallahassee		\$ 3,365,625	\$ 4,487,500	\$ 4,487,500	\$ 4,487,500	\$ 4,487,500	\$ 21,315,625	
17	Annual Allocations ⁶ - Leon County		\$ 2,906,250	\$ 3,875,000	\$ 3,875,000	\$ 3,875,000	\$ 3,875,000	\$ 18,406,250	
18	<i>Subtotal - Expenses</i>	\$ 13,257,094	\$ 12,055,852	\$ 14,062,500	\$ 12,162,500	\$ 18,532,112	\$ 22,539,862	\$ 92,609,920	
19	Blueprint Infrastructure Program - Capital Improvements								
20	Description	FY2019	FY2020 ³	FY 2021	FY 2022	FY 2023	FY2024	FY19-24 Total	
21	Projected Funding - Blueprint Capital Projects	\$ 22,300,906	\$ 20,110,048	\$ 16,181,500	\$ 136,313,700	\$ 13,553,388	\$ 25,319,038	\$ 233,778,580	
22	Blueprint 2000 -Infrastructure Projects⁸								
23	Water Quality Project/City	\$ 2,207,360	\$ 385,835					\$ 2,593,195	
24	Headwaters of St. Marks	\$ 2,617,303	\$ 982,831					\$ 3,600,134	
25	Capital Cascades Trail - Segment 2							\$ -	
26	Capital Cascades Trail - Segments 3 & 4	\$ 4,437,178						\$ 4,437,178	
27	Capital Cascades Trail - Segment 4	\$ 4,787,365	\$ 3,891,763		\$ 8,262,126			\$ 16,941,254	
28	Magnolia Drive Trail	\$ 2,476,700						\$ 2,476,700	
29	Blueprint 2020 - Infrastructure Projects								
30	Annual Allocations ⁶ - Blueprint 2020 - Bike Route Network (\$750k annually) - Greenways Plan (\$790k annually)	\$ 300,000	\$ 1,155,000	\$ 1,540,000	\$ 1,540,000	\$ 1,540,000	\$ 1,540,000	\$ 7,615,000	
31	Regional Mobility & Gateway Projects (listed in order per the CRTPA's Proposed Project Priority List)								
32	(State) Southside Gateway: Woodville Highway ^{9,10}							\$ -	
33	(State) Capital Circle Southwest (W1) ⁹					\$ 2,500,000	\$ 2,500,000	\$ 5,000,000	
34	(State) Orange Avenue: Adams to Springhill ^{8,9}							\$ -	
35	(State) Westside Student Gateway: Pensacola Street ^{9,10}							\$ -	
36	Airport Gateway	\$ 1,000,000	\$ 3,500,000	\$ 2,200,000	\$ 61,532,194			\$ 68,232,194	
37	Northwest Connector: Tharpe Street ¹⁰						\$ 486,000	\$ 486,000	
38	Northeast Connector: Bannerman Road ¹⁰	\$ 750,000	\$ 3,300,000	\$ 2,500,000	\$ 33,246,583			\$ 39,796,583	
39	Northeast Gateway: Welaunee Boulevard ⁸	\$ 1,725,000	\$ 2,394,619	\$ 2,731,889	\$ 24,185,152	\$ 7,263,388	\$ 17,119,441	\$ 55,419,489	
40	North Monroe Gateway ⁸							\$ -	
41	CCQ Projects (in rank order)							\$ -	
42	Orange Avenue/Meridian Placemaking	\$ 1,000,000	\$ 1,500,000	\$ 2,209,611				\$ 4,709,611	
43	Market District ⁹	\$ 1,000,000	\$ 1,500,000	\$ 3,500,000	\$ 4,797,645			\$ 10,797,645	
44	Lake Lafayette and St. Marks Regional Park		\$ 500,000		\$ 750,000	\$ 500,000		\$ 1,750,000	
45	Monroe-Adams Corridor Placemaking		\$ 1,000,000	\$ 1,000,000	\$ 2,000,000	\$ 1,000,000	\$ 3,201,616	\$ 8,201,616	
46	Midtown Placemaking					\$ 750,000	\$ 471,981	\$ 1,221,981	
47	Fairgrounds Beautification & Improvement							\$ -	
48	Northeast Park							\$ -	
49	College Avenue Placemaking							\$ -	
50	Florida A&M Entry Points							\$ -	
51	Alternative Sewer Solutions							\$ -	
52	Tallahassee-Leon County Animal Service Center							\$ -	
53	DeSoto Winter Encampment ¹¹			\$ 500,000				\$ 500,000	
54	Total Allocated	\$ 22,300,906	\$ 20,110,048	\$ 16,181,500	\$ 136,313,700	\$ 13,553,388	\$ 25,319,038	\$ 203,730,119	
55	Remaining Funds to Be Allocated	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
56	Total Active Blueprint-Managed Projects by Year	11 Projects	12 Projects	12 Projects	10 Projects	12 Projects	12 Projects		
57	Notes							Project Phases - Legend	
1/ Income includes sales tax revenues (80% for Blueprint 2000 and 66% for Blueprint 2020)							Planning /PD&E		
2/ Projections based on 3% increases for FY20-22; FY23 and 24 assume 2% increase in revenues							Design		
3/ FY20 reflects BP2000 revenue collection (Oct. 1 - Dec. 31, 2019) & BP2020 revenue collection (Jan. 1 - Sept. 30, 2020)							Right-of-Way Acquisition		
4/ SIB (State Infrastructure Bank) Loan will be applied for in FY2020 for 50% of project costs for Welaunee Boulevard							Construction		
5/ Other Funding Sources: FY2022 - \$3 million FSU contribution to Airport Gateway project							Note: Project phases are approximate and reflect projected general timeframes for these project phases. Project phases will likely overlap in adjacent years. Funding is not necessarily corresponded to the project phase identified in that year.		
6/ Annual allocations for FY2020 prorated to reflect only 9 months of revenue collection									
7/ StarMetro only difference in annual allocations between City & County; County manages LIFE (2% revenues)									
8/ Total FY 19-24 expenditures & project cost does not include all expenditures on this project prior to FY2019									
9/ Portions of these projects in progress and funded by the City, County, CRTPA, or FDOT									
10/ Significant Benefit Project; City & County funds included in first year of project - as of May 2018									
11/ Project Complete - Repayment to the City of Tallahassee									
12/ Project estimates increase 2% annually through the first year of construction for each project or FY 2024									
13/ Assume state funding for capacity projects on state roads; any remaining local improvements will be funded thru Bluperint									

Blueprint Intergovernmental Agency - Preliminary Project Funding Schedules
FY 2019 - 2040: Implementation Plan Options A, B, and C

1 Blueprint Infrastructure Program - Remaining 2000 Projects & Annual Allocations (Same for Options A, B & C)		FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040
2	Description																						
3	Blueprint 2000 Infrastructure Projects																						
4	Water Quality Project/City																						
5	Headwaters of St. Marks																						
6	Capital Cascades Trail - Segment 2																						
7	Capital Cascades Trail - Segments 3 & 4																						
8	Capital Cascades Trail - Segment 4																						
9	Magnolia Drive Trail																						
10	Blueprint 2000 Infrastructure Projects																						
11	Annual Allocations - City of Tallahassee																						
12	Annual Allocations - Leon County																						
13	Annual Allocations - Blueprint 2020																						
14	Blueprint Infrastructure Program - Option A (Sales Tax Revenues & \$28.7 M SIB Loan) Total Debt Service: \$6.9 M																						
15	Description	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040
16	<i>Regional Mobility & Gateway Projects (listed in order per the CRTPA's Project Priority List)</i>																						
17	(State) Southside Gateway: Woodville Highway ^{1/2}																						
18	(State) Capital Circle Southwest (W1) ^{1/2}																						
19	(State) Orange Avenue: Adams to Springhill ^{1/2}																						
20	(State) Westside Student Gateway: Pensacola Street ^{1/2}																						
21	Airport Gateway																						
22	Northwest Connector: Tharpe Street																						
23	Northwest Connector: Bannerman Road																						
24	Northwest Gateway: Welbourne Boulevard																						
25	North Monroe Gateway																						
26	<i>CCQ Projects (in rank order)</i>																						
27	Orange Avenue/Meridian Placemaking																						
28	Market District																						
29	Lake Lafayette and St. Marks Regional Park																						
30	Monroe-Adams Corridor Placemaking																						
31	Midtown Placemaking																						
32	Fairgrounds Beautification & Improvement																						
33	Northeast Park																						
34	College Avenue Placemaking																						
35	Florida A&M Entry Points																						
36	Alternative Sewer Solutions																						
37	Tallahassee Leon County Animal Service Center																						
38	DeSoto Winter Encampment ^{2/2}																						
39	Blueprint Infrastructure Program - Option B (\$28.7 M SIB Loan & FY 2022 \$50 M Bond) Total Debt Service: \$24.9 M																						
40	Description	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040
41	<i>Regional Mobility & Gateway Projects (listed in order per the CRTPA's Project Priority List)</i>																						
42	(State) Southside Gateway: Woodville Highway ^{1/2}																						
43	(State) Capital Circle Southwest (W1) ^{1/2}																						
44	(State) Orange Avenue: Adams to Springhill ^{1/2}																						
45	(State) Westside Student Gateway: Pensacola Street ^{1/2}																						
46	Airport Gateway																						
47	Northwest Connector: Tharpe Street ^{1/2}																						
48	Northwest Connector: Bannerman Road																						
49	Northwest Gateway: Welbourne Boulevard ^{1/2}																						
50	North Monroe Gateway																						
51	<i>CCQ Projects (in rank order)</i>																						
52	Orange Avenue/Meridian Placemaking																						
53	Market District ^{1/2}																						
54	Lake Lafayette and St. Marks Regional Park																						
55	Monroe-Adams Corridor Placemaking																						
56	Midtown Placemaking																						
57	Fairgrounds Beautification & Improvement																						
58	Northeast Park																						
59	College Avenue Placemaking																						
60	Florida A&M Entry Points																						
61	Alternative Sewer Solutions																						
62	Tallahassee Leon County Animal Service Center																						
63	DeSoto Winter Encampment ^{1/2}																						
64	Blueprint Infrastructure Program - Option C (\$28.7 M SIB Loan & FY 2022 \$100 M Bond) Total Debt Service: \$53.8 M																						
65	Description	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040
66	<i>Regional Mobility & Gateway Projects (listed in order per the CRTPA's Project Priority List)</i>																						
67	(State) Southside Gateway: Woodville Highway ^{1/2}																						
68	(State) Capital Circle Southwest (W1) ^{1/2}																						
69	(State) Orange Avenue: Adams to Springhill ^{1/2}																						
70	(State) Westside Student Gateway: Pensacola Street ^{1/2}																						
71	Airport Gateway																						
72	Northwest Connector: Tharpe Street																						
73	Northwest Connector: Bannerman Road																						
74	Northwest Gateway: Welbourne Boulevard																						
75	North Monroe Gateway																						
76	<i>CCQ Projects (in rank order)</i>																						
77	Orange Avenue/Meridian Placemaking																						
78	Market District																						
79	Lake Lafayette and St. Marks Regional Park																						
80	Monroe-Adams Corridor Placemaking																						
81	Midtown Placemaking																						
82	Fairgrounds Beautification & Improvement																						
83	Northeast Park																						
84	College Avenue Placemaking																						
85	Florida A&M Entry Points																						
86	Alternative Sewer Solutions																						
87	Tallahassee Leon County Animal Service Center																						
88	DeSoto Winter Encampment ^{1/2}																						
89	Notes																						
90	1/ Options A & B assume state funding for capacity improvements on state roadways; local funding is programmed for local components of these projects as may be needed																						
91	2/ Project Complete - Repayment to the City of Tallahassee																						
92	Project Phases - Legend																						
93	Planning /P&E																						
94	Design																						
95	Right-of-Way Acquisition																						
96	Construction																						
97	Repayment																						
98	Note: Project phases are approximate and reflect projected general timeframes for these project phases. Project phases will likely overlap in adjacent years.																						

2021 Long Term Implementation Plan

Proposed FY 2022 Blueprint Infrastructure Capital Improvement Project		FY 2022					FY 2023					FY 2024					FY 2025					FY 2026					FY 2027					FY 2028					FY 2029					FY 2030					FY 2031					FY 2032					FY 2033					FY 2034					FY 2035					FY 2036					FY 2037					FY 2038					FY 2039					FY 2040					Total Allocations Since Inception	Amount Remaining to Complete Project Based on Estimated Cost to Complete																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																			
		2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																											
1 Sources of Funds		2022		2023		2024		2025		2026		2027		2028		2029		2030		2031		2032		2033		2034		2035		2036		2037		2038		2039		2040		Total		FY 2022-2026		FY 2027		FY 2028		FY 2029		FY 2030		FY 2031		FY 2032		FY 2033		FY 2034		FY 2035		FY 2036		FY 2037		FY 2038		FY 2039		FY 2040																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																															
Total Available for Capital Infrastructure Projects		91,483,213		42,955,945		115,975,978		19,877,267		14,298,445		14,140,374		15,190,265		15,646,078		16,108,759		16,576,941		17,057,886		17,543,477		18,036,279		18,537,499		19,046,407		19,563,350		20,088,762		20,621,654		21,162,618		21,710,654		22,266,762		22,830,942		23,403,204		23,983,558		24,571,004		25,165,552		25,767,202		26,375,956		26,991,714		27,614,476		28,244,242		28,880,012		29,521,786		30,169,564		30,823,346		31,483,132		32,148,922		32,820,716		33,498,514		34,182,316		34,872,122		35,567,932		36,269,746		36,977,564		37,691,386		38,411,212		39,137,042		39,868,876		40,606,714		41,350,556		42,099,402		42,854,252		43,615,106		44,381,964		45,154,826		45,933,692		46,718,562		47,509,436		48,306,314		49,109,206		49,918,112		50,733,022		51,554,038		52,381,160		53,214,388		54,053,722		54,899,162		55,750,606		56,608,054		57,471,506		58,340,962		59,216,422		60,097,886		60,985,354		61,878,826		62,777,302		63,681,782		64,592,266		65,508,754		66,431,246		67,359,742		68,294,242		69,234,746		70,181,256		71,133,772		72,092,294		73,056,814		74,027,336		75,003,860		75,986,386		76,974,914		77,968,442		78,967,970		79,973,498		80,985,026		81,992,554		83,006,082		84,025,610		85,050,138		86,079,666		87,114,194		88,153,722		89,198,250		90,247,778		91,302,306		92,361,834		93,426,362		94,495,890		95,570,418		96,650,946		97,736,474		98,827,002		99,922,530		101,024,058		102,131,586		103,245,114		104,364,642		105,489,170		106,618,698		107,753,226		108,892,754		110,037,282		111,186,810		112,341,338		113,499,866		114,662,394		115,829,922		117,002,450		118,180,978		119,364,506		120,553,034		121,746,562		122,945,090		124,148,618		125,357,146		126,570,674		127,789,202		129,012,730		130,241,258		131,474,786		132,713,314		133,956,842		135,205,370		136,458,898		137,717,426		138,984,954		140,258,482		141,535,010		142,816,538		144,103,066		145,395,594		146,694,122		148,000,650		149,314,178		150,634,706		151,961,234		153,293,762		154,632,290		155,976,818		157,327,346		158,683,874		160,046,402		161,414,930		162,789,458		164,169,986		165,556,514		166,949,042		168,347,570		169,751,098		171,160,626		172,576,154		174,000,682		175,432,210		176,870,738		178,316,266		179,768,794		181,228,322		182,696,850		184,172,378		185,654,906		187,144,434		188,640,962		190,144,490		191,655,018		193,171,546		194,694,074		196,223,602		197,759,130		199,300,658		200,848,186		202,399,714		203,957,242		205,520,770		207,090,298		208,665,826		210,247,354		211,834,882		213,428,410		215,027,938		216,632,466		218,242,994		219,858,522		221,484,050		223,119,578		224,765,106		226,420,634		228,077,162		229,743,690		231,420,218		233,106,746		234,804,274		236,512,802		238,231,330		240,960,858		242,700,386		244,450,914		246,212,442		247,984,970		249,768,498		251,563,026		253,368,554		255,185,082		257,012,610		258,851,138		260,700,666		262,560,194		264,430,722		266,312,250		268,204,778		270,108,306		272,022,834		273,948,362		275,884,890		277,832,418		279,790,946		281,750,474		283,720,002		285,699,530		287,689,058		289,688,586		291,698,114		293,707,642		295,727,170		297,746,698		299,776,226		301,805,754		303,845,282		305,894,810		307,954,338		310,023,866		312,103,394		314,192,922		316,292,450		318,401,978		320,521,506		322,651,034		324,790,562		326,939,090		329,097,618		331,266,146		333,444,674		335,633,202		337,831,730		340,040,258		342,257,786		344,485,314		346,723,842		348,972,370		351,230,898		353,498,426		355,775,954		358,063,482		360,367,010		362,680,538		364,994,066		367,317,594		369,650,122		371,992,650		374,349,178		376,716,706		379,095,234		381,484,762		383,885,290		386,296,818		388,719,346		391,152,874		393,577,402		396,012,930		398,459,458		400,917,986		403,387,514		405,868,042		408,358,570		410,859,098		413,369,626		415,889,154		418,418,682		420,958,210		423,506,738		426,065,266		428,633,794		431,212,322		433,806,850		436,411,378		439,025,906		441,650,434		444,284,962		446,934,490		449,598,018		452,271,546		454,955,074		457,647,602		460,355,130		463,077,658		465,815,186		468,567,714		471,335,242		474,117,770		476,915,298		479,727,826		482,555,354		485,399,882		488,259,410		491,133,938		494,023,466		496,927,994		499,847,522		502,782,050		505,731,578		508,696,106		511,675,634		514,670,162		517,689,690		520,724,218		523,773,746		526,838,274		529,917,802		533,012,330		536,121,858		539,246,386		542,385,914		545,540,442		548,710,970		551,897,498		555,105,026		558,333,554		561,583,082		564,853,610		568,145,138		571,457,666		574,791,194		578,145,722		581,521,250		584,917,778		588,335,306		591,774,834		595,235,362		598,716,890		602,220,418		605,747,946		609,297,474		612,869,002		616,462,530		620,078,058		623,713,586		627,370,114		631,047,642		634,745,170		638,463,698		642,203,226		645,971,754		649,770,282		653,589,810		657,429,338		661,288,866		665,168,394		669,067,922		672,987,450		676,926,978		680,886,506		684,866,034		688,865,562		692,885,090		696,924,618		700,984,146		705,063,674		709,163,202		713,282,730		717,422,258		721,581,786		725,761,314		729,960,842		734,180,370		738,429,898		742,700,426		746,990,954		751,301,482		755,632,010		760,000,538		764,398,066		768,825,594		773,283,122		777,760,650		782,268,178		786,805,706		791,374,234		795,973,762		800,603,290		805,262,818		809,952,346		814,671,874		819,421,402		824,199,930		828,998,458		833,826,986		838,685,514		843,574,042		848,491,570		853,439,098		858,418,626		863,429,154		868,470,682		873,552,210		878,664,738		883,807,266		888,980,794		894,185,322		899,420,850		904,687,378		909,984,906		915,313,434		920,672,962		926,063,490		931,484,018		936,935,546		942,418,074		947,932,602		953,479,130		959,057,658		964,668,186		970,310,714		975,985,242		981,691,770		987,429,298		993,207,826		999,027,354		1,004,887,882		1,010,789,410		1,016,731,938		1,022,715,466		1,028,740,994		1,034,808,522		1,040,919,050		1,047,072,578		1,053,269,106		1,059,507,634		1,065,789,162		1,072,114,690		1,078,483,218		1,084,894,746		1,091,348,274		1,097,844,802		1,104,383,330		1,110,964,858		1,117,588,386		1,124,254,914		1,130,963,442		1,137,714,970		1,144,509,498		1,151,349,026		1,158,232,554		1,165,160,082		1,172,132,610		1,179,150,138		1,186,213,666		1,193,323,194		1,200,478,722		1,207,679,250		1,214,924,778		1,222,215,306		1,229,550,834		1,236,931,362		1,244,356,890		1,251,827,418		1,259,342,946		1,266,903,474		1,274,509,002		1,282,159,530		1,289,855,058		1,297,595,586		1,305,381,114		1,313,211,642		1,321,087,170		1,329,007,698		1,336,973,226		1,344,983,754		1,353,039,282		1,361,140,810		1,369,287,338		1,377,479,866		1,385,717,394		1,393,999,922		1,402,327,450		1,410,700,978		1,419,119,506		1,427,584,034		1,436,093,562		1,444,638,090		1,453,227,618		1,461,862,146		1,470,541,674		1,479,266,202		1,488,035,730		1,496,850,258		1,505,710,786		1,514,617,314		1,523,569,842		1,532,568,370		1,541,612,898		1,550,703,426		1,559,840,954		1,569,025,482		1,578,257,010		1,587,534,538		1,596,863,066		1,606,242,594		1,615,673,122		1,625,153,650		1,634,684,178		1,644,264,706		1,653,895,234		1,663,575,762		1,673,306,290		1,683,086,818		1,692,917,346		1,702,797,874		1,712,728,402		1,722,708,930	

1	Proposed FY 2021 Blueprint Infrastructure Estimated Project Expenditures	Amounts Allocated in Prior Years	Project Balance as of April 30, 2021	Proposed FY 2022 Allocation	Estimated FY 2022 Balance	Estimated Project Expenditures					FY 2022-2026 Estimated Expenditures	FY 2023-2026 Projected Additions	Ending FY 2026 Estimated Remaining Balance
						FY 2022	FY 2023	FY 2024	FY 2025	FY 2026			
2	Blueprint 2000 Program												
3	Water Quality Project: City	25,000,000	10,664,404	-	10,664,404	5,000,000	5,664,404	-	-	-	10,664,404	-	-
4	Water Quality Project: County	25,000,000	1,318,394	-	1,318,394	1,318,394	-	-	-	-	1,318,394	-	-
5	Blueprint 2000 LIDAR	349,817	-	-	-	-	-	-	-	-	-	-	-
6	Northwest Florida Water Management District Partnership	697,420	-	-	-	-	-	-	-	-	-	-	-
7	Blueprint 2000 Building Renovations	48,180	-	-	-	-	-	-	-	-	-	-	-
8	Headwaters of the St. Marks	8,920,221	-	-	-	-	-	-	-	-	-	-	-
9	Ford's Arm Watershed	272,429	-	-	-	-	-	-	-	-	-	-	-
10	Fred George Basin	2,770,000	-	-	-	-	-	-	-	-	-	-	-
11	Sensitive Lands Project Management	394,699	-	-	-	-	-	-	-	-	-	-	-
12	Lafayette Heritage Bridge	500,000	-	-	-	-	-	-	-	-	-	-	-
13	Lake Lafayette Floodplain	2,800,000	1,301,052	-	1,301,052	1,000,000	301,052	-	-	-	1,301,052	-	-
14	Blueprint 2000 Land Bank	1,320,263	-	-	-	-	-	-	-	-	-	-	-
15	Booth Property Purchase	584,754	-	-	-	-	-	-	-	-	-	-	-
16	Mahan Drive	4,825,731	-	-	-	-	-	-	-	-	-	-	-
17	Capital Circle Northwest (N-1)	69,230,163	-	-	-	-	-	-	-	-	-	-	-
18	Capital Circle Northwest/Southwest (N-2)	127,003,286	2,464,367	-	2,464,367	1,489,371	1,000,000	-	-	-	2,489,371	-	(25,004)
19	Capital Circle East (E-1)	38,628,775	-	-	-	-	-	-	-	-	-	-	-
20	Capital Circle Southeast and Subprojects (E-2)	37,040,455	-	-	-	-	-	-	-	-	-	-	-
21	Capital Circle Southeast Woodville/Crawfordville (E-3)	11,587,229	-	-	-	-	-	-	-	-	-	-	-
22	Capital Circle Southwest (W-1)	4,554,895	263,179	-	263,179	-	-	-	-	-	-	-	263,179
23	Capital Circle Southwest (W-1) ROW Acquisition	8,539,400	4,813,328	-	4,813,328	-	-	-	-	-	-	-	4,813,328
24	Capital Circle Southwest (W-1) Stormwater	2,800,000	2,588,070	-	2,588,070	-	-	-	-	-	-	-	2,588,070
25	Capital Cascades Trail Segment 1 (Franklin Boulevard)	19,035,973	-	-	-	-	-	-	-	-	-	-	-
26	Capital Cascades Trail Segment 2 (Cascades Park & Subprojects)	50,933,290	506,579	-	506,579	150,000	445,231	-	-	-	595,231	-	(88,652)
27	Capital Cascades Crossing (Connector Bridge & Subprojects)	8,506,584	-	-	-	-	-	-	-	-	-	-	-
28	Capital Cascades Trail Segment 3 (FAMU Way & Subprojects)	67,776,617	5,282,772	-	5,282,772	3,500,000	1,782,772	-	-	-	5,282,772	-	-
29	Capital Cascades Trail Segment 4	10,243,721	10,226,120	-	10,226,120	2,300,000	5,400,000	5,000,000	5,083,303	-	17,783,303	7,557,183	-
30	LPA Group Engineering Services	8,915,148	387,860	(387,860)	-	-	-	-	-	-	-	-	-
31	Magnolia Drive Trail and Subprojects	12,990,163	7,290,760	9,500,000	16,790,760	2,500,000	5,000,000	10,000,000	(709,240)	-	16,790,760	-	-
32	Advance Funding for Blueprint 2020 Projects												
33	Advance: Airport Gateway	5,531,253	4,264,611	-	4,264,611	4,264,611	-	-	-	-	4,264,611	-	-
34	Advance: Orange Avenue Corridor Study	350,000	-	-	-	-	-	-	-	-	-	-	-
35	Advance: Orange Avenue/Meridian Placemaking	1,000,000	548,576	-	548,576	549,079	-	-	-	-	549,079	-	(503)
36	Advance: Market District Placemaking	1,000,000	279,286	-	279,286	304,478	-	-	-	-	304,478	-	(25,192)
37	Advance: Northeast Gateway: Welaunee Boulevard	5,182,242	781,097	-	781,097	784,362	-	-	-	-	784,362	-	(3,265)
38	Advance: Northeast Corridor Connector: Bannerman Road	807,573	41,906	-	41,906	-	-	-	-	-	-	-	41,906
39	Advance: Comprehensive Wastewater Treatment Plan	500,000	500,000	-	500,000	500,000	-	-	-	-	500,000	-	-
40	Advance: 2020 Sales Tax Extension: Bike Route and Greenways	900,000	644,010	-	644,010	622,977	-	-	-	-	622,977	-	21,033
41	Blueprint 2020 Program												
42	Annual Allocations												
43	Blueprint: Greenways Master Plan	1,412,500	934,887	760,000	1,694,887	750,000	750,000	750,000	750,000	750,000	3,750,000	3,160,000	1,104,887
44	Blueprint: Bike Route System	1,282,500	1,260,000	780,000	2,040,000	750,000	750,000	750,000	750,000	750,000	3,750,000	3,000,000	1,290,000
45	City of Tallahassee: StarMetro Enhancements	1,071,875	605,700	612,500	1,218,200	612,500	612,500	612,500	612,500	612,500	3,062,500	2,450,000	605,700
46	City of Tallahassee: Water Quality and Stormwater Improvements	3,718,750	-	2,125,000	2,125,000	2,125,000	2,125,000	2,125,000	2,125,000	2,125,000	10,625,000	8,500,000	-
47	City of Tallahassee: Sidewalks Improvements	2,187,500	-	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000	6,250,000	5,000,000	-
48	City of Tallahassee: Operating Costs of Blueprint Funded Parks	875,000	-	500,000	500,000	500,000	500,000	500,000	500,000	500,000	2,500,000	2,000,000	-
49	Leon County: Water Quality and Stormwater Improvements	3,718,750	-	2,125,000	2,125,000	2,125,000	2,125,000	2,125,000	2,125,000	2,125,000	10,625,000	8,500,000	-
50	Leon County: Sidewalks Improvements	2,187,500	-	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000	6,250,000	5,000,000	-
51	Leon County: Operating Costs of Blueprint Funded Parks	875,000	-	500,000	500,000	500,000	500,000	500,000	500,000	500,000	2,500,000	2,000,000	-
52	Regional Mobility and Gateway Projects												
53	Southside Gateway: Woodville Highway	-	-	-	-	-	-	-	-	-	-	-	-
54	Capital Circle Southwest Orange to Crawfordville	-	-	-	-	-	2,500,000	2,500,000	-	-	5,000,000	5,000,000	-
55	Orange Avenue: Adams to Springhill	-	-	-	-	-	-	-	-	-	-	-	-
56	Westside Student Gateway: Pensacola Street	-	-	-	-	-	-	-	-	-	-	-	-
57	Airport Gateway	4,435,484	4,435,484	20,000,000	24,435,484	2,000,000	19,000,000	9,000,000	20,000,000	11,000,000	61,000,000	37,190,880	626,364
58	Northwest Connector: Tharpe Street	-	-	-	-	-	-	-	-	-	-	1,000,000	1,000,000
59	Northeast Corridor Connector: Bannerman Road	5,800,000	16,052,156	16,545,000	32,597,156	2,000,000	2,500,000	25,000,000	15,000,000	10,000,000	54,500,000	22,805,657	902,813
60	Northeast Gateway: Welaunee Boulevard	6,631,889	6,610,500	11,800,000	18,410,500	4,500,000	5,000,000	25,000,000	35,000,000	5,500,000	75,000,000	57,163,869	574,369
61	North Monroe Gateway	-	-	-	-	-	-	-	-	-	-	-	-
62	CCQ Projects												
63	Orange Avenue/Meridian Placemaking	2,959,611	2,208,836	750,000	2,958,836	1,000,000	1,958,836	-	-	-	2,958,836	-	-
64	Market District Placemaking	3,535,263	3,533,517	5,000,000	8,533,517	2,327,866	4,000,000	1,000,000	1,000,000	1,000,000	9,327,866	1,478,335	683,986
65	Lake Lafayette and St. Marks Regional Park	500,000	900,000	2,500,000	3,400,000	-	1,000,000	1,000,000	1,000,000	1,000,000	4,000,000	1,356,782	756,782
66	Monroe-Adams Corridor Placemaking	2,000,000	2,074,708	871,652	2,946,360	750,000	250,000	3,500,000	500,000	-	5,000,000	3,330,657	1,277,017
67	Midtown Placemaking	1,000,000	1,000,000	4,000,000	5,000,000	500,000	1,500,000	2,500,000	500,000	549,671	5,549,671	549,671	-
68	Fairgrounds Beautification and Improvement	100,000	84	-	84	-	-	-	-	-	-	12,000,000	12,000,084
69	Northeast Park	-	-	10,000,000	10,000,000	1,900,000	1,000,000	4,500,000	4,500,000	533,743	12,433,743	2,433,743	-
70	College Avenue Placemaking	-	-	-	-	-	-	-	-	-	-	-	-
71	Florida A&M Entry Points	-	-	-	-	-	-	-	-	-	-	-	-
72	Alternative Sewer Solutions	-	-	-	-	-	-	-	-	-	-	-	-
73	Tallahassee-Leon County Animal Service Center	-	-	-	-	-	-	-	-	-	-	-	-
74	DeSoto Winter Encampment	500,000	500,000	-	500,000	500,000	-	-	-	-	500,000	-	-
75	Total Uses of Funds for Capital Infrastructure Projects	611,331,903	94,282,243	90,481,292	184,763,535	49,623,638	65,664,795	98,862,500	94,236,563	39,445,914	347,833,410	191,476,777	28,406,902

Attachment #11					
DRAFT FY 2022 Operating Budget, Office of Economic Vitality					
		FY 2020	FY 2021	FY 2022	%
		Actual	Approved	Proposed	Change
Sources of Funds					
312600	Sales Tax	3,817,299	5,077,560	5,483,765	8.00%
337411	City OEV Funding	149,867	155,238	311,005	100.34%
337412	County OEV Funding	149,867	155,237	311,005	100.34%
361001	Interest	(3,255)	-	-	0.00%
366901	Donations	213,625	-	-	0.00%
369941	Trans from Fund Bal - Encumb	163,615	-	-	0.00%
381001	Transfer From General Fund	43,625	-	-	0.00%
384001	Proceeds From Bonds	-	-	21,500,000	100.00%
Total, Sources of Funds		4,534,642	5,388,035	27,605,776	412.35%
Uses of Funds					
Personnel Expenses					
511000	Salaries	762,209	809,399	854,400	5.56%
511300	Cost of Living Adjustment	-	-	57,544	100.00%
511500	Temporary Wages	14,481	23,400	23,400	0.00%
512000	Overtime	77	-	-	0.00%
512400	Other Salary Items	3,896	3,120	3,120	0.00%
515000	Pension-Current	171,935	186,760	196,503	5.22%
515100	Pension-Map	27,716	36,732	39,342	7.11%
515500	Social Security	14,392	1,521	3,042	100.00%
515600	Medicare	10,959	9,784	10,798	10.36%
516000	Health Benefits	108,099	96,880	112,492	16.11%
516100	Flex Benefits	13,300	18,013	19,981	10.92%
Total, Personnel Expenses		1,127,065	1,185,609	1,320,621	11.39%
Operating & Other Expenses					
521010	Advertising	3,176	5,500	69,500	1163.64%
521030	Reproduction	5,202	32,700	31,000	-5.20%
521040	Unclassified Professional Fees	28,196	-	-	0.00%
521090	Building Repairs	729	-	-	0.00%
521180	Unclassified Contractual Srvcs	16,350	47,750	40,000	-16.23%
521190	Computer Software	78,767	128,300	163,360	27.33%
522080	Telephone	7,052	15,000	15,000	0.00%
523010	Chem-Med-Lab	57	-	-	0.00%
523020	Food	3,114	10,050	6,550	-34.83%
523030	Gasoline	145	-	-	0.00%
523050	Postage	50	-	-	0.00%
523060	Office Supplies	3,780	35,000	20,000	-42.86%
523080	Unclassified Supplies	11,064	7,400	11,350	53.38%
524010	Travel & Training	23,506	46,600	56,050	20.28%
524030	Memberships	5,792	7,810	6,250	-19.97%
524040	Certificates & Licenses	-	1,100	1,650	50.00%
524050	Rent Expense- Building & Offic	74,570	170,700	183,000	7.21%
524070	Rent Expense- Machines	883	3,000	5,000	66.67%
524080	Unclassified Charges	25,284	11,325	26,100	130.46%
540040	Liability Insurance Premium	15,306	40,000	40,000	0.00%
541040	Insurance	825	-	-	0.00%
Total, Operating & Other Expenses		303,847	562,235	674,810	20.02%
Capital Outlay					
550040	Computer Equipment	19,473	10,000	10,000	0.00%
550060	Unclassified Equipment	138,993	40,000	35,000	-12.50%

Attachment #11				
DRAFT FY 2022 Operating Budget, Office of Economic Vitality				
	FY 2020	FY 2021	FY 2022	%
	Actual	Approved	Proposed	Change
Total, Capital Outlay	158,465	50,000	45,000	-10.00%
Allocated Costs				
560010 Human Resource Expense	15,706	13,159	16,340	24.17%
560020 Accounting Expense	-	17,767	24,833	39.77%
560030 Purchasing Expense	6,516	9,503	12,141	27.76%
560040 Information Systems Expense	3,804	3,804	36,946	871.24%
560070 Revenue Collection	136	174	138	-20.69%
560120 Indirect Costs	-	-	11,638	100.00%
560150 Diversity and Inclusion Expense	-	-	4,074	100.00%
Total, Allocated Costs	26,162	44,407	106,110	138.95%
Administrative Allocations				
611100 Admin Allocation Transfer	122,376	149,941	188,598	25.78%
Total, Administrative Allocations	122,376	149,941	188,598	25.78%
Total, OEV Operating Budget	1,737,915	1,992,192	2,335,139	17.21%
Interfund Transfers				
611300 Debt Service Transfer	-	52,203	1,141,732	2087.10%
612400 Inter-Fund Ops Transfer	3,360,981	3,343,640	24,128,905	621.64%
Total, Interfund Transfers	3,360,981	3,395,843	25,270,637	644.16%
Total, Uses of Funds	5,098,896	5,388,035	27,605,776	412.35%
Sources of Funds Less Uses of Funds	(564,254)	-	-	

* Please refer to the FY 2022 - 2026 Capital Improvement Program Budget in Attachment #9 for details regarding allocations to capital projects for bonds funded during FY 2022.

Proposed FY 2022 Office of Economic Vitality Capital Projects and Economic Vitality Programs Budget							FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total, FY 2022-2026	Amount Remaining to Project Based on Estimated Cost to Complete	
							Blueprint 2020 Program Funding							
1 Sources of Funds														
2 Allocation of Net Sales Tax Revenues							2,628,905	1,216,648	1,314,957	1,397,393	1,480,041	8,037,944		
3 City, County, State and Federal Funding (1)							-	-	-	-	200,000	200,000		
4 Bond Proceeds							21,500,000	-	-	-	-	21,500,000		
5 Loan Proceeds							-	-	-	-	-	-		
6 Grants, Donations, and Miscellaneous Funding							-	-	-	-	-	-		
7 Total Sources of Funds for Office of Economic Vitality Projects							24,128,905	1,216,648	1,314,957	1,397,393	1,680,041	29,737,944		
8 Uses of Funds	A	B	C	D	E	A - (B + C)	Blueprint 2020 Program					Total Projected FY 2022-2026 Allocations	Amount Remaining to Project Based on Estimated Cost to Complete	
	Estimated Cost to Fund Project through 5-Year CIP or BP2020 Program(2)	Amounts Allocated in Prior Years	Amounts Proposed to be Allocated in FY 2021	Project Expenses Through April 30, 2021	Project Balance as of April 30, 2021	Estimated Allocations Required to Complete Project	FY 2022 Projected Allocations	FY 2023 Projected Allocations	FY 2024 Projected Allocations	FY 2025 Projected Allocations	FY 2026 Projected Allocations			
9 Capital Projects Allocations														
10 Convention Center	20,000,000	771,326	-	19,500	751,826	19,228,674	20,000,000	(771,326)	-	-	-	19,228,674	-	
11 Bragg Stadium Repairs	10,000,000	10,000,000	-	10,000,000	-	-	-	-	-	-	-	-	-	
12 Tallahassee Community College Contribution	1,000,000	-	1,000,000	-	-	-	-	-	-	-	-	-	-	
13 Tallahassee International Airport	14,100,000	1,233,750	-	1,233,750	-	12,866,250	705,000	705,000	705,000	705,000	705,000	3,525,000	9,341,250	
14 LCRDA Incubator: \$2.5 million Pledge	2,500,000	1,000,000	-	1,000,000	-	1,500,000	1,500,000	-	-	-	-	1,500,000	-	
15 Incentives, Grants & Programs														
16 Business Recruitment and Incentive Fund (BRIF)	560,000	560,000	-	462,064	97,936	-	-	-	-	-	-	-	-	
17 Qualified Target Industry Tax Refund	-	56,000	(56,000)	-	47,000	-	-	-	-	-	-	-	-	
18 Target Business Program	7,244,854	354,705	56,000	21,896	332,809	6,834,149	1,042,180	521,362	504,962	480,362	455,762	3,004,628	3,829,521	
19 ARPC EDA Revolving Loan Fund for Small Businesses	700,000	225,000	-	225,000	-	475,000	25,000	25,000	25,000	25,000	25,000	125,000	350,000	
20 Magnetic Technologies Recruitment	179,017	181,000	(1,983)	181,000	-	-	-	-	-	-	-	-	-	
21 Business Development: Attraction/Expansion	2,144,783	52,800	1,983	10,746	42,054	2,090,000	110,000	110,000	110,000	110,000	110,000	550,000	1,540,000	
22 COVID-19 Economic Disaster Relief Program	-	1,150,500	(1,150,500)	1,150,500	-	-	-	-	-	-	-	-	-	
23 COVID-19 Nonprofit LEAN Program	-	800,000	(800,000)	597,500	202,500	-	-	-	-	-	-	-	-	
24 LCRDA Cooperative Pledge	805,000	-	268,300	-	-	536,700	536,700	-	-	-	-	536,700	-	
25 Future Opportunity Leveraging Fund	500,000	519,843	104,015	-	519,843	(123,858)	5,025	371,612	(285,005)	(227,969)	(320,721)	(457,058)	333,200	
26 Competitive Project Fund	500,000	25,000	-	-	25,000	475,000	-	-	-	-	-	-	475,000	
27 Business2Business Engagement Actions														
28 Americas Competitiveness Exchange	10,650	10,650	-	10,650	-	-	-	-	-	-	-	-	-	
29 Elevate Grant Program	87,500	87,500	-	85,000	2,500	-	-	-	-	-	-	-	-	
30 Local Business and Workforce Development	2,112,000	112,000	-	22,000	90,000	2,000,000	100,000	150,000	150,000	100,000	100,000	600,000	1,400,000	
31 Industry Academies and B2B Outreach	213,650	13,650	10,000	3,148	10,502	190,000	10,000	10,000	10,000	10,000	10,000	50,000	140,000	
32 Strategic Marketing and Communication	1,840,500	225,000	380,500	202,290	22,710	1,235,000	65,000	65,000	65,000	65,000	65,000	325,000	910,000	
33 Economic Vitality Sponsorships	657,750	87,750	-	82,750	5,000	570,000	30,000	30,000	30,000	30,000	30,000	150,000	420,000	
34 Economic Vitality Studies														
35 MWSBE Disparity Study	2,070,000	550,000	-	488,486	61,514	1,520,000	-	-	-	-	400,000	400,000	1,120,000	
36 Target Industry Study	535,300	155,300	-	147,411	7,889	380,000	-	-	100,000	-	-	100,000	280,000	
37 Strategic Plan	480,000	100,000	-	95,590	4,410	380,000	-	-	-	-	100,000	100,000	280,000	
38 Total Uses of Funds for Office of Economic Vitality Projects	68,241,004	18,271,774	(187,685)	16,039,281	2,223,491	50,156,915	24,128,905	1,216,648	1,314,957	1,397,393	1,680,041	29,737,944	20,418,971	
39 Sources of Funds less Uses of Funds														

NOTE: The Capital Improvement Program allocates net sales tax and other sources of funds to capital infrastructure projects and economic development projects; only funding identified in FY 2022 will be allocated toward any projects. Funding identified in the outlying years (2023 - 2026) is based on current estimates of future net sales tax revenues for capital projects and other anticipated funding sources.

(1) Budgeted revenue from City, County, State and Federal funding consists of equal funding shares from the City of Tallahassee and Leon County to support the operations of the Minority, Women and Small Business Enterprise program. Each government has committed to fund one-third of the program's operating costs while the Office of Economic Vitality will fund the remaining amount from its dedicated sales tax revenue.

(2) The estimated costs to complete each project is based on the five-year time horizon presented in this Capital Projects Budget. Many of OEV's projects are of an ongoing nature and will not be considered "complete" until the IA Board provides direction to discontinue the project. Other projects, such as contributions to the Convention Center and LCRDA Incubator will be complete upon OEV's provision of funding. The annual airport allocation is ongoing for the life of the Blueprint 2020 sales tax.

Blueprint Infrastructure Accounting Summary as of 04/30/2021										
1 Project Description	Bonds	Loans	Advance Repayment	Joint Project Agreements, Grants & Donations	Sales Tax, Interest & Other Sources	Allocated to Date	Pre Encumbrance	Encumbrances	Expenses to Date	Balance
2 Blueprint 2000 Program Funds										
3 Water Quality Project: City	10,135,592	-	-	-	14,864,408	25,000,000	-	-	14,335,596	10,664,404
4 Water Quality Project: County	11,770,767	-	1,000,000	-	12,229,233	25,000,000	-	-	23,681,606	1,318,394
5 Blueprint 2000 LIDAR	-	-	-	-	349,817	349,817	-	-	349,817	-
6 Northwest Florida Water Management District Partnership	478,642	-	-	116,287	102,491	697,420	-	-	697,420	0
7 Blueprint 2000 Building Renovations	-	-	-	-	48,180	48,180	-	-	48,180	-
8 Headwaters of the St. Marks	1,395,000	-	-	1,581,435	5,943,786	8,920,221	-	-	8,920,221	0
9 Ford's Arm Watershed	175	-	-	-	272,254	272,429	-	-	272,429	-
10 Fred George Basin	1,682,226	-	-	-	1,087,774	2,770,000	-	-	2,770,000	-
11 Sensitive Lands Project Management	373,041	-	-	-	21,658	394,699	-	-	394,699	-
12 Lafayette Heritage Bridge	-	-	-	-	500,000	500,000	-	-	500,000	-
13 Lake Lafayette Floodplain	-	-	-	-	2,800,000	2,800,000	-	-	1,498,948	1,301,052
14 Blueprint 2000 Land Bank	722,881	-	-	-	597,382	1,320,263	-	-	1,320,263	0
15 Booth Property Purchase	-	-	-	-	584,754	584,754	-	-	584,754	-
16 Mahan Drive	4,825,731	-	-	-	-	4,825,731	-	-	4,825,731	-
17 Capital Circle Northwest (N-1)	45,287,879	22,605,003	-	1,337,280	1	69,230,163	-	-	69,230,163	-
18 Capital Circle Northwest/Southwest (N-2)	12,276,121	-	-	70,419,183	44,307,982	127,003,286	-	6,307	124,532,611	2,464,367
19 Capital Circle East (E-1)	3,624,329	26,692,338	-	-	8,312,108	38,628,775	-	-	38,628,775	-
20 Capital Circle Southeast and Subprojects (E-2)	9,594,846	4,784,739	-	16,650,532	6,010,338	37,040,455	-	-	37,040,455	(0)
21 Capital Circle Southeast Woodville/Crawfordville (E-3)	1,152,849	-	-	8,951,599	1,482,781	11,587,229	-	-	11,587,229	-
22 Capital Circle Southwest (W-1)	2,070,191	-	-	-	2,484,704	4,554,855	-	-	4,291,716	263,179
23 Capital Circle Southwest (W-1) ROW Acquisition	-	-	-	8,539,400	-	8,539,400	-	125,914	3,600,158	4,813,328
24 Capital Circle Southwest (W-1) Stormwater	-	-	-	2,800,000	-	2,800,000	-	-	211,930	2,588,070
25 Capital Cascades Trail Segment 1 (Franklin Boulevard)	4,529,484	-	-	5,166,082	9,340,407	19,035,973	-	-	19,035,973	(0)
26 Capital Cascades Trail Segment 2 (Cascades Park & Subprojects)	16,729,357	-	-	6,110,368	28,093,565	50,933,290	-	92,822	50,333,889	506,579
27 Capital Cascades Crossing (Connector Bridge & Subprojects)	17,790	-	-	2,777,229	1,552,000	4,159,565	-	-	8,506,584	-
28 Capital Cascades Trail Segment 3 (FAMU Way & Subprojects)	3,231,331	-	-	3,000,000	5,213,378	56,331,908	-	7,656,034	54,837,811	5,282,772
29 Capital Cascades Trail Segment 4	-	-	-	-	10,243,721	10,243,721	-	-	17,601	10,226,120
30 LPA Group Engineering Services	3,378,320	-	-	-	5,536,828	8,915,148	-	-	8,527,288	387,860
31 Magnolia Drive Trail and Subprojects	-	-	-	39,719	12,950,444	12,950,163	-	323,302	6,442,671	6,224,189
32 Advance Funding for Blueprint 2020 Projects from Blueprint 2000 Funds										
33 Advance: Airport Gateway	-	-	-	-	5,531,253	5,531,253	-	918,198	348,444	4,264,611
34 Advance: Orange Avenue Corridor Study	-	-	-	-	350,000	350,000	-	-	350,000	-
35 Advance: Orange Avenue/Meridian Placemaking	-	-	-	-	1,000,000	1,000,000	-	6,207	445,217	548,576
36 Advance: Market District Placemaking	-	-	-	-	1,000,000	1,000,000	23,420	37,899	659,395	279,286
37 Advance: Northeast Gateway: Welaunee Boulevard	-	-	-	-	5,182,242	5,182,242	-	163,904	4,237,241	781,097
38 Advance: Northeast Corridor Connector: Bannerman Road	-	-	-	750,000	57,573	807,573	-	15	765,652	41,906
39 Advance: Comprehensive Wastewater Treatment Plan	-	-	-	-	500,000	500,000	-	-	-	500,000
40 Advance: 2020 Sales Tax Extension: Bike Route and Greenways	-	-	-	-	900,000	900,000	-	-	255,990	644,010
42 Blueprint 2020 Program Funds										
43 Annual Allocations										
44 Blueprint: Greenways Master Plan	-	-	-	-	1,412,500	1,412,500	-	236,831	240,782	934,887
45 Blueprint: Bike Route System	-	-	-	-	1,282,500	1,282,500	-	-	22,500	1,260,000
46 City of Tallahassee: StarMetro Enhancements	-	-	-	-	1,071,875	1,071,875	-	2,800	463,375	605,700
47 City of Tallahassee: Water Quality and Stormwater Improvements	-	-	-	-	3,718,750	3,718,750	-	-	3,718,750	-
48 City of Tallahassee: Sidewalks Improvements	-	-	-	-	2,187,500	2,187,500	-	-	2,187,500	-
49 City of Tallahassee: Operating Costs of Blueprint Funded Parks	-	-	-	-	875,000	875,000	-	-	875,000	-
50 Leon County: Water Quality and Stormwater Improvements	-	-	-	-	3,718,750	3,718,750	-	-	3,718,750	-
51 Leon County: Sidewalks Improvements	-	-	-	-	2,187,500	2,187,500	-	-	2,187,500	-
52 Leon County: Operating Costs of Blueprint Funded Parks	-	-	-	-	875,000	875,000	-	-	875,000	-
53 Regional Mobility and Gateway Projects										
54 Southside Gateway: Woodville Highway	-	-	-	-	-	-	-	-	-	-
55 Capital Circle Southwest Orange to Crawfordville	-	-	-	-	-	-	-	-	-	-
56 Orange Avenue: Adams to Springhill	-	-	-	-	-	-	-	-	-	-
57 Westside Student Gateway: Pensacola Street	-	-	-	-	-	-	-	-	-	-
58 Airport Gateway	-	-	-	-	4,435,484	4,435,484	-	-	-	4,435,484
59 Northwest Connector: Tharpe Street	-	-	-	-	-	-	-	-	-	-
60 Northeast Corridor Connector: Bannerman Road	-	-	-	1,280,000	4,520,000	5,800,000	-	430,039	873,369	4,496,592
61 Northeast Gateway: Welaunee Boulevard	-	-	-	-	6,631,889	6,631,889	-	10,019	11,370	6,610,500
62 North Monroe Gateway	-	-	-	-	-	-	-	-	-	-
63 CCQ Projects										
64 Orange Avenue/Meridian Placemaking	-	-	-	-	2,959,611	2,959,611	-	346,848	403,927	2,208,836
65 Market District Placemaking	-	-	-	-	3,535,263	3,535,263	-	-	1,746	3,533,517
66 Lake Lafayette and St. Marks Regional Park	-	-	-	-	500,000	500,000	-	-	-	500,000
67 Monroe-Adams Corridor Placemaking	-	-	-	-	2,000,000	2,000,000	-	226,129	99,163	1,674,709
68 Midtown Placemaking	-	-	-	-	1,000,000	1,000,000	-	-	-	1,000,000
69 Fairgrounds Beautification and Improvement	-	-	-	-	100,000	100,000	-	30,953	68,963	84
70 Northeast Park	-	-	-	-	-	-	-	-	-	-
71 College Avenue Placemaking	-	-	-	-	-	-	-	-	-	-
72 Florida A&M Entry Points	-	-	-	-	-	-	-	-	-	-
73 Alternative Sewer Solutions	-	-	-	-	-	-	-	-	-	-
74 Tallahassee-Leon County Animal Service Center	-	-	-	-	-	-	-	-	-	-
75 DeSoto Winter Encampment	-	-	-	-	500,000	500,000	-	-	-	500,000
77 Grand Total	133,276,552	54,082,080	6,777,229	127,707,263	289,488,779	611,331,903	23,420	10,614,222	519,834,148	80,860,113

Office of Economic Vitality Accounting Summary as of 04/30/2021										
1 Capital Projects Allocations	Bonds	Loans	Advance Repayment	Joint Project Agreements, Grants & Donations	Sales Tax, Interest & Other Sources	Allocated to Date	Pre Encumbrance	Encumbrances	Expenses to Date	Balance
2 Convention Center	-	-	-	-	771,326	771,326	19,500	-	-	751,826
3 Bragg Stadium Repairs	-	10,000,000	-	-	-	10,000,000	-	7,042,180	2,957,820	-
4 Tallahassee International Airport	-	-	-	-	1,233,750	1,233,750	-	-	1,233,750	-
5 LCRDA Incubator: \$2.5 million Pledge	-	-	-	-	1,000,000	1,000,000	-	500,000	500,000	-
6 Incentives, Grants & Programs										
7 Business Recruitment and Incentive Fund (BRIF)	-	665,000	-	-	(105,000)	560,000	-	5,190	456,874	97,936
8 Qualified Target Industry Tax Refund	-	-	-	-	56,000	56,000	-	-	-	56,000
9 Target Business Program	-	-	-	-	354,705	354,705	-	-	21,896	332,809
10 ARPC EDA Revolving Loan Fund for Small Businesses	-	-	-	-	225,000	225,000	-	169,000	56,000	-
11 Magnetic Technologies Recruitment	-	-	-	-	181,000	181,000	-	31,900	149,100	-
12 Business Development: Attraction/Expansion	-	-	-	-	52,800	52,800	-	-	10,746	42,054
13 COVID-19 Economic Disaster Relief Program	-	-	-	-	1,150,500	1,150,500	-	-	1,150,500	-
14 COVID-19 Nonprofit LEAN Program	-	-	-	1,000,000	(200,000)	800,000	-	-	597,500	202,500
15 Future Opportunity Leveraging Fund	-	-	-	-	-	519,843	-	-	-	519,843
16 Competitive Project Fund	-	-	-	-	-	25,000	-	-	-	25,000
17 Business2Business Engagement Actions										
18 Americas Competitiveness Exchange	-	-	-	-	10,650	10,650	-	-	10,650	-
19 Elevate Grant Program	-	-	-	-	87,500	87,500	-	2,250	82,750	2,500
20 Local Business and Workforce Development	-	-	-	-	112,000	112,000	-	6,300	15,700	90,000
21 Industry Academies and B2B Outreach	-	-	-	-	13,650	13,650	-	-	3,148	10,502
22 Strategic Marketing and Communication	-	160,000	-	-	65,000	225,000	-	3,843	198,447	22,710
23 Economic Vitality Sponsorships	-	25,000	-	-	62,750	87,750	-	-	82,750	5,000
24 Economic Vitality Studies										
25 MWSBE Disparity Study	-	-	-	550,000	-	550,000	-	2,069	486,417	61,514
26 Target Industry Study	-	150,000	-	-	5,300	155,300	-	360	147,051	7,889
27 Strategic Plan	-	-	-	-	100,000	100,000	-	50,185	45,405	4,410
28 Grand Total	-	11,000,000	-	1,550,000	5,176,931	18,271,774	19,500	7,813,277	8,206,506	2,232,491